THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 14-2024
Thursday, September 26, 2024
6:30 p.m.
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

To view live stream meeting proceedings visit: niagararegion.ca/government/council

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Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT STATEMENT

3. SINGING OF 'O CANADA'

4. ADOPTION OF AGENDA

   4.1 Addition of Items

   4.2 Changes in Order of Items

5. DISCLOSURES OF PECUNIARY INTEREST

6. PRESENTATIONS

7. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

8. DELEGATIONS

   8.1 Update Regarding Regional Road 87 Reconstruction in Port Dalhousie (Minute Item 7.2, Minutes PWC 8-2024 (Agenda Item 12.2))

      8.1.1 Hank Beekhuis, President, Port Dalhousie Conservancy 9 - 12

8.1.2 Carlos Garcia, Councillor, City of St. Catharines *13 - 14*

8.1.3 Jeff Mackie, Resident, City of St. Catharines *15 - 16*

8.1.4 Wendy Wing, Rankin Construction Inc. *17 - 18*

8.1.5 Wolfgang Guembel, Resident, City of St. Catharines *19 - 20*

8.1.6 Jonathan Belgrave, Resident, City of St. Catharines *21 - 22*

8.1.7 Caleb Ratzlaff, Resident, City of St. Catharines *23 - 24*

8.1.8 Bruce Williamson, Councillor, City of St. Catharines *25 - 26*
This delegation request was received after the deadline and must be considered by Council.

8.1.9 Sam Baio, Resident, City of St. Catharines *27 - 28*
This delegation request was received after the deadline and must be considered by Council.

8.1.10 Requests Received After the Deadline (Will Require 2/3 Majority to Proceed)

8.1.10.1 Jeff Hurst, Resident, City of St. Catharines *29 - 30*

8.1.10.2 Diane Simsovic, Resident, City of St. Catharines *31 - 32*

8.2 City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs (Minute Item 7.2, Minutes COTW 4-2024 (Agenda Item 12.1))

8.2.1 Herb Sawatzky, Resident, Town of Pelham *33 - 34*
This delegation request was received after the deadline and must be considered by Council.

8.2.2 Requests Received After the Deadline (Will Require 2/3 Majority to Proceed)

8.2.2.1 Dennis Edell, Coalition for a Better St. Catharines *35 - 36*

9. ADOPTION OF MINUTES

9.1 Council Minutes CL 12-2024 (Special Meeting) 37 - 40
Thursday, August 29, 2024

9.2 Council Minutes CL 13-2024 (Regular Meeting) 41 - 52
Thursday, August 29, 2024

The above minutes are presented for errors and/or omissions only.

10. CORRESPONDENCE

10.1 CL-C 79-2024 53
City of Port Colborne Council Motion - Request for Extensions to Niagara Region Incentive Programs

10.2 CHR 6-2024 54 - 55
Proposed Timelines for the Chief Administrative Officer's Performance Appraisal

10.3 CL-C 88-2024 56
City of Niagara Falls Council Motion - Request for Extensions to Niagara Region Incentive Programs

10.4 CL-C 90-2024 57 - 58
Letter from Coalition for a Better St. Catharines - Extension of the Region's Community Improvement Plan Matching Grant Programs

10.5 CL-C 91-2024 59
City of St. Catharines Motion - Reconstruction of Regional Road 87

10.6 CL-C 92-2024 60
Letter from Q9 Planning + Design - Request for Extensions to Niagara Region Incentive Programs

10.7 CL-C 93-2024 61 - 62
Town of Fort Erie Motion - City of Welland Resolution – Endorse and Promote the Solve the Crisis Project

10.8 CL-C 95-2024 63 - 64
Appointment of By-law Officers for the Enforcement of the Sewer Use By-law No. 2024-51

10.9 CL-C 96-2024 65 - 66
An email from J. Medeiros, Portside Social Bar & Kitchen, City of St. Catharines, respecting Regional Road 87 Reconstruction in Port Dalhousie

10.10 CL-C 98-2024 67 - 68
An email from C. MacIsaac, Resident, City of St. Catharines, respecting Regional Road 87 Reconstruction in Port Dalhousie

11. ITEMS FOR CONSIDERATION

None.

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Committee of the Whole — 69 - 206
Minutes COTW 4-2024, Thursday, September 5, 2024

12.2 Public Works Committee — 207 - 382
Minutes PWC 8-2024, Tuesday, September 10, 2024

12.3 Public Health and Social Services Committee — 383 - 482
Minutes PHSSC 8-2024, Tuesday, September 10, 2024

12.4 Corporate Services Committee — 483 - 699
Minutes CSC 8-2024, Wednesday, September 11, 2024

12.5 Planning and Economic Development Committee — 700 - 775
Minutes PEDC 18-2024, Wednesday, September 11, 2024

12.6 Budget Review Committee of the Whole — 776 - 952
Minutes BRCOTW 2-2024, Thursday, September 12, 2024

12.7 Audit Committee — 953 - 1100
Minutes AC 3-2024, Monday, September 16, 2024

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

14. MOTIONS

14.1 Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign — 1101 - 1102

In accordance with the notice requirements of Section 18.1(a) of Niagara Region's Procedural By-law, Councillor Ip provided a motion for consideration at the September 26, 2024, Council meeting respecting Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign.

14.2 Municipal Codes of Conduct — 1103 - 1104

In accordance with the notice requirements of Section 18.1(a) of Niagara Region's Procedural By-law, Councillor Bateman provided a motion for consideration at the September 26, 2024, Council meeting respecting Municipal Codes of Conduct.

15. NOTICES OF MOTION

16. CLOSED SESSION

16.1 Council Minutes - Closed Session

16.1.1 Closed Session Minutes CL 12-2024
Thursday, August 29, 2024 (Special Meeting)

16.2 Committee Reports - Closed Session

16.2.1 Corporate Services Committee - Closed Session
Minutes CSC 8-2024, Wednesday, September 11, 2024

16.2.2 Audit Committee - Closed Session
AC 3-2024 Monday, September 16, 2024

17. BUSINESS ARISING FROM CLOSED SESSION

18. BY-LAWS

18.1 Bill 2024-54 — 1105 - 1106

A by-law to amend By-Law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways (Parking Prohibition on Regional Road 3 (Lakeshore Road) in the Township of Wainfleet).

18.2 Bill 2024-55 — 1107 - 1108

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways (Parking Prohibition on Regional Road 27 (Riverside Drive) in the City of Welland).

18.3 Bill 2024-56 — 1109 - 1111

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways – (Stopping Prohibition on Regional Road 43 Bridge Street in the City of Niagara Falls).

18.4 Bill 2024-57 — 1112 - 1145

A by-law to amend By-law 89-2000 being A By-law to Provide for the Regulation of Traffic on Regional Highways – (Speed Limit Reduction on Regional Road 54 Prince Charles Drive in the City of Welland).

18.5 Bill 2024-58 — 1146 - 1179

A by-Law to amend By-Law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways – (Speed Limit Reduction on Regional Road 529 Effingham Street in the Town of Pelham).

18.6 Bill 2024-59 — 1180 - 1181

A by-law to appoint By-law Enforcement Officers for the purpose of enforcing the Sewer Use By-law By-law No. 2024-51 and to repeal By-law 2023-74.

18.7 Bill 2024-60 — 1182 - 1202

A by-law to authorize the borrowing upon amortizing debentures in the principal amount of $7,500,000.00 for a capital work of The Corporation of the City of Niagara Falls.

18.8 Bill 2024-61 — 1203 - 1223

A by-law to authorize the borrowing upon serial debentures in the principal amount of $5,000,000.00 for a capital work of The Regional Municipality of Niagara.

18.9 Bill 2024-62 — 1224 - 1244

A by-law to authorize the borrowing upon serial debentures in the principal amount of $55,299.403.00 for a capital work of The Regional Municipality of Niagara.

18.10 Bill 2024-63 — 1245 - 1265

A by-law to authorize the borrowing upon amortizing debentures in the principal amount of $5,054,825.00 for a capital work of The Corporation of the Town of Lincoln.

18.11 Bill 2024-64 — 1266 - 1273

A by-law to provide for the adoption of Amendment No. 4 to the Official Plan for The Regional Municipality of Niagara to permit the Law Quarry Extension in the Township of Wainfleet.

18.12 Bill 2024-65 — *1274*

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held September 26, 2024.

19. OTHER BUSINESS

20. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 9, 2024 9:30:35 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Hank Beekhuis

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

Organization
Port Dalhousie Conservancy

standing committee
Regional Council

Presentation Topic
Rebuilding of RR#87

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details
I am requesting when this topic will be on the Council agenda. I am told that it is too late for the Committee dealing with it. I don't have a slide deck at the moment but a slide of the downtown core with the proposed changes would be sufficient if I have a laser pointer.

Video Consent
Yes

To: Mayor and Council

Dear Friends:

I am writing to you to support the motion by Councillor Garcia and Councillor Williamson regarding their concerns about the preferred option for the rebuilding of Main St, Lock St. and Lakeport road. I was intending to speak to the issue on February 26th however I understand that this meeting was cancelled and I am away on vacation during the March 4th meeting, hence this letter.

I am likely one of the most informed persons regarding parking and traffic in Port Dalhousie given my history over the last 20 years. Perhaps even more so than some staff and certainly more than the consultants that have provided input to the Region regarding these proposals. I am not a traffic engineer however, I have lived in Port almost 50 years and I spent 52 days of my personal time cross-examining witness's about parking and traffic during the OMB hearing held in this very room in 2009, something I was commended for by the OMB chair and even lawyers for the developer.

I learned a lot during that process, not the least of which is that traffic experts do their best to please the people who hire them. I also learned that timing is everything. During cross I discovered for example that measurements were taken during two days when it was 66 degrees and raining. This is the baseline being used in a beach town? Its not that these are bad people but working for municipalities are their bread and butter and they want return business. Traffic engineering is a controversial discipline. Jane Jacobs a world-renowned expert on urban planning, who I read in university held them in disdain and even wrote a letter of support for us during the hearing. It is far too simple for a junior working on an auto-cad machine to craft something in two dimensions without regard for topography or future developments. The experience on the ground is always much more difficult.

I have no personal stake in this since I live on the edge of the Heritage District and my access and egress from Port is mostly via Martindale, Third St. and Lakeshore. I do however speak for a lot of residents that I have spoken to including well known major contractors and persons with knowledge of the area. My reason for advocating on this issue is strictly for the sake of our community and the deep desire to have a solution for Port Dalhousie that actually works. It would be an awful failure on our part if the Region invested 15 million dollars into new roads only to find out that it does not work, is unsafe and causes more issues than it solves.

Public EA consultations on this were mostly held during COVID and though there are some improvements in the latest iteration it is still fatally flawed. The EA report shows that this preferred option won out by merely one point. (77-76) The reason for this is that most of the public is enamored with the proposed pedestrian street on Lock St. which is a mere 200 ft long without a view to the consequences. I too love pedestrian malls and I have been at Argyle St. in Halifax as well as Sparks St. in Ottawa and Stephen St. in Calgary. They are simply not comparable to Port Dalhousie in either access or public transportation options. Focusing on this "shiny object" alone will lead to irreparable harm. The residents of Port know how things work and there are better solutions available.

I will cover just a few of the issues since they are too many to address in a few words.

Parking: Port has already lost quite a number of Parking spaces. Some legitimately and others via privatization. This proposal will add to that number by eliminating all of the remaining street parking in Port's Commercial Core leaving only the paid parking in the Lakeside lot for almost all activity. We are

constantly being told that a surface space costs 20K to build however this Regional plan is removing likely 40 or more without any compensation. That is a net loss to the community of some 800,000 dollars of value. This is in addition to the parking exemption that already exists for the commercial core and the 20,000 square feet of proposed commercial that is affected. It is interesting that with all the proposed developments we can increase the population of the Heritage District by almost 50% and yet continue to remove parking. This cannot go on!

Traffic: Traffic, you will always have a problem with, but it can be minimized. The struggle between Port as a tourist destination vs Residential is real and you can't increase one without decreasing the other. Residents who know how things work, know about the backups that happen regularly during the summer months. Any consideration of traffic has to be part of a comprehensive plan which includes transit, mixed use development and other vital supports however, this proposal offers nothing. The loss of parking will inevitably lead to backups into the community where parking is free but unstructured.The paid parking remaining will also have a severe impact on not only existing businesses but on any developments ability to attract the type of businesses Port residents will need. The hundreds of new residents coming to Port Dalhousie should not have to drive out of Port to obtain a bag of milk and add to the traffic congestion.

Safety: The proposed change on its face is unsafe. The addition of several blind corners with multiple hidden access's is asking for problems. Sidewalks that end in curves and cross walks that are not visible until you are on top of them, as well as parking lot access's for over 500 vehicles that are unseen until you get there, are all significant safety concerns. We have been here before, in the 50's Port had two-way traffic going around and it was changed to one way because of accidents. These safety concerns are new and are being created by the proposal. We have to keep in mind that Port has not fully functioned for a long time and we need to anticipate what it will be like when it is. We have past experience to learn from in the 90's when things were more active. Lets learn from it.

There is much more that could be said, but the danger is that we are via this process, without either the City or Regional Council making any decision on a preferred option, sleepwalking into a disaster. We need to address this now, not when a lot of money has already been spent on design of an option that is not tenable. We have better options that are available to us. The city has control of this issue since you will be asked for land swaps and other considerations in order to make this plan work. Now is the time to take a hard look at this and get it right. Failure is not an option.

Thank-you for your attention in this matter.

Sincerely,

Hank Beekhuis

Port Dalhousie Conservancy

[redacted]

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 18, 2024 3:56:38 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
N. Carlos Garcia

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
905 937 7012

Email
cgarcia@stCatharines.ca

Organization
St. Catharines City Council

standing committee
Regional Council

Presentation Topic
RR 87 Reconstruction - 8.1 of Sept. 26 Council Agenda

Presentation includes slides
No

Previously presented topic
No

Presentation Details
I will be reviewing the motions that our City Council has passed on this subject. Notes will be submitted later.

Video Consent
Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 18, 2024 7:28:34 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Jeff Mackie

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
Regional Rd 81 realignment

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details

I would like to speak in favour of staff's recommendation to realign Main/Lock/Lakeport

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 19, 2024 4:33:37 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Wendy Wing

Address
20 Corporate park Drive

City
St. Catharines

Postal
L2S3W2

Phone
9056841111

Email
[redacted]

Organization
Rankin Construction Inc.

standing committee
Regional Council

Presentation Topic
RR 87 Reconstruction

Presentation includes slides
No

Previously presented topic
No

Presentation Details
Speaking in support of the Class EA completed for RR 87, and the recommendation put forward to make Lock St. a flex space with 2 way traffic along Main, and Lakeport Rd.

Video Consent
Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 19, 2024 4:48:11 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Wolfgang Guembel

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
Regional road upgrades to Lock Street in Port Dalhousie

Presentation includes slides
No

Previously presented topic
No

Presentation Details

I am the Founder of a business located in the street in question and a residential resident adjacent to the streets in question. The preferred solution being offered by the consultant is a version of what I personally submitted during the public consultation process

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 20, 2024 12:33:58 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Jonathan Belgrave

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
8.1 Update Regarding Regional Road 87 Reconstruction in Port Dalhousie (Minute Item 7.2, Minutes PWC 8-2024, Agenda Item 12.2))

Presentation includes slides
No

Previously presented topic
No

Presentation Details

Support of alternatives that improve active transportation and safety as well as economic opportunities in Port Dalhousie.

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 20, 2024 7:34:11 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Caleb Ratzlaff

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
RR87 - reconstructing roads in Port Dalhousie

Presentation includes slides
No

Previously presented topic
No

Presentation Details

I plan to discuss the "Update Regarding Regional Road 87 Reconstruction in Port Dalhousie" provided by staff to the PW Committee and encourage the council to continue the project as recommended by staff.

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 20, 2024 10:01:26 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Bruce

Address
Williamson

City
St. Catharines

Postal
[redacted]

Phone
905 934 2787

Email
[redacted]

Organization
City of St. Catharines Councillor

standing committee
Regional Council

Presentation Topic
Regional Road 87 Item 12.2

Presentation includes slides
No

Previously presented topic
No

Presentation Details
I will be speaking in support of motion passed by the PW Committee

Video Consent
Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 20, 2024 12:35:42 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
sam baio

Address
[redacted]

City
St Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

Organization
city resident

standing committee
Regional Council

Presentation Topic
proposed reconstruction of regional road 87

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details
I would like to speak on the effect this will have on the retail of restaurants and shops that are currently in business.

Video Consent
Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 24, 2024 10:16:46 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Jeff Hurst

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
Regional Road 87 Upgrades

Presentation includes slides
No

Previously presented topic
No

Presentation Details

I would like to speak to the merits of proceeding with the proposed plans to upgrade the infrastructure on Regional Road 87. Doing so would align with the municipality's recent adoption of its Active Transportation Master Plan. My delegation is intended to encourage Council to vote in favour of the motion. This is an acknowledgement to St. Catharines City Council that the Niagara Region is willing to act in support and partnership with them to improve road safety and transportation equity for residents.

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 25, 2024 9:56:09 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Diane Simsovic

Address
[redacted]

City
St. Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
Reconstruction of RR87 in Port Dalhousie

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details

As a directly impacted resident, I request to speak at the September 26 meeting to support the City of St. Catharines request that Niagara Region not proceed with seasonal closure of Lock Streets between Lockport and Main as part of the proposed reconstruction of RR 87

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 24, 2024 2:20:54 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Herb Sawatzky

Address
[redacted]

City
Pelham

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

standing committee
Regional Council

Presentation Topic
item 12.12.1 - 7.2 COTW-C 2-2024 City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs

Presentation includes slides
No

Previously presented topic
No

Presentation Details

that the Region decline this request as it will likely burden taxpayers with a potential 2% increase in the levy at a time when we have a great need to invest in current and future infrastructure. Furthermore, a recent audit by KPMG showed that these incentives show no value for increased assessments.

Video Consent

Yes

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 25, 2024 10:50:04 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Dennis Edell

Address
[redacted]

City
St.Catharines

Postal
[redacted]

Phone
[redacted]

Email
[redacted]

Organization
Coalition for a Better St. Catharines

standing committee
Regional Council

Presentation Topic
CIP Extension

Presentation includes slides
No

Previously presented topic
No

Presentation Details
I will be asking Council to vote against the extension of the Regional contribution to the St.Catharines CIP.

Video Consent
Yes

THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF SPECIAL COUNCIL
MINUTES

CL 12-2024
Thursday, August 29, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Council:	Bradley (Regional Chair), Bateman, Campion*, Craitor*, Davies, Easton, Foster, Gale, Huson, Insinna, Ip, Junkin*, Kaiser, Morocco, Redekop, Rigby, Seaborn, Secord, Siscoe, Sorrento, Steele, Ugulini, Villella, Whalen, Witteveen
Absent/Regrets:	Chiocchio, Diodati, Ganann, Grant, Heit, Jordan, Zalepa
Staff:	D. Carnegie, Deputy Chief Administrative Officer, A. Fyfe, Associate Director, Chronic Disease and Injury Prevention, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health, F. Meffe, Director, Human Resources, A. Nelson, Public Health & Preventative Medicine Resident, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Sergi, Commissioner, Growth Strategy & Economic Development, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer
	* indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 4:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Kaiser read the Land Acknowledgement Statement.

3. ADOPTION OF AGENDA

Moved by Councillor Steele
Seconded by Councillor Witteveen

That Council Agenda CL 12-2024, **BE ADOPTED.**

Carried

4. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

5. CLOSED SESSION

Moved by Councillor Insinna
Seconded by Councillor Morocco

That Council **DO NOW MOVE** into closed session for the purposes of receiving information of a confidential nature respecting:

A Matter Respecting Labour Relations - Organizational Structure Realignment; and

Personal Matters about an Identifiable Individual under s. 239 (2) of the Municipal Act, 2001 – Deputy Chief Administrative Officer Appointment

Carried

Council resolved into closed session at 4:05 p.m.

6. BUSINESS ARISING FROM CLOSED SESSION

Council reconvened in open session at 6:04 p.m. with the following individuals in attendance:

Council:	Bradley (Regional Chair), Bateman, Campion*, Craitor*, Davies, Easton, Foster, Gale, Huson, Insinna, Ip, Junkin*, Kaiser, Morocco, Redekop, Rigby, Seaborn, Secord, Siscoe, Sorrento, Steele, Ugulini, Villella, Whalen, Witteveen
Absent/Regrets:	Chiocchio, Diodati, Ganann, Grant, Heit, Jordan, Zalepa
Staff:	D. Carnegie, Deputy Chief Administrative Officer, A. Fyfe, Associate Director, Chronic Disease and Injury Prevention, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health, F. Meffe, Director, Human Resources, A. Nelson, Public Health & Preventative Medicine Resident, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Sergi, Commissioner, Growth Strategy & Economic Development, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer
	* indicates participants who attended the meeting electronically, all others participated in person

6.1 Confidential CAO 12-2024

A Matter Respecting Labour Relations - Organizational Structure Realignment

Moved by Councillor Sorrento
Seconded by Councillor Huson

That Confidential Report CAO 12-2024, dated August 29, 2024, respecting A Matter Respecting Labour Relations - Organizational Structure Realignment , **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

6.2 Confidential CAO 13-2024

Personal Matters about an Identifiable Individual under s. 239 (2) of the Municipal Act, 2001 – Deputy Chief Administrative Officer Appointment

Moved by Councillor Foster
Seconded by Councillor Rigby

That Confidential Report CAO 13-2024, dated August 29, 2024, respecting Personal Matters about an Identifiable Individual under s. 239 (2) of the Municipal Act, 2001 – Deputy Chief Administrative Officer Appointment, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

Carried

7. BY-LAWS

7.1 Bill 2024-49

Moved by Councillor Easton
Seconded by Councillor Witteveen

That Bill 2024-49, being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held August 29, 2024, **BE NOW READ** and **DO PASS.**

Carried

8. ADJOURNMENT

There being no further business, the meeting adjourned at 6:08 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF COUNCIL
MINUTES

CL 13-2024
Thursday, August 29, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Council:	Bradley (Regional Chair), Bateman, Campion, Craitor*, Davies, Diodati*, Easton, Foster, Gale, Grant*, Huson, Insinna, Ip, Junkin*, Kaiser, Morocco, Redekop, Rigby, Seaborn, Secord, Siscoe, Sorrento, Steele, Ugulini, Villella, Whalen, Witteveen
Absent/Regrets:	Chiocchio, Ganann, Heit, Jordan, Zalepa
Staff:	C. Banach, Director, Housing Services, A. Basic, Legislative Coordinator, D. Carnegie, Deputy Chief Administrative Officer, T. Cimino, Associate Director, Water Wastewater Engineering, C. Cousins, Director, Homelessness & Community Engagement, S. Crocco, Legal Counsel*, D. Gibbs, Director, Legal & Court Services, C. Habermebl, Director, Waste Management Services*, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Childrens Services*, P. Lambert, Director, Water Wastewater Services, A.-M. Norio, Regional Clerk, M. Richardson, Program Specialist Security*, T. Ricketts, Commissioner, Public Works*, M. Sergi, Commissioner, Growth Strategy & Economic Development, G. Spezza, Director, Economic Development, J. Spratt, Legislative Coordinator, F. Tassone, Director, Transportation Services, R. Tripp, Chief Administrative Officer * indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:35 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Kaiser read the Land Acknowledgment Statement.

3. SINGING OF 'O CANADA'

Regional Chair Bradley asked those in attendance to stand, if able, for the singing of 'O Canada'.

4. ADOPTION OF AGENDA

4.1 Addition of Items

There were no items added to the agenda.

4.2 Changes in Order of Items

There were no changes in the order of items on the agenda.

Moved by Councillor Whalen
Seconded by Councillor Gale

That Council Agenda CL 13-2024, **BE ADOPTED**.

Carried

5. DISCLOSURES OF PECUNIARY INTEREST

Councillor Morocco declared a conflict with respect to PDS-C 24-2024 (Minute Item 5.1, Minutes PEDC 7-2024 (Agenda Item 12.3)) respecting Smart Growth Program Extension Request - 75 Ormond Street, Thorold, as they are a business client; therefore, she did not participate in any discussion or vote on this matter.

6. PRESENTATIONS

There were no presentations.

7. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

The Regional Chair provided an update respecting activities within the Region.

8. DELEGATIONS

8.1 South Niagara Shelter Expansion (COM 29-2024, Agenda Item 11.1)

8.1.1 Deanna Bishop, Resident, City of Welland

Deanna Bishop, resident, City of Welland, appeared before Council, in support of the recommendation to create a South Niagara shelter site.

8.1.2 Jackie Proulx, Resident, City of Welland

Jackie Proulx, resident, City of Welland, appeared before Council, in opposition of the recommendation to create a South Niagara shelter site.

8.1.3 Christian Gava, Resident, City of Welland

Christian Gava, resident, City of Welland, appeared before Council, in opposition of the recommendation to create a South Niagara shelter site.

9. ADOPTION OF MINUTES

9.1 Council Minutes CL 11-2024

Moved by Councillor Secord
Seconded by Councillor Steele

That Minutes CL 11-2024 being the Open Session minutes of the Regional Council meeting held on Thursday, July 25, 2024, **BE ADOPTED**.

Carried

10. CORRESPONDENCE

Moved by Councillor Rigby
Seconded by Councillor Huson

That the following items **BE RECEIVED** for information:

CL-C 72-2024
Physician Recruitment Community Roundtable

CL-C 74-2024
Niagara Transit Commission - Commingled Services – Service Issues Update

Carried

Councillor Information Request(s):

Provide information regarding the expansion of transit services over the past five years including timing for future transit service expansions. Councillor Gale.

Provide information respecting specialized transit services. Councillor Bateman.

11. ITEMS FOR CONSIDERATION

11.1 COM 29-2024

South Niagara Shelter Expansion

Moved by Councillor Campion
Seconded by Councillor Siscoe

That Report COM 29-2024, dated August 29, 2024, respecting South Niagara Shelter Expansion, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Council **AUTHORIZES** the transfer of $2,840,400 Capital Variance Project - Levy funding to Niagara Regional Housing (NRH) for the South Niagara Emergency Shelter Project;
2. That Regional Council **APPROVES** commencing the creation of a South Niagara Shelter to be operational by end of year 2024, and that the incremental levy operating budget requirement of $1,000,000 **BE CONSIDERED** for inclusion in the 2025 budget;
3. That Regional Council **AUTHORIZES** the increase of up to $1,000,000 per annum to the current Hope Centre contract awarded through Report COM 5-2024, for the term commencing January 1, 2025 to March 31, 2027, with additional start up funding in 2024 to a maximum of $250,000 to support South Niagara Shelter expansion of services; and
4. That the agreement with The Hope Centre for housing focused shelter operations **BE AMENDED**, in a form satisfactory to the Director of Legal and Court Services, to include the negotiated service levels and expenditures associated with the changes to the South Niagara shelter program.

Regional Chair Bradley recessed the meeting at 7:41 p.m.

The meeting resumed at 7:55 p.m.

Moved by Councillor Insinna
Seconded by Councillor Secord

That the question **BE CALLED**.

Defeated

Regional Chair Bradley called the vote on the motion and declared it,

Recorded Vote:

Yes (19): Bateman, Campion, Davies, Easton, Foster, Huson, Insinna, Ip, Morocco, Redekop, Rigby, Seaborn, Secord, Siscoe, Sorrento, Steele, Ugulini, Villella, Witteveen.

No (5): Gale, Grant, Junkin, Kaiser, Whalen.

Carried

11.2 CL-C 73-2024

Niagara Peninsula Conservation Authority (NPCA) Board of Directors Vacancy

Moved by Councillor Foster
Seconded by Councillor Seaborn

That Memorandum CL-C 73-2024, dated August 29, 2024, respecting Niagara Peninsula Conservation Authority (NPCA) Board of Directors Vacancy, **BE RECEIVED**; and

That the appointment process to fill the vacancy **BE UNDERTAKEN** at this time.

Carried

The Regional Chair advised Council that Councillors Bateman, Kaiser and Witteveen had expressed interest in serving on the Niagara Peninsula Conservation Authority (NPCA) Board of Directors. There being no other members interested, voting was conducted.

Voting for Councillor Bateman (3): Bateman, Siscoe, Villella.

Voting for Councillor Kaiser (9): Campion, Diodati, Gale, Insinna, Kaiser, Morocco, Rigby, Sorrento, Ugulini.

Voting for Councillor Witteveen (13): Davies, Easton, Foster, Grant, Huson, Ip, Junkin, Redekop, Seaborn, Secord, Steele, Whalen, Witteveen.

Based on the result of the voting, the Regional Chair called the vote on the motion as follows:

Moved by Councillor Sorrento
Seconded by Councillor Bateman

That Councillor Witteveen **BE APPOINTED** to the Niagara Peninsula Conservation Authority (NPCA) Board of Directors for the remainder of this term of Council, effective immediately.

Carried

11.3 CSD 45-2024

Bell Canada NG 9-1-1 Authority Service Contract

Moved by Councillor Steele
Seconded by Councillor Insinna

That Report CSD 45-2024, dated August 29, 2024, respecting Bell Canada NG 9-1-1 Authority Service Contract **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report CSD 45-2024 respecting the Next Generation 9-1-1 Authority Service Agreement with Bell Canada **BE RECEIVED** and;
2. That the Regional Clerk and Regional Chair **BE AUTHORIZED** to execute the agreement with Bell Canada in a form satisfactory to the Director of Legal and Court Services.

Carried

11.4 CL-C 75-2024

Niagara Regional Police Service Board Request for Special Equipment Budget Transfer - 911 Back Up Centre

Moved by Councillor Ip
Seconded by Councillor Steele

That Correspondence Item CL-C 75-2024, dated August 29, 2024, respecting Niagara Regional Police Service Board Request for Special Equipment Budget Transfer - 911 Back Up Centre, **BE RECEIVED**; and

That Regional Council **APPROVE** a capital budget transfer in the amount of $3,024,000 gross from the Niagara Regional Police Service approved 2021 Capital Project 20001462 21-NRPS Communications Back-Up to the Niagara Region Capital Project 20001271 20-911 Back-Up Rationalization.

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Budget Review Committee of the Whole

Minutes BRCOTW 1-2024, Thursday, July 25, 2024

Moved by Councillor Redekop
Seconded by Councillor Whalen

That Minutes BRCOTW 1-2024 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, July 25, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.2 Public Works Committee

Minutes PWC 7-2024, Tuesday, August 13, 2024

Moved by Councillor Witteveen
Seconded by Councillor Insinna

That Minutes PWC 7-2024 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, August 13, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.2.1 Minutes PWC 7-2024, Minute Item 6.3 respecting Purchase Orders Increase for Parsons Inc., for the Municipal Class Environmental Assessment, Detailed Transportation Assessment, Detailed Design and Contract Administration for Regional Road 98 (Montrose Road, City of Niagara Falls)

The motion contained in Minute Item 6.3 was considered separately as follows:

That Report PW 24-2024, dated August 13, 2024, respecting Purchase Order Increase for Parsons Inc, for the Municipal Class Environmental Assessment, Detailed Transportation Assessment, Detailed Design and Contract Administration for Regional Road 98 (Montrose Road, City of Niagara Falls), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an increase to the Parsons Inc. Contract in the amount of $412,752 (including 13% HST) **BE APPROVED** for a total revised Contract value of $3,063,906 (including 13% HST), to be funded from the approved project budget;

2. That the Engineering Agreement with Parsons Inc. (Parsons) for the Montrose Road and Lyons Creek Road/Biggar Road – Municipal Class Environmental Assessment and Detailed Design in the City of Niagara Falls **BE AMENDED**, in a form satisfactory to the Director of Legal and Court Services, to include the additional fees and scope of work necessary to complete the project; and

3. That the Commissioner of Public Works **BE AUTHORIZED** to execute the amendment to the Engineering Agreement between The Regional Municipality of Niagara and Parsons Inc.

Carried

12.2.2 Balance of the Recommendations for the Public Works Committee

The Regional Chair called the vote on the balance of the recommendations from the Public Works Committee and declared it,

Carried

12.3 Planning and Economic Development Committee

Minutes PEDC 7-2024, Wednesday, August 14, 2024

Moved by Councillor Huson
Seconded by Councillor Davies

That Minutes PEDC 7-2024 being the Open Session minutes of the Planning and Economic Development Committee meeting held on Wednesday, August 14, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

13.1 CAO 14-2024

Federal Advocacy Update

Moved by Councillor Huson
Seconded by Councillor Ugulini

That Report CAO 14-2024, dated August 29, 2024, respecting Federal Advocacy Update, **BE RECEIVED** for information.

Carried

14. MOTIONS

There were no motions for consideration.

15. NOTICES OF MOTION

15.1 Big City Mayors “Solve the Crisis” Campaign

Councillor Ip advised that she would be bringing forward a motion to the next Council meeting endorsing the Big City Mayors Solve the Crisis Campaign.

15.2 Municipal Codes of Conduct

Councillor Bateman advised that she would be bringing forward a motion to the next Council meeting respecting Municipal Codes of Conduct

15.3 Policing Costs

Councillor Kaiser advised that she would be bringing forward a motion to the next Council meeting respecting a review of how policing costs are levied.

15.4 Procedural By-law – Councillor Speaking Time

Councillor Kaiser advised that she would be bringing forward a motion to the next Council meeting respecting Councillor speaking time at Council and Committee of the Whole meetings.

16. CLOSED SESSION

Council did not resolve into closed session.

17. BUSINESS ARISING FROM CLOSED SESSION

17.1 Confidential CSD 47-2024

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant (“NOTL WWTP”) and Niagara-on-the-Lake Sewage Pumping Station (“NOTL SPS”) Litigation

Moved by Councillor Insinna
Seconded by Councillor Foster

That Confidential Report CSD 47-2024, dated August 29, 2024, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant ("NOTL WWTP") and Niagara-on-the-Lake Sewage Pumping Station ("NOTL SPS") Litigation, **BE RECEIVED** and the recommendations contained therein **BE APPROVED.**

Carried

17.2 Confidential PHD 4-2024

A Matter Respecting Labour Relations under s.239 (2) (b) of the Municipal Act, 2001-Proposed Changes to Public Health Led Program

Moved by Councillor Morocco
Seconded by Councillor Junkin

That Confidential Report PHD 4-2024, dated August 29, 2024, respecting A Matter Respecting Labour Relations under s.239 (2) (b) of the Municipal Act, 2001-Proposed Changes to Public Health Led Program, **BE RECEIVED** and the recommendations contained therein **BE APPROVED.**

Carried

18. BY-LAWS

The Regional Chair advised that Bill 2024-52 would be considered separately as an affirmative vote of two-thirds was required.

Moved by Councillor Bateman
Seconded by Councillor Seaborn

That the following Bill **BE NOW READ** and **DO PASS**:

Bill 2024-52
A by-law to amend By-law 120-2010 being The Procedural By-law.

Moved by Councillor Morocco
Seconded by Councillor Siscoe

That Section 4 of Bill 2024-52 **BE AMENDED** as follows:

1. That the following wording be added to Section 9 of By-law No. 120-2010:

   ~~Members of the public, including delegates, are not permitted to have signs, props, placards or flags of any kind at meetings of Regional Council or its Committees.~~

   The use of signs, props or flags is not permitted in Meetings if they contain a solid backing or hard handles, disrupt Meetings, or obstruct anyone from properly viewing Meetings. Signs, props or flags that are used must not contain defamatory, threatening or offensive language or imagery, hate speech; generally or with respect to specific individuals.

Carried

The Regional Chair called the vote on Bill 2024-52, as amended, and declared it,

Carried

Moved by Councillor Davies
Seconded by Councillor Steele

That the following Bills **BE NOW READ** and **DO PASS**:

Bill 2024-50
A by-law to dedicate Part 3 on 59R-17966, in the City of Niagara Falls, as part of Regional Road No. 98 (Montrose Road).

Bill 2024-51
A by-law to regulate discharges to the sanitary and storm sewer systems of the Regional Municipality of Niagara to repeal By-law No. 27-2014.

Bill 2024-53
A By-law to adopt, ratify and confirm the actions of Regional Council at its meeting held August 29, 2024.

Carried

19. OTHER BUSINESS

19.1 Provincial Investments in Mental Health and Addictions Supports

Councillor Siscoe enquired about the recent announcement from the Hon. Sylvia Jones, Minister of Health, at the 2024 Association of Municipalities of Ontario (AMO) Conference regarding proposals from municipalities and communities for treatment and social support hubs to provide a range of services for mental health and addictions support. Adrienne Jugley, Commissioner, Community Services, advised that staff were currently reviewing the document, and a verbal update would be provided at the Public Health and Social Services Committee meeting being held on September 10, 2024.

20. ADJOURNMENT

There being no further business, the meeting adjourned at 9:57 p.m.

Jim Bradley
Regional Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

PORT COLBORNE
Legislative Services

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 · www.portcolborne.ca

T 905.228.8031 F 905.834.5746
E carol.schofield@portcolborne.ca

September 11, 2024

Sent Via Email: Ann-Marie.Norio@niagararegion.ca

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ms. Norio:

Re: City of Port Colborne Resolution regarding: Request for Extensions to Niagara Region Incentive Programs

Please be advised that, at its meeting of September 10, 2024 the Council of The Corporation of the City of Port Colborne supported the resolution from the City of St. Catharines as follows:

> That the Council of The Corporation for the City of Port Colborne supports the resolution of the City of St. Catharines requesting the Niagara Region to extend the expiration deadlines for Niagara Region's Incentive Programs for a period of three years to October 1st, 2027; and further
>
> That Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program and the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30th, 2024.

Sincerely,

Carol Schofield
Acting City Clerk

ec: Local Area Municipalities

Niagara Region

Office of the Regional Chair
1815 Sir Isaac Brock Way, PO Box 1042 Thorold, ON L2V 4T7
Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-685-6243
Email: jim.bradley@niagararegion.ca
www.niagararegion.ca

MEMORANDUM

CHR 06-2024

Subject: Proposed Timelines for the Chief Administrative Officer's Performance Appraisal

Date: September 26, 2024

To: Regional Council

From: Jim Bradley, Regional Chair

As Council will recall, the responsibility to conduct the Chief Administrative Officer's annual performance appraisal (PA) is delegated to the Regional Chair (in consultation with Human Resources), as per the Chief Administrative Officer – Performance Management Procedure (C-HR-026-002) as well as the CAO's employment contract.

While there are no specific timelines set out in the performance management procedure or employment contract, best efforts have been made by my office to align the timing of this process to closely coincide with the employment anniversary of the CAO's contract (October of each year). Over time, it has been my observation that undertaking this process during the fourth quarter of the year is challenging for several reasons, the most prominent being that the focus of both Council and the CAO are appropriately placed on the annual budget process during that time. Additionally, in accordance with the employment contract, Council recently considered the renewal of the CAO's contract in March 2024 which has also had an impact on the timing of this year's PA.

It has been my experience that shoehorning this important PA process into Q4 serves as a potential disservice to both budget deliberations and Council's ability to provide their critical feedback to the CAO through this formal process. Moreover, the PA process requires an additional meeting to scheduled, which often proves challenging as Regional Council's schedule is tight due to budget deliberations.

Given the importance of the CAO's appraisal, it is my intention to shift the CAO's PA into early Q1 2025, with my suggested rating and report coming to the February Council meeting for your consideration. Making this shift in the timelines will allow Council and

the CAO the ability to give their undivided attention to the 2025 budget, while also creating a circumstance for CAO's PA to be a key priority in the new year.

As has been our practice previously, any change in the CAO's compensation will be retroactively backdated to the October anniversary date.

Respectfully submitted and signed by:

_____

Regional Chair Jim Bradley

September 19, 2024

Sent Via Email: Ann-Marie.Norio@niagararegion.ca

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ms. Norio:

Re: City of Niagara Falls Resolution regarding: Request for Extensions to Niagara Region Incentive Programs

Please be advised that, at its meeting of September 10, 2024, the Council of the Corporation of the City of Niagara Falls supported the resolution from the City of St. Catharines as follows:

Ordered on the motion of Councillor Lori Lococo, seconded by Councillor Wayne Campbell,

> THAT the Council of the Corporation of the City of Niagara Falls supports the Resolution of the City of St. Catharines requesting the Niagara Region to extend the expiration deadlines for Niagara Region's Incentive Programs for a period of three years to October 1st, 2027; and further;
>
> THAT Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program and the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30, 2024.

I trust that this information will be of assistance.

Sincerely,

Bill Matson
City Clerk

ec: Local Area Municipalities

Clerks
Ext 4342 Fax 905-356-9083
billmatson@niagarafalls.ca

Coalition for a Better St Catharines
The city is yours

Sept 23, 2024

To: Chair Bradley and Members of Niagara Regional Council via Ann-Marie.**Norio**@niagararegion.ca

From: Coalition for a Better St. Catharines

We urge all councillors to vote against the extension of the Region's CIP matching grant programs. Regional taxes collected from Niagara citizens should not be used to subsidize luxury condo developments.

Councillors from St Catharines were wrong when they proclaimed:

"Affordable housing will not be built by private industry."

To the contrary, there is plenty of easily available evidence demonstrating that with proper incentives, private developers will build affordable housing.

To entice private developers to do their part, Niagara must create a meaningful program of incentives for housing at the affordable end of the scale. We must replace the system that currently uses citizens' tax dollars to subsidize housing for the richest among us. Incentive grants must be targeted precisely to the desired outcome: more affordable, accessible housing or brownfield clean up.

Seven years ago, the luxury condo developer for the Lincoln Fabrics (Harbour Club) project came to St. Catharines Council with the concept for a high-end project at a highly desirable lakeside location. At the time the developer claimed that 85% of units were sold. And yet even though the project was presumably designed to pay out handsomely to the developer, it was granted a $7.1 million CIP because as St Catharines stated, without evidence:

"it was "the CIP that got it to a place of financial viability".

What is the rationale for using taxpayers' money to make luxury condo developments financially viable? How can that be explained to citizens already suffering from steep increases in their property taxes?

The truth is that even though a $7.1 million CIP was granted seven years ago, not a single shovel has been put in the ground at the Lincoln Fabrics project.

Other high end luxury developments coming to St Catharines will also be applying for grants in the next few years. Now is the time to stop giving CIPs to high end developers. Again, we ask:

Is it the responsibility of the Niagara taxpayer to subsidize, increase the profitability, or mitigate market risks of high-end luxury developments?

There are only two exceptions where a CIP could be used to help reduce developers' risks of building high end developments:

- Where the cost of remediation of a brownfield site presents a barrier to development or
- Where the developer agrees in return to build accessible or below market housing as a sizeable part (at least 30%) of the development.

Say no to extending the Region's subsidizing of developers of luxury condos who want government assistance. Tell developers of high-end housing that in a free market they need to manage their risks without government support.

Let's take a fresh look at using incentives like CIPs to increase much needed affordable housing stock *and* property tax revenues. There are many examples of municipalities using successful private public partnerships to entice private industry to increase the availability of affordable or accessible housing.

Kind Regards,

Dennis Edell
Director, Coalition for a Better St. Catharines

St. Catharines

September 23, 2024

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
St. Catharines ON L2V 4T7

Sent via email: Ann-Marie.Norio@niagararegion.ca

Re: Reconstruction of Regional Road 87
Our File: 10.4.99

Dear Ms. Norio,

At its meeting held September 9, 2024, St. Catharines City Council approved the following motion:

> WHEREAS Regional staff is recommending to their Public Works Committee to stay with their preferred alternative, despite our Council's motion of March 4, 2024 objecting to their alternative and requesting that they develop a new alternative, Council reiterates their strong support for our March 4 motion; and
>
> THEREFORE BE IT RESOLVED that Council explicitly requests that Regional Council not implement the preferred option contained in the Regional EA recommendation.

If you have any questions, please contact the Office of the City Clerk at extension 1512.

D Delvecchio

Donna Delvecchio, Acting City Clerk
Legal and Clerks Services, Office of the City Clerk
:av

Q9 planning + design

LETTER

290 King Street East, Kitchener, ON, N2G 2L3 www.q9planning.com dayna@q9planning.com

Date: September 23, 2024

Property: 75 Ormond Street South, Thorold

Sent Via Email to: Ann-Marie.Norio@niagararegion.ca

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ms. Norio:

Re: Request for Extensions to Niagara Region Incentive Programs

On behalf of the owner of 75 Ormond Street in Thorold, I am writing to express our strong support for extending the Smart Growth brownfield incentive program. By providing financial incentives for the cleanup and redevelopment of contaminated sites, we can transform neglected areas into vibrant, sustainable spaces that not only enhance local economies but also improve the quality of life for residents.

With respect to the 75 Ormond Street project, the program has been instrumental in reducing the risks associated with brownfield redevelopment, enabling us to take a project that might otherwise be deemed too risky or financially unfeasible. We believe the brownfield incentive program is critical to the success of our project.

Moreover, extending this program aligns with broader goals of environmental sustainability and community resilience. Investing in brownfield redevelopment not only mitigates environmental hazards but also promotes green building practices and job creation. The increased property values and tax revenues generated from these projects further support local governments and contribute to essential public services. By continuing the brownfield incentive program, we can ensure that we are not only addressing current economic and environmental challenges but also paving the way for future growth and development in our communities.

We would like to request that Council support the Committee of a Whole decision, requesting the Niagara Region to extend the expiration deadlines for Niagara Region's Incentive Programs for a period of three years to October 1st, 2027. Thank you for considering this vital extension; it is crucial for fostering sustainable and equitable urban development.

Yours truly,

Dayna Edwards

Dayna Edwards, RPP MCIP M.Pl
Partner, Senior Planner + Urban Designer

Legal and Legislative Services

September 24, 2024

Mayor Marianne Meed Ward, Chair
Ontario's Big City Mayors (OBCM)
602400 Dundas Street West
Mississauga, ON L5K 2R8
chair@obcm.ca

Dear Ms. Ward

Re: City of Welland Resolution – Endorse and Promote the Solve the Crisis Project

The Municipal Council of the Town of Fort Erie at its meeting of September 23, 2024 received and supported correspondence from the City of Welland dated September 3, 2024 endorsing the promoting the Ontario Big City Mayors (OBCM) Solve the Crisis Project.

Attached please find a copy of the City of Welland's correspondence dated September 3, 2024.

Thank you for your attention to this matter.

Sincerely,

Peter Todd,
Manager, Legislative Services / Town Clerk
ptodd@forterie.ca
PT:dlk

Attach
c.c: Michelle Baker, Executive Director michelle@obcm.ca
Tara Stephens, Director of Legislative Services/City Clerk tara.stehens@welland.ca
Local Area Municipalities

CITY OF
Welland

Office of the City Clerk
905-735-1700
clerk@welland.ca

September 3, 2024

SENT VIA EMAIL

Mayor Marianne Meed Ward, Chair
Ontario's Big City Mayors (OBCM)
602400 Dundas Street, West
Mississauga, ON L5K 2R8

Dear Marianne:

At its meeting on September 3, 2024, Welland City Council passed the following motion:

"Whereas, There's a homelessness and mental health crisis happening on our streets;
Whereas, Ontario's cities cannot solve it alone;
Whereas, At last count there were over 1,400 encampments in Ontario, and that figure is rising; Whereas, Ontario's cities have been left to deal with this crisis without adequate resources and support—even though mental health care, addiction treatment and housing are provincial responsibilities;
Whereas, It's time for all levels of Governments to work together to take immediate action to solve the homelessness and mental health crisis gripping our communities;
Whereas, Residents and businesses are being impacted, and people need to feel safe in our downtowns and public spaces;
Whereas, There are programs that work, but they require all levels of government to step up and work with municipalities and community partners to prioritize these solutions. "I, Frank Campion, Mayor for the City of Welland, request Council to endorse and promote the Solve the Crisis Project put forward by the Big City Mayors of Ontario."

Yours truly,

T Stephens

Tara Stephens
Director of Legislative Services/City Clerk

c.c.: - Michelle Baker, Executive Director, sent via e-mail
- Local Municipalities, sent via e-mail

RECEIVED
SEP 13 2024
BY COUNCIL

Niagara Region

Public Works
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

CL-C 95-2024

Subject: Appointment of By-law Officers for the Enforcement of the Sewer Use By-law No. 2024-51

Date: September 26, 2024

To: Regional Council

From: Jason Oatley, Manager, Quality and Compliance

The purpose of this memorandum is to inform Council of the required appointment of By-Law Officers for the enforcement of the Sewer Use By-Law No.2024-51.

The Sewer Use By-law regulates the industrial, commercial and institutional discharge of sewage into the sanitary sewer collection system for treatment at Niagara Region Wastewater Treatment Plants.

The current Sewer Use By-law (2024-51) was recently passed by Council on August 29, 2024 and repealed the previous By-law No. 27-2014. Employees responsible for the administration and enforcement of this By-law require Council approval to be duly authorized as By-Law Enforcement Officers and Provincial Offences Officers to carry out their duties.

The Sewer Use By-law contains concentration-based limits for the discharge of heavy metals, suspended solids, phosphorus, and other parameters of concern. The by-law also contains requirements for the installation of grease interceptors, requirements for the discharge of hauled sewage as well as other aspects related to sewer discharges.

Environmental Enforcement Officers monitor the discharges from industrial and commercial enterprises to the sewer system to protect both the sewer infrastructure and the wastewater treatment processes. Officers collect samples, inspect industries and review requests for disposal to the systems as part of the Sewer Use By-law program.

The following list of individuals are employees of the corporation that are trained and qualified for the enforcement of the Sewer Use by-law:

- Jason Cammelli, Environmental Enforcement Officer
- Dominic Valentini, Environmental Enforcement Officer
- Jeet Buddhdev, Environmental Enforcement Officer

- Dawn Macarthur, Supervisor, Water and Wastewater Compliance and Enforcement
- Jason Oatley, Manager, Quality and Compliance (Wastewater)

It is therefore recommended that these individuals be appointed as By-Law Enforcement Officers with authority to enforce By-law 2024-51.

A copy of the by-law is included on the September 26, 2024, Council agenda for consideration.

Respectfully submitted and signed by:

_____

Jason Oatley, B.Sc., C.Chem.
Manager, Quality and Compliance - Wastewater

From: PF-Mailbox-01
To: Norio, Ann-Marie; Basic, Azra; Lotimer, Kelly; Hill, Rebecca
Subject: FW: Online Form - Enquiry from Region website
Date: September 24, 2024 4:34:39 PM

From: Niagara Region Website
Sent: Tuesday, 24 September 2024 16:34:32 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Cc: webincoming
Subject: Online Form - Enquiry from Region website

Enquiry from Region website

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

name
Joe Medeiros

phone
[redacted]

email
[redacted]

municipality
St. Catharines

subject
Regional Road 87 in Port Dalhousie

comments
Dear Regional Clerk, As a business owner at the corner of Lakeport Rd. and Lock St., I am very concerned on the impact of the proposed changes for this area to all our businesses with the loss of parking and traffic flow. I realize that there's always been issues with both aspects for many decades. However, I feel closing off Lock St. is not the viable answer. I believe it will be worse due to traffic having to drive around the Lakeside parking lot, and the traffic jam this will create with vehicles having to cross opposing traffic to get into that parking lot. Not to mention the people traffic walking to the park and having to navigate the volume of vehicles now traveling on this one

road. Please consider possible other options, including keeping it as is. Thank you for your consideration. Thank you, Joe Medeiros Portside Social Bar & Kitchen

From: Spratt, Jenna
To: Spratt, Jenna
Subject: FW: Request to Speak at Regional Council - Detailed Brief
Date: September 26, 2024 9:45:07 AM

From: Connor MacIsaac [redacted]
Sent: September 26, 2024 9:39 AM
To: Norio, Ann-Marie <Ann-Marie.Norio@niagararegion.ca>
Cc: Spratt, Jenna <Jenna.Spratt@niagararegion.ca>; [redacted]
Subject: Re: Request to Speak at Regional Council - Detailed Brief

CAUTION EXTERNAL EMAIL: This email originated from outside of the Niagara Region email system. Use caution when clicking links or opening attachments unless you recognize the sender and know the content is safe.

Ann-Marie,

Thank you for following up. I am no longer able to attend the meeting tonight, but hope that through this email, my feedback can be considered by Council. I am making these comments as a resident of St. Catharines. Please confirm reciept and inclusion.

I have been involved, as an environmental planner, in the reconstruction of key roadways across dozens of municipalities across Ontario including Downtowns in the City of Guelph, Hamilton, Thorold, North Bay, Sudbury, Fort Erie, Welland, London, St. Catharines, Caledon, and St. Thomas to name a few. Done correctly, road reconstructions, such as the one envisioned for Regional Road 87 in the Municipal Class EA Study which came with an almost $300k pricetag, allow a once in a generation opportunity to replace aging municipal and private infrastructure, revitalize a streetscape, and rededicate space in the public right-of-way in a more equitable and safe way. In my years of experience, I have never encountered the reconstruction of a key multi-modal roadway that not only goes against the Regional and City policies and goals for mutli-modal infrastructure and compelte streets, but goes against the recommendations of a site specific Class EA study for the inclusion of cyclist infrastructure.

The Port Dalhousie Secondary Plan calls for a mixed use core with an accessible, connected pedestrian and bicycling network. The Road is identified within the Region's Strategic Cycling Network, and is recommended for protected facilities in the Niagara Region's Complete Streets Design Handbook.

The Region has also declared a Climate Emergency, recognizing mode shifts to active transportation as a key driver in reducing emissions in the Region. The removal of the proposed cyclist infrastructure would insist car dependency, inhibiting healthy and safe

communities, both of which are Regional interests on Regional roads.

The truth about a Region's aspirations are not found in your planning documents, declarations of emergencies or even budgets, but in your decisions made tonight.

I would like to implore the Region to not allow the City to stand in the way of the progress that we need to support the clear goals, and policies adopted by this Regional Council.

Best,

Connor MacIsaac
[redacted]

Minute Item No. 6.1
PDS 26-2024
Niagara Region Incentive Policy Review

That Report PDS 26-2024, dated September 5, 2024, respecting Niagara Region Incentive Policy Review, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following changes to the Niagara Region Incentive Policy (NRIP) C-A-028 (Appendix 1) **BE APPROVED** and implemented by Staff in an updated NRIP:
   a) Remove “Non-profit Affordable Rental Housing RDC Deferral” from NRIP as it has been rendered obsolete due to recent amendments to the Development Charges Act through Bill 23;
   b) Move “Welcome Home Niagara Home Ownership”, “Niagara Renovates Homeownership”, “Niagara Renovates Multi-residential", “Non-Profit and Co-op Capital Repair Costs”, and “Housing Provider Capital Loan” programs from the NRIP to be included in the Programs Listing provided by Community Services through the Housing Services division mandate;
   c) Move the “Public Realm Investment Program” (PRIP) and “Public Realm Priority Area” from the NRIP to be included with other Public Works programs that are only available to Area Municipalities;
   d) Remove the affordable housing component from the “Brownfield TIG Tier 1 and Tier 2” and change to an annual tax increment grant of 80% for both tiers;
   e) Move Mandatory DC programs, “Intensification Regional Development Charge (RDC) Grant” and “50% Industrial Expansion RDC Grant”, outside the NRIP; and
   f) Remove and discontinue the “Small Buildings Rental Grant” and the “Residential Rental Grant”;
2. That Staff **BE DIRECTED** to assess the “Partnership Housing Program” and develop and report back to Council regarding a new purpose-built rental housing incentive program with the goal of increasing the supply of rental housing;
3. That any financial recommendations **BE REFERRED** to the 2025 budget process; and
4. That a copy of Report PDS 26-2024 **BE CIRCULATED** to the Local Area Municipalities.

Minute Item No. 7
Consent Items for Information

That the following **BE RECEIVED** for information:

PDS-C 27-2024
Smarter Niagara Incentive Program and Smart Growth Program Expiry Background

COTW-C 3-2024
Projects Interested in Expiring Smarter Niagara Incentive Program Tax Increment Grant/Brownfield Tax Increment Grant and Smart Growth Program

Minute Item No. 7.2
COTW-C 2-2024
City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs

1. That Correspondence Item COTW-C 2-2024, dated September 5, 2024, respecting City of St. Catharines Council – Request for Extensions to Niagara Region Incentive Programs, **BE RECEIVED**;
2. That the Smart Growth Regional Development Charges Reduction Program expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027;
3. That the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant and Brownfield Tax Increment Grant expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027; and
4. That staff **BE DIRECTED** to collaborate with the local area municipalities on a new incentive program that takes into account current market conditions and the enhanced housing mandate from Provincial and Federal governments.

THE REGIONAL MUNICIPALITY OF NIAGARA
COMMITTEE OF THE WHOLE
MINUTES

COTW 4-2024
Thursday, September 5, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bradley (Regional Chair), Bateman*, Campion*, Craitor*, Diodati, Easton, Gale*, Ganann, Heit, Huson, Insinna*, Junkin*, Kaiser, Morocco, Redekop*, Rigby, Seaborn, Secord, Siscoe, Sorrento, Ugulini, Villella, Whalen, Witteveen
Absent/Regrets:	Chiocchio, Davies, Foster, Grant, Ip, Jordan, Steele, Zalepa
Staff:	K. Ahmad, Manager, Urban Design, M. Ajibaye, Manager, Asset Management Office*, C. Banach, Director, Housing Services*, D. Barnhart, Chief of Staff, Governance, A. Basic, Legislative Coordinator, R. Bradshaw, Associate Director, Water Wastewater Asset Management, B. Brens, Associate Director, Budget Planning & Strategy, J. Brunet, Associate Director, Water Operation Maintenance, D. Carnegie, Deputy Chief Administrative Officer/Acting Commissioner, Corporate Services/Treasurer, T. Cimino, Associate Director, Water and Wastewater Engineering*, D. Gibbs, Director, Legal & Court Services*, C. Habermebl, Director, Waste Management Services*, B. Hutchings, Manager, Revenue Planning & Strategy, K. Lotimer, Deputy Clerk, P. Maposa, Director, Asset Management*, M. Marino, Associate Director, Economic Development, D. Morreale, Director, Growth Management & Planning, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Sergi, Commissioner, Growth Strategy & Economic Development, F. Tassone, Director, Transportation Services, R. Tripp, Chief Administrative Officer, D. Turner, Manager, Strategic Growth Services, J. Vanderlinde, Grant & Incentive Program Manager, K. Young, Senior Development Planner * indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:31 p.m.

2. LAND ACKNOWLEDGEMENT

Councillor Bateman read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

See Minute Item 7.

4. PRESENTATIONS

4.1 Water and Wastewater Service State of Repair

Terry Ricketts, Commissioner, Public Works, provided information respecting Water and Wastewater Service State or Repair. Topics of the presentation included:

- What we do and how
- How we compare
- Key strategic challenges
- What's happening now
- Where to go from here

Councillor Information Request(s):

Provide information respecting alternate systems that were considered to provide wastewater services to the new industrial plant to be constructed in the City of Port Colborne. Councillor Redekop.

Committee members requested information respecting the calculation of the current rate of $2.00 per day, per household, set by the Region, including how assessment and households are accounted for (Slide 15).

Provide information respecting the asset management plans and infrastructure gaps of comparative regions. Councillor Redekop.

Provide information respecting the percentage of communities within the Region of Waterloo and the Region of York that use the Regional water system. Councillor Heit.

5. DELEGATIONS

Moved by Councillor Sorrento
Seconded by Councillor Morocco

That Rachel Braithwaite, St. Catharines Downtown Association, **BE PERMITTED** to appear before Committee as a delegate respecting Niagara Region Incentive Policy Review (PDS 26-2024, Agenda Item 6.1).

Carried

5.1 Niagara Region Incentive Policy Review (Report PDS 26-2024, Agenda Item 6.1)

5.1.1 Rachel Braithwaite, Executive Director, St. Catharines Downtown Association

Rachel Braithwaite, Executive Director, St. Catharines Downtown Association, appeared before Committee to request that Niagara Region consider enhancements to incentives for supportive housing, explore incentives to revitalize under-utilized housing stock, include BIAs in future incentive consultation processes, and in support of the City of St. Catharines motion to extend the expiration date of Niagara Region's Smart Growth Regional Development Charges Reduction Program and Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant to October 1st, 2027.

6. ITEMS FOR CONSIDERATION

6.1 PDS 26-2024
Niagara Region Incentive Policy Review

Diana Morreale, Director, Growth Management & Planning, provided information respecting Niagara Region Incentive Policy Review. Topics of the presentation included:

- Purpose of Recommendations
- Program Expiry Communication
- Engagement
- Summary of the Engagement
- Provincial Mandatory and Discretionary
- Niagara Region Current Incentive Policy
- Changes to Affordable Housing Priority Area
- Changes to Employment Priority Area
- Changes to Brownfield Priority Area
- Changes to Public Realm Priority Area
- Updated Incentive Policy
- Additional Administrative Changes

Moved by Councillor Huson
Seconded by Councillor Kaiser

That Report PDS 26-2024, dated September 5, 2024, respecting Niagara Region Incentive Policy Review, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following changes to the Niagara Region Incentive Policy (NRIP) C-A-028 (Appendix 1) **BE APPROVED** and implemented by Staff in an updated NRIP:
    a) Remove “Non-profit Affordable Rental Housing RDC Deferral” from NRIP as it has been rendered obsolete due to recent amendments to the Development Charges Act through Bill 23;
    b) Move “Welcome Home Niagara Home Ownership”, “Niagara Renovates Homeownership”, “Niagara Renovates Multi-residential", “Non-Profit and Co-op Capital Repair Costs”, and “Housing Provider Capital Loan” programs from the NRIP to be included in the Programs Listing provided by Community Services through the Housing Services division mandate;
    c) Move the “Public Realm Investment Program” (PRIP) and “Public Realm Priority Area” from the NRIP to be included with other Public Works programs that are only available to Area Municipalities;
    d) Remove the affordable housing component from the “Brownfield TIG Tier 1 and Tier 2” and change to an annual tax increment grant of 80% for both tiers;
    e) Move Mandatory DC programs, “Intensification Regional Development Charge (RDC) Grant” and “50% Industrial Expansion RDC Grant”, outside the NRIP; and
    f) Remove and discontinue the “Small Buildings Rental Grant” and the “Residential Rental Grant”;
2. That Staff **BE DIRECTED** to assess the “Partnership Housing Program” and develop and report back to Council regarding a new purpose-built rental housing incentive program with the goal of increasing the supply of rental housing;
3. That any financial recommendations **BE REFERRED** to the 2025 budget process; and
4. That a copy of Report PDS 26-2024 **BE CIRCULATED** to the Local Area Municipalities.

Carried

7. CONSENT ITEMS FOR INFORMATION

Councillor Morocco declared a conflict with respect to Report PDS-C 27-2024 (Agenda Item 7.1) respecting Smarter Niagara Incentive Program and Smart Growth Program Expiry Background, Correspondence Item COTW-C 2-2024 (Agenda Item 7.2) respecting City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs and Memorandum COTW-C 3-2024 (Agenda Item 7.3) respecting Projects Interested in Expiring Smarter Niagara Incentive Program TIG/BTIG and Smart Growth Programs, as she has a business client who is currently involved in the process of applying for a Brownfield Smart Growth Incentive; therefore, she did not participate in any discussion or vote on these matters.

Correspondence Item COTW-C 2-2024 (Agenda Item 7.2) was considered separately.

Moved by Councillor Witteveen
Seconded by Councillor Ganann

That the following **BE RECEIVED** for information:

PDS-C 27-2024
Smarter Niagara Incentive Program and Smart Growth Program Expiry Background

COTW-C 3-2024
Projects Interested in Expiring Smarter Niagara Incentive Program Tax Increment Grant/Brownfield Tax Increment Grant and Smart Growth Program

Carried

7.2 COTW-C 2-2024
City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs

Moved by Councillor Siscoe
Seconded by Councillor Sorrento

1. That Correspondence Item COTW-C 2-2024, dated September 5, 2024, respecting City of St. Catharines Council – Request for Extensions to Niagara Region Incentive Programs, **BE RECEIVED**;
2. That the Smart Growth Regional Development Charges Reduction Program expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027;

3. That the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant and Brownfield Tax Increment Grant expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027; and

4. That staff **BE DIRECTED** to collaborate with the local area municipalities on a new incentive program that takes into account current market conditions and the enhanced housing mandate from Provincial and Federal governments.

Moved by Councillor Huson
Seconded by Councillor Seaborn

That COTW-C 2-2024 and the proposed motion **BE REFERRED** to the Budget Review Committee of the Whole meeting on October 17, 2024, with a report on projected costs resulting from the program extension and associated assessment revenues with an associated timeline and including projects highlighted and identify if incentives currently exist in which they would qualify; and

That the programs expiration deadline **BE EXTENDED** until October 31, 2024.

Recorded Vote:

Yes (8): Bateman, Easton, Ganann, Heit, Huson, Insinna, Kaiser, Seaborn.

No (13): Campion, Craitor, Diodati, Gale, Junkin, Rigby, Secord, Siscoe, Sorrento, Ugulini, Villella, Whalen, Witteveen.

Defeated

The Regional Chair called the vote on the motion.

Recorded Vote:

Yes (13): Campion, Craitor, Diodati, Gale, Junkin, Rigby, Secord, Siscoe, Sorrento, Ugulini, Villella, Whalen, Witteveen.

No (8): Bateman, Easton, Ganann, Heit, Huson, Insinna, Kaiser, Seaborn.

Carried

8. OTHER BUSINESS

There were no items of other business.

9. NEXT MEETING

The Regional Chair announced that there were no further Committee of the Whole meetings scheduled for the remainder of the year.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 10:17 p.m.

Jim Bradley
Regional Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Water-Wastewater Services State of Repair

September 5, 2024

Terry Ricketts Commissioner Public Works

Niagara Region | Growing Better Together

Purpose

Water and Wastewater Services

To provide Council with up-to-date information about condition of assets and top priorities to help inform upcoming budget discussions.

Niagara Falls Wastewater Treatment Plant

What we're going to cover

- What we do and how
- How we compare
- Key strategic challenges
- What's happening now
- Where to go from here

Niagara Region | Growing Better Together

What We Do – Water & Wastewater

Niagara Region provides safe drinking water and effective wastewater management

Water:

- 6 water treatment plants (WTP)
- 38 water reservoirs / elevated tanks
- 23 booster / chlorine stations
- 312 km of trunk water mains
- 153M litres per day of safe and reliable drinking water

Wastewater:

- 11 wastewater treatment plants (WWTP)
- 1 biosolids storage facility
- 112 pump stations
- 303 km of forcemains and gravity sewers
- 212M litres per day of sewage treatment to protect the Great Lakes from pollution

Welland Water Treatment Plant

How We Do It - Governing Legislation

Municipal governments are responsible for providing water & sewer services. Acts & regulations prescribe how.

Safe Drinking Water Act

Clean Water Act

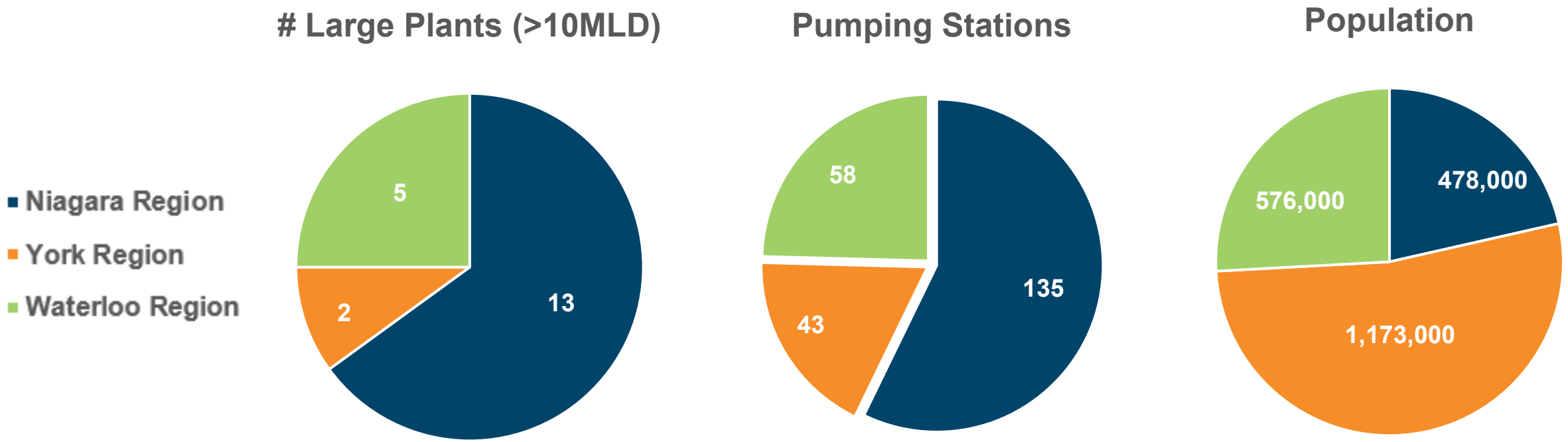
Environmental Protection Act

Other legislative requirements

Council's obligations are to meet the required standards for water and wastewater quality, and to ensure systems are maintained in a fit state of repair.

How We Compare – Water & Wastewater

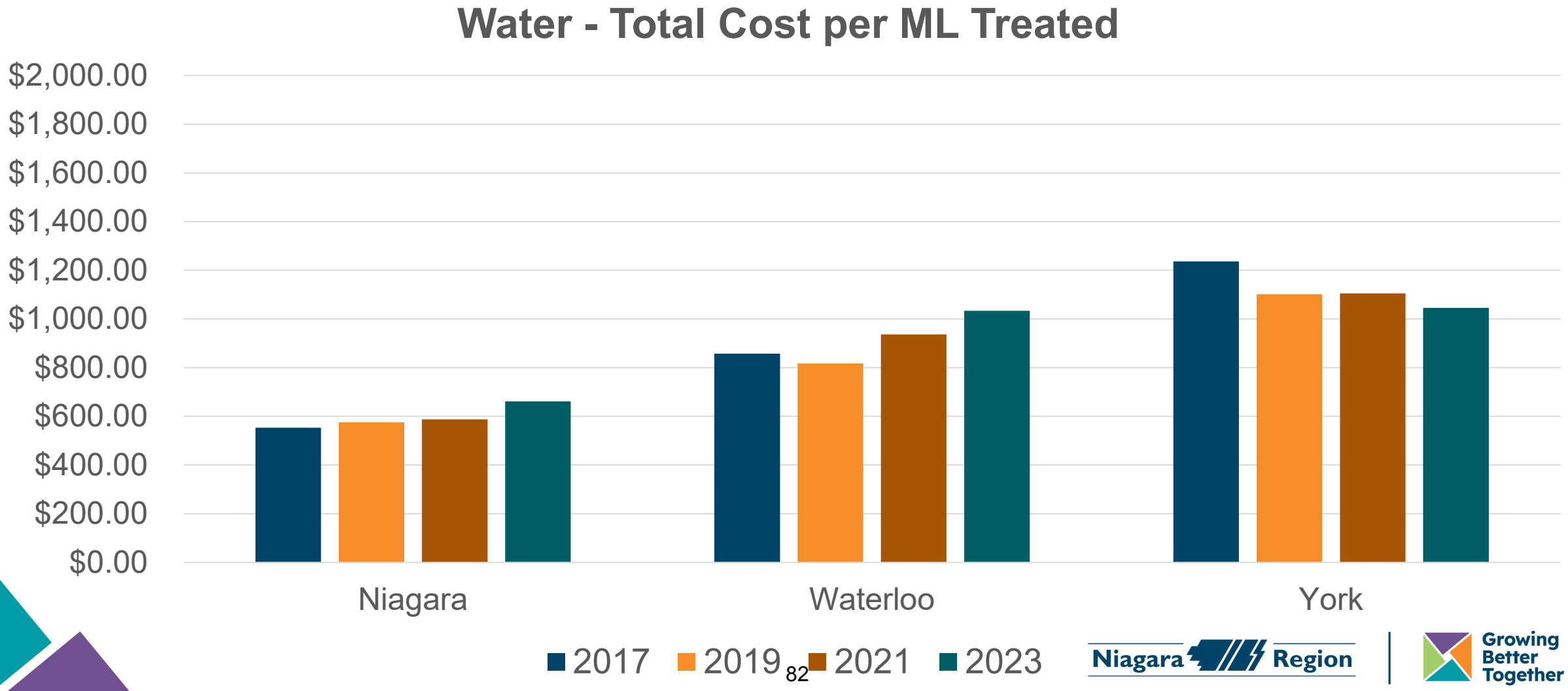
- Niagara Region has significantly more vertical infrastructure than its comparators
- Niagara Region has a smaller population, resulting in a heavier per capita burden



Niagara Region | Growing Better Together

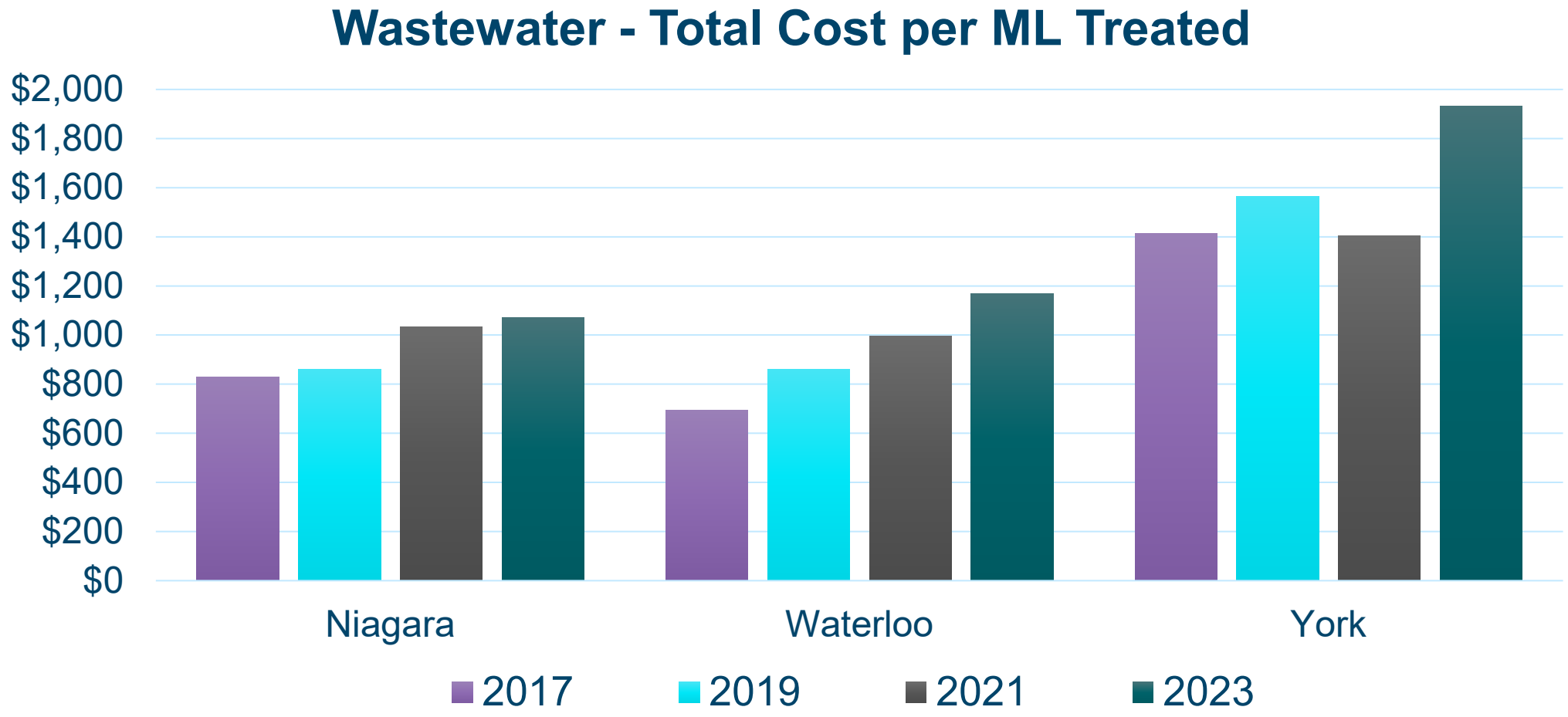
Water Cost of Service

Municipal Benchmarking Network of Canada (MBNC) Report



Wastewater Cost of Service

Municipal Benchmarking Network of Canada (MBNC) Report



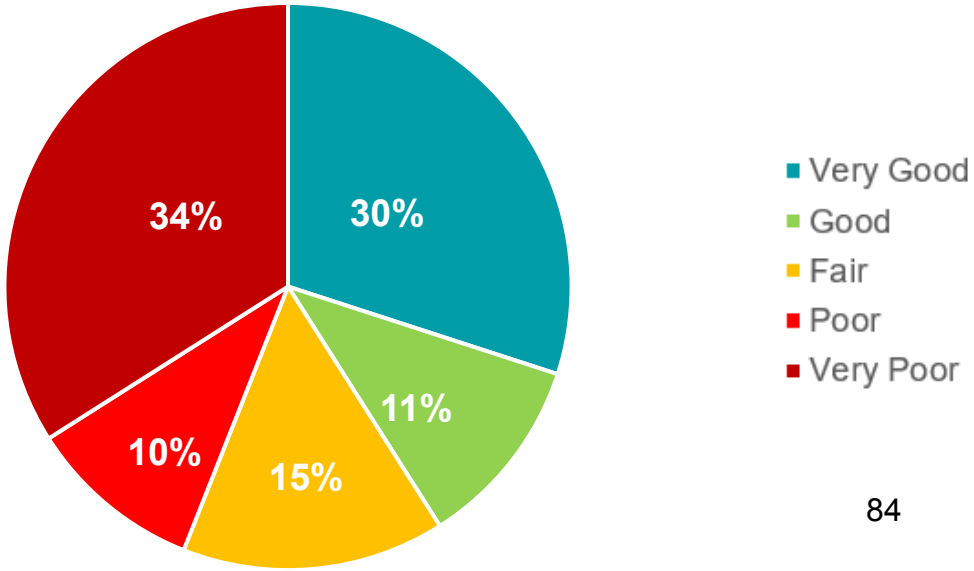
Niagara Region | Growing Better Together

Strategic Challenge – Water Assets

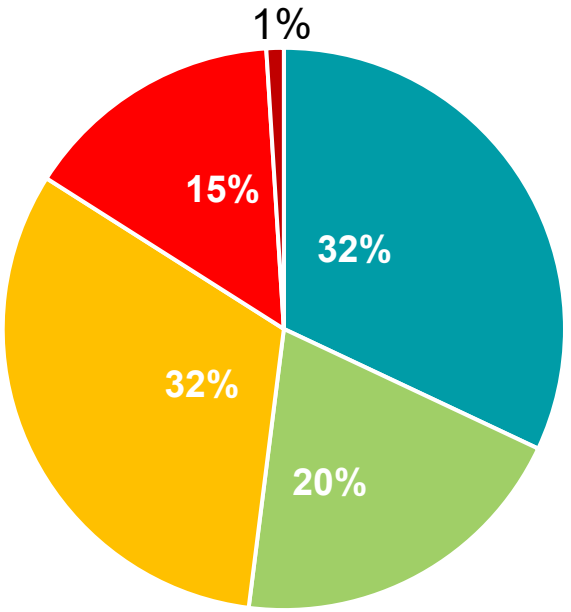
Water – 44% of facility assets in Poor to Very Poor Condition and Declining

- As asset condition decreases, risk of system failure increases
- Niagara Region has multi-barrier protection systems in place to ensure system failures would not affect public safety. However, system failures could lead to service interruptions

Vertical Water Assets - Facilities
($1.06 Billion replacement value)



Linear Water Assets - Pipes
($966 Million replacement value)

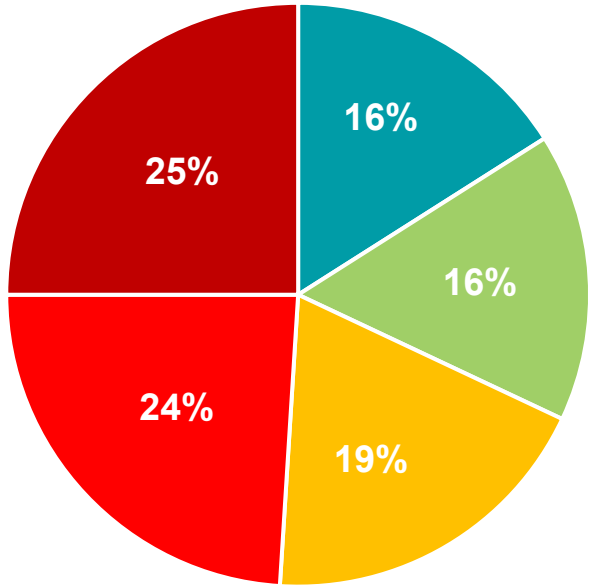


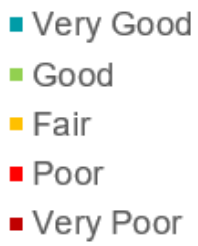
Strategic Challenge – Wastewater Assets

Wastewater – 49% of plant assets in Poor to Very Poor Condition and Declining

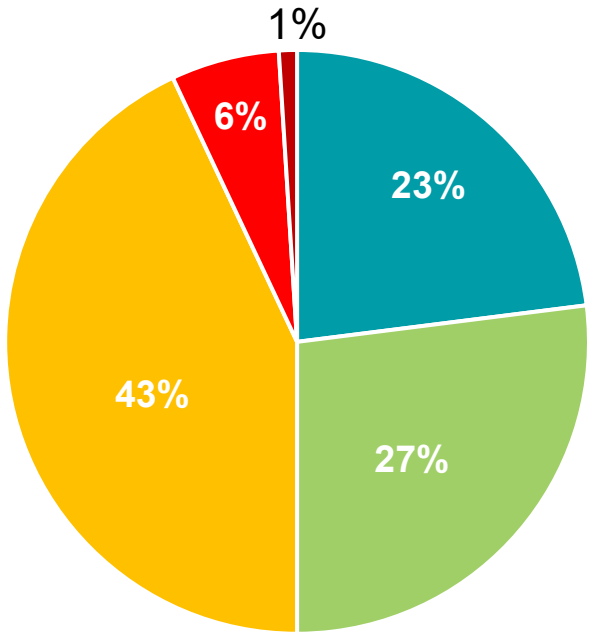
- As asset condition decreases, risk of system failure increases
- System failures affect environmental outcomes and risk non-compliance

Vertical Wastewater Assets - Facilities
($2.62 Billion Replacement value)





Linear Wastewater Assets – Pipes
($1.49 Billion Replacement Value)



Water Plants

77 per cent of our Regional water capacity is delivered by plants that are around 100 years old. Collectively, these plants have a backlog of more than $280M of overdue investment for equipment in very poor condition.

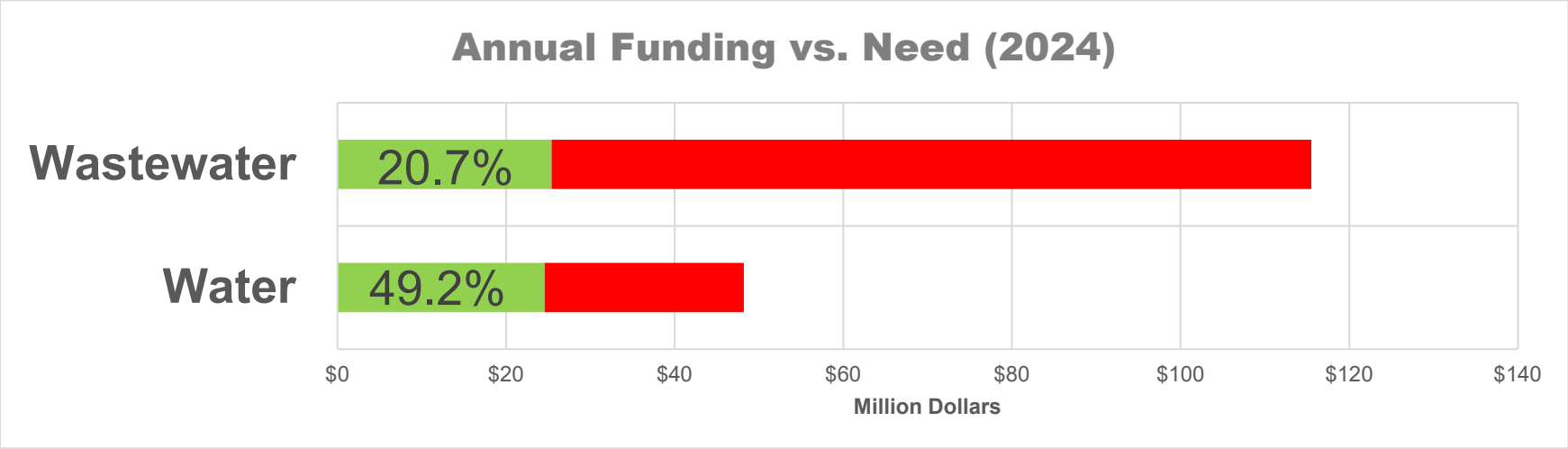
Plant	Built	Age (years)	Capacity	Services	Backlog (Very Poor Condition)
Decew Falls	**1923**	**99**	**227.3 ml/d**	**St. Catharines, Lincoln, NOTL, parts of Thorold**	**$195.3 M**
Niagara Falls	**1930**	**94**	**145.5 ml/d**	**Niagara Falls and parts of NOTL**	**$43 M**
Welland	**1911, 1926**	**113**	**65 ml/d**	**Welland, Pelham, and parts of Thorold**	**$44.1 M**
Rosehill (Fort Erie)	1982	42	50 ml/d	Fort Erie	$16.5 M
Grimsby	1994	30	44 ml/d	Grimsby, West Lincoln, parts of Lincoln	$7.2 M
Port Colborne	1980	44	36 ml/d$_{86}$	Port Colborne	$8.8 M

Wastewater Plants

90 per cent of our Regional wastewater capacity is delivered by plants more than 50 years old. Collectively, these plants have a backlog of more than $400M.

Plant	Built	Age (years)	Capacity	Services	Backlog (Very Poor Condition)
Niagara Falls	**1963**	**61**	**68.3 ml/d**	**Niagara Falls and NOTL**	**$90.1 M**
Port Dalhousie	**1969**	**55**	**61.3 ml/d**	**St. Catharines and Thorold**	**$114.1 M**
Port Weller	**1972**	**52**	**56.1 ml/d**	**St. Catharines and Thorold**	**$95.5 M**
Welland	**1968**	**56**	**54.5 ml/d**	**Welland, Pelham, Thorold**	**$121 M**
Grimsby (Baker Rd)	1974	50	31.2 ml/d	Grimsby, Lincoln, West Lincoln	$34.9 M
Fort Erie (Anger Ave)	1962	62	24.5 ml/d	Fort Erie	$43.4 M
Pt. Colborne-Seaway	1981	43	19.6 ml/d	Port Colborne	$25.3 M
Crystal Beach	1972	52	9.1 ml/d	Parts of Fort Erie	$3.7 M
NOTL	2020	4	8 ml/d	NOTL	N/A
S-D Lagoon	1983	41	2.2 ml/d	Stevenville/Douglastown – Fort Erie	$271 K
Queenston	1990	34	0.5 ml/d	NOTL	$912 K
Biosolids Facility	10 lagoons, 2 storage tanks, onsite dewatering centrifuges				

Strategic Challenges - Financial



The current financial plan does not fully fund the asset investment need

- Investing at 100 per cent of need (red bars) would stop the decline in asset condition and eliminate backlog in 10 years
- Currently we're investing at about half that rate for water, and 20 per cent of that rate for wastewater
- At this pace, assets will continue to deteriorate and the backlog will grow
- This will increase risk of system failures

Strategic Challenges - Financial

- The 2021 Asset Management Plan recommended an annual increase in contributions to capital of 7.22 per cent
  - At this rate, the Region would be investing at 100 per cent of need (red bars) in 10 years, and could then start to address the backlog

- Given Niagara Region's affordability challenges, the 2023 Financial Plan recommended increasing annual contributions to capital of 5.15 per cent
  - At this rate, the asset base would continue to deteriorate from the current $1 billion backlog of equipment in very poor condition to nearly $2 billion in 10 years

- Niagara Region's actual investment rate has fallen short of both the 2021 Asset management plan and the 2023 Financial Plan
  - At the current investment rates, the backlog will grow to $2 billion significantly faster, and risks of service failure will grow

Year	Increase Approved
2024	4.10%
2023	5.00%
2022	3.15%
2021	1.00%
2020	3.15%

Strategic Challenges – Financial cont'd

Other important considerations:

- The current rate of investment does not provide funds for larger scale projects
- Reserve balances are very low, which poses risk when old infrastructure fails and reserve funds are needed to respond

Current costs to residents:

- The current rate set by Niagara Region to provide regional water and wastewater services is $2.00 per day per household
- This is significantly lower than comparative municipalities
- By comparison, an annual increase in contribution to capital of 7.22 per cent (2021 AMP) would increase customer cost by $0.14 per day, or $4.44 per month per household

Strategic Challenges – Operations & Maintenance

- **Reactive maintenance has outpaced preventative maintenance**
  - Urgent repairs are more costly as compared to preventative maintenance
  - Older equipment means maintenance takes more time and custom-made parts and equipment are necessary

- **Staff time and resources will be necessary to manage growing risk**
  - Capital Program PMs managing roughly double industry standard number of projects – increases risk and potential costs for projects
  - Complex maintenance projects starting to displace regular capital program – will slow delivery of planned capital work
  - A very high percentage of maintenance staff time is diverted to urgent/reactive repairs leaving too little to deliver planned maintenance
  - 24-hour coverage at plants recommended to monitor for unexpected system issues
  - 40 per cent of SCADA Techs currently diverted to cyber security issues (server patching) – reduces capacity to invest in digital supervisory system

What's Happening Now to Respond

Ongoing Continuous Improvement & Risk Mitigation Initiatives

- Maintenance Management Review – will assess the needs and resources necessary to update our preventative maintenance program
- Engineering Services Review – will optimize capital project delivery & adjust to emerging needs
- Condition Assessment Program – will verify equipment condition & priority risks
- Updated Replacement Costs – will provide accurate information for financial planning
- Digesters Consolidation and Optimization Strategy and Fort Erie Wastewater Long Term Servicing Strategy – will reduce number of assets and future costs
- 10-year Capital Planning Tool – will prioritize between growth and asset management projects based on funding projections and risk assessments

Where Do We Go From Here?

Short Term (2024/2025)

- 2025 budget strategy will:
  - Recommend responsible capital contributions
  - Prioritize funds to address high-risk assets
  - Optimize balance between growth and asset renewal investment

- Develop Staffing Strategy
  - Incremental changes will be introduced in the 2025 budget to work towards bringing staff compliment up to minimum levels

- Prioritize ongoing condition assessment work
  - Staff will continue to verify condition of assets and identify critical asset risks; funds for this purpose will be introduced in the 2025 budget

Where Do We Go From Here? Cont'd.

Longer Term (2025+)

- Advocacy – further develop advocacy strategy to seek funding partnership from senior levels of government (Provincial & Federal)
- AMP 2025 – update the Region's WWW Asset Management Plan in 2025 to provide a better understanding of priority investment needs over the next 5 years
- Financial Plan – update the WWW Asset Management Financial Plan to support a more realistic financial strategy in keeping with the updated AMP
- Capital investments and resourcing – continue to build capacity to address present-state risks and to reduce rate of asset degradation

Next Steps

Budget Key Dates

- BRCOTW Capital - Thursday, September 12
- Budget Workshop - Water & Wastewater Rates -Thursday, October 10
- BRCOTW - Water & Wastewater Rates - Thursday, November 7
- Council - Water & Wastewater Rate and Special Levy By-laws, Thursday, November 21

Questions?

From: PE-Mailbox-01
To: Norio_Ann-Marie; Basic_Azra; Lotimer_Kelly; Hill_Rebecca
Subject: FW: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: Thursday, September 5, 2024 10:50:45 AM

From: Niagara Region Website
Sent: Thursday, 05 September 2024 10:50:38 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Rachel Braithwaite

Address
80 King St, Main Floor

City
St Catharines

Postal
L2R 7G1

Phone
[redacted]

Email
rachel@mydowntown.ca

Organization
St Catharines Downtown Association

standing committee
Committee of the Whole

Presentation Topic

Item 5.1 Niagara Region Incentive Policy Review

Presentation includes slides

No

Previously presented topic

No

Presentation Details

With the increase in Mental Health challenges we would like to request that incentives for Supportive Housing be boosted. With 18 BIAs across Niagara, I would also like to request that BIAs be part of your consultation regarding Regional Incentive Program in the future. I would also encourage you to look at current housing stock that is underutilized (i.e. second floor residential on main streets) to see if incentives could help bring this back to the market to be rented. The St Catharines Downtown Association would also like to echo the City of St Catharines "requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program for a period of three years to October 1st, 2027; and THEREFORE BE IT FURTHER RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30th, 2024."

Video Consent

Yes

Niagara Region Incentive Policy Review

Committee of the Whole

Diana Morreale

September 5, 2024

Niagara Region | Growing Better Together

Purpose of Recommendations

Streamline the Incentive Policy to discretionary programs and ensure that it reflects Council's Strategic Priorities

Niagara Region | Growing Better Together

Programs expire October 1, 2024

- Smart Growth
- SNIP TIG/BTIG

Programs replaced October 1, 2024

- SNIP BTIG replaced with Brownfield TIG Tier 1 and Tier 2

Program Expiry Communication

Regional staff communicated program expiry to Area Municipalities and the Development Industry through:

- Letters
- One-on-one meetings
- CIP Coordinator meetings
- Engagement sessions on incentive review

Engagement

Area Municipalities

- Area Planners
- Area Treasurers
- CIP Coordinators
- Economic Development
- Additional interested parties

Development Industry

- Niagara Industrial Association
- Niagara Homebuilders' Association
- Niagara Construction Association
- Non-Profit Housing Providers

Summary of the Engagement

AM feedback theme areas

- Increased education
- Alignment
- Simplification of administrative process
- Consistency
- Financial sustainability

Provincial Mandatory and Discretionary

What is Provincial?
- Flow through programs
- Other downloaded programs

What is Mandatory?
- Programs that are mandated through legislation such as the DC Act.

What is Discretionary?
- Programs the Region provides at its discretion.

One of the key challenges within the NRIP is that it contains a mix of Provincial, Mandatory, and Discretionary Programs.

To achieve better effectiveness the NRIP must only include discretionary programs that are targeted and funded by the Region.

Niagara Region Current Incentive Policy

Affordable Housing

- Non-Profit RDC-based Grant
- Affordable and Supportive Housing RDC Deferral
- **Partnership Housing Program**
- **Non-Profit Affordable Rental Housing RDC Deferral**
- **Intensification RDC Grant**
- **Residential Rental Grant**
- **Small Building Rental Grant**
- **Welcome Home Niagara Home Ownership Program**
- **Niagara Renovates Homeownership**
- **Niagara Renovates Multi-residential**
- **Non-Profit and Co-op Capital Repair Costs**
- **Housing Provider Capital Loan Program**

Employment

- Gateway CIP Tax Increment Grant
- Gateway CIP Regional DC Grant
- Niagara Business Attraction TIG
- Industrial Regional Development Charges Grant
- **50% Industrial Expansion RDC Grant**

Brownfield

- **Brownfield TIG Tier 1 and Tier 2**
- Brownfield Regional DC Deferral
- Large-scale Brownfield Regional DC Grant

Public Realm

- **Public Realm Investment Program**

Changes to Affordable Housing Priority Area

Affordable Housing

Recommendation: Remove “Non-profit Affordable Rental Housing RDC Deferral” from NRIP as it has been rendered obsolete due to recent amendments to the Development Charges Act through Bill 23.

Recommendation: Move Mandatory DC program, “Intensification RDC Grant” outside the NRIP.

Changes to Affordable Housing Priority Area Cont'd

Affordable Housing

Recommendation: Move “Welcome Home Niagara Home Ownership”, “Niagara Renovates Homeownership”, “Niagara Renovates Multi-residential", “Non-Profit and Co-op Capital Repair Costs”, and “Housing Provider Capital Loan” programs from the NRIP to be included in the Housing Services Programs Listing provided through the Housing Services mandate.

Recommendation: Discontinue the Small Buildings Rental Grant” and the “Residential Rental Grant”.

Changes to Employment Priority Area

Employment

Recommendation: Move Mandatory DC program, “50% Industrial Expansion RDC Grant”, outside the NRIP.

Changes to Brownfield Priority Area

Brownfield

Recommendation: Remove the affordable housing component from the “Brownfield TIG Tier 1 and Tier 2” and change the program to an annual tax increment grant of 80%.

Changes to Public Realm Priority Area

Public Realm

Recommendation: Separate the Public Realm Investment Program (PRIP) and Public Realm Priority Area out of the Policy. The PRIP will be moved to join other Public Works programs that are only available to Area Municipalities.

New Affordable Housing Program

Review Partnership Housing Program, and

Create a targeted, sufficiently funded program that will help increase supply of purpose-built rental housing

Updated Incentive Policy

Affordable Housing

- **Partnership Housing Program (under review)**
- Affordable and Supportive Housing RDC Deferral
- Non-Profit RDC-based Grant

Potential new purpose-built rental housing program

Employment

- Gateway CIP Tax Increment Grant
- Gateway CIP Regional DC Grant
- Niagara Business Attraction TIG
- Industrial Regional Development Charges Grant

Brownfield

- **Brownfield TIG Tier 1 and Tier 2**
- Brownfield Regional DC Deferral
- Large-scale Brownfield Regional DC Grant

Additional Administrative Changes

- Process maps
- Training videos
- Working group between Area Municipalities and Niagara Region to discuss and develop program KPIs
- Website enhancements

In Conclusion

Purpose of recommendations:

Streamline the Policy to discretionary programs and ensure that it reflects Council's Strategic Priorities

Niagara Region | Growing Better Together

Subject: Niagara Region Incentive Policy Review

Report to: Committee of the Whole

Report date: Thursday, September 5, 2024

Recommendations

1. That the following changes to the Niagara Region Incentive Policy (NRIP) C-A-028 (Appendix 1) **BE APPROVED** and implemented by Staff in an updated NRIP:
   a) Remove “Non-profit Affordable Rental Housing RDC Deferral” from NRIP as it has been rendered obsolete due to recent amendments to the Development Charges Act through Bill 23;
   b) Move “Welcome Home Niagara Home Ownership”, “Niagara Renovates Homeownership”, “Niagara Renovates Multi-residential", “Non-Profit and Co-op Capital Repair Costs”, and “Housing Provider Capital Loan” programs from the NRIP to be included in the Programs Listing provided by Community Services through the Housing Services division mandate;
   c) Move the “Public Realm Investment Program” (PRIP) and “Public Realm Priority Area” from the NRIP to be included with other Public Works programs that are only available to Area Municipalities;
   d) Remove the affordable housing component from the “Brownfield TIG Tier 1 and Tier 2” and change to an annual tax increment grant of 80% for both tiers;
   e) Move Mandatory DC programs, “Intensification RDC Grant” and “50% Industrial Expansion RDC Grant”, outside the NRIP;
   f) Remove and discontinue the “Small Buildings Rental Grant” and the “Residential Rental Grant”.
2. That Staff **BE DIRECTED** to Assess the “Partnership Housing Program” and develop and report back to Council regarding a new purpose-built rental housing incentive program with the goal of increasing the supply of rental housing.
3. Any financial recommendations **BE REFERRED** to the 2025 Budget process.
4. That a copy of Report PDS 26-2024 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The purpose of this report is to provide Council with a review of the current Niagara Region Incentive Policy (NRIP) and convey the challenges, effectiveness, and any recommended changes to the NRIP as directed by Council in October 2021.
- In preparation of this report, consultations were carried out through workshops with Local Area Municipalities on April 27, 2024, April 29, 2024, and May 2, 2024; a development industry focus group meeting on June 13, 2024; a Council information session on June 27, 2024; and a workshop with the development industry and non-profit providers held on July 18, 2024.
- In 2021, the Region's incentive programs were organized into four priority areas aligned with Council's Strategic Priorities: Affordable Housing, Employment, Brownfield, and Public Realm.
- The NRIP consists of DC exemptions, DC deferrals, one-time grants and other incentives like Tax Increment Grants which are matching funding programs administered by Area Municipalities through Community Improvement Plans (CIPs).
- There are incentive programs (SNIP "Property Rehabilitation and Revitalization Tax Increment Grant" and the "Smart Growth Regional Development Charge Reduction") outside of the NRIP that are ending October 1, 2024, and will continue to have a financial impact on the budget through the year 2037.
- The Region's incentive policy requires updating, as it currently includes programs that are not discretionary. To simplify the Policy, it should only include discretionary programs designed to align with Council Strategic Priorities. Provincial flow-through programs, mandatory DC grants, and public realm grants will be moved outside the NRIP.
- Programs moved outside the NRIP will continue to be delivered. All incentives offered by the Niagara Region, including Provincial, Mandatory, and Discretionary will be listed on the website on a landing page.
- The Public Realm programs will be relocated outside of the Policy and will reduce the number of priority areas from four to three. Public Realm programs provide streetscape grants to municipalities and belong with other Public Works programs accessible to Area Municipalities.
- The current housing affordability and supply crisis also includes a shortage of rental housing of different types. Staff are recommending developing a purpose-built rental incentive program that can contribute to more rental housing being built in Niagara. The objectives of the current "Small Building Rental Grant" and "Residential Rental

Grant" will be captured in this new purpose-built rental incentive program. Staff will come back with a proposed purpose-built rental housing program by January 2026.

- Modifications to the NRIP are also required because of recent changes to Provincial Legislation through Bill 23 and Bill 185.
- Based on consultation, the Brownfield TIG Tier 1 and Tier 2 will be simplified by removing requirements related to affordable housing and fixing the TIG amount to 80% for both Tiers.
- Subject to Council's approval of the recommendations in this report, the NRIP and related Procedures and ancillary documents (e.g., application forms) will be updated accordingly.

Financial Considerations

The purpose of having incentives is to enable the Region to exercise its discretion to leverage Regional funds to actualize a desired type of development that would not otherwise happen without public investment, in accordance with Council policy. However, incentive programs have a direct impact on the Region's budget.

Incentives represent the largest discretionary item in the Niagara Region budget at $23,258,526. Funding of Regional incentives is addressed through annual budgetary cycles. As such, any recommended changes to the Region's incentive program budgets will be brought to the 2025 budget process. Though funding may be repurposed, this review is not resulting in a request for an increase in the total incentive funding levels for 2025. Mandatory programs being recommended to be moved outside the Policy will continue to operate and require funding for the 2025 budget and beyond.

There are three financial considerations that impact the effectiveness of the incentives policy.

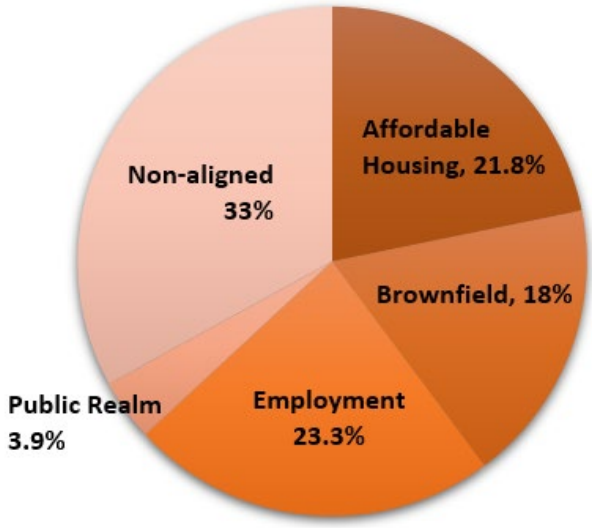
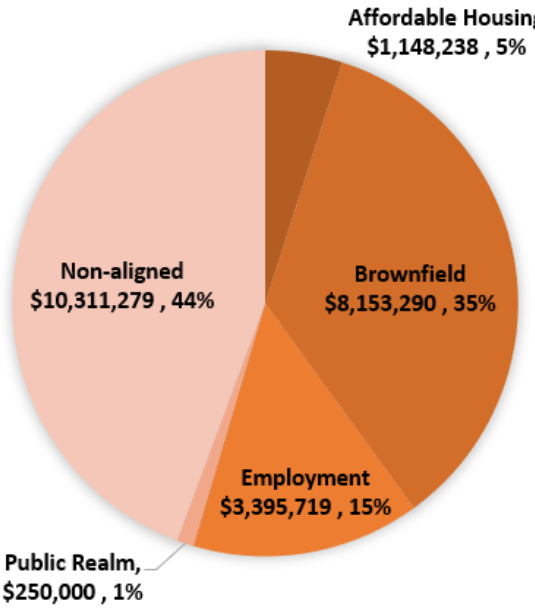
1. SNIP Property Rehabilitation and Revitalization Tax Increment Grant and the Smart Growth Regional Development Charge Reduction

There are expiring incentive programs that sit outside of the NRIP which commit the Region through to the year 2037. In 2021, as part of the approval of the new NRIP, Council also approved the extension to the existing "SNIP Property Rehabilitation and Revitalization Tax Increment Grant (SNIP TIG)" and the "Smart Growth Regional Development Charge (RDC) Reduction" to end on October 1, 2024. These ending programs were extended to assist projects already in the queue with meeting application timelines of the day. Approved funding committed through these programs

will be paid out on an annual basis as projects are completed to the year 2037. Until such time, these commitments will challenge the financial capacity of the Region to respond to new priorities and commit to further funding within the remaining three priority areas.

Report PDS 31-2021 identified that 33% of the Region's non-aligned discretionary spending including SNIP TIG and Smart Growth RDC Reduction was outside of the four priority areas. In 2024, this figure increased to 44% which represents $10,311,279 of the Region's discretionary budget as shown in Chart 1 below.

Chart 1 Regional Incentive Spending by Priority Area 2021 and 2024

Spending in 2021 **(PDS 31-2021, Chart 1 Page 3)**	**Spending in 2024**
	
The "non-aligned" segment of the chart includes the expiring programs of SNIP and Smart Growth, Hospital and Hospice funding, and other discretionary expenditures.	
2021 Chart shows Affordable Housing at 21.8%, Employment at 23.3%, Brownfield at 18%, Public Realm at 3.9%, and Non-aligned 33%	2024 Chart shows Affordable Housing at 5%, Employment at 15%, Brownfield at 35%, Public Realm at 1%, and Non-aligned at 44%

2. Policy Refinement

The Policy includes programs that have little to no up-take, limited or no funding, and extensive administration. Therefore, to enhance the effectiveness of the incentive policy

and address the challenges of delivering programs in the future, the report recommends housekeeping measures which would remove excess programs that are no longer discretionary or impactful.

The housekeeping measure is intended to remove mandatory programs, provincial flow-through programs, municipal public realm grants from the Policy. Refining the list of programs within the policy will reduce confusion and simplify and enhance the administration of the remaining programs. The report also recommends discontinuing unfunded or lesser funded programs. Programs that continue will target funding towards increasing housing supply of affordable units, increasing employment, and the remediation of brownfields.

3. Budgetary Impacts

Any increase in funding will require budgetary realignments elsewhere in the budget to meet the cost of funding the new programs and pay out the commitments made through SNIP and Smart Growth. Funding the new and old programs together, was a budgetary pressure that was identified in 2021. As a financial consideration, this report does not recommend increasing the funds the Region directs to incentives.

Analysis

The Niagara Region has been using incentives to support development since 2001. In 2021, the Region established four incentive Priority Areas consisting of Affordable Housing, Employment, Brownfield, and Public Realm. The Region's choice to use incentives is related to three key objectives:

- Provide funding for specific types of development that would not occur without public financial assistance,
- Minimize or remove financial barriers that hold back specific types of development,
- Invest to unlock wider economic opportunities that spur on other developments within the surrounding geographic area.

The Niagara Region's Incentive Policy currently comprises three types of incentive programs:

- **Mandatory Incentives**: The Region is mandated to provide these mainly through Provincial legislation in the DC Act and the Planning Act. These programs typically exempt or defer DCs for development the Province wishes to encourage. By

exempting DCs, or deferring the DCs to a later date, the Region must make up the funding for the exemption through the levy. In this way, exemptions and deferrals of DCs still have a financial cost to the Region. An example of this type is the “50% Industrial Expansion RDC Grant” which is applied at the building permitting stage.

- **Discretionary Incentives**: These are incentives the Region choses to provide for the purpose of achieving a Council approved objective. An example of this type of incentive is the “Brownfield Tax Increment Grant Tier 1 and Tier 2”.
- **Provincial Flow-through**: This is a type of funding the Province provides to the Region to deliver programs on behalf of the Province using provincial guidelines, standards and processes. The NRIP includes five programs of this type that are recommended to move into the programs listing administered by Housing Services.

Since the approval of the NRIP in 2021, some priority areas have seen more program uptake than others. The varying levels of uptake of the programs can be attributed to factors such as: the extension of “old” programs, recent Provincially legislated exemptions, and inadequate funding levels of some programs.

One of the key challenges within the NRIP is that it contains a mix of Provincial, Mandatory, and Discretionary Programs. To achieve better clarity, the NRIP should only include discretionary programs that are targeted and funded by the Region. In this way, Regional incentives are applied toward community benefits that are important to the strategic goals of Regional Council and help with community building.

One way to address this challenge in the NRIP is to move Provincial flow-through programs and mandatory programs outside of the Policy into other Regional frameworks with similar programs.

Provincial flow-through programs are currently only found within the Affordable Housing Priority Area. Since the Province provides both administrative and financial support for these programs, it is recommended that this type of program is housed within a separate area that oversees the Province-to-Region relationship. Moving the Provincial programs into Regional Housing Services will not impact the delivery of these programs and will positively contribute to simplifying the NRIP.

Mandatory programs should be separated outside of the NRIP because they are Provincially mandated. This report recommends that two mandatory programs, “Intensification RDC Grant” and “50% Industrial Expansion Grant” move outside of the NRIP (See Appendix 2 and 3).

Similarly, the Public Realm Investment Program (PRIP) is recommended to be moved and placed within Public Works. PRIP belongs with other Public Works programs that Area Municipalities use in partnership with the Region. This program provides matching grants to Area Municipalities for streetscaping projects on Regional roads. Integrating the functions of the Public Realm priority area, PRIP, into the public works stream is a natural fit with other public works programs that govern the road infrastructure cost sharing arrangements.

The “Small Buildings Rental Grant” and the “Residential Rental Grant” are programs with small budgets and little or no uptake. These programs require extensive administration and are not delivering the intended purpose. It is recommended these programs are discontinued and removed from the Policy. Staff recommend instead developing a new, more comprehensive, targeted, and adequately funded program that will deliver purpose-built rental housing.

The recommendations in this report are influenced by consultations with Area Municipalities and discussions with the development industry. In both instances, staff heard that Regional incentives are important to realizing Local and Regional goals. In addition, Regional and local alignment of goals could be strengthened through targeted programs and through a greater degree of flexibility to accommodate the conditions of the current development climate. The consultations also generated additional feedback into how the Region can be more effective through increased education, simplification of administrative processes, and consistency in program delivery. Representatives from the Development Industry noted that incentive programs and funding need a high degree of predictability.

The sections below provide analysis of the recommended changes for each of the four Incentive priority areas.

Affordable Housing Priority Area

The development sector is currently experiencing a slow down as high interest rates, increasing unemployment, stagnating wages, high labour and material costs, and the high cost of living are impacting affordable housing developments.

The Affordable Housing priority area of the NRIP holds a total of 12 programs. (See Appendix 1). Affordable Housing has three types of programs: Provincial, Mandatory, and Discretionary. The policy for the Affordable Housing priority area will be revised to reflect the following:

- Move the suite of Provincially funded programs into the Housing Services Listing of programs provided through Housing Services mandate.

- Remove the program that cannot be delivered due to Provincial changes in legislation including Bill 23 and Bill185 (“Non-profit Affordable Rental Housing RDC Deferral” program),

- Move the “Intensification RDC Grant” program outside the NRIP,
- Discontinue the “Small Buildings Rental Grant” and the “Residential Rental Grant and;
- Revisit the “Partnership Housing Program” and develop a new purpose-built rental housing incentive program.

Provincially funded programs are not discretionary Regional incentives. The Region delivers these programs on behalf of the Province of Ontario. Separating these programs from the NRIP to be joined with similar programs within the Housing Services mandate will help to simplify the Policy. Programs to be moved include “Welcome Home Niagara Home Ownership”, “Niagara Renovates Homeownership”, “Niagara Renovates Multi-residential", “Non-Profit and Co-op Capital Repair Costs”, and “Housing Provider Capital Loan”.

Additional improvements to the Affordable Housing priority area include removing the “Non-profit Affordable Rental Housing RDC Deferral”. This program has been replaced by Mandatory DC exemptions for Non-Profit Housing and are therefore not recommended to continue.

The Policy also includes programs that are currently unfunded or funded with small budgets and have little or no uptake and should be removed from the Policy. The “Small Buildings Rental Grant” which has had no uptake provides a $15,000 grant per unit within buildings of six (6) or less units. The “Residential Rental Grant” which provides $40,000 for the creation of two (2) secondary suites within a unit received three applications in 2023. Both programs receive an annual budget of $75,000 each. These programs require extensive administration but are not delivering the intended uptake. Staff will discontinue these programs and develop a new purpose-built rental housing incentive. Report PDS 14-2024 Attainable Housing Strategy also identified the need for a new incentive program geared toward increasing the supply of purpose-built rental housing.

Staff will also revisit the “Partnership Housing Program”, which is currently unfunded, to be reshaped to incentivize the construction of new purpose-built rental housing units within urban areas, along transit corridors, and close to urban amenities and services.

In conclusion, to maximize effectiveness of the remaining programs within the Affordable Housing priority area, it is recommended to have fewer, targeted programs with greater funding capacity that can deliver timely and tangible results. Feedback from the consultations with Area Municipalities and the Development Industry indicated that incentivizing Affordable and Attainable Housing should be Niagara Region’s priority.

Employment Priority Area

In line with Council Strategic Priorities, the Employment Priority Area was created to attract and retain Employment in the region. The Employment priority area includes five programs. Four programs are discretionary, and one is a mandatory program (50% Industrial Expansion RDC Grant) (see Appendix 4). This report recommends that the mandatory programs be moved from NRIP.

Employment programs provided by the Region are well-utilized. The challenge to delivering employment programs relate to expediting and communicating the benefits of choosing Niagara. This report does not recommend program changes, however, to increase effectiveness of incentives, staff intend to make administrative improvements that will enhance the delivery of programs through streamlining processes, increased staff training, increased dialogue with Area staff, and standardization of forms and calculations.

Attracting new employers to Niagara Region is important and this report also highlights the competitive nature of employment incentives. Within the current global business climate, the Region competes with the rest of the World. Specifically, the Region competes with other Upper Tier and Lower Tier municipalities throughout Ontario, municipalities in other provinces, and even jurisdictions in the United States. A summary of how the Niagara Region’s programs and Canada’s attraction incentives compete with those of the United States is included in Appendix 6.

Niagara Region plays a leading role in promoting Niagara to the World through the employment priority area suite of programs.

Brownfield Priority Area

The Brownfield priority area holds a total of three discretionary programs (“Brownfield RDC Deferral”, “Brownfield TIG Tier 1 and Tier 2”, and “Large-scale Brownfield Regional DC Grant”) each with the goal of assisting developers with the cost of remediating contaminated lands for the purpose of development. These incentives help to create an even-playing field so that brownfield projects are viable, and the upfront cost of remediation is less of a barrier to actualizing development.

Remediation of brownfield sites across the globe has been a best practice to revitalize contaminated derelict properties that once provided a benefit to surrounding communities but have closed and are no longer providing benefit. Transforming these sites into vibrant mixed-use places addresses the negative impacts from these vacant sites, cleans up contamination on the lands, and takes advantage of the many municipal services that surround the properties such as below grade infrastructure, roads, transit, and others. For the Region to incentivize the remediation of brownfields from vacant and contaminated sites to mixed-use centres contributes positively to housing supply, employment, complete communities, and increased assessment.

To improve effectiveness in this priority area, it is recommended that the “Brownfield TIG Tier 1 and Tier 2” program, which is a matching program within local Community Improvement Plans (CIP), be simplified by removing the affordable housing component which determines the percentage of tax increment. Instead, the BTIG Tier 1 and 2 will each have a grant amount of up to 80% of the tax increment. Removing this criterion from the program will help simplify the delivery of the program as the grant percentage for both tiers will be the same and affordable housing incentives will be delivered through the affordable housing priority area.

Feedback from the consultation sessions see (Appendix 5) illuminated the importance of maintaining simple, consistent, and targeted brownfield incentive programs. This feedback is especially important as brownfield project timelines can be long and at times unpredictable when compared to a typical greenfield development. In addition, much of the remediation work to clean up sites occurs out of pocket by the developer and without institutional financing.

Public Realm

The Public Realm priority area consists of one program, the “Public Realm Investment Program (PRIP)”. This program provides matching grants to Area Municipalities and the NPCA for streetscape enhancements along Regional Roads and adjacent public spaces.

Since the Public Realm priority area consists of one program that is not available to the public, it does not align with the other priority areas which are aimed at incentivizing development.

This report recommends that PRIP is better suited to being integrated within current Public Works policies that direct cost sharing protocols between the Region and the Area Municipalities. Public Works is currently updating their policy set and this is the optimal moment to transfer PRIP out of the NRIP. This will simplify the NRIP by removing the Public Realm priority area which is not available to the development industry.

Consultation:

In preparation for this report, consultations were carried out through workshops with Area Municipalities on April 27, April 29, May 2, 2024; development industry focus group meeting on June 13, 2024; a Council information session on June 27, 2024; and a workshop with the development industry held on July 18, 2024 (See Appendix 5).

In reviewing the effectiveness and challenges of the NRIP and through the consultation with Area Municipalities and the Development Industry a range of administrative improvements have been identified in Appendix 5 and are summarized below:

- Increased Education and Training
  Due to high staff turnover in incentive administration, Area Municipal staff and the development industry identified the need for increased education for all staff who administer incentives. The creation of training videos focused on Regional program processes has been identified as a solution in the onboarding of new Municipal staff.

- Alignment between the Region and the Area Municipalities
  Working together requires better alignment approaches to ensure that both tiers of government are able to respond to the needs of the development community. This includes the alignment of timing, deadlines, approval cycles, working around changes in legislation and bylaw updates. Better alignment also includes collecting information and metrics in the same way and using consistent terminology and information.

- Simplification of Administrative Processes
  Regional incentive programs have been identified as being complex to use. Both the Area Municipalities and development industry want to see simplified Regional

paperwork, the removal of duplication, and the creation of streamlined application processes. To address these concerns, staff will be updating procedures and application forms to create better ease-of-use and adding website enhancements that will help developers to navigate the programs.

- Consistency
  The Region and the Area Municipalities will work together to drive forward an approach to greater consistency. This includes consistency of terms and definitions, timing, and submission cycles, delivery of programs terms and eligibility. Enhancing consistency will improve the level of service and increase the level of understanding for all programs.

- Financial Sustainability
  Funding incentive programs - both at the Area Municipality and Regional level - needs to be strategic, having sufficient funds to leverage intended outcomes, and ensure that funding long-term incentives is predictable.

- Develop Metrics
  To enhance the effectiveness of programs, future financial considerations must be guided by program performance over time. Programs must be targeted and designed to capture metrics and key performance indicators that can be used to monitor program performance and ensure that programs are actualizing intended development outcomes. These indicators would be developed in collaboration with Area Municipalities.

Alternatives Reviewed

Regional Council could choose to not approve the recommendations and keep the Incentive Policy as is. This alternative is not recommended as the Policy can be improved and simplified in the following: removing programs which have been replaced by Provincial legislation, programs which are inactive due to insufficient funding, and programs which would benefit from revamping to address the current needs of Niagara, specifically, purpose-built rental housing. In addition, the NRIP with the recommended revisions continues to meet the objectives of providing funding for specific types of development that would not occur without public financial assistance; minimizing or removing financial barriers that hold back specific types of development, and investing to unlock wider economic opportunities that spur on other developments within the surrounding geographic area.

Relationship to Council Strategic Priorities

The work described in this report contributes to Regional Council's 2023-2026 Strategic Priorities and its pillars relating to exploring ways to improve the effectiveness of the Incentive Policy, support more effective incentivization approaches to deliver affordable and attainable housing and incentives aimed at attracting employment.

- Effective Region
  1.2 Explore and implement opportunities to improve service delivery outcomes through shared services.

- Equitable Region
  3.2: Support growth and development following Bill 23, More Homes Built Faster Act, 2022
  3.3: Improve access to affordable and attainable housing

- Prosperous Region
  4.1 Attract and retain businesses, create jobs and support a skilled workforce in Niagara

Other Pertinent Reports

- PDS 42-2017 Overview of 2018 Incentive Review
- PDS-C 19-2018 ICOP Phase 1 Audit Report on Regional Incentive Review
- PDS-C 31-2018 ICOP Phase 2 Audit Report on Regional Incentive Review
- PDS-C 38-2018 Local Municipal Responses to Incentive Review Audit Report
- PDS 22-2019 Regional Incentives Financial Information
- PDS 34-2019 Grants and Incentives Review
- CSD 55-2020 Sustainability Review Final Report
- PDS 31-2021 Niagara Region Incentives Policy
- PDS 3-2022 Regional Transitional Incentive Timelines
- PDS 16-2022 SNIP Tax Increment Grant 2022 Update
- PDS C-11 2024 Inventory of Current Regional Incentives and Grants

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Appendices

Appendix 1: Existing Niagara Regional Incentives Policy C-A-028

Appendix 2: Niagara Regional Incentives Policy with Amendments

Appendix 3: Regional Incentives Policy 2024

Appendix 4: Council Information Session Handout

Appendix 5: Engagement and Consultation Summary

Appendix 6: Summary of Employment Incentives Within Canada and the United States

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Policy Owner	Planning and Development Services, Community and Long Range Planning, Director of Community and Long Range Planning
Approval Body	Regional Council
Approval Date	August 26. 2021
Effective Date	Janaury 1, 2022
Review by Date	Within five years of effective date

1. Policy

This policy identifies Regional incentive programs aligning per Council direction with the Council Priority Areas of Affordable Housing, Employment, Brownfield Remediation and Public Realm, and outlines general objectives and parameters for these programs.

1.1. This policy pertains to the programs listed in Appendix A: Regional Incentive Programs.

1.2. Incentives are provided in these priority areas with the following goals:

1.2.1. To increase the amount of affordable housing in Niagara, particularly the supply of purpose-built rental housing, and to maintain existing affordable rental housing stock;

1.2.2. To attract and retain new businesses and full-time jobs to Niagara;

1.2.3. To encourage the remediation of contaminated sites for better environmental, economic, health and safety and urban planning outcomes; and

1.2.4. To improve the accessibility, sustainability and attractiveness of public spaces on Regional roads in core areas, and coordinate investment and workplans for major capital projects in the public realm.

1.3. Eligibility, application, approval, documentation, reporting, tracking, monitoring and payment requirements and practices for these Regional incentive programs will be outlined in the Procedures related to this policy.

1.4. Incentives will be provided subject to budgetary availability.

1.5. For Regional incentive programs requiring applications, only complete, correct and conforming applications will be considered.

1.6. Payment of grant incentives is contingent on compliance with all program requirements.

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

1.7. Key incentive program data and performance indicators will be collected, reviewed and reported on to demonstrate program effectiveness and accountability.

1.8. Clear, consistent information on Regional incentive programs will be provided to program partners and stakeholders.

2. Purpose

The purpose of this policy is to align Regional incentive programs with the four priority areas of Affordable Housing, Employment, Brownfield Remediation, and Public Realm identified by Regional Council, and to consolidate them under one policy.

3. Scope

Where incentives in this policy relate to mandatory Development Charge incentives, the incentives will continue until changed in the Development Charge Act. Where incentives in this policy relate to discretionary Regional Development Charge incentives, the incentives of Development Charge Bylaw 2017-98 will continue until the expiry of the bylaw on August 31, 2022.

No duplication of the following incentives is permitted:

- Affordable and Supportive Housing Regional Development Charge Deferral in this policy and the discretionary Affordable Housing Regional Development Charge Deferral, Section 11(f) of Bylaw 2017-98
- Employment Regional Development Charge Grant in this policy and the discretionary Industrial Regional Development Charge Grant, Section 17(c) of Bylaw 2017-98
- Brownfield Regional Development Charge Deferral in this policy and the discretionary Brownfield Regional Development Charge Grant, Section 14 of Bylaw 2017-98
- Intensification Regional Development Charge Grant in this policy and Intensification Regional Development Charge Grant, Section 16 of Bylaw 2017-98
- 50% Industrial Expansion Regional Development Charge Grant in this policy and 50% Industrial Expansion Regional Development Charge Grant, Section 17 (a) and (b) of Bylaw 2017-98

3.1. Roles and Responsibilities

3.1.1 Regional Council

Approves, by resolution, the Regional Incentives Policy and any updates as necessary every five years.

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Approves budget allocation to fund Regional incentive programs.

Approves in-year and year-end funding requirements of budget variances related to Regional incentive programs.

3.1.2 Corporate Leadership Team

Approves the Procedures related to this policy and any updates as necessary.

Provides budget recommendations to Council with respect to funding Regional incentive programs.

3.1.3 Commissioner, Planning and Development Services or Designate

Reviews and updates the Regional Incentives Policy as necessary every five years and submits any necessary changes for Council approval.

Creates necessary guiding strategies, supporting frameworks and procedures as required to administer this policy which may be amended from time to time.

Monitors compliance and adherence to this policy.

Develops and maintains appropriate tracking of Regional incentive programs covered under this policy and in related policies, programs or legislation, and reports on them annually to Regional Council.

Carries out the above tasks in coordination with Regional Commissioners, Directors, other Regional staff involved in administering these Regional incentive programs.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.4 Commissioner, Corporate Services or Designate

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Oversees Regional Development Charge Bylaw updates and recommends revisions as required to Regional Incentives Policy and relevant programs should the Development Charges Act be revised.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.5 Director, Economic Development or Designate

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.6 Commissioner, Community Services or Designate

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.7 Director, Housing Services/CEO, Niagara Regional Housing or Designate

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.8 Director, Legal and Court Services or Designate

Ensures that all Regional incentive program agreements satisfy all legal requirements as outlined in appropriate legislation and appropriately mitigate legal exposure for Niagara Region.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

- Planning Act, R.S.O. 1990, c. P.13
- Municipal Act, 2001, S.O. 2001, c. 25
- Development Charges Act, 1997, S.O. 1997
- Canada-Ontario Community Housing Initiative
- Ontario Priorities Housing Initiative
- ICP 97-2011
- ICP 33-2013
- ICP 118-2013
- PDS-C 3-2017
- By-law 2017-89
- By-law 2017-98
- CSD 34-2019
- COM-C 32-2020

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

4.2. Procedures

Procedures for programs outlined in this policy organized by each of the four Priority Areas will be forthcoming.

5. Related Policies

- Regional Development Charges Deferral Payment Policy

6. Appendices

- **Appendix A: Regional Incentive Programs**

7. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date
Council		

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Appendix A: AMENDED Regional Incentive Programs

Program	Program Description	Grant Type
AFFORDABLE HOUSING		
Partnership Housing Program	Partnerships with for- and non-profits to generate more purpose-built rental and move clients off the housing waitlist by using a suite of Regional incentives customized by project	Suite of Incentives (e.g., TIGs, DC grants and deferrals) for Affordable Housing Capital Development
Affordable and Supportive Housing RDC Deferral	A deferral of Regional DCs for affordable or supportive housing units in projects having an agreement with a Regional department or agency for as long as the units remain affordable	Regional Development Charge Deferral
Non-profit Affordable Rental Housing RDC Deferral	A deferral of 50-100% of Regional DCs depending on level of affordability for affordable rental housing units with CMHC funding for as long as the units remain affordable as defined	Regional Development Charge Deferral
Non-Profit RDC-based Grant	A grant for up to 100% of DCs payable for eligible non-profit developments	Regional Development Charge Grant
Intensification RDC Grant	A grant providing DC relief to secondary suites created within or on the property of residential dwellings as required in the DC Act and until no longer mandatory in the Act.	Regional Development Charge Grant
Residential Rental Grant	A grant for the creation of secondary suites within or on the property of a residence which remain at affordable rental levels for at least 10 years	Regional Project Grant

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Small Building Rental Grant	A grant for the construction of up to five units, up to $15k/unit, provided units remain at affordable rental levels for at least 10 years	Regional Project Grant
Welcome Home Niagara Home Ownership Program	A forgivable loan for downpayment assistance of 5% to a maximum of $20,296 (purchase price not to exceed $405,930), as amended from time to time, for renters at specific income levels purchasing a home	Forgivable Loan
Niagara Renovates Homeownership	Forgivable loan over 10 years for repairs and accessibility modifications for low and moderate income households	Forgivable Loan
Niagara Renovates Multi-residential	Forgivable loan over 15 years to fund repairs or provide accessibility for affordable units in multi-unit buildings	Forgivable Loan
Non-Profit and Co-op Capital Repair Costs	Funding for capital repairs to non-profit and co-op housing providers having agreements with NRH	Forgivable Loan
Housing Provider Capital Loan Program	Emergency loan program,with 25% forgivable over time, to support repairs to non-profit and co-op affordable housing providers having agreements with NRH	Loan and Grant
EMPLOYMENT		
Gateway CIP Tax Increment Grant	A matching tax increment grant for projects in the Gateway CIP area with eligible scores on economic and environmental criteria which result in increased assessment value	Tax Increment Grant (Local and Regional Gateway CIP)

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Gateway CIP RDC-based Grant	A matching grant of Regional DCs payable for projects with exceptional scores (14+) on Gateway CIP criteria	Regional DC Grant (Local and Regional Gateway CIP)
Niagara Employment Partnership TIG	A matching tax increment grant for projects approved under local CIPs with eligible scores on economic and environmental criteria resulting in increased assessment value	Tax Increment Grant (Local CIP)
Industrial Use RDC-based Grant	A grant equal to 100% of Regional DCs for new or expanded industrial developments meeting the definition of Industrial Use	Regional Development Charge Grant
Employment Regional DC-based Grant **NOTE: This program inaccessible for duration of Industrial RDC Grant**	A grant equal to a percentage of Regional DCs payable based on creation of full time jobs in manufacturing and professional, scientific and technical services sectors	Regional Development Charge Grant
50% Industrial Expansion RDC Grant	A grant equal to Regional DCs for enlargements to existing industrial buildings for up to 50% of original gross floor area as required in the DC Act and until no longer mandatory in the Act.	Regional Development Charge Grant
BROWNFIELD REMEDIATION		
Brownfield TIG Tier 1: Select Sites	A matching tax increment grant for remediation costs on major brownfield sites whose remediation will result in significant economic, environmental, social, and health benefits; increased benefit for projects with affordable housing	Tax Increment Grant (Local CIP)

Niagara Region

Corporate Policy **C-A-XXX**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Brownfield TIG Tier 2	A matching tax increment grant (for remediation costs of brownfield sites eligible through local CIPs; increased benefit for projects with affordable housing	Tax Increment Grant (Local CIP)
Brownfield Regional DC Deferral	A deferral of Regional DCs for eligible brownfield sites until an occupancy permit is issued or up to five years from signing of agreement	Regional Development Charge Deferral
Large-scale Brownfield Regional DC Grant	A grant equal to Regional DCs for projects meeting the definition of brownfield, over 10 hectares in size, and in a Secondary Plan area or area subject to a Secondary Plan process as of August 25, 2022	Regional Development Charge Grant
PUBLIC REALM		
Public Realm Investment Program	Matching grant for capital projects that provide public realm enhancements on Regional roads in core areas	Regional Matching Grant to Local Area Municipality

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Policy Owner	~~Planning and Development Services~~ (Growth Strategy and Economic Development)
Approval Body	Regional Council
Approval Date	September 05, 2024
Effective Date	Janaury 1, 2025
Review by Date	Within two years of effective date, January 2027

1. Policy

This policy identifies Regional incentive programs aligning per Council direction with the Council Priority Areas of Affordable Housing, Employment, Brownfield Remediation and Public Realm, and outlines general objectives and parameters for these programs.

1.1. This policy pertains to the programs listed in Appendix A: Regional Incentive Programs.

1.2. Incentives are provided in these priority areas with the following goals:

1.2.1. To increase the amount of affordable housing in Niagara, particularly the supply of purpose-built rental housing, and to maintain existing affordable rental housing stock;

1.2.2. To attract and retain new businesses and full-time jobs to Niagara;

1.2.3. To encourage the remediation of contaminated sites for better environmental, economic, health and safety and urban planning outcomes.

~~**1.2.4.** To improve the accessibility, sustainability and attractiveness of public spaces on Regional roads in core areas, and coordinate investment and workplans for major capital projects in the public realm.~~

1.3. Eligibility, application, approval, documentation, reporting, tracking, monitoring and payment requirements and practices for these Regional incentive programs will be outlined in the Procedures related to this policy.

1.4. Incentives will be provided subject to budgetary availability.

1.5. For Regional incentive programs requiring applications, only complete, correct and conforming applications will be considered.

1.6. Payment of grant incentives is contingent on compliance with all program requirements.

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

1.7. Key incentive program data and performance indicators will be collected, reviewed and reported on to demonstrate program effectiveness and accountability.

1.8. Clear, consistent information on Regional incentive programs will be provided to program partners and stakeholders.

2. Purpose

The purpose of this policy is to align Regional incentive programs with the three ~~four~~ priority areas of Affordable Housing, Employment, Brownfield Remediation. ~~and Public Realm~~ identified by Regional Council, and to consolidate them under one policy.

3. Scope

Where incentives in this policy relate to mandatory Development Charge incentives, the incentives will continue until changed in the Development Charge Act. Where incentives in this policy relate to discretionary Regional Development Charge incentives, the incentives of Development Charge Bylaw 2022-71 will continue until the expiry of the bylaw on August 31, 2027.

No duplication of the following incentives is permitted:

- Affordable and Supportive Housing Regional Development Charge Deferral in this policy
- Employment Regional Development Charge Grant in this policy
- Brownfield Regional Development Charge Deferral in this policy
- Intensification Regional Development Charge Grant in this policy and Intensification Regional Development Charge Grant, Section 18 (a) & (b) of Bylaw 2022-71
- 50% Industrial Expansion Regional Development Charge Grant in this policy and 50% Industrial Expansion Regional Development Charge Grant, Section 12 to 17 of Bylaw 2022-71

3.1. Roles and Responsibilities

3.1.1 Regional Council

Approves, by resolution, the Regional Incentives Policy and any updates as necessary every five years.

Approves budget allocation to fund Regional incentive programs.

Approves in-year and year-end funding requirements of budget variances related to Regional incentive programs.

3.1.2 Corporate Leadership Team

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Approves the Procedures related to this policy and any updates as necessary.

Provides budget recommendations to Council with respect to funding Regional incentive programs.

3.1.3 Commissioner, ~~Planning and Development Services~~ (Growth Strategy and Economic Development) or Designate

Reviews and updates the Regional Incentives Policy as necessary every five years and submits any necessary changes for Council approval.

Creates necessary guiding strategies, supporting frameworks and procedures as required to administer this policy which may be amended from time to time.

Monitors compliance and adherence to this policy.

Develops and maintains appropriate tracking of Regional incentive programs covered under this policy and in related policies, programs or legislation, and reports on them annually to Regional Council.

Carries out the above tasks in coordination with Regional Commissioners, Directors, other Regional staff involved in administering these Regional incentive programs.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.4 Commissioner, Corporate Services or Designate

Coordinates with Commissioner of ~~Planning and Development Services~~ Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Oversees Regional Development Charge Bylaw updates and recommends revisions as required to Regional Incentives Policy and relevant programs should the Development Charges Act be revised.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.5 Director, Economic Development or Designate

Coordinates with Commissioner of ~~Planning and Development Services~~ Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

3.1.6 Commissioner, Community Services or Designate

Coordinates with Commissioner of ~~Planning and Development Services~~ Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.7 Director, Housing Services/CEO, Niagara Regional Housing or Designate

Coordinates with Commissioner of ~~Planning and Development Services~~ Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.8 Director, Legal and Court Services or Designate

Ensures that all Regional incentive program agreements satisfy all legal requirements as outlined in appropriate legislation and appropriately mitigate legal exposure for Niagara Region.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

- Planning Act, R.S.O. 1990, c. P.13
- Municipal Act, 2001, S.O. 2001, c. 25
- Development Charges Act, 1997, S.O. 1997
- Canada-Ontario Community Housing Initiative
- Ontario Priorities Housing Initiative
- ICP 97-2011
- ICP 33-2013
- ICP 118-2013
- PDS-C 3-2017
- By-law 2017-89
- By-law 2017-98
- CSD 34-2019
- COM-C 32-2020

4.2. Procedures

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Procedures for programs outlined in this policy organized by each of the three ~~four~~ Priority Areas will be forthcoming.

5. Related Policies

- Regional Development Charges Deferral Payment Policy

6. Appendices

- **Appendix A: Regional Incentive Programs**

7. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date
Council		

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Appendix A: AMENDED Regional Incentive Programs

Program	Program Description	Grant Type
AFFORDABLE HOUSING		
Partnership Housing Program **TO BE ASSESSED**	Partnerships with for- and non-profits to generate more purpose-built rental and move clients off the housing waitlist by using a suite of Regional incentives customized by project	Suite of Incentives (e.g., TIGs, DC grants and deferrals) for Affordable Housing Capital Development
Affordable and Supportive Housing RDC Deferral	A deferral of Regional DCs for affordable or supportive housing units in projects having an agreement with a Regional department or agency for as long as the units remain affordable	Regional Development Charge Deferral
Non-profit Affordable Rental Housing RDC Deferral **(MANDATORY: MOVED OUT OF THE POLICY DUE TO BILL 23)**	A deferral of 50-100% of Regional DCs depending on level of affordability for affordable rental housing units with CMHC funding for as long as the units remain affordable as defined	Regional Development Charge Deferral
Non-Profit RDC-based Grant	A grant for up to 100% of DCs payable for eligible non-profit developments	Regional Development Charge Grant
Intensification RDC Grant **(MANDATORY: MOVED OUT OF THE POLICY DUE TO BILL 23)**	A grant providing DC relief to secondary suites created within or on the property of residential dwellings as required in the DC Act and until no longer mandatory in the Act.	Regional Development Charge Grant
Residential Rental Grant	A grant for the creation of secondary suites within or on the property of a residence which remain at affordable rental levels for at least 10 years	Regional Project Grant

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

DISCONTINUE AND BUDGET ABSORBED INTO NEW PROGRAM		
Small Building Rental Grant **DISCONTINUE AND BUDGET ABSORBED INTO NEW PROGRAM**	A grant for the construction of up to five units, up to $15k/unit, provided units remain at affordable rental levels for at least 10 years	Regional Project Grant
Welcome Home Niagara Home Ownership Program **(RELOCATED TO HOUSING SERVICES PROGRAMS)**	A forgivable loan for downpayment assistance of 5% to a maximum of $20,296 (purchase price not to exceed $405,930), as amended from time to time, for renters at specific income levels purchasing a home	Forgivable Loan
Niagara Renovates Homeownership **(RELOCATED TO HOUSING SERVICES PROGRAMS)**	Forgivable loan over 10 years for repairs and accessibility modifications for low and moderate income households	Forgivable Loan
Niagara Renovates Multi-residential **(RELOCATED TO HOUSING SERVICES PROGRAMS)**	Forgivable loan over 15 years to fund repairs or provide accessibility for affordable units in multi-unit buildings	Forgivable Loan
Non-Profit and Co-op Capital Repair Costs **(RELOCATED TO HOUSING SERVICES PROGRAMS)**	Funding for capital repairs to non-profit and co-op housing providers having agreements with NRH	Forgivable Loan
Housing Provider Capital Loan Program **(RELOCATED TO HOUSING SERVICES PROGRAMS)**	Emergency loan program,with 25% forgivable over time, to support repairs to non-profit and co-op affordable housing providers having agreements with NRH	Loan and Grant
EMPLOYMENT		

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Gateway CIP Tax Increment Grant	A matching tax increment grant for projects in the Gateway CIP area with eligible scores on economic and environmental criteria which result in increased assessment value	Tax Increment Grant (Local and Regional Gateway CIP)
Gateway CIP RDC-based Grant	A matching grant of Regional DCs payable for projects with exceptional scores (14+) on Gateway CIP criteria	Regional DC Grant (Local and Regional Gateway CIP)
Niagara Employment Partnership TIG	A matching tax increment grant for projects approved under local CIPs with eligible scores on economic and environmental criteria resulting in increased assessment value	Tax Increment Grant (Local CIP)
Industrial Use RDC-based Grant	A grant equal to 100% of Regional DCs for new or expanded industrial developments meeting the definition of Industrial Use	Regional Development Charge Grant
Employment Regional DC-based Grant **NOTE: This program inaccessible for duration of Industrial RDC Grant**	A grant equal to a percentage of Regional DCs payable based on creation of full time jobs in manufacturing and professional, scientific and technical services sectors	Regional Development Charge Grant
50% Industrial Expansion RDC Grant **(MANDATORY MOVED OUTSIDE OF THE POLICY)**	A grant equal to Regional DCs for enlargements to existing industrial buildings for up to 50% of original gross floor area as required in the DC Act and until no longer mandatory in the Act.	Regional Development Charge Grant
BROWNFIELD REMEDIATION		
Brownfield TIG Tier 1: Select Sites	A matching tax increment grant for remediation costs on major brownfield sites whose remediation will result in significant economic,	Tax Increment Grant (Local CIP)

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

	environmental, social, and health benefits; ~~increased benefit for projects with affordable housing~~ Affordable Housing component is removed	
Brownfield TIG Tier 2	A matching tax increment grant (for remediation costs of brownfield sites eligible through local CIPs; ~~increased benefit for projects with affordable housing~~ Affordable housing component is removed.	Tax Increment Grant (Local CIP)
Brownfield Regional DC Deferral	A deferral of Regional DCs for eligible brownfield sites until an occupancy permit is issued or up to five years from signing of agreement	Regional Development Charge Deferral
Large-scale Brownfield Regional DC Grant	A grant equal to Regional DCs for projects meeting the definition of brownfield, over 10 hectares in size, and in a Secondary Plan area or area subject to a Secondary Plan process as of August 25, 2022	Regional Development Charge Grant
PUBLIC REALM		
Public Realm Investment Program **(MOVED OUTSIDE OF THE POLICY TO PUBLIC WORKS)**	Matching grant for capital projects that provide public realm enhancements on Regional roads in core areas	Regional Matching Grant to Local Area Municipality

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Policy Owner	Growth Strategy and Economic Development
Approval Body	Regional Council
Approval Date	September 05, 2024
Effective Date	Janaury 1, 2025
Review by Date	Within two years of effective date, January 2027

1. Policy

This policy identifies Regional incentive programs aligning per Council direction with the Council Priority Areas of Affordable Housing, Employment, Brownfield Remediation and Public Realm, and outlines general objectives and parameters for these programs.

1.1. This policy pertains to the programs listed in Appendix A: Regional Incentive Programs.

1.2. Incentives are provided in these priority areas with the following goals:

1.2.1. To increase the amount of affordable housing in Niagara, particularly the supply of purpose-built rental housing, and to maintain existing affordable rental housing stock;

1.2.2. To attract and retain new businesses and full-time jobs to Niagara;

1.2.3. To encourage the remediation of contaminated sites for better environmental, economic, health and safety and urban planning outcomes.

1.3. Eligibility, application, approval, documentation, reporting, tracking, monitoring and payment requirements and practices for these Regional incentive programs will be outlined in the Procedures related to this policy.

1.4. Incentives will be provided subject to budgetary availability.

1.5. For Regional incentive programs requiring applications, only complete, correct and conforming applications will be considered.

1.6. Payment of grant incentives is contingent on compliance with all program requirements.

1.7. Key incentive program data and performance indicators will be collected, reviewed and reported on to demonstrate program effectiveness and accountability.

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
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1.8. Clear, consistent information on Regional incentive programs will be provided to program partners and stakeholders.

2. Purpose

The purpose of this policy is to align Regional incentive programs with the three priority areas of Affordable Housing, Employment, Brownfield Remediation identified by Regional Council, and to consolidate them under one policy.

3. Scope

Where incentives in this policy relate to mandatory Development Charge incentives, the incentives will continue until changed in the Development Charge Act. Where incentives in this policy relate to discretionary Regional Development Charge incentives, the incentives of Development Charge Bylaw 2022-71 will continue until the expiry of the bylaw on August 31, 2027.

No duplication of the following incentives is permitted:

- Affordable and Supportive Housing Regional Development Charge Deferral in this policy
- Employment Regional Development Charge Grant in this policy
- Brownfield Regional Development Charge Deferral in this policy
- Intensification Regional Development Charge Grant in this policy and Intensification Regional Development Charge Grant, Section 18 (a) & (b) of Bylaw 2022-71
- 50% Industrial Expansion Regional Development Charge Grant in this policy and 50% Industrial Expansion Regional Development Charge Grant, Section 12 to 17 of Bylaw 2022-71

3.1. Roles and Responsibilities

3.1.1 Regional Council

Approves, by resolution, the Regional Incentives Policy and any updates as necessary every five years.

Approves budget allocation to fund Regional incentive programs.

Approves in-year and year-end funding requirements of budget variances related to Regional incentive programs.

3.1.2 Corporate Leadership Team

Approves the Procedures related to this policy and any updates as necessary.

Provides budget recommendations to Council with respect to funding Regional incentive programs.

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

3.1.3 Commissioner, Growth Strategy and Economic Development or Designate

Reviews and updates the Regional Incentives Policy as necessary every five years and submits any necessary changes for Council approval.

Creates necessary guiding strategies, supporting frameworks and procedures as required to administer this policy which may be amended from time to time.

Monitors compliance and adherence to this policy.

Develops and maintains appropriate tracking of Regional incentive programs covered under this policy and in related policies, programs or legislation, and reports on them annually to Regional Council.

Carries out the above tasks in coordination with Regional Commissioners, Directors, other Regional staff involved in administering these Regional incentive programs.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.4 Commissioner, Corporate Services or Designate

Coordinates with Commissioner of Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Oversees Regional Development Charge Bylaw updates and recommends revisions as required to Regional Incentives Policy and relevant programs should the Development Charges Act be revised.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.5 Director, Economic Development or Designate

Coordinates with Commissioner of Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.6 Commissioner, Community Services or Designate

Coordinates with Commissioner of Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

Niagara Region | Corporate Policy | C-A-028 Update

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

3.1.7 Director, Housing Services/CEO, Niagara Regional Housing or Designate

Coordinates with Commissioner of Growth Strategy and Economic Development or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

3.1.8 Director, Legal and Court Services or Designate

Ensures that all Regional incentive program agreements satisfy all legal requirements as outlined in appropriate legislation and appropriately mitigate legal exposure for Niagara Region.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

- Planning Act, R.S.O. 1990, c. P.13
- Municipal Act, 2001, S.O. 2001, c. 25
- Development Charges Act, 1997, S.O. 1997
- Canada-Ontario Community Housing Initiative
- Ontario Priorities Housing Initiative
- ICP 97-2011
- ICP 33-2013
- ICP 118-2013
- PDS-C 3-2017
- By-law 2017-89
- By-law 2017-98
- CSD 34-2019
- COM-C 32-2020

4.2. Procedures

Procedures for programs outlined in this policy organized by each of the three Priority Areas will be forthcoming.

5. Related Policies

- Regional Development Charges Deferral Payment Policy

6. Appendices

- **Appendix A: Regional Incentive Programs**

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

7. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date
Council		

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Appendix A: AMENDED Regional Incentive Programs

Program	Program Description	Grant Type
AFFORDABLE HOUSING		
Partnership Housing Program	Partnerships with for- and non-profits to generate more purpose-built rental and move clients off the housing waitlist by using a suite of Regional incentives customized by project	Suite of Incentives (e.g., TIGs, DC grants and deferrals) for Affordable Housing Capital Development
Affordable and Supportive Housing RDC Deferral	A deferral of Regional DCs for affordable or supportive housing units in projects having an agreement with a Regional department or agency for as long as the units remain affordable	Regional Development Charge Deferral
Non-Profit RDC-based Grant	A grant for up to 100% of DCs payable for eligible non-profit developments	Regional Development Charge Grant
EMPLOYMENT		
Gateway CIP Tax Increment Grant	A matching tax increment grant for projects in the Gateway CIP area with eligible scores on economic and environmental criteria which result in increased assessment value	Tax Increment Grant (Local and Regional Gateway CIP)
Gateway CIP RDC-based Grant	A matching grant of Regional DCs payable for projects with exceptional scores (14+) on Gateway CIP criteria	Regional DC Grant (Local and Regional Gateway CIP)
Niagara Employment Partnership TIG	A matching tax increment grant for projects approved under local CIPs with eligible scores on economic and environmental criteria resulting in increased assessment value	Tax Increment Grant (Local CIP)

Niagara Region

Corporate Policy **C-A-028 Update**

Policy Category	*Name of Policy*
Administrative	*Niagara Region Incentives Policy*

Industrial Use RDC-based Grant	A grant equal to 100% of Regional DCs for new or expanded industrial developments meeting the definition of Industrial Use	Regional Development Charge Grant
Employment Regional DC-based Grant **NOTE: This program inaccessible for duration of Industrial RDC Grant**	A grant equal to a percentage of Regional DCs payable based on creation of full time jobs in manufacturing and professional, scientific and technical services sectors	Regional Development Charge Grant
BROWNFIELD REMEDIATION		
Brownfield TIG Tier 1: Select Sites	A matching tax increment grant for remediation costs on major brownfield sites whose remediation will result in significant economic, environmental, social, and health benefits;	Tax Increment Grant (Local CIP)
Brownfield TIG Tier 2	A matching tax increment grant (for remediation costs of brownfield sites eligible through local CIPs;	Tax Increment Grant (Local CIP)
Brownfield Regional DC Deferral	A deferral of Regional DCs for eligible brownfield sites until an occupancy permit is issued or up to five years from signing of agreement	Regional Development Charge Deferral
Large-scale Brownfield Regional DC Grant	A grant equal to Regional DCs for projects meeting the definition of brownfield, over 10 hectares in size, and in a Secondary Plan area or area subject to a Secondary Plan process as of August 25, 2022	Regional Development Charge Grant

Niagara Region Incentive Policy Program Descriptions and Uptake
June 27, 2024

Program	Description	Provincial, Mandatory or Discretionary	Uptake 2022	Uptake 2023	Total $ 2022/2023
Affordable Housing					
Welcome Home Niagara Home Ownership Program	Provides a forgivable loan for down payment assistance of 5% to a maximum set by the Province to assist renters at specific income levels who qualify for the program to purchase a home in Niagara Region.	Provincial	5	3	$158,950
Niagara Renovates Homeownership	Provides a forgivable loan over 10 years for repairs and accessibility modifications for qualifying low and moderate income households.	Provincial	34	25	$1,425,699
Niagara Renovates Multi-residential	Provides a forgivable loan over 10 years for repairs and accessibility modifications to owners of eligible rental properties.	Provincial	1	1	$76,104
Non-Profit and Co-op Capital Repair Costs	Provides funding for capital repairs to non-profit and co-op housing providers identified in the Housing Services Act and having agreements with Housing Services.	Provincial	11	7	$5,774,012
Housing Provider Capital Loan Program	Emergency loan program, with 25% being forgivable over time, to support repairs to non-profit and co-op affordable housing providers having agreements with Housing Services.	Provincial and Regional	1	0	$1,600,000
Intensification Regional DC Grant	Exempts new dwelling units within or ancillary to existing residential units from payment of DCs.	Mandatory	154	217	$6,421,000
Affordable and Supportive Housing Regional DC Deferral	Defers payment of 100% of Regional DCs on eligible units for a minimum of 20 years or as long as they remain eligible affordable.	Discretionary	0	0	$0
Non-profit Affordable Rental Regional DC Deferral	Defers payment of 50-100% of Regional DCs for a minimum of 20 years for eligible units in qualifying developments owned by or under the operation of an incorporated non-profit.	Discretionary	0	0	$0
Partnership Housing Program	Regional co-investment with not-for-profit or private sector to develop new purpose-build rental buildings.	Discretionary	0	1	$1,750,000
Non-Profit Regional DC-based Grant	Provides a refund of up to 100% of Regional DCs to qualifying non-profit and charitable organizations based in Niagara Region.	Discretionary	2	2	$189,000
Residential Rental Grant	Provides a grant of up to $40,000 per unit for the creation of up to two secondary suites, remain at affordable rental levels for at least 10 years.	Discretionary	0	3	$0
Small Building Rental Grant	Provides a grant for the construction of up to 5 net new rental units in buildings of six or fewer units, up to $15,000 per unit , remain at affordable rental levels for at least 10 years.	Discretionary	0	0	$0

Mandatory DC Exemptions which will replace two deferral programs in Affordable Housing					
Affordable and Attainable DC Exemption	- Exempts 100% of DCs for eligible residential units - Required to meet Provincial criteria/thresholds - Minimum of 25 years remain affordable - Enter into agreement with the Region and LAM	Mandatory due to Bill 23. Affordable Exemption - in effect as of June 1, 2024. Attainable Exemption – currently inoperable until further defined by the Ministry.			
Non-profit Housing DC Exemption	Exempts 100% of DCs for residential developments developed by a registered Not-for-Profit Agency.	Mandatory due to Bill 23 (November 2022)			
Program	**Description**	**Provincial, Mandatory or Discretionary**	**Uptake 2022**	**Uptake 2023**	**Total $ 2022/2023**
Employment					
Industrial Use Regional DC Grant	Provides grants for up to 100% of Regional DCs for industrial projects.	Discretionary	9	12	$5,710,000
Gateway CIP Tax Increment Grant (TIG)	Property tax reductions of between 40% and 100% for five to ten years to eligible property owners in Fort Erie, Niagara Falls, Port Colborne, Thorold, and Welland.	Discretionary	5	6	$38,100,806
Gateway CIP Regional DC Grant	Provides grants for up to 100% of Regional DCs for employment projects. Capped at $1.5 million.	Discretionary	0	0	$0
Niagara Business Attraction TIG Program	Provides a matching TIG for employment projects approved under local CIPs.	Discretionary	0	0	$0
50% Industrial Expansion Regional DC Grant	Provincially mandated to grant Industrial DCs up to 50% expansion of original footprint.	Mandatory	Combined with Industrial Use DC Grant		
Brownfield					
Brownfield Tax Increment Grant (TIG) Program (Phase out)	Provides a refund of taxes based on increased assessment resulting from development.	Discretionary	4	4	$8,684,250
Brownfield Regional DC Deferral (New program)	Provides a deferral of 100% of Regional DCs for up to 5 years, or until occupancy.	Discretionary	0	0	$0
Large-scale Brownfield Regional DC Grant (New program)	Provides Regional DC incentives for properties greater than 10 hectares.	Discretionary	0	0	$0
Brownfield Tax Increment Grant (TIG) Tier 1 and Tier 2 (New program – October 2024)	Provides a refund of taxes based on increased assessment resulting from development.	Discretionary	0	0	$0
Public Realm					

Public Realm Investment Program	Provides capital funding to Area Municipalities for streetscape projects on Regional roads.	Discretionary	5	4	$700,000

1) Municipal Engagement Workshop Summary

The purpose of this document is to provide a summary of the 2024 Incentive Review Engagement sessions with Area Municipalities. Regional staff were directed to engage municipalities as part of the upcoming report on the effectiveness and challenges of the current suite of Regional programs.

A cross-section of Municipal staff from Planning, Finance, Economic Development, and Public Works were invited to all three sessions.

The table below lists the attendance of Municipalities.

April 25, 2024	**April 27, 2024**	**May 2, 2024**
Niagara-on-the-Lake St. Catharines Pelham	Fort Erie Niagara Falls Thorold Welland	Grimsby Lincoln Port Colborne Wainfleet West Lincoln

Regional staff organized three engagement sessions focussed on answering the following three questions:

1. How has the process been to integrate the NRIP?

- What are the key existing challenges in integrating the NRIP?
- Can you foresee any future challenges part of future work/process/etc.?
- What do the Area Municipalities want to see to improve effectiveness when it comes to integrating the NRIP?

2. **What are your objectives when it comes to integrating the NRIP?**

- What are the Area Municipalities objectives for your incentives?
- What should the Region’s objectives for incentives be?
- Are there objectives being missed in the current Local and Regional process?

3. **What data is important to collect in order to understand effectiveness?**

- What data (what types of metrics) have Area Municipalities collected?
- Are there any challenges to collecting strong data?
- What KPI’s are important for measuring effectiveness?

The feedback received on the three questions from all 3 sessions was combined and summarized. The actual facilitation sheets are attached as Appendix 1.

Niagara Region Incentive Review

Question 1: How has the process been to integrate the NRIP?

What was heard	Potential Outcome Items	Region or Municipality	Session
	Theme: Increased Education		
Communicate public benefit of Incentive programs. (Ex. Incentivizing Brownfield development is a priority because land gets remediated and uses infrastructure that is already there)	• Develop KPIs and keep them up-to-date to report on effectiveness of programs, paint a long term picture. • Show Council and public finished projects. • Increase Municipal and Regional educational information on CIPs. Include this information on the websites. • Create communication plans to provide education on the community benefits through personal stories. Demonstrate the uplift to show the value of the incentive. • Provide education sessions for employees, public, and Councils.	Region, Municipality	1,2,3
Confusion about Regional participation in incentive programs.	• Show Regional interest in programs by grounding programs in Regional Council strategic priorities. • Get user feedback.	Region	1,2,3
	Theme: Alignment		
Importance of targeted programs. Clarify measurement and program criteria.	• Align programs to 4 pillars. • Align program with council strategic priorities. • Create programs with criteria that have targeted outcomes (e.g. affordable, remediation, etc.) • Ensure funding amount relates to criteria (not arbitrary) • Ensure Regional and Municipal alignment for targeted programs.	Region, Municipality	1,2,3
Align timing.	• Ensure that program launch and review processes are predictable and	Region, Municipality	1

Niagara Region Incentive Review

What was heard	Potential Outcome Items	Region or Municipality	Session
(Ex. MOU's or program review.)	coordinated and align with other key processes such as budget approval cycles, legislation changes, bylaw updates.		
Region's role should be a one stop VS. Region should support the individual needs of Municipalities.	• Region to provide a 5th bucket for Municipalities to utilize for strategic/transformational projects.	Region	2
Integration hasn't happened for rural municipalities (no CIP areas, downtowns, Brownfields or affordable housing)	• Provide information about what is available for agriculturally focused municipalities on website.	Region	3
Is there a need for more programs? (Ex. Change 'Affordable Housing' bucket to 'Housing' and support residential development by providing residential programs for all levels on the housing continuum.)	• Review program suites. • Create a program review cycle with periodic (pit stops) where programs can be evaluated and honed for better effectiveness. • Remove or merge programs that do not meet current needs.		2,3

What was heard	Potential Outcome Items	Region or Municipality	Session
Complexity of DC program, make it easier to get information, simplicity is key.	• Review program application forms and processes to ensure these are understandable. • Provide up-to-date information to the municipalities on what is/is not in the DC Bylaw. • Review Region's programs to ensure grants are not already provided through mandatory exemptions.		2,3
	Theme: Simplification of Administrative Process		
Need clarity on the application requirements in new Incentive Policy (4 pillars) (Ex. Programs are confusing, Developers need support, difficult to find resources online)	• Region to provide upfront application requirements to Municipalities to communicate to developers. • Simplify intake by creating a one-stop-shop for intake and questions. • Create and distribute clear process maps. • Enhance staff knowledge. • Make an online grant calculator tool – calculates total incentive. • Make it easier to find CIPs online. • Create a verification system, explore a 3rd party verification system. • Add resources and staffing software (AI?) • Review of issues (ongoing and upcoming) at quarterly meetings.	Region	1,2,3
Simplify Regional Paperwork. (Ex. Investigate if Region should download creation and administration of grants and	• Simplify Region to Municipality paperwork by reviewing for duplicated or unnecessary questions. • Establish one point of contact at Region.	Region	2,3

What was heard	Potential Outcome Items	Region or Municipality	Session
incentives to Local level. Region would still contribute financially.			
New programs – launch with clarity regarding internal systems, billing, POs, etc.	• Test programs (beta test), soft launch programs to enhance their delivery. • Carry out stakeholder sessions prior to launch to understand how they might be used.	Region	1,2,3
Communication within Municipalities and with Region.	• Facilitate webinar on application details (what each requirement means) • Create training video for Municipalities to show new hires the Regional process. • Ensure that development planners know the programs being offered by providing a list of programs. • Regularly update webpages with current information.	Region	1,2
	Theme: Consistency		
Lack of consensus about return on investment.	• Create a KPI working group to identify agreed upon metrics to achieve consistency and help guide decision making.	Region, Municipality	1
Consistency in terms and definitions.	• Define ‘Brownfield’ ‘eligible costs’, etc. and have it consistent across Regional documents and programs, share with Municipalities.	Region	1,2,3
Yearly Meeting.	• Host a yearly meeting with municipalities to engage groups on challenges being faced to support efficient program delivery.	Region, Municipality	3
Policy changes at the Provincial level	• Region and municipalities to meet regularly to discuss how Policy changes affect programming.	Region, Municipality	1,3

What was heard	Potential Outcome Items	Region or Municipality	Session
– how do we keep up? (Ex. Definition of affordable/attainable housing not given.)	• Evaluate and make program changes when necessary.		
Municipalities- Review how DC process is done, become more strategic and consistent with approach.	• Seek to create a consistent delivery approach between municipalities hosting similar programs to facilitate better relationships with the development community. (For ex. If two municipalities have similar targeted programs - are there opportunities to make program processes consistent)	Region, Municipality	3
	Theme: Financial Sustainability		
Secure regional funding/allocations earlier in the development process (helps with timing for developers)	• Investigate how the regional portion of incentives can be secured earlier to development projects to add predictability and help solidify realization of these developments.	Region	1
Programs and budget – clarity where is the money coming from	• Identify sources of funding for each program. • Continue to plan and forecast upcoming potential commitments and ensure budget is available.	Region	1,3
Need to reframe how TIGs are discussed in political context and plan funding better.	• Increase financial transparency about TIGs by creating KPIs that speak to program effectiveness.	Region, Municipality	3

What was heard	Potential Outcome Items	Region or Municipality	Session
	Theme: Additional Feedback		
Need infrastructure in place to grow well. Incentives should build communities not band aid problems.	• Develop budgeting, design, and construction plans that focus resources and are able to support development timelines and shorten the time it takes to build. • Consider adding innovation, sustainability and climate change frameworks to incentive programs to achieve regional sustainability goals.	Region, Municipality	3

Question 2: What are your objectives when it comes to integrating the Niagara Region Incentive Policy (NRIP)?

What was heard: Municipal Objectives	What was heard: Regional Objectives
Theme: Effectiveness of the 4 Pillars	(All sessions)
• In general, the current framework of the 4 regional pillars supports Municipalities with their incentive objectives. • Affordable Housing, Employment, Intensification of downtowns and core areas, around transit hubs and transit corridors, and brownfield remediation are high priorities. ADU programs and gentle density not matched by the region. • Brownfield programs are important but should not just be focused on remediation of the land but other aspects of redevelopment.	• No one size fits all solution. • Region should provide support to Municipalities even when objectives are different. • Region's role should be to move infrastructure forward and grow capacity. Old infrastructure replacement is expensive. • Public realm program should be integrated with local and extended to smaller areas and communities. • Align programs with commonalities and consolidating these.

What was heard: Municipal Objectives	What was heard: Regional Objectives
• Gateway employment programs are important to attracting jobs. • Public realm extend beyond regional roads, needs long term plans, maintenance costs issues, maximize impact. • Pillars still have too much variety of incentives and the need to tailor or target programs more effectively.	• Diversity is important – having programs that are flexible and able to meet local needs. • Intensify around downtown cores/transit hubs and corridors.
Potential Action Outcomes	
• Maintain the 4 pillars framework and consolidate programs and criteria for targeted outcomes. • Ensure that program criteria are sensitive to local needs. • Seek to expand the public realm program to other areas and provide funding support to offset long term maintenance cost. • Incentivize developments in downtowns and cores that offer a more vibrant contribution to making downtowns more livable and thereby more sustainable.	
Theme: Financial Sustainability and Doing More with Less	(All Sessions)
• Identifying priority incentive areas and having more targeted funding. • Financial sustainability – limited resources through granting of revenue through exemptions require financial sustainability models when prioritizing incentives. • Improving the speed of administering programs. Why are calculations different – need for better alignment.	• Development of financially stable model that allows Municipalities to keep taxpayers happy – need better ways of expressing benefits of incentives (not ROI) this allows both Region and Municipality to plan financially.

What was heard: Municipal Objectives	What was heard: Regional Objectives
• Better alignment of objectives is needed between Municipalities and the Region. • Better definition of roles and continuous communication with Region/Municipalities. • Greater idea elaboration of Community benefit needs to be developed so that its not just about financial ROI. • Knowing the value of the incentive to a development to understand its effectiveness.	• Limited financial resources mean fine-tuning of program areas to allow Municipalities to achieve their objectives. (Ex. Heritage, Climate change and sustainability, etc.) Region – add language to add flexibility to Municipalities to achieve local goals within Regional framework.
Potential Action Outcomes	
• Need to be measuring program data in a more fulsome way. Region and local priorities must meet local community needs. • Develop a framework to represent the various community benefits that arise from incentivizing development – a new bottom line. • Region and lams collaborate to simplify processes, define roles, applications, payment schedules, and metrics to deliver cleaner processes. • Simplify the needs for Municipal verification and enhance speed of administering incentives. • Greater investment in staffing through training programs, videos, process mapping at both Region and Municipal levels.	
Theme: Public Realm Objectives	(All Sessions)
• Urban Design and Public Realm	• Public Realm, funding of infrastructure, program flexibility, environmental sustainability such as housing around GO transit.

<table>
<tr><th>What was heard: Municipal Objectives</th><th>What was heard: Regional Objectives</th></tr>
<tr><td></td><td>• PRIP – need clarity on who is overseeing it at Local level – provide information on what Is the long-term costs/ benefit/ investment/ maintenance for public realm beyond just regional roads?
• Expand public realm programs, integrate these with Municipal programs and extend to smaller areas or communities.</td></tr>
<tr><td colspan="2">Potential Action Outcomes</td></tr>
<tr><td colspan="2">Seek to expand the public realm program to other areas and provide funding support to offset long term maintenance cost.</td></tr>
<tr><td>Theme: Additional Feedback Not Common to all Sessions</td><td></td></tr>
<tr><td>Session 1
• Heritage as a municipal objective.
Session 2
• Consistent level of support from the Region in metrics, application processes, payment schedules.
• Municipalities in the region find themselves competing for employment with the U.S.
Session 3
• Intensification (TIGs, Waterfront CIP).
• Water/wastewater – outside urban boundary. Support greenhouse sector.
• On-farm diversified/value added.
• Money for secondary plans.</td><td>Session 2
• Accessibility CIP – Retrofitting not just affordable.
Session 3
• What is our 100 year goal?</td></tr>
<tr><td colspan="2">Potential Action Outcomes</td></tr>
<tr><td colspan="2">Unique needs and perspectives within the Region’s municipalities arose through the engagement which will require isolation and further examination as programs and criteria evolve.</td></tr>
</table>

Question 3: What data is important to collect in order to understand effectiveness?

Types of Municipal Data Collected (combined from all Sessions)

- Tax increment increase
- Number of affordable units
- Number of trails and Sidewalks increase
- StatsCan Population increase/unit/timing issues
- Master servicing plan
- Environmental sustainability standards
- Heritage buildings data
- Public Realm Improvements
- Federal and/or Provincial programming accessed
- Number of jobs created and retained (gateway)
- Affordable number of new units and number of new rental units
- Building permits issued
- Land use
- Property assessment
- Traffic counts specific to business
- Sustainable infrastructure improvements
- Mapping of development acres
- Lease retention rates
- Vacancy rates
- Number of conversions from commercial to residential
- Cost/square foot without land
- Provincial or federal grants
- Accessory dwelling units
- Levels of Investment
- Permit costs
- construction costs
- Construction jobs
- Grant obligations and commitments
- Housing/population growth
- Number of applications
- Type of residential units
- Development numbers by land-use
- Mapping of data
- Measuring carbon footprint

Key performance indicators (KPIs) are quantifiable measurements used to gauge a corporation's overall long-term performance. KPIs specifically help determine strategic, financial, and operational achievements, especially compared to those of other places. For Example: Niagara Region's delivery of attainable units in Niagara over a period of 5 years – compared with Peel Region).

KPIs (All Sessions)	**Data collection challenges Listed** (All Sessions)
• Repurposing existing parcels • Achieving urban growth centre targets (# of units created) • Increased assessment/tax – community benefits • Number of jobs/hectare • Measure/ Outcome of carbon footprint • Increased number of residential units • Consider showing the "Value" proposition • Environmental sustainability measures/net zero targets • KPIs from Smart cities • Attainable housing units • Capturing investment value • PRIP – Number of trees planted • Private sector investment (land cost, construction cost, servicing costs) • Track rent averages for affordable housing • Remediation costs per square foot or per $ incentive provided	• Price/unit to ensure consistent picture of affordability. • Definition of affordable needs to be consistent • Uniformity in definitions and policy • Capturing social ROI • No standard way to showcase number of people and jobs/hectare • Data sometimes assumption based • Need a template of what should be collected data wise • Lack of data to compare the success of programs • Data lag – the data/KPI sometimes don't come in until later • Is there a difference between market forces for residential development and employment? (should we be using different tools to measure) • Measuring what is happening in downtowns and greenfields in order to figure out what is missing • MPAC delays (inconsistent service, old values) • Shifting targets resulting from changing policies (Province) • Discrepancy on forecast vs. real construction values • Complexity with reporting some grants • Measuring secondary/tertiary improvements over time • Qualitative inconsistencies • Staff turnover • Time/cost of data collection and analysis • Legislated data submission requirements change frequently (data not always comparable) • Future MPAC assessment (tax revenue) turn it into a positive (instead of saying you are missing 10 years of revenue)

KPIs (All Sessions) • Pre vs. post assessment	**Data collection challenges Listed** (All Sessions)
Workshop Action item/outcome:	
Establish a working group to help create uniformity in definitions and policy. Goal of the working group is to create and standardize key performance indicators, ensure meaningful data points are being collected and maintained.	

2) Developer Focus Group Meeting June 13, 2024

Asked for feedback on the following questions:

- What hurdles are there in the current development climate?
- What opportunities or challenges are there with access to Regional Incentives?
- There is a need in Niagara for housing. How should incentives be structured to provide the housing that's needed most? (i.e. Rental)
- What are the challenges when working with Municipalities?
- Are there any constraints that impact the realization of development that can be addressed at a Regional level?

Responses are grouped into the following themes:

Developer Engagement:

- Development industry wants to know how is NRIP performing? What is the data in terms of uptake and leveraging the existing programs
- What's been the uptake on programs, construction value, number of units, number of affordable units, that is indicative of what should continue.

Affordable Housing:

- There are 12 AH programs, could suffer from dilution. Have 3 or 4 significant meaningful programs? Dial back to effective, well funded programs for better results.
- Difficult to incentivize actual units, leverage is low for success rate. Affordable housing is different than Brownfields – with Brownfields the math is simpler. Don't want to see all the focus on housing and then brownfields are not prioritized.
- Brownfield site with affordable housing should be bigger incentive.

Brownfield:

- Big picture narrative of brownfields has shifted to affordable housing and rental.
- Incentives should differentiate between development vs construction.
    - Developers are separate from the constructions; Developers do not have control over if units are affordable.
- Remediation projects take a long time, and it does not help when programs are being removed and the project is NOT able to start the construction in order to absorb the “incentive”

Ideas for innovation:

- Is there an opportunity to look at ways to bridge remediation projects that often take 5 years to remediate (depending on levels of contamination)
- Once an application is submitted to the LAM, want to have one common place where Developer, LAM, and Region can all access it.
- Speed of processing the application at the local levels is an issue, many still have to get Council approval, is there a way to delegate to staff a certain amount?
- Cost of remediated sites has gone up, should look at increasing the brownfield TIG and caps – Tier 1 and Tier 2 should be the same.

TIG agreement:

- Provide guidelines to municipalities so it is a consistent approach.
- Need certainty when you enter into an agreement (i.e. need longer then 5 years)
- Example of phased developments and perhaps having an overarching agreement that deals with all phases and has capped timeframes per phase with some flexibility.

3) Development Industry Engagement Session July 18, 2024

Members from the following groups present:

- **Niagara Industrial Association**
- **Niagara Homebuilders’ Association**
- **Niagara Construction Association**
- **Non-Profit Housing Providers**

Key Takeaways from Discussion

Improvements to the Incentive Website and updates for easier navigation

- Create shortcuts and tools that make it easy to navigate the website. For example, create prompts such as “Are you building rental housing?”
- Ensure basic information is easy to find, such as application forms and contact information.

Better timing, predictability of incentives, and better communication

- Incentive programs need to be predictable.
- Programs should have flexibility – appropriate sunset clauses and enough time to accommodate for any unexpected delays.
- Incentive programs should be introduced at the Pre-Consultation stage.
- Changes in incentive staffing should be communicated to the applicants so that there is a continuity and carriage of files

Interest in building affordable/attainable housing

- Expectation that charity groups and non-profits are going to solve the housing shortage in Niagara has to change.
- There is interest in building affordable and attainable housing, but the definition of Affordable housing needs to widen in order for it to be financially feasible for private developers. Programs should be targeted and appropriately funded.
- Incentives may not be the direct solution to building more rental but would assist.

Delays in Planning Processes are costly

- Approvals take too long and add to the cost of development, need to find efficiencies. For example, Non-profits need to have priority in the queue.
- Recognition that planning approval costs for non-profits impact these entities differently than for-profit entities.
- Recognition that planning applications of non-profit entities are often handled by volunteers at the non-profits who are salaried employees.
- Open proforma exercise to help understand how incentives help realize a development.

Niagara Region Incentive Review:

Summary of Employment Incentives Within Canada and the United States.

The purpose of this summary is to outline how Niagara Region uses incentives to attract employers to the Region. The Niagara Region has an Incentive Policy into which the Employment related incentives are found and located within the Employment Priority Area.

The Employment Priority Area was created out of a recognition that attracting and retaining Employment is a Council Strategic Priority objective. Within the current global business climate, the Region competes with the rest of the World. Specifically, the Region competes with other Upper Tier and Lower Tier municipalities throughout Ontario, municipalities in other Provinces, and even across the border in the United States.

The USA can offer a range of lucrative financial incentives that Canada does not. Canada's incentives emphasize innovation and clean technology through R&D support, while the U.S. offers a broader range of tax credits and incentives for job creation and investments in underserved areas.

To this end, the Niagara Region maintains robust incentives to remain competitive in attracting investment opportunities. To stand out, Niagara offers compelling financial incentives and support structures to attract businesses. By maintaining and enhancing incentive programs and ensuring these meet global standards, Niagara is attracting high-quality investments that drive economic growth and development. For example, recently, the Niagara Region in partnership with the City of Port Colborne was able to attract Asahi Kasei Separator Plant, a multi-billion dollar direct foreign investment, compared Niagara to other locations in North America.

Attracting new employers, like Asahi Kasei, was highlighted through the engagement with the Area Municipalities that reinforced the extensive capability of the Region to promote Niagara through the employment priority area suite of programs.

Below is summary of incentives that are offered within Canada and the USA which large employers weigh to determine where to establish.

Canada vs USA Incentives:

Industrial businesses in Canada and the United States can benefit from various federal, state/provincial, and local/regional incentives, each with distinct focuses.

In Canada, federal programs like the Scientific Research and Experimental Development (SR&ED) Program, Strategic Innovation Fund (SIF), and Accelerated Investment Incentive provide significant tax credits and support for innovation and Research and Development (R&D). Provincial programs, such as the Ontario Innovation Tax Credit (OITC) and Alberta Investment Tax Credit (AITC), further bolster these efforts. Regional initiatives, like the Niagara Gateway Economic Zone CIP, offer targeted local incentives.

In the United States, federal incentives include the New Markets Tax Credit (NMTC), Opportunity Zones, and the Investment Tax Credit (ITC), which support investments in low-income areas and renewable energy. State programs, such as the California Competes Tax Credit and Texas Enterprise Fund, focus on job creation. Local agencies, like the New York City Industrial Development Agency (NYCIDA) and Detroit Economic Growth Corporation (DEGC), provide tax abatements, grants, and training. Both countries provide substantial support, with specific advantages based on business focus.

Niagara Canada vs. Niagara USA:

Businesses in Niagara, Canada, do not have access to various industrial financial incentives available just across the border in Buffalo, New York. One notable program is the Recharge NY initiative, which provides low-cost power to businesses in exchange for job creation and retention commitments. This program helps significantly reduce operational costs for energy-intensive industries, offering a competitive advantage to businesses operating in New York State.

Niagara Region

Growth Strategy and Economic Development
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

PDS-C 27 2024

Subject: Smarter Niagara Incentive Program and Smart Growth Program Expiry Background

Date: September 5, 2024

To: Committee of the Whole

From: Diana Morreale, Director of Growth Management and Planning

The purpose of this memorandum is to provide Council with background information on the pending expiration of the Region's "Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant (SNIP TIG/BTIG)" and "Smart Growth Regional Development Charge Reduction (Smart Growth)" programs. The memorandum outlines the approaches taken by staff to communicate the October 1, 2024 expiration date, requests related to extending the programs, and the risks for the Region associated with extending these programs further.

As approved by Council on October 21, 2021, through CL 20-2021, both programs expire on October 1, 2024, with the BTIG program being replaced by the "BTIG Tier 1 and Tier 2 program" in the Niagara Region Incentive Policy (NRIP).

Background

From 2018 to 2021, Regional grants and incentives underwent an extensive review which identified and organized aligned programs into four priority areas, creating the NRIP. Through process and value-for-money audits, public, interested party and Area Municipality engagement, and research into comparator programs and best practices, the SNIP TIG/BTIG and Smart Growth programs were identified as "non-aligned" with Council Strategic Priorities. In light of this determination, both programs were recommended to end at the time of approval of the NRIP on August 5, 2021 through PDS 31-2021.

Council approved the NRIP excluding these programs moving forward, however in response to concerns from the development community at the time, Council approved an extension to the existing SNIP TIG/BTIG and the Smart Growth programs to end on October 1, 2024. This extension was intended to afford projects already in the queue a further opportunity to meet application timelines, following which the programs would

expire. As reported by Staff in August of 2021, these programs belong to a group of “non-aligned” discretionary spending; and yet they currently form a portion of the 44% of the Region’s discretionary budget.

Since the approval of the program extension -- October 21, 2021 to present -- approximately 19 SNIP TIG/BTIG applications have been approved, representing an additional estimated total Regional funding commitment of $23,998,299 being paid out until 2040.

Since the approval of the extension to the Smart Growth program, approximately 12 Transition Agreements have been executed with Niagara Region so far, resulting in Regional DC grants in the amount of $1,847,619 being issued, with a remaining estimated $20,627,664 DC grant to be paid out until 2029 based on the current extension.

In addition to the above, staff expect to receive more applications before October 1, 2024 resulting in additional financial commitment than noted above. Staff are preparing a list of developments that are interested in the programs that expire on October 1, 2024. The list will be distributed at Committee of the Whole on September 5, 2024. Staff are aware of a potential SNIP BTIG application for a substantial development that has indicated that is working toward the October 1, 2024 deadline. The Area Municipality has indicated the TIG would be capped at $40,000,000 for the Region. The project will be carried out in multiple phases over 15 to 20 years.

SNIP TIG/BTIG Program

The SNIP TIG/BTIG program is a matching CIP program between Area Municipalities and the Region. To be eligible for Regional funding, the application requirements include and are not limited to the development having Municipal Council Approval for the grant and a signed executed agreement between the Area Municipality and the applicant.

Since Regional Council approval of the program expiration date, Regional staff have communicated with Area Municipalities to ensure awareness that this program expires October 1, 2024. The following details have been shared by Regional staff throughout communication between the Region and Municipalities about the SNIP TIG/BTIG program:

1. Program expiration date of October 1, 2024;

2. Complete applications must be made to the Region before October 1, 2024 to be eligible to receive Regional funding;
3. Regional requirements for a Complete application;
4. SNIP BTIG program replacement with BTIG Tier 1 and Tier 2.

Smart Growth Applications

The Smart Growth program is a Regional program that provides a grant rebate of 50% of Regional DCs paid for projects which are located within a Designated Exemption Area or a brownfield within an urban area. Developments that qualify, must demonstrate they meet a certain number of design criteria, have entered into a transition agreement with Niagara Region, have obtained a building permit, paid their Regional DCs, and have commenced construction staging, and or construction by October 1, 2024. This means that all planning approvals have been obtained in addition to the above items.

Should the above be met by October 1, 2024, applicants have five (5) years from the execution date of the Transition Agreement to apply for their formal assessment (i.e., complete construction and receive their grant rebate of 50% of Regional DCs).

The following details have been shared by Regional staff throughout Formal Consultation meetings and during the planning approvals process between the Region and Municipalities about the Smart Growth program:

1. Program expiration date of October 1, 2024;
2. Eligibility requirements that must be completed by October 1, 2024.

In addition, information has been shared regarding the new programs in the NRIP.

Communication

Since 2021, Regional staff have communicated with Area Municipalities and the Development industry about the expiration of the SNIP TIG/BTIG and Smart Growth programs. Regional Staff held meetings with applicants and Municipal staff, sent notification letters, and contacted Area Municipalities directly to inform them about the program deadline.

A key avenue for communication between Area Municipalities and the Region is through the quarterly CIP Coordinators meetings hosted by Regional staff. These meetings include representatives from all Municipalities and is a forum for staff to exchange news,

submit forecast forms of upcoming developments, and receive updates on the Local CIPs, grants and incentives.
In all CIP Coordinators meetings hosted since the approval of the program expiration in 2021, Regional Staff have communicated the SNIP TIG/BTIG and Smart Growth program deadline and application requirements.

Staff have also engaged with agents and representatives of the development industry to communicate the upcoming SNIP TIG/BTIG and Smart Growth expiration date. Regional staff also informed interested groups during Formal Consultations and at key stages during the planning process about the program expiration date. This communication was repeated as developments progressed through the planning process.

Staff also communicated the expiry date throughout the Incentive Policy Review process for PDS 26-2024 Niagara Region Incentive Policy Review which included consultation with Area staff and Development industry representatives between April and July of 2024.

In addition to communicating through CIP Coordinators meetings and Incentive Policy Review consultation sessions, Regional staff sent letters to Area Municipalities and applicants notifying them of the program expiration date and outstanding application requirements specific to each case.

Below is a summary of documented communications from the Region to Area Municipalities and the Development industry on program expiry. Additional untracked meetings, phone calls, and discussions on program expiry have occurred since 2021.

CIP Coordinators Meetings (Virtual meetings – all 12 Municipalities attend)

2022	2023	2024
February 16, 2022	February 22, 2023	February 7, 2024
May 18, 2022	May 17, 2023	May 1, 2024
September 7, 2022	September 20, 2023	July 10, 2024
November 23, 2022	November 22, 2023	

One-on-one Virtual Meetings: The purpose of these meeting is to meet with Area Municipalities to review developments in the queue and identify outstanding requirements, and when the application to the Region is forthcoming:

- St. Catharines – July 17, 2024, July 31, 2024

At this meeting Region and Area Staff reviewed 12 Applications

- Thorold – July 17, 2024, August 1, 2024

At this meeting Region and Area Staff reviewed 6 Applications

Formal Letters: Regional staff issued formal Letters to Area Municipalities detailing the expiring dates and the necessary information the Region required to process a complete application.

- Smart Growth Letter– March 28, 2024
- SNIP TIG/BTIG Letter – July 23, 2024

The Niagara Region Incentive Policy Review: The NRIP review for PDS 26-2024 included consultation with Area Municipalities and the Development industry. At each events staff communicated the expiring dates to attendees.

- Municipalities
  - April 27, 2024
  - April 29, 2024
  - May 2, 2024
- Development Industry
  - Focus Group – June 13, 2024
  - Larger Group – July 18, 2024
- Council Information Session
  - June 27, 2024

Requests for Program Extensions

1. Region received a letter from the City of Welland dated November 15, 2023, with a motion passed by Welland City Council on November 13, 2023:

   "… THAT Welland City Council requests Niagara Regional Council to reinstate the Smarter Niagara Incentive Program (SNIP) CIP funding."

2. Region received a delegation request from the Agent for 75 Ormond Street South in the City of Thorold, dated July 10, 2024, to extend the Smart Growth program for a period of 1 year. The Agent delegated before Planning and Economic Development Committee August 14, 2024, indicating that given the delays in processing the development applications, they would no longer be able to meet the October 1st, 2024, Smart Growth Program deadline. Consequently, they requested that the

Smart Growth program be extended for a period of 1 year so that the 75 Ormond Street development can participate in the program.

3. In the June 13, 2024 development industry focus group for the Incentive Policy Review, Regional staff spoke with consultants who regularly make applications for the Smart Growth and SNIP TIG/BTIG programs. Following the focus group, participants provided suggestions to the Region for the expiring SNIP TIG/BTIG programs: to provide applicants with a minimum three (3) month transition period for Area Municipalities to submit a complete application for Regional TIG funding to Regional staff, i.e., to the end of December 2024, potentially scoped for applications submitted to the Area Municipality. Additionally, during the transition period, Applicants should be allowed to choose the BTIG program (current or new) that best suits their needs.
4. On August 26, 2024 the City of St. Catharines passed the motion:

   "THEREFORE BE IT RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program for a period of three years to October 1st, 2027; and

   THEREFORE IT FURTHER BE RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30th, 2024."

Extending these programs for multiple years or without an end date effectively reintroduces these programs that Council approved the retirement of in 2021.

Risks with Approval of Extensions to SNIP TIG/BTIG and Smart Growth Programs

The costs associated with extending the SNIP TIG/BTIG and Smart Growth programs would have a significant impact on the Region's annual budget. An extension of these programs would contribute to an increase in the Region's overall levy and overall incentive budget beyond what has been proposed in the 2025 Budget Strategy.

Mitigating the budget impacts of an extension may negatively impact the ability of the Region to sufficiently fund programs in the NRIP that are targeted to Council's Strategic priorities and impact the Region's ability to create a purpose-built rental program with the goal of increasing the supply of rental housing to help address the current housing affordability and supply crisis.

Since Council approval in 2021, Regional Staff have communicated the expiration date for these programs. There are developments that will not be able to meet the October 1, 2024 expiry date for a variety of reasons such as:

- SNIP TIG/BTIG Applications do not have a signed executed agreement or do not have the necessary local planning approvals and therefore do not have approval for a local tax increment grant which is required for the Region to make a matching grant available.
- Smart Growth Applications have not initiated construction because they do not have local planning approvals or have not reached the critical sales threshold to receive financing from lenders, and/or have not applied or received a building permit.

It is difficult to estimate with certainty the number of developments that would be able to qualify for the programs if extensions were granted, however based on information available to date, the number of applications forecasted by the Area Municipalities that have not submitted complete applications to the Region is estimated to cost the Region at least $16,213,216 for SNIP TIG/BTIGs.

Forecasting for Smart Growth is unavailable but would be based on those that are unable to meet the October 1, 2024 deadline and new applicants that apply. The longer the extension, the more difficult it is to forecast costs. However, the true cost of extension will be higher as more developments and potentially developments that have not been initiated will be able to access these programs.

Staff also wish to provide a reminder regarding the potential risk of bonusing contrary to Section 106 of the Municipal Act that may be engaged (depending on the nature/scope of any proposed extension) which provides as follows:

106 (1) Despite any Act, a municipality shall not assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose.

(2) Without limiting subsection (1), the municipality shall not grant assistance by,

(a) giving or lending any property of the municipality, including money;

(b) guaranteeing borrowing;

(c) leasing or selling any property of the municipality at below fair market value; or

(d) giving a total or partial exemption from any levy, charge or fee.

The Region is unable to approve SNIP TIG/BTIGs outside of a CIP program which requires a local grant (per the Planning Act) and is unable to approve grants outside of a Regional incentive/grant program established in accordance with Section 107 of the Municipal Act.

In Conclusion

Extending the SNIP TIG/BTIG and Smart Growth programs further beyond the already allotted three-year transition period -- from October, 21 2021 to October 1, 2024 -- will have a significant impact on the Region's annual budget. This budget increase required to continue funding these programs will be related to programs that do not align with Council's strategic priorities. Beyond the financial impacts there is also a potential legal risk to the Region with respect to bonusing. The total funding the Region could be committed to if programs are extended is unknown, and ultimately, will limit the capacity for the Region to sufficiently fund programs aligned with Council's Strategic Priorities, like a new purpose-built-rental housing program.
Respectfully submitted and signed by

_____

Diana Morreale
Director, Growth Management and Planning
Growth Strategy and Economic Development

This memorandum was prepared in consultation with Beth Brens, Associate Director of Budget Planning and Strategy, Blair Hutchings, Manager of Revenue Planning and Strategy, Donna Gibbs, Director of Legal Court Services, Roman Ivanov, Legal Counsel, Khaldoon Ahmad, Manager of Urban Design, Julianna Vanderlinde, Grants and Incentives Program Manager, Katie Young, Senior Development Planner, and reviewed by Susan White, Program Financial Specialists

Appendices

Appendix 1: Letter from Welland November 15, 2023
Appendix 2: St. Catharines Special Council Motion August 26, 2024
Appendix 3: Delegation Request 75 Ormond Street South, Thorold

Clerks Division
Tara Stephens
City Clerk
905-735-1700 x2159
tara.stephens@welland.ca

November 15, 2023

File No. 11-108

SENT VIA EMAIL

Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ann-Marie:

Re: November 13, 2023 – WELLAND CITY COUNCIL

At its meeting of November 13, 2023, Welland City Council passed the following motion:

> **"THAT THE COUNCIL OF THE CITY OF WELLAND receives for information an update on the funding status of the City's Community Improvement Plan (CIP) Programs; and further**
> **THAT Welland City Council requests Niagara Regional Council to reinstate the Smarter Niagara Incentive Program (SNIP) CIP funding."**

Yours truly,

Tara Stephens
City Clerk

TS:cap

c.c.: - G. Munday, Director of Planning & Development Services, sent via email
- N. Aiello, Policy Planning Supervisor, sent via email

Motion to extend Smart Growth and SNIP/BTIG Programs at St. Catharines Special Council Meeting August 26, 2024. (Minutes not available at time this memo was prepared).

WHEREAS development project timelines over the last several years have been significantly impacted by housing market fluctuations, rising interest rates and construction costs, and pandemic related restrictions; and

WHEREAS Niagara Region's Smart Growth Regional Development Charges Reduction Program and Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant program are set to expire on October 1st, 2024; and

WHEREAS qualifying residential developments that do not have building permits issued by October 1st, 2024, will be ineligible for Niagara Region's Smart Growth Regional Development Charges Reduction Program; and

WHEREAS redevelopment or remediation projects previously approved by City Council under the City's Community Improvement Plans cannot request a matching incentive from Niagara Region unless a complete application, including executed agreement, is submitted by October 1st, 2024, thereby severely limiting the feasibility of many developments.

THEREFORE BE IT RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program for a period of three years to October 1st, 2027; and

City of St. Catharines Special Council Meeting
Monday, August 26, 2024

THEREFORE BE IT FURTHER RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30th, 2024.

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: July 10, 2024 11:20:48 AM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Dayna Edwards

Address
290 King Street East

City
Kitchener

Postal
N2H 1M1

Phone
[redacted]

Email
dayna@q9planning.com

Organization
Q9 Planning + Design

standing committee
Planning and Economic Development Committee

Presentation Topic
Smart Growth Program Extension Request for 75 Ormond Street, Thorold

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details
In working with Katie Young, Senior Planner, it has been brought to our attention that the Smart Growth Program is expiring on October 1, 2024. We have been working with the City of Thorold to get planning approvals for a 275-unit mixed use residential and commercial building at 75 Ormond Street. In a letter to the applicant dated June 27th, 2024, Region of Niagara staff note that based on the Phase 2 Environmental Site Assessment, prepared by Hallex Environmental Ltd (dated March 14, 2023) it appears that site remediation is required, and therefore the project would be eligible under the brownfield category. The letter also notes that applicant may not remain eligible for the program given the impending end of the program by October 1, 2024. In meetings with staff, to be eligible for the program, a building permit is required to be made prior to the end of the program. Due to delays from the local municipality approval authority, the planning application has yet to receive approvals. City of Thorold planning staff are recommending approval of the applications and it is expected the application will be heard by Thorold City Council on August 13, 2024. Given the delays in processing the application by the City of Thorold, we will no longer be able to meet the October 1st, 2024 Smart Growth Program deadline. The Smart Growth Brownfield Program will greatly contribute to the viability of our development, which will in turn revitalize an under-utilized urban area. This initiative is key to fostering sustainable growth by rehabilitating contaminated sites, promoting economic revitalization, and reducing urban sprawl. We would like to ask the Planning & Economic Development Committee to recommend to Regional Council that the Smart Growth program be extended for a period of 1 year so that the 75 Ormond Street development can participate in the program. Please don't hesitate to contact me if you require any additional information, Dayna

Video Consent
Yes

Niagara Region

Growth Strategy and Economic Development
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

MEMORANDUM **COTW-C 3-2024**

Subject: Projects Interested in expiring SNIP TIG/BTIG and Smart Growth Programs

Date: Thursday September 5, 2024

To: Committee of the Whole

From: Diana Morreale, Director, Growth Management and Planning

The purpose of this memorandum is to provide Regional Council with information on projects interested in the expiring Smarter Niagara Incentive Program (SNIP) Tax Increment Grant (TIG) and Brownfield Tax Increment Grant (BTIG) and the Smart Growth programs.

SNIP TIG or BTIG Programs

In order for Area Municipalities to be able to apply for matching Regional funding under the SNIP TIG or BTIG programs, a complete application package must be submitted by October 1st, 2024, by the Area Municipality that includes the following documents:

1. Funding request form (Regional application form);
2. Calculation Form (Regional TIG calculation application form);
3. Area Municipal approval report for project, including payment schedule and grant methodology;
4. A signed copy of TIG agreement between the Municipality and applicant executed for the project;
5. A copy of the title search on the property;
6. A copy of the corporate profile search for the property; and,
7. Acknowledgement that before and after photographs will be provided at project invoicing.

The Region can only review and approve complete applications. The applications listed in the charts below are not complete and have not been reviewed by the Region:

- Chart 1 includes SNIP TIG/BTIG that are forecasted (i.e., No Regional SNIP TIG/BTIG application has been received)

- Chart 2 includes SNIP TIG/BTIG that are pending (i.e., an incomplete application has been received)

Both forecasted and pending applications are incomplete and cannot be reviewed by Regional staff until all required submittal items are received.

Smart Growth Regional Development Charges Reduction Program ('Smart Growth')

Smart Growth is a Regional program only. Smart Growth offers a grant resulting in a rebate of 50% of the Regional DCs paid for projects that are located within a Designated Exemption Area or a brownfield within the urban area. The following must be met under the transition program by October 1, 2024:

- A preliminary assessment is completed with Regional staff;
- A Transition Agreement is executed with Niagara Region;
- A building permit is obtained;
- Regional DCs have been paid; and
- Construction has been initiated on at least one phase of the development.

If the above is met, the applicant must submit their formal application within one (1) month of project completion or within five (5) years of the executed transition agreement.

The Smart Growth chart identifies applications that are in progress and working towards submitting all required transition material by the October 1, 2024, deadline. The projects are separated by eligibility based on being a brownfield or within a Designated Exemption Area.

Respectfully submitted and signed by

_____

Diana Morreale, MCIP, RPP
Director, Growth Management and Planning
Growth Strategy and Economic Development

CHART 1: SNIP TIG/BTIG Forecasted (No Regional SNIP TIG/BTIG Application Received)

Municipality	Address	Proposed Development	Where in the planning process?	Where in the TIG Application process?	Estimated Amount
SNIP TIG					
St. Catharines	88 James Street	30-storey, mixed-use building, 276 dwelling units, 3 Commercial units, 1 Office Unit.	Pending Site Plan Approval.	City approved TIG application. Agreement between Municipality and applicant with applicant for approval.	Estimated Amount: $163,024.90
St. Catharines	180 Queenston Street	2 blocks of 3-storey, residential building with 39 dwelling units.	Site Plan Application yet to be filed.	City approved TIG application. Agreement with applicant.	Estimated Amount: $38,384.20
Fort Erie	237 Niagara Blvd	Unknown	Requires all Planning Act applications.	No TIG application made to Town.	Unknown

Municipality	Address	Proposed Development	Where in the planning process?	Where in the TIG Application process?	Estimated Amount
Brownfield TIG					
Welland	1 Quaker Road (Northern Reach)	Master planned mixed-use community. 3,800 units, mixed in various typologies.	Applicant working on planning submission.	City approved BTIG application. Agreement reviewed by applicant with applicant.	Estimated Amount: Capped at $40 million
Welland	290 Riverside Drive	43 single detached dwellings 61 street houses.	Applicant obtaining second quote.	City approved BTIG application. Agreement with applicant.	Estimated Amount: $3,284,599.09
Welland	130 Niagara Street	9-storey residential tower with 104 units.	Application in review for approval.	City approved BTIG application. Agreement with applicant.	Estimated Amount: $2,996,351.64

Municipality	Address	Proposed Development	Where in the planning process?	Where in the TIG Application process?	Estimated Amount
Brownfield TIG (continued)					
St. Catharines	7 St Paul Street/ 7 McGuire Street	37-storey tower with 478 dwelling units, 3 retail units and 1 large office unit.	Active site plan application.	City approved BTIG application. Agreement with City.	Estimated Amount: $5,823,871.23
St. Catharines	10 Pleasant Avenue (GM lands)	9-storey mid-rise mixed use building with ground floor commercial space and 351 residential condominium units, plus 14 residential townhouse units (total of 365 residential units).	OPA and ZBA approved in September 2022. Active site plan application.	City approved BTIG application. Agreement with applicant.	Estimated Amount: $577,704.92

Municipality	Address	Proposed Development	Where in the planning process?	Where in the TIG Application process?	Estimated Amount
Brownfield TIG (continued)					
St. Catharines	16 Lock Street	6 mixed-use buildings with 154 dwelling units, commercial space, and community space. Restoration of 2 heritage buildings.	Site Plan Application yet to be filed.	City approved BTIG application. Agreement with applicant.	Estimated Amount: $430,232.90
St. Catharines	235 Merritt Street	2 mixed-use buildings and 1 commercial building, 116 dwelling units and commercial space (2,007m2)	Site Plan Application yet to be filed.	City approved BTIG application. No agreement to date.	Estimated Amount: $284,635.54
West Lincoln	SS St. Catharines Street b/w 190 & 200	Unknown.	Draft Plan of Condominium/Site Plan under Review; CIP Applications under Review.	Unknown.	Estimated Amount: $462,574.33

CHART 2: SNIP TIG/BTIG Pending (Incomplete Application Received)

Municipality	Address	Proposed Development	Where in the planning process?	TIG Application process?	Construction status?	Estimated Amount
SNIP TIG						
St. Catharines	271 Merritt St. Phase 2	6-storey, 44-unit apartment condominium building with ground floor commercial.	Planning Applications complete.	TIG Agreement is with City for approval.	Construction complete.	Estimated Amount: $276,000.00
St. Catharines	155 Ontario St and 4,6,10 Adams St	560-unit retirement complex (140-unit seniors home, two 200-unit apartment buildings, 20 townhomes)	Planning Applications complete.	TIG Agreement is with City for approval.	Construction complete.	Estimated Amount: $4,000,000.00

Municipality	Address	Proposed Development	Where in the planning process?	TIG Application process?	Construction status?	Estimated Amount
Brownfield TIG						
St. Catharines	40 Woodburn Ave/50 Herrick Street (AMENDMENT OF HERITAGE POINT PHASE II)	252 Condominium Apartment Units.	Site Plan Agreement registered in 2022. Plan of Condominium registration is imminent. Building permits issued and occupancy granted for most units.	Unknown.	Under Construction.	Unknown.

CHART 3: Smart Growth Regional Development Charges Reduction Program

Municipality	Address	Proposed Development	Where in the planning process?	Smart Growth Application status	Construction status	Estimated Max Refund Amount
Brownfield Smart Growth Applications						
Lincoln	5002 King Street	5-storey mixed-use building with 36 residential units and 2 commercial units.	Planning Applications complete.	Met all requirements for Oct 1, 2024. Staff waiting on formal application submission.	Construction complete.	Estimated Max Refund: $310,392.00
Port Colborne	118 West Street	9-storey condominium building with 74 residential dwelling units.	Planning Applications complete.	Met all requirements for Oct 1, 2024. Staff waiting on formal application submission once development is complete.	Under construction.	Estimated Max Refund: $78,603.92
Welland	201 Ontario Road (Phase One Only)	106 residential townhouse units.	Planning Act applications complete.	Transition Agreement executed with Niagara Region on May 27, 2024. Regional staff confirming Regional DC payment.	Under construction.	Estimated Max Refund: $960,572.00

Municipality	Address	Proposed Development	Where in the planning process?	Smart Growth Application status	Construction status	Estimated Max Refund Amount
Brownfield Smart Growth Applications (continued)						
St. Catharines	1956 Third Street Louth	4-storey, 256 bed long-term care home facility.	Planning Act applications complete.	Requires Transition Agreement with Niagara Region, building permit, Regional DC payment, construction initiation.	Construction has not started.	Estimated Max Refund: $919,420.75
St. Catharines	239 Lakeshore Road	6-storey condominium apartment building with 43 units and 28 townhouse dwelling units.	Active Site Plan application. Phase One, Foundation Only planning approval granted in August 2022. Plumbing Only/Site servicing permits issued.	Transition Agreement executed with Niagara Region on May 29, 2024. Requires building permit, Regional DC payment, construction initiation.	Construction has not started.	Estimated Max Refund: $1,248,964.00

Municipality	Address	Proposed Development	Where in the planning process?	Smart Growth Application status	Construction status	Estimated Max Refund Amount
Brownfield Smart Growth Applications (continued)						
Fort Erie	412 Ridgeway Road (South Coast Village at Crystal Beach Phase 2)	41 single-detached dwelling units. 6 row townhouse units. 3-storey mixed-use building with commercial on the ground floor and 11 apartment units.	Site Plan has been approved. Draft Plan of Condominium approved by Town Council July 2024.	Transition Agreement executed with Niagara Region on June 1, 2023. Building permit issued. Require proof of construction initiation.	Construction has not started.	Estimated Max Refund: $690,564.92

Municipality	Address	Proposed Development	Where in the planning process?	Smart Growth Application status	Construction status	Estimated Max Refund Amount
Brownfield Smart Growth Applications (continued)						
Grimsby	362 & 398 North Service Road (Fifth Wheel)	Building A and B – 18 and 22-storeys, (429 units) Building C – 14-storeys (199 units). Building D – 12-storeys (179 units) Building E – 14-storeys (175 units) Building F – 14-storeys (246 units). Buildings H-N 3-storey town houses with 33 units.	Draft Plan of Subdivision approved. Shoreline work completed. Town is awaiting applications for Site Plan and Draft Plan of Condominium.	Requires Transition Agreement with Niagara Region.	Construction has started – shoreline wall and park completed.	Estimated Max Refund: $9,332,144.00
Municipality	**Address**	**Proposed Development**	**Where in the planning process?**	**Smart Growth Application status**	**Construction status**	**Estimated Max Refund Amount**

Brownfield Smart Growth Applications (continued)						
Thorold	75 Ormond Street South	275-unit multiple residential building (Building A 10 to 15-storeys, Building B 1 to 9-storeys)	Requires all Planning Act approvals (Official Plan Amendment and Zoning By-law Amendment on City Council agenda for September 10th and future Site Plan application required)	Requires Transition Agreement with Niagara Region, building permit, Regional DC payment, construction initiation.	Construction has not started.	Estimated Max Refund: $2,391,106.90
Municipality	**Address**	**Proposed Development**	**Where in the planning process?**	**Smart Growth Application status**	**Construction status**	**Estimated Max Refund Amount**

Designated Exemption Area Smart Growth Applications						
Grimsby	21 & 23 Main Street E and 6 Doran Avenue	4-storey, mixed-use development with 87 residential units and 603m2 of commercial space at-grade.	Site Plan agreement has been finalized.	Transition Agreement executed with Niagara Region on May 16, 2024. Requires Regional DC payment and construction initiation.	Construction has not started.	Estimated Max Refund: $807,296.52
Port Colborne	225 Main Street West	Second- storey addition to an existing 1-storey commercial building for a total of four residential dwelling units.	Building Permit only.	Transition Agreement received to be executed with Niagara Region.	Under construction.	Estimated Max Refund: $29,998.00
St. Catharines	10 Seymour Avenue	Renovations to the existing 3-storey school for a total of 76 residential units.	Active Site Plan application.	Regional DCs may not be owed. Confirming with City staff.	Construction has not started.	$0
Municipality	**Address**	**Proposed Development**	**Where in the planning process?**	**Smart Growth Application status**	**Construction status**	**Estimated Max Refund Amount**

Designated Exemption Area Smart Growth Applications (continued)						
St. Catharines	136, 140, 144 Church Street	Three separate apartment buildings to be converted from 11 units to 26 units.	No Planning Act applications required for redevelopment. Project has been exempted from Site Plan Approval.	Requires Transition Agreement with Niagara Region, building permit, RDC payment, construction initiation.	Construction has not started.	Estimated Max Refund: $235,612.00
St. Catharines	88 James Street	30-storey mixed use building with 276 units and ground floor commercial/retail.	Pending Site Plan approval.	Requires Transition Agreement with Niagara Region, building permit, RDC payment, and construction initiation.	Construction has not started.	Estimated Max Refund: $1,433,077.15
Welland	69 Denistoun Street (Phase 2, Block 4) (Welland High Garden Subdivision)	43 street townhouses.	Planning Act applications complete.	Requires Preliminary Assessment and Transition Agreement with Niagara Region.	Under construction.	Estimated Max Refund: $45702.00

St. Catharines

August 28, 2024

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Sent via email: Ann-Marie.Norio@niagararegion.ca

Re: Request for Extensions to Niagara Region Incentive Programs
Our File 35.11.2

Dear Ms. Norio,

At its meeting held August 26, 2024, St. Catharines City Council approved the following motion:

> WHEREAS the City of St. Catharines is committed to addressing the housing crisis through its unanimously passed 2023 Municipal Housing Pledge of 11,000 additional housing units; and
>
> WHEREAS development project timelines over the last several years have been significantly impacted by housing market fluctuations, rising interest rates and construction costs, and pandemic related restrictions; and
>
> WHEREAS Niagara Region's Smart Growth Regional Development Charges Reduction Program and Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant program are set to expire on October 1st, 2024; and
>
> WHEREAS qualifying residential developments that do not have building permits issued by October 1st, 2024, will be ineligible for Niagara Region's Smart Growth Regional Development Charges Reduction Program; and
>
> WHEREAS redevelopment or remediation projects previously approved by City Council under the City's Community Improvement Plans cannot request a matching incentive from Niagara Region unless a complete application, including executed agreement, is submitted by October 1st, 2024, thereby severely limiting the feasibility of many developments.

THEREFORE BE IT RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smart Growth Regional Development Charges Reduction Program for a period of three years to October 1st, 2027; and

THEREFORE BE IT FURTHER RESOLVED that Council requests that Niagara Region extend the expiration deadline for Niagara Region's Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant for a period of three years to October 1st, 2027, for projects approved by Council under the City's Community Improvement Plans on or before September 30th, 2024; and

THEREFORE BE IT FURTHER RESOLVED that this motion be circulated to all area municipalities.

If you have any questions, please contact the Office of the City Clerk at extension 1512.

Donna Delvecchio, Acting City Clerk
Legal and Clerks Services, Office of the City Clerk
:av

Minute Item No. 6.1
PW 27-2024
Extension to 2022-T-145 Winter and Summer Grounds Maintenance – Water & Wastewater

That Report PW 27-2024, dated September 10, 2024, respecting Extension to 2022-T-145 Winter and Summer Grounds Maintenance – Water & Wastewater, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2022-T-145 Winter and Summer Grounds Maintenance - Water & Wastewater with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. **BE EXTENDED** under the same terms and conditions, as outlined in Report PW 27-2024, for a one (1) year optional extension (Term 3) at the total estimated cost of $2,565,651 including 13% HST; and
2. That the CAO **BE AUTHORIZED** to approve the issuance of a Purchase Order to effect the extension of the contract.

Minute Item No. 6.2
PWC-C 11-2024
Motion Respecting the Process to Appeal Red-light Camera and Automated Speed Enforcement Infractions

1. That staff **BE DIRECTED** to provide a report outlining the process to appeal red-light camera and automated speed enforcement infractions resulting in a charge under the Highway Traffic Act, as well as a review of how other jurisdictions are managing these types of extenuating circumstances.

Minute Item No. 7.1
PW 26-2024
Hauled Sewage Rate Setting

That Report PW 26-2024, dated September 10, 2024, respecting Hauled Sewage Rate Setting, **BE RECEIVED.**

Minute Item No. 7
Consent Items for Information

PW 29-2024
Niagara Escarpment Crossing Comprehensive Environmental Assessment – Terms of Reference Submission (and **BE CIRCULATED** to the Town of Grimsby, Town of Lincoln, and Township of West Lincoln)

PWC-C 10-2024
Public Works Capital Project Update – September

WMPSC 2-2024
Waste Management Planning Steering Committee Minutes August 27, 2024

Minute Item No. 7.2
PW 28-2024
Update Regarding Regional Road 87 Reconstruction in Port Dalhousie

1. That Report PW 28-2024, dated September 10, 2024, respecting Update Regarding Regional Road 87 Reconstruction in Port Dalhousie, **BE RECEIVED;** and

2. That staff **DO NOT PROCEED** with Reconstruction of Regional Road 87 in Port Dalhousie as outlined in the Environmental Assessment and **CONTINUE** with regular maintenance.

THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC WORKS COMMITTEE
MINUTES

PWC 8-2024
Tuesday, September 10, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bateman, Bradley (Regional Chair), Chiocchio*, Diodati*, Easton, Gale, Heit, Huson, Insinna (Committee Vice-Chair), Morocco, Rigby, Seaborn*, Siscoe, Sorrento, Steele*, Ugulini, Villella*, Witteveen (Committee Chair), Zalepa
Absent/Regrets:	Foster, Grant, Junkin
Staff:	D. Barnhart, Chief of Staff, Governance*, D. Carnegie, Deputy Chief Administrative Officer*, S. Fraser, Associate Director, Transportation Planning, D. Gibbs, Director, Legal & Court Services*, G. Guthrie, Associate Director, Transportation Engineering, R. Hill, Legislative Assistant, M. Iafrate, Financial & Special Projects Consultant, P. Lambert, Acting Director, Water Wastewater Services, B. Menage, Director, Procurement & Strategic Acquisitions*, R. Muzzell, Manager, Program Financial Support*, A.-M. Norio, Regional Clerk, E. Prpic, Associate Director, Waste Disposal Operations & Engineering*, T. Ricketts, Commissioner, Public Works, M. Sergi, Commissioner, Growth Strategy & Economic Development, J. Spratt, Legislative Coordinator, F. Tassone, Director, Transportation Services, R. Tripp, Chief Administrative Officer, D. Yousif, Acting Director, Waste Management * indicates members who participated electronically, all other members participated in person

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1. CALL TO ORDER

Committee Chair Witteveen called the meeting to order at 9:31 a.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Witteveen read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

4.1 Waste Management Strategic Plan Update

Blair Shoniker and Katrina McCullough, GHD Limited, provided information respecting the Waste Management Strategic Plan Update. Topics of the presentation included:

- Purpose
- Mission and Vision
- Goals
- Generation of Options
- Options to Achieve Waste Management Goals
- Preliminary Evaluation of Options
- Short List of Options
- Phase Two Engagement - Next Steps

Councillor Information Request(s):

Consider funding options that are available for waste management through the Green Municipal Fund. Councillor Huson

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 PW 27-2024

Extension to 2022-T-145 Winter and Summer Grounds Maintenance – Water & Wastewater

Moved by Councillor Insinna
Seconded by Councillor Heit

That Report PW 27-2024, dated September 10, 2024, respecting Extension to 2022-T-145 Winter and Summer Grounds Maintenance – Water & Wastewater, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2022-T-145 Winter and Summer Grounds Maintenance - Water & Wastewater with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. **BE EXTENDED** under the same terms and conditions, as outlined in Report PW 27-2024, for a one (1) year optional extension (Term 3) at the total estimated cost of $2,565,651 including 13% HST; and

2. That the CAO **BE AUTHORIZED** to approve the issuance of a Purchase Order to effect the extension of the contract.

Recorded Vote:

Yes (15): Bradley, Chiocchio, Diodati, Easton, Heit, Huson, Insinna, Morocco, Rigby, Seaborn, Siscoe, Ugulini, Villella, Witteveen, Zalepa.

No (2): Bateman, Gale

Carried

Councillor Information Request(s):

If possible, provide information on contractor employee agreements including unionization, wage band, and benefits. Councillor Bateman.

Provide examples of procurement agreements that have similar contract extension provisions. Councillor Gale.

6.2 PWC-C 11-2024

Motion Respecting the Process to Appeal Red-light Camera and Automated Speed Enforcement Infractions

Moved by Councillor Diodati
Seconded by Councillor Morocco

WHEREAS there are a number of extenuating circumstances in which vehicles may be inadvertently ticketed and/ or the driver might need to appeal should they not be at fault including:

-a car being towed by a tow truck running a red light;
-sliding through an icy intersection;
-being rear-ended and pushed into an intersection;
-being part of a funeral procession;
-a valet driver driving a vehicle;
-a stolen vehicle being driven by a criminal; and
-a medical emergency

NOW THEREFORE BE IT RESOLVED:

1. That staff **BE DIRECTED** to provide a report outlining the process to appeal red-light camera and automated speed enforcement infractions resulting in a charge under the Highway Traffic Act, as well as a review of how other jurisdictions are managing these types of extenuating circumstances.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 PW 26-2024

Hauled Sewage Rate Setting

Phill Lambert, Acting Director, Water and Wastewater Services provided information respecting Hauled Sewage Rate Update. Topics of the presentation included:

- What is Hauled Sewage?
- Hauled Sewage Disposal Stations
- Delivery of Hauled Sewage
- Who Uses the Service and Who Hauls Sewage?
- Why is Change Needed?
- Rate Setting History
- Key Updates to Rate Methodology
- What is Included in the Rate?
- Waste Types
- Selecting a Methodology
- Pollutant Concentration Comparison and Municipality Comparison
- Next Steps

Moved by Councillor Zalepa
Seconded by Councillor Sorrento

That Report PW 26-2024, dated September 10, 2024, respecting Hauled Sewage Rate Setting, **BE RECEIVED.**

Carried

Councillor Information Request(s):

Consider options for consolidation of electronic document submissions for haulers. Councillor Zalepa.

7. CONSENT ITEMS FOR INFORMATION

PW 28-2024 was considered separately.

Moved by Councillor Huson
Seconded by Councillor Ugulini

That the following **BE RECEIVED** for information:

PW 29-2024
Niagara Escarpment Crossing Comprehensive Environmental Assessment – Terms of Reference Submission (and **BE CIRCULATED** to the Town of Grimsby, Town of Lincoln, and Township of West Lincoln)

PWC-C 10-2024
Public Works Capital Project Update – September

WMPSC 2-2024
Waste Management Planning Steering Committee Minutes August 27, 2024

Carried

7.2 PW 28-2024
Update Regarding Regional Road 87 Reconstruction in Port Dalhousie

Moved by Councillor Siscoe
Seconded by Regional Chair Bradley

1. That Report PW 28-2024, dated September 10, 2024, respecting Update Regarding Regional Road 87 Reconstruction in Port Dalhousie, **BE RECEIVED;** and

2. That staff **DO NOT PROCEED** with Reconstruction of Regional Road 87 in Port Dalhousie as outlined in the Environmental Assessment and **CONTINUE** with regular maintenance.

   Moved by Councillor Huson
   Seconded by Councillor Morocco

   That the question **BE CALLED**.

Carried

Recorded Vote:

Yes (13): Bradley, Diodati, Easton, Heit, Huson, Insinna, Morocco, Seaborn, Siscoe, Sorrento, Ugulini, Villella, Witteveen.

No (2): Bateman, Rigby.

Carried

8. OTHER BUSINESS

8.1 Waste Materials

Councillor Bateman requested information respecting ways to expedite cleanup of waste materials and receptacles left at the curb following collection and options to manage repeat offenders.

9. NEXT MEETING

The next meeting will be held on Tuesday, October 8, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 12:14 p.m.

Councillor Witteveen
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Niagara Region Waste Management Strategic Plan Update

Public Works Committee Meeting

September 10, 2024

Blair Shoniker and Katrina McCullough, GHD Limited

Niagara Region | Growing Better Together

Purpose

- A follow-up to the June 24th WMPSC/PWC workshop to:
  - Update on work completed to date
  - Explain how the ‘future thinking’ comments received by interested parties and Council were incorporated
  - Provide the long list of options currently under consideration (WMPSC-C 7-2024 Appendix 2)
  - Share information in advance of future engagement activities
  - How additional feedback is will be reflected into the next steps

Agenda

- Mission, vision and goals for the Waste Management Strategic Plan
- Update on the development of goals, options and their categories
- Evaluation of options
- Phase Two engagement

Mission

We provide fiscally responsible waste management and resource recovery services to meet the needs of the community and promote environmental sustainability.

Vision

Leading the way in sustainable and innovative waste management services, to support a thriving community for generations to come.

Goals

- Optimize waste management resources and infrastructure
- Increase beneficial recovery of material from waste
- Increase beneficial reuse of materials
- Increase participation in waste management programs
- Strive to be a zero-waste community
- Reduce the carbon footprint of Niagara Region's waste management system

Generation of Options

The initial long list of options was developed based on:

- Current State of Waste Management: Including existing policies, programs and contracts
- Regulatory Framework: Current requirements and anticipated changes
- Input from Interested Parties: Engagement, including the public, members of Council, Region staff, LAM's
- Jurisdictional Scan: Other jurisdictions and industry best practices

Options to Achieve Waste Management Goals

Seven categories of focus

Waste Reduction and Reuse

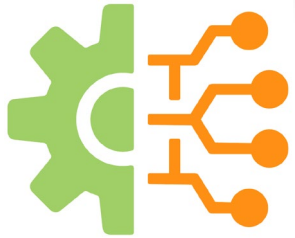
Community Engagement and Education

Policies and By-Laws

Waste Collection and Operations

Drop-off Depots

Processing and Disposal Infrastructure



Innovation

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Preliminary Evaluation of Options

The evaluation of options:

- Categorized long list of options
- Screening questions applied to determine if options should be carried forward or evaluated further
- Triple Bottom Line analysis used to identify additional options that should be carried forward or deferred
- Identified a short list of options to be refined and further evaluated

Short List of Options

- Short list of options to be refined and evaluated further
- Plan has a long-term outlook (20-25 years); not all options will be implemented in the short-term
- First iteration of the Plan will focus on the implementation of options over the first 5 years
- Shortlisted options will be reviewed for service levels and operating/ capital planning requirements
- Some options may be deferred based on cost and timing.

Phase Two Engagement – Next Steps

Phase 2

- Sept – Oct 2024: Public and local municipal consultation on recommendations
  - Online public survey
  - Two online public open houses
  - Comment period for LAMs to provide feedback

Phase 3

- Q4 2024/Q1 2025: Draft WMSP
- Q1/Q2 2025: Consultation on draft WMSP and finalization

Thank you!

Questions?

- For more information, please visit

Niagara Region's Waste Management Strategic Plan

(niagararegion.ca/future-of-waste)

Attachment

Options by Category

Waste Reduction and Reuse

- Repair programs and initiatives such as repair cafés, where you can learn to repair your own items to increase their lifespan
- Reuse programs like the Broken Spoke bicycle program, and others such as a lendery, where you can borrow different items for free and return them when you're finished using them, free markets, curbside give-away days
- Food waste reduction initiatives
- Initiatives to divert more waste in apartment and condo buildings
- Initiatives to reduce single use plastic
- Grants and funding for community-led waste reduction programs
- Rewards and recognition programs

Community Engagement and Education

- Prioritize digital communication
- An education centre, potentially at a waste management facility
- Dashboard on Niagara Region's website showing our progress on waste management goals
- Building partnerships with local community organizations to help promote sustainable waste management

Policies and By-Laws

- Options for User Fee and Cost Recovery (full or partial)
- Enhanced enforcement program (i.e. green bin participation)
- Modification to existing waste collection guidelines for new developments
- Review and revise Service Level Agreements with LAMs
- Provincial Advocacy campaigns, particularly around EPR (post-transition), landfill ban of organics, and ICI diversion targets

Waste Collection and Operations

- Collect additional materials at the curb such as textiles
- Improve collection infrastructure in apartments and condo buildings
- Provide more guidance for developers and property managers for higher-density developments and multi-residential buildings
- Consider new options for curbside collection such as carts and/or clear bags
- Collaborate with Local Area Municipalities to increase waste diversion in parks, public spaces and downtown areas

Drop-off Depots

- Automated technologies to improve the efficiency of operations at drop-off depots
- Expand reuse centres within drop-off depots by expanding the materials accepted and/or available at more sites
- Offer more services at drop-off depots, such as compost pickup and green bin pickup
- Add new drop-off depot locations
- Drop-off depots that are open only for residents and businesses
- Review service levels at drop-off depots, such as opening hours

Waste Processing and Disposal

- Construct new facilities to capture more material such as a mixed waste processing facility
- Shift Organics processing from composting to anaerobic digestion
- Develop a leaf and yard waste processing facility
- Undertake landfill mining at existing regional landfills to remove future liabilities
- Review waste management infrastructure for potential adjustments in response to climate change (adaptation)

Innovation

- Scale-house software review to improve data collection
- Dispose of residual waste using alternative technology, including thermal treatment and/or mechanical biological treatment
- Smart-collection technologies such as radio frequency identification tags, GPS, and smart bins to track things like missed collections and contamination rates at a household level
- Opportunities to integrate with the Region's wastewater strategy, such as co-digestion
- AI advancement and Innovation Labs – partnering with academic institutions

Subject: Extension to 2022-T-145 Winter and Summer Grounds Maintenance – Water & Wastewater

Report to: Public Works Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That Contract 2022-T-145 Winter and Summer Grounds Maintenance - Water & Wastewater with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. **BE EXTENDED** under the same terms and conditions, as outlined in this report, for a one (1) year optional extension (Term 3) at the total estimated cost of $2,565,651 including 13% HST; and
2. That the CAO **BE AUTHORIZED** to approve the issuance of a Purchase Order to effect the extension of the contract.

Key Facts

- The purpose of this report is to seek Council's approval to extend the current contract with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. for year 3 by exercising a second optional one (1) year extension from October 15, 2024 to October 14, 2025, in accordance with the terms and conditions of Contract 2022-T-145.
- The contract extension requires Council approval in accordance with Schedule "B" (Purchasing and Execution Authority) of the Region's Procurement By-law 02-2016 as amended, whereby Council is required to approve any contract award that exceeds $5,000,000 in total value.
- In 2022, Contract 2022-T-145 was awarded to ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. for Winter and Summer Grounds Maintenance Snow and Ice Removal for Water & Wastewater for a one (1) year term from October 15, 2022 to October 14, 2023. The Contract was awarded as part of a competitive Request for Tender (RFT) procurement process, where ABC Enterprises, Total Land Care and Stonecast Contracting was the lowest of seven (7) compliant bids received for their related section(s), at an annual cost of $2,182,780 (excluding 13% HST).
- In 2023, Contract 2022-T-145 was extended for the first optional year, October 15, 2023 to October 14, 2024 for $2,225,990 (excluding 13% HST).

- The Contract includes an option to extend for an additional one (1) year term for $2,270,487 (excluding 13% HST) for a total term of three (3) years. This extension represents a year-over-year increase of 2% or well below the current annual Consumer Price Index (CPI) of 2.7%.

Financial Considerations

The first year tender price (covering October 15, 2022 to October 14, 2023) of Contract 2022-T-145 was $2,221,197 (including non-recoverable HST) for the year, with four (4) optional one (1) year extensions with a year-over-year annual increase of approximately 2%.

Exercising the second optional one (1) year extension (year 3) of Contract 2022-T-145 represents a favorable position to the Region as it provides continued value-for-money service with annual increases below the current CPI. It should be noted that contract pricing is based on a 'per application' unit of measure with the total contract price dependent on the number of applications required at Niagara's Water & Wastewater facilities in order maintain an established level of service (e.g. maximum snow depth, maximum grass height, etc.). Current seasonal application estimates are 30 grass cuts, 24 snow removals and 60 de-icings applications per facility.

The budget increase associated with the renewal is accommodated in the 2024 Water Wastewater operating budget and will be included in the proposed 2025 Water Wastewater operating budget.

Analysis

Niagara Region Public Works, Water & Wastewater Division requires winter grounds maintenance as an essential service to achieve bare pavement conditions and to maintain a safe work environment for staff (and visitors) at approximately 140 staffed and unstaffed locations. Contract 2022-T-145 also requires summer grounds maintenance to maintain landscaping which requires cutting and trimming over 890,000m^2 or 220 acres of lawn.

Water and wastewater facilities are operated 24 hours a day and seven (7) days a week. Failure to secure appropriate winter and summer grounds maintenance services runs the risk of impeding staff from accessing facilities, delaying emergency response efforts, creating unsafe conditions and tarnishing the Region's reputation with area residents and other visitors.

In 2022, Contract 2022-T-145 was awarded to ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. for Winter and Summer Grounds Maintenance Snow and Ice Removal for Water & Wastewater for a one (1) year term from October 15, 2022, to October 14, 2023. The Contract was awarded as part of a competitive Request for Tender (RFT) procurement process, where ABC Enterprises, Total Land Care and Stonecast Contracting was the lowest of seven (7) compliant bids received for their related section(s), at an annual cost of $2,182,780 (excluding 13% HST).

As per Contract 2022-T-145, Niagara Region has the option to extend the contract with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. one (1) additional one (1) year term (year 3), on the same terms and conditions. If the contract is extended, the total contract value will surpass $5,000,000 in total value and requires Council approval as per Schedule “B” (Purchasing and Execution Authority) of the Region’s Procurement By-law 02-2016, as amended.

Staff have contacted ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. to notify them of the Region’s intent to exercise the option to extend, subject to Council approval. ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. are willing to extend the contract at the optional year three (3) ‘per application’ unit prices quoted in their original 2022-T-145 contract bid.

It is recommended that the Contract be extended for the next optional one (1) year term. The rationale for the contract extension is as follows:

- Fuel costs, chemical costs, equipment and labour costs have all continued to escalate at increased rates since the onset of the pandemic in many W-WW essential supply & service contracts.
- The extended total price for the next optional one (1) year extension (year 3) received as part of the 2022-T-145 competitive RFT process is limited to a year-over-year increase of 2% which is well below the current annual CPI of 2.7%.

Given recent contract RFT results and both current and projected market conditions, it is anticipated that a new tender will not yield more favorable pricing.

Alternatives Reviewed

Staff has examined the possibility of not extending the contract with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd. If Niagara Region were to issue a new tender for the Winter and Summer Seasonal Grounds Maintenance in Fall 2024, given both current and projected industry conditions, it is expected that the pricing received

would exceed the cost of extending the existing contract. Furthermore, extending the contract at the proposed terms would provide greater cost certainty for the operating budget.

Relationship to Council Strategic Priorities

This recommendation aligns with Council's strategic priority of Effective Region, specifically as it relates to delivering fiscally responsible and sustainable services. Extending the contract with ABC Enterprises, Total Land Care and Stonecast Contracting Ltd., will enable Niagara Region to maintain safe and accessible facilities for staff (and visitors) while continuing to provide value-for-money water and wastewater services to Niagara residents.

Other Pertinent Reports

No other reports are pertinent to this report.

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This report was prepared in consultation with Craig Courteau, Associate Director, W-WW Integrated Systems and Dan Ane, Program Financial Specialist and reviewed by Michelle Rasiulis, Procurement Manager, Donna Gibbs, Director Legal and Court Services and Phill Lambert, Director, W-WW Services.

PWC-C 11-2023

To: Public Works Committee

From: Councillor Diodati

Subject: Motion Respecting the Process to Appeal Red-light Camera and Automated Speed Enforcement Infractions

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WHEREAS there are a number of extenuating circumstances in which vehicles may be inadvertently ticketed and/ or the driver might need to appeal should they not be at fault including:

- a car being towed by a tow truck running a red light;
- sliding through an icy intersection;
- being rear-ended and pushed into an intersection;
- being part of a funeral procession;
- a valet driver driving a vehicle;
- a stolen vehicle being driven by a criminal; and
- a medical emergency

NOW THEREFORE BE IT RESOLVED:

1. That staff **BE DIRECTED** to provide a report outlining the process to appeal red-light camera and automated speed enforcement infractions resulting in a charge under the Highway Traffic Act, as well as a review of how other jurisdictions are managing these types of extenuating circumstances.

Hauled Sewage Rate Update

PW 26-2024

Public Works Committee

September 10, 2024

Niagara Region | Growing Better Together

What is Hauled Sewage?

- Hauled sewage is the waste transported from a residential or commercial/industrial source to a wastewater treatment plant for disposal
- Private sewage haulers are contracted by their customers to haul sewage to a WWTP for disposal

- An essential service to residents and businesses outside the wastewater collection service area

Hauled Sewage Disposal Stations

- Seven (7) locations approved for hauled sewage
- Six (6) full-service to accept all sewage types
- 1 location restricted to domestic sewage only (Niagara Falls)

More locations than any other municipality

Delivery of Hauled Sewage

Niagara Region | Growing Better Together

Who Uses the Service?

- Over 900 businesses are registered as sewage generators and require hauled sewage treatment
  - Majority not in a serviced area, or
  - Have high strength sewage (e.g. wineries, breweries, distilleries, etc.)
- Approximately 21,000 residential properties in Niagara require hauled sewage services
- Volume of hauled sewage has doubled in last 10 years
  - 2011 - 12 million gallons (55,000 m3) from 4,800 trucks
  - 2021 - 23 million gallons (104,000 m3) from 9,600 trucks

Who Hauls the Sewage?

- Sewage haulers require permits from the Region
  - Regulated under Ministry of Environment, Conservation and Parks (MECP) approvals
  - 33 private haulers permitted to use Niagara Region facilities

Why Change is Needed

- PWC raised questions about current rate and how it compares to the true cost of hauled sewage treatment
- Proposed approach is intended to be fair and reasonable to all
- Ensures that rate payers are not subsidizing those using the hauled sewage program
- Properties outside of the serviced areas do not pay development charges, yet are taking up capacity that could otherwise be used for growth

Rate Setting History

1991
- Original rate developed by converting volume of hauled sewage to an equivalent volume of residential sewage based on the total suspended solids
- Rates set at $40 and $24 based on commercial and residential strengths, respectively

2007
- Consultant recommended increases in hauled sewage rates to approach cost recovery as rates had been in place for 14 years
- Single rate structure was put in place set at $40/1000 gallons

2017
- Started to raise rate by increase of Wastewater budget approved by Council
- Annual increases until 2022 (currently $46/1000 gallons)

2021
- A consultant was retained and reiterated recommendation for updated rates and a capital component

Key Updates to Rate Methodology

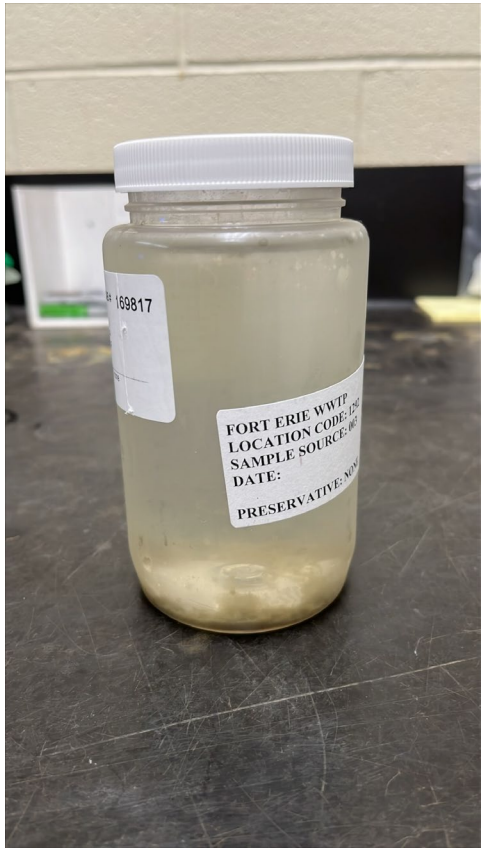
- Shift from single rate to a dual-rate structure using Weighted Pollutant Concentration Method
  - “low concentration” and “high concentration” sources
  - Cost to treat and remove pollutants from wastewater proportionally
- Includes O&M costs, capital sustainment and growth component of treatment costs
  - Only using wastewater treatment infrastructure costs - not the collection system
  - Rate needs to take into account all of these components to ensure that capacity for future growth is there when needed to support wineries, breweries, and food industry
- Cost recovery calculations use a 3-year historical average to be consistent with wastewater requisition methodology

What's included in the rate

- Costs for treatment (operating staff, chemicals, electricity, fuel, natural gas)
- Cost for sludge trucking and disposal
- Costs for repairs (maintenance staff, parts, lubricants) at the plant
- Costs for enforcement, laboratory services, compliance
- Costs for capital replacements, reserves, financing costs
- Costs for capital growth to ensure plant capacity is there for future development

Waste Types

Typical Sewage



High Concentration Sewage (higher concentration of pollutants to remove)

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Selecting a Methodology

Weighted Pollutant Concentration Method

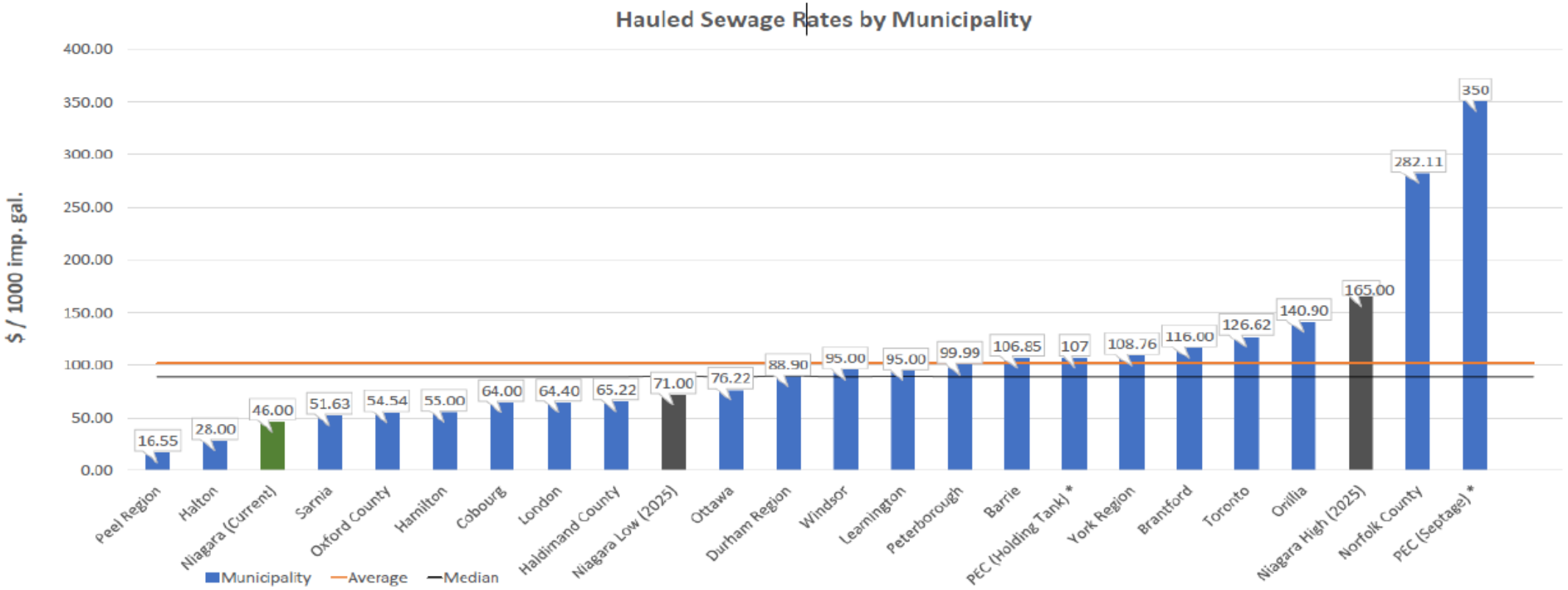
- Ensures fair and equitable rates for all users
- Includes O&M costs and Capital costs

Pollutant Concentration Comparison

Average 3-Year Pollutant Concentrations (mg/L)					
Pollutant	Regular Wastewater	Hauled Sewage Sources			
		LOW Concentration		HIGH Concentration	
Biochemical Oxygen Demand (BOD)	189	4,125	22x	18,761	99x
Total Suspended Solids (TSS)	252	9,003	36x	14,258	57x
Total Phosphorus (TP)	29	64	2x	80	3x
Total Kjeldahl Nitrogen (TKN)	17	491	28x	30	2x
TOTAL	**487**	**13,683**	**28x**	**33,128**	**68x**

- Hauled Sewage has significantly higher pollutant concentrations
- It is more costly to treat compared to regular wastewater
- Cannot simply apply wholesale rate to the volume of hauled sewage to determine cost - **Need to look at pollutant concentrations**

Municipality Comparison



* Prince Edward county does not accept winery waste as it is too pollutant dense and would negatively impact their treatment process
(1) Niagara is unique in its source demographic compared to neighboring municipalities with over 120 wineries
(2) Based on 2022 data (Peel, Hamilton , Prince Edward County based on 2024 data)

Next Steps

- Consultation Plan
  - Inform all interested parties about proposed change
  - Project page live on September 11 for 30-day comment period

  https://www.niagararegion.ca/projects/new-hauled-sewage-rate-review/default.aspx
- Incorporate feedback as appropriate
- Draft rate will be reflected in W&WW rate budget for November 7
- Staff will seek Council endorsement as part of the Fees and Charges By-Law update (December 2024)

Questions

Subject: Hauled Sewage Rate Update

Report To: Public Works Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That Report PW 26-2024 **BE RECEIVED** for information.

Key Facts

- Staff are proposing an update for 2025 hauled sewage rates to ensure that hauled sewage fees are fair and reasonable to all, and adequately support cost recovery for the treatment of hauled sewage.

- The method used to determine the Region's hauled sewage rate was last updated in 2007. The current fee for hauled sewage is $46 per 1000 imperial gallons for all sewage types and has remained the same since 2022.

- The Region charges sewage haulers a fee, intended to represent cost recovery, for the disposal of sewage at the Region's wastewater treatment plants. Haulers set their own fees for the services they provide to residential, commercial and industrial customers.

- Proposed changes will include a new multi-rate structure designed to ensure that rate payers and residential customers are not subsidizing high strength commercial and industrial sewage disposals. This involves setting one fee for high-strength sewage generated by commercial/industrial users, and a different fee for low-strength sewage from residential users.

- The proposed hauled sewage rates of $71 per 1000 imperial gallons for Low Concentration Sources and $165 per 1000 imperial gallons for High Concentration Sources provide full cost recovery for the Region. These rates are comparable to the average rates charged by other municipalities.

- The draft rates and approach will be posted for consultation from September to October of 2024. Following the completion of a 30-day consultation period, staff will review feedback and make any necessary adjustments.

- The draft rate will be reflected in the W-WW rate budget going forward on November 7, 2024. The final rates will be brought forward as part of the fees and charges by-law for consideration by Budget Review Committee of the Whole in December 2024.

Financial Considerations

A multi-rate fee structure is recommended as an improvement to ensure that the fees for residential hauled sewage disposal are not subsidizing treatment costs for higher strength commercial and industrial sewage types.

The single rate structure used for the last 17 years charged the same rate for both commercial and residential sewage types. The existing hauled sewage rate includes a portion of the Region's overall cost for operations and maintenance related to hauled sewage treatment but does not include capital costs.

The proposed rate setting methodology and the switch to a multi-rate strategy is expected to increase Hauled Sewage revenues by approximately $0.90 - $1.1 million annually. The capital sustainment and capital growth portions of the new rates will allow for $0.54 - $0.68 million to be transferred to the capital reserves annually to help fund capital infrastructure required to support the hauled sewage program at the associated Wastewater Treatment Plants (WWTP). These estimates were calculated using the proposed rate structure and an average volume of hauled sewage disposals.

It is important to note that these fees are charged to Sewage Haulers and not to sewage generators. Based on a recent review, a typical homeowner with a 1000-gallon septic tank is paying in the range of $300-$500 for the disposal service typically once every 5 years. Currently, the Region's portion of the hauled sewage cost is $46. With the new rate, the Region's portion would be $71 (a $25 increase).

For High Strength Sewage, typically generated by wineries and food processors, load volumes are generally in the 3000-gallon range. Therefore, the Region's portion of disposal costs would go from $46 to $165 per 1000 gallons to cover the increased cost of treatment for these types of wastes.

Without these changes, water and wastewater rate payers will continue to subsidize the hauled sewage program as the existing hauled sewage rate does not fully recover the program costs. Additionally, domestic/residential sewage generators, under a single rate structure, would be subsidizing commercial and industrial hauled sewage users.

With the proposed multi-rate fee structure, staff anticipate that there will be some incremental increases in samples being collected and tested by the Region's Laboratory which will be provided for within the existing operational budget.

Background

Niagara Region accepts hauled sewage from residential and commercial sources

Niagara Region provides collection and treatment of wastewater to eleven local area municipalities. The Niagara Region wastewater systems consist of trunk gravity sewers, over 110 sewage pumping stations and forcemains, 11 wastewater treatment plants and a sewage biosolids facility. The wholesale cost of wastewater treatment is charged to the 11 local municipalities and paid for by the various rate payers.

For those not connected to the sewer systems, sewage haulers provide a service to close to 1000 commercial and industrial customers and approximately 21,000 residential homes. Wineries, breweries, distilleries and food processors make up the bulk of the commercial and industrial customer base. RV Resorts, campgrounds, and residences make up the remainder of the sewage sources. As a service to recreational vehicle (RV) owners, sewage from RVs is accepted at three (3) plants at no charge.

Currently, hauled sewage is received at seven (7) of the Region's WWTPs. Table 1 below shows the average breakdown by type and volume of sewage received.

Table 1-Average 2021-2023 Yearly Hauled Sewage Disposals

Type	# of trucks	Volume (gallons)	% by Volume
Commercial/Industrial	4719	14,371,701	64
Residential	4313	8,018,154	36
Yearly Average	9032	22,389,855	100

The hauled sewage rate is intended to be fair and reasonable for haulers, the Region and the rate payers.

Although the volume of hauled sewage makes up a small percentage of the overall volume of sewage treated from the collection system, the costs related to treating hauled sewage are not small; a portion of the capacity of each WWTP must be set aside to be available for hauled sewage and not available for other uses (e.g. residential and commercial development connected to the WWTP). There are also costs related to monitoring the hauled sewage program, costs related to monitoring and maintaining the disposal sites and cost related to sampling and testing of the hauled sewage to determine acceptability at the WWTP.

In addition, the risk to the receiving wastewater treatment plant is greater for commercial and industrial sources due to the use of process chemicals, dyes, acids, bases etc.; all of which can have deleterious impacts on the processes and potentially regulatory compliance for the WWTP.

By having a hauled sewage program that provides cost recovery, the rate payers can be assured that the costs are fairly distributed to the users of the system and not paid by the rate payers.

The Region's hauled sewage rate calculation was last updated in 2007.

The Region has had multiple hauled sewage rates since the 1990s. In the late 1980s, the rate for hauled sewage was $1/1000 gallons for both residential and non-residential sources. By 1992, the rates were increased substantially upon recommendations for more fulsome cost recovery to $10/1000 gallons residential and $20/1000 gallons non-residential. In 2006, the rates were $24/1000 gallons residential and $40/1000 gallons commercial/industrial. Starting in 2007 the Region moved to a single rate of $40/1000 gallons. The $40/1000 gallon rate remained unchanged from 2007 until 2017. In 2018, the rate was incrementally increased and by 2022 had reached $46/1000 gallons. This rate has remained the same for the last 3 years.

The proposed hauled sewage rate calculation was developed through a review of best practice, industry standards and the practices of other municipalities.

The consultant review of 2022 explored four different methodologies to calculate rates. All methods resulted in higher rates for hauled sewage than staff had predicted. Rates ranged from $71.60/1000 gallons to as high as $270/1000 gallons for higher strength wastes. Informed by this report, an internal in-depth financial review was conducted. The internal report averaged costs over a 3-year period and came back with the

proposed multi-rate fee of $71 for low strength and $165 for high strength sewage types.

Hauled sewage is generally higher strength, or more concentrated, than sewage received from homes and business through the wastewater collection system. It increases the pollutant loading to WWTPs which impacts operational, maintenance and treatment costs. It also uses up treatment plant capacity that would otherwise be available for treatment of sewage received through the collection system from serviced areas. Costs to increase capacity at WWTPs due to growth is recovered through development charges, whereas the cost of replacement of assets is recovered through wastewater rates. Wastewater services are very capital intensive due to the large size and complexity of the infrastructure. Additionally, the development charge for the Region allocates $7,840 (31% of the total water and wastewater development charge) for a single detached dwelling to support wastewater growth capital.

Therefore, inadequately accounting for the impacts of hauled sewage results in development charges and wastewater rate payers subsidizing the capital cost impacts from hauled sewage sources.

In order to achieve full cost recovery, the charges for hauled sewage should proportionately offset administrative, operational, maintenance and capital costs related to the capacity used in Niagara's WWTPs.

Appendix 1 of this report shows the breakdown of rates for specific sewage types. Appendix 2 of the report gives a comparison of various hauled sewage disposal rates for surveyed municipalities. For more details on the recommended rate setting methodology, please see Appendix 3.

Key Findings and Proposed Direction

As rural homeowners do not pay development charges related to W&WW when building homes, they have not contributed to future infrastructure needs but are still using capacity at the WWTPs. Therefore, those utilizing the hauled sewage program are taking up capacity that could otherwise be used for growth from urban areas. As the existing rate did not include capital costs for sustainability or growth, a disposal fee that accounts for this ensures accurate full cost recovery and removes the subsidy on the program currently being covered by others.

Recommended Rate Setting Methodology

The new rate setting methodology will help to ensure that the fees charged for hauled sewage fully recover costs which means that the rate payers are not supporting non-rate payers.

In terms of impact of the new rate on residential customers, consider the costs for an average residential 1000 imperial gallon septic tank. This tank is used by the homeowners daily but typically cleaned and pumped out once every five (5) years. Therefore, even with the rate increase of $46 to $71 (or $25), this represents an additional $5 per year for the average rural homeowner.

Comparison to Other Municipalities

The internal analysis also examined how the new proposed fees compared to other municipalities accepting hauled sewage. Appendix 2 shows a graphical representation of where the Region ranks based on the current hauled sewage rate, as well as after the implementation of the proposed disposal fees. The Region currently has the third lowest hauled sewage rates among all comparable municipalities.

Niagara is unique in its waste source demographic with over 120 local wineries, craft breweries, and distilleries. Niagara Region accepts winery/brewery wastewater from approved sources. The closest comparable, Prince Edward County (PEC), does not accept winery wastewater as it is too pollutant dense and would negatively impact their treatment processes. Wineries in PEC are therefore required to use creative recycling or pre-treatment methods to manage their waste. Even after the rate increases, the Region’s rates are still in line when compared to other municipalities.

Consultation

The communication plan will inform the community (including residents, businesses, sewage haulers, Local Area Municipalities, wineries/breweries, industrial/commercial users, Ministry of the Environment, Conservation and Parks (local office), and other community members) of the proposed rate changes in a clear, timely and efficient manner to ensure transparency and a smooth transition. The communication will start immediately following the endorsement of this report. A project page will be dedicated to the hauled sewage rate review and communication links will be sent to interested parties directing them to the page and inviting them to provide feedback. Staff will prepare detailed supporting information addressing potential questions and concerns, including FAQs and a high-level impact assessment for the average citizen. Potential communication channels, directing to the Region’s project page, will include digital

media, direct communication, email lists, and website announcements. Staff anticipate that communication of the proposed rates at this early stage will help provide haulers with ample time to adjust their pricing models.

Plan Moving Forward

The draft rates will be posted for consultation from September to October of 2024. Following the completion of a 30-day consultation period, staff will review and incorporate all feedback as appropriate. The draft rate will be reflected in the Water and Wastewater rate budget going forward on November 7, 2024. The final rates will be brought forward as part of the fees and charges bylaw for consideration by Budget Review Committee of the Whole in December 2024.

Alternatives Reviewed

1. **Status quo**

   Keep existing single hauled sewage rate - results in rate payers continuing to subsidize hauled sewage generators. Not recommended.

2. **Single Rate vs. Multi-rate**

   While a single rate strategy is simplest from an administrative perspective, the single rate would be higher for residential generators and lower for high strength commercial for-profit generators. A multi-rate strategy is fairest given the significant differences in pollutant loading between low and high concentration waste sources.

Relationship to Council Strategic Priorities

By updating the hauled sewage rates, we are supporting an ‘Effective Region’ by providing the fairest approach to all and ensures the Region delivers fiscally responsible and sustainable services.

Other Pertinent Reports

PW 12-2022 Hauled Sewage Program

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=26b77d7d-f909-40fa-8b98-65be21a256bf&Agenda=Merged&lang=English&Item=14&Tab=attachments)

PW 21-2022 Councillor Information Request re 2014 Hauled Sewage Rate Review

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=c187b549-857b4eb0-ac00-dc15edd83425&Agenda=Agenda&lang=English&Item=12&Tab=attachments)

PW 13-2024 Sewer Use By-law and Hauled Sewage Program Policy Update

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7af9be26-6779-40cd-a63a-de5d4602fe13&Agenda=Merged&lang=English&Item=14&Tab=attachments)

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Recommended by:
Terry Ricketts, P.Eng.
Commissioner of Public Works
Public Works Department

_____

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

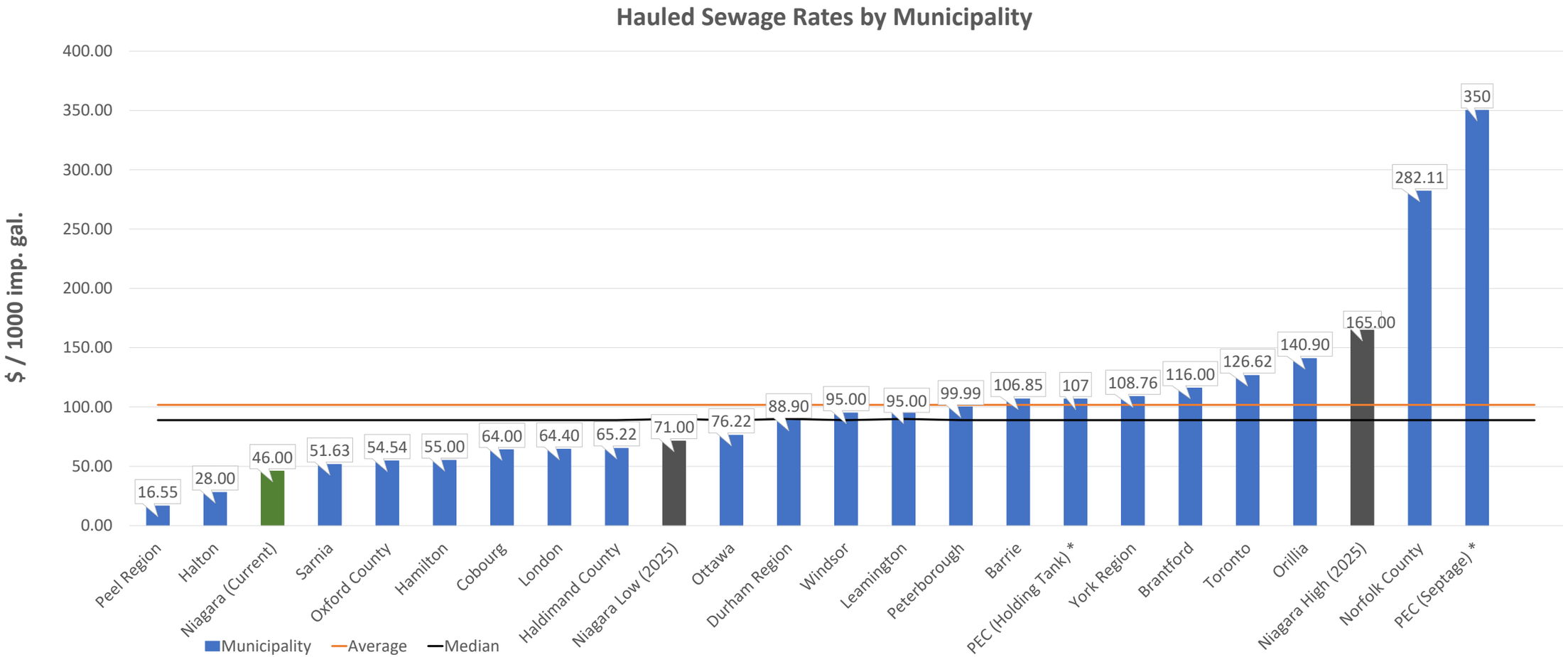
This report was prepared in consultation with Mike Iafrate, Financial and Special Project Consultant; Dan Ane, Program Financial Specialist; Robert Daw, Associate Director Wastewater Operations; Jason Oatley, Manager Wastewater Quality & Compliance; Dawn MacArthur, Supervisor Wastewater Compliance Enforcement; and reviewed by Phill Lambert, Director, Water-Wastewater Services, Melanie Steele, Associate Director Reporting & Analysis, and Donna Gibbs, Director, Legal Services.

Appendices

Appendix 1	User Fee Rates for Hauled Sewage Sources
Appendix 2	Comparison of Hauled Sewage Rates Across Municipalities
Appendix 3	Supporting Information

Appendix 1 – Typical Disposal Rates by Source for Hauled Sewage

LOW Concentration	Rate ($/1000 Imp. Gal.)	HIGH Concentration	Rate ($/1000 Imp. Gal.)
Cannabis Facility	$ 71	Brewery	$ 165
Greenhouse	$ 71	Abattoir	$ 165
Domestic Holding Tank	$ 71	Dairy Farm	$ 165
Septic Tank	$ 71	Distillery	$ 165
Groundwater	$ 71	Food Processing	$ 165
Leachate	$ 71	Winery Wastewater	$ 165
Portable Toilets	$ 71	Winery Heavy Waste	$ 165
Process Tank	$ 71		
Stormwater	$ 71		



* Prince Edward County does not accept winery waste as it is too pollutant dense and would negatively impact their treatment processes

(1) Niagara is unique in its source demographic compared to neighbouring municipalities as we have over 120 wineries

(2) Based on 2022 data (Peel, Hamilton, Prince Edward County based on 2024 data)

Appendix 3 – Supporting Information

Background on Hauled Sewage Rate Setting

The Region conducted a review of its hauled sewage rate setting approach in response to questions raised at Public Works Committee about the suitability of the current rate and specifically how the revenue collected compares to the true cost of hauled sewage treatment.

Hauled sewage has significantly higher pollutant concentration than sewage received through the collection system (pipe network). For that reason, treatment is much more costly as compared to regular wastewater and the cost of hauled sewage treatment cannot be determined by simply applying the wholesale wastewater rate to the volume of hauled sewage collected at receiving facilities.

Region staff reviewed various potential methodologies to determine the best approach for setting the hauled sewage rate. Each potential methodology was evaluated against various parameters including fairness, accuracy, complexity, and practicality of implementation. After careful evaluation, staff recommend the Weighted Pollutant Concentration Method.

Simply put, the Weighted Pollutant Concentration Method identifies how much it costs to remove various types of pollutants from wastewater, and then determines what it costs to treat an “average” sample of hauled sewage. In other words, the operational & maintenance (O&M) costs are deemed proportional to the relative amounts of treatable pollutants contained in the hauled sewage. This method determines the average concentration of pollutants in regular wastewater and the weighting of each pollutant in the total sewage treated to determine the cost per kilogram to treat each pollutant. This cost is then applied to the average pollutant loading in hauled sewage to determine a treatment cost.

The average strength of various sources of hauled sewage was determined based on a three (3) year historical average of laboratory results from collected samples of hauled sewage. The data used to calculate the Weighted Pollutant Concentration Method is credible, with testing being performed by the internal accredited lab and based on samples collected from sewage haulers. Samples collected and tested were in the thousands, ensuring the data is representative of the overall pollutant concentrations and fit for the purpose intended.

This method accounts for treatment costs at facilities receiving hauled sewage and purposely excludes costs from other wastewater facilities and the sewage collection system not involved in collecting and treating hauled sewage. This ensures the rate charged reflects the true cost of hauled sewage acceptance and disposal.

Hauled sewage received at plants uses up capacity that would otherwise be available for the treatment of wastewater. Therefore, a portion of the proposed hauled sewage rate accounts for capital sustainment needs as well as future capacity expansion needs. Regional staff analysed the most current asset inventory to ensure the portion of the rate contributing to capital sustainment only accounts for the assets that are used in the treatment of wastewater and omits those associated with collection to ensure fair and accurate cost recovery.

Similarly, the portion of the rate contributing to capital expansion needs was determined by looking at the assets required for treatment in the Development Charge Background Study. As rural homeowners do not pay development charges related to wastewater when building, they have not contributed to future infrastructure needs but are still using capacity at wastewater treatment plants. Therefore, those utilizing the hauled sewage program are taking up capacity that could otherwise be used for growth from urban areas. A disposal fee that accounts for this ensures accurate full cost recovery and removes the subsidy on the program currently being covered by development charges.

Due to the variation in pollutant loading between residential and commercial sources of hauled sewage across the Niagara Region, staff recommend moving to a multi-rate disposal fee to distinguish between “low concentration” and “high concentration” waste producers. Under a single rate structure, lower concentration and residential waste producers essentially subsidize the higher concentration producers in the food and beverage industry. Under the multi-rate structure, those driving the cost of treatment pay accordingly. Low concentration sources are defined by having a Biochemical Oxygen Demand (BOD) concentration of under 10,000 mg/L which generally translates into a total pollutant concentration of under 15,000 mg/L. Conversely, a high concentration source is defined by a BOD concentration over 10,000 mg/L and a total pollutant concentration over 15,000 mg/L. **Appendix 1** to Report PW 26-2024 outlines the proposed typical disposal fee for different sources of hauled sewage. **Figure 1** below breaks down the rate into the three (3) components: O&M Cost, Capital Sustainment Cost, Capital Growth Cost.

Figure 1: Hauled Sewage Rate Breakdown

Sewage Type	O&M Costs	Capital Costs (Sustainment)	Capital Costs (Growth Related)	Total Cost ($/1000 gallons)
Low Concentration	$48	$19	$3	$71
High Concentration	$111	$45	$8	$165

In closing, staff recommend the Weighted Pollutant Concentration Method as the most suitable method to establish a rate methodology that will account for the true cost of treating hauled sewage as a Regional service.

Subject: Update Regarding Regional Road 87 Reconstruction in Port Dalhousie

Report to: Public Works Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That Report PW 28-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to update Council on the actions taken by Niagara Region staff in response to the City of St. Catharines Council motion of March 4, 2024 regarding this project.
- On March 4, 2024, at its regular Council Meeting, the City of St. Catharines passed a motion to resolve that Niagara Region:
    - Develop a new reconstruction plan for review by City Council for the area including Lock St., Lakeport Rd., Main St., and Lakeside Park that: will not result in the loss of ANY current on-street or Lakeside Parking Lot parking spaces, retains current One-Way streets
    - Work with the utilities involved to consider burying the utility lines as part of the reconstruction within Port Dalhousie's heritage district, in order to help beautify Port Dalhousie and preserve and enhance what is left of the tree canopy; and
    - Consider installing heritage-appropriate, lighting in the reconstructed streets.
- The proposed reconstruction of Regional Road 87 (Main Street, Lock Street, and Lakeport Road) between Regional Road 42 (Ontario Street) and Verdun Avenue was the subject of a Municipal Class Environmental Assessment (EA) completed by the Region in 2021 that included significant public and agency consultation.

Financial Considerations

Not applicable as this report is just being provided for information purposes.

Analysis

Niagara Region completed a Schedule B Municipal Class Environmental Assessment (EA) for Regional Road 87 in Port Dalhousie

- In September of 2021 Niagara Region completed a Schedule B EA and prepared a Project File Report (https://niagararegion.ca/projects/regional-road-87/pdf/project-file-report.pdf) for the reconstruction of Regional Road 87 (Main Street, Lock Street, Lakeport Road) between Regional Road 42 (Ontario Street) and Verdun Avenue in the City of St. Catharines.
- The project met the requirements of a Schedule A+ EA, however, given the redevelopment, the number of local businesses, and public interest in Port Dalhousie, staff undertook a more rigorous Schedule B EA and greater public consultation than required as part of a Schedule B EA
- The preferred design alternatives are identified in Appendix L – Conceptual Plan (https://niagararegion.ca/projects/regional-road-87/pdf/appendix-l.pdf) of the Project File Report.

Significant public and agency consultation was undertaken as part of the Schedule B EA

- Under a normal Schedule B EA the process requires one mandatory point of contact with the public and agencies. A total of three Public Information Centres and Workshops were held to allow interested parties to provide input.

  The Project File Report appendices identify the engagement and consultation undertaken by Niagara Region can be found on the project webpage (https:/niagararegion.ca/projects/regional-road-87/)
- Notifications at key steps in the EA process (i.e. Notice of Commencement, Notice of Completion, and Notices of Public Information Centres) were shared with City Ward Councillors and Mayor as well as City staff. In addition, City staff were involved in all project meetings throughout the course of the EA.
- In January of 2020, a meeting was held between local business leaders, senior City and Niagara Region staff, and the project team to review the concerns of the local business community.
- In March of 2021, prior to the scheduling of the second Public Information Centre, Niagara Region staff presented the developed study alternatives and the

recommended preferred solution to elected representatives from the City and Niagara Region.

- In addition, the project team met with senior staff from Niagara Region and the City of St. Catharines on several occasions, prior to finalizing the EA, to ensure that the needs of the City were addressed.

The City of St. Catharines Council passed a motion requesting Niagara Region develop a new reconstruction plan for Regional Road 87 in Port Dalhousie

- On March 4, 2024, at its regular Council Meeting, the City of St. Catharines passed a motion to resolve that Niagara Region:
  a) develop a new reconstruction plan for review by City Council for the area including Lock St., Lakeport Rd., Main St., and Lakeside Park that: will not result in the loss of ANY current on-street or Lakeside Parking Lot parking spaces, retains current One-Way streets as such and addresses all the issues identified herein.
  b) work with the utilities involved to consider burying the utility lines as part of the reconstruction within Port Dalhousie's heritage district, in order to help beautify Port Dalhousie and preserve and enhance what is left of the tree canopy; and
  c) consider installing heritage-appropriate, lighting in the reconstructed streets.
- Niagara Region Council was notified of the City's motion via a memorandum CWCD 2024-66.

Niagara Region staff met with City of St. Catharines staff to review the results of the EA and preferred alternatives identified in the EA.

- On April 4, 2024, Region staff met with City staff to discuss the process and outcomes of the EA. After a thorough discussion it was acknowledged that the EA process was followed correctly which resulted in the preferred alternative. City and Region staff also agreed that several parameters of the project would require further discussion and collaboration during detailed design, including but not limited to active transportation, parking and future operations of Lock Street.

City of St. Catharines Council has requested that buried utilities be considered for this project.

- Niagara Region staff have considered direct burying utilities throughout the project area and have concluded that there would be a significant impact to the existing mature trees as a result of root damage, and burying utilities would be significantly more expensive than relocating the above existing aboveground infrastructure. Therefore, staff does not recommend burying utilities.
- Should the City of St. Catharines wish to proceed with burying utilities within the project area, the additional cost of burying utilities would be borne by the City.

City of St. Catharines Council has requested that heritage appropriate lighting be considered for this project.

- It is recommended that, during detailed design, Niagara Region and City of St. Catharines staff work to establish appropriate lighting requirements for the project area.
- Any additional costs to implement heritage appropriate lighting would be borne by the City of St. Catharines.

The preferred alternative prioritizes public safety for all modes of travel within the project area.

- Narrower lanes will be implemented to help promote reduced vehicular travel speeds.
- Curb bump-outs at block ends will be included to address poor sightlines, further narrow the perceived roadway width to slow vehicular speeds and provide refuge to pedestrians.
- Cyclists will be directed to local streets or to dedicated cycle areas such as off-road cycle facilities.
- Improved pedestrian mobility will be addressed throughout the area with the inclusion of four (4) pedestrian crossing facilities at Main Steet/Ann Street, Main Street/Lock Street, at Lakeside Park, and at Lock Street/Lakeport Road.
- All vehicular, cycle, and pedestrian facilities will be designed to meet current industry standards and guidelines to ensure the safety of all users.

The preferred alternative will mitigate the impact to existing mature trees and provide additional landscaped areas.

- Tree protection zones will also be established during construction to protect mature trees.
- Existing wide boulevards along Main Street will be maintained.
- Boulevard trees will be planted within the Region's right-of-way.
- Improved streetscaping and landscaping along Lock Street including planters, and street trees.

The preferred alternative results in a net gain of parking.

- The preferred alternative will result in an additional 22 parking spots, over the existing spots available, throughout the project area.

Alternatives Reviewed

Staff reviewed the impact of undertaking a new or amended Environmental Assessment to evaluate the design changes suggested through the recent delegation to City of St. Catharines but recommend against doing so.

The current EA Study was approved by the Minister in 2021 following extensive consultation and consideration of alternatives, far exceeding the regulatory requirement. The existing EA holds status as the approved plan for implementation. To implement a different solution, staff would be required to undertake a significant amendment to the existing study or to conduct a new EA to properly assess the impact of new design alternatives. The approved EA study cost $296,402 and was delivered over 3 years. Undertaking a new study would require similar funds and time to complete. Furthermore, it is possible that after consideration of the broader impacts, the new EA study would recommend the same or similar approach to the currently approved EA.

Given the high level of public interest in the outcome of this EA, and the many diverging resident and business perspectives, staff respectfully submit that the process of consultation and evaluation of design alternatives conducted to date provides the best overall outcome for the community, and recommend against redoing the EA study or undertaking a major amendment to the existing EA.

Relationship to Council Strategic Priorities

The recommendations contained in this report serve to support the following strategic priorities of Council:

- Effective Region
- Prosperous Region

Effective Region, the Regional road network serves to provide critical links for the movement of goods throughout the Region. Implementing the preferred alternative ensures continuous improvement and modernized of the Regional road network to meet the requirements of the multiple users of this roadway and the residents and visitors of Port Dalhousie and St. Catharines as a whole.

Prosperous Region, the current recommendation provides an inclusive and welcoming community for all users and enhances multiple modes of transportation through Port Dalhousie while meeting the principles of complete streets and walkable communities.

Other Pertinent Reports

CWCD 2024-66, April 26, 2024 - Correspondence from the City of St. Catharines respecting Reconstruction of Regional Road 87, Port Dalhousie (Main Street Lock Street and Lakeport Road)

(copy available upon request)

Prepared by:	**Recommended by:**
Graeme Guthrie, C.E.T.	Terry Ricketts, P. Eng.
Associate Director Transportation Engineering	Commissioner of Public Works
Public Works	Public Works Department

_____

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Janet Rose, Communications Consultant; and reviewed by Donna Gibbs, Director Legal Services and Frank Tassone, Director Transportation Services.

Appendices

Appendix 1	Key Plan
Appendix 2	St. Catharines notice of motion re Reconstruction of RR 87 in Port Dalhousie

Niagara Region

APPENDIX 1 - REPORT PW 28-2024
REGIONAL ROAD 87 (Main Street, Lock Street and Lakeport Road)
FROM REGIONAL ROAD 42 (Ontario Street) TO VERDUN AVENUE
IN THE CITY OF ST. CATHARINES

DATE	MAY 2021
SCALE	NOT TO SCALE
REF. No.	APPENDIX 1
DWG No.	KEYPLAN

DRAWING FILE: C:\Users\villellaa\Desktop\AlexTemp\KeyPlans\Regional Road 87 (St Catharines)\KEYPLAN_Regional Rd 87_May 28 2021.dwg PLOTTED: May 28, 2021 – 11:52am PLOTTED BY: VILLELLAA

March 6, 2024

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Sent via email: Ann-Marie.Norio@niagararegion.ca

Re: Reconstruction of Regional Road 87 in Port Dalhousie (Main Street, Lock Street and Lakeport Road)
Our File 35.11.2

Dear Ms. Norio,

At its meeting held on March 4, 2024, St. Catharines City Council approved the following motion:

> WHEREAS the Niagara Region is planning to reconstruct Regional Road 87 which includes Main Street, Lock Street and Lakeport Road in Port Dalhousie, some time after the 2024 World Rowing Championships; and
>
> WHEREAS the Region's preferred alternative diverts busy, two-way, throughfare vehicular traffic from the established route on Lock Street an extended distance which would force drivers and cyclists to navigate two steep slopes and two "blind" corners around tall buildings already approved in the commercial core, on widened two-way sections of Lakeport Rd., Main St., and the road connecting to the Lakeside Park parking lot, which are currently one-way streets; and
>
> WHEREAS this will increase risk to the safety of pedestrians, riders and drivers as cars, bicycles, trucks, and buses would be compelled to negotiate these unnecessary additional hazards and create more direct conflict between traffic and people on foot, including local residents, people attending Lakeside Park and the beach, those visiting to go for a stroll on the pier, or to patronize restaurants and shops; and
>
> WHEREAS the Region's current preferred design alternative, which was selected despite concerns raised by both Port Dalhousie Councillors, also calls for the paving over of green space and would result in encroachment onto the Harbour Walkway; and

WHEREAS the Region's preferred alternative may also result in significant loss of the remaining mature trees and also some current parking along the residential section of Main St.; and

WHEREAS this alternative will eliminate existing parking on Lock St., Lakeport Rd. and Main St., resulting in the loss of at least 34 convenient parking spots in Port Dalhousie's commercial core, where parking is already a challenge, and this reduction would have a major negative impact on local businesses and cause further intrusion of vehicles into local residential neighbourhoods; and

WHEREAS there is already a large volume of traffic which flows in and out of this area daily and this traffic will increase very significantly when already-approved developments are completed yet, this plan overlooks the simple geographic reality that there is no safe or viable alternative route for this traffic should wheeled forms of transport be denied access on Lock Street;

THEREFORE BE IT RESOLVED that City Council requests that the Niagara Region develop a new reconstruction plan for review by City Council for the area including Lock St., Lakeport Rd., Main St., and Lakeside Park that: will not result in the loss of ANY current on-street or Lakeside Parking Lot parking spaces, retains current One-Way streets as such and addresses all the issues identified herein; and

BE IT FURTHER RESOLVED that as per City Council's motion passed on November 15, 2021, City Council again urges the Region to work with the utilities involved to consider burying the utility lines as part of the reconstruction within Port Dalhousie's heritage district, in order to help beautify Port Dalhousie and preserve and enhance what is left of the tree canopy and

BE IT FURTHER RESOLVED that City Council request that the Region also consider installing heritage-appropriate, lighting in the reconstructed streets.

If you have any questions, please contact the Office of the City Clerk at extension 1524.

Kristen Sullivan, City Clerk
Legal and Clerks Services, Office of the City Clerk
:av

Subject: Niagara Escarpment Crossing Comprehensive Environmental Assessment – Terms of Reference Submission

Report to: Public Works Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That Report PW 29-2024 **BE RECEIVED** for information; and,
2. That a copy of Report PW 29-2024 **BE CIRCULATED** to the Town of Grimsby, Town of Lincoln, and Township of West Lincoln.

Key Facts

- Staff will be submitting the Terms of Reference (ToR) for the Niagara Escarpment Crossing Comprehensive Environmental Assessment (CEA) to the Minister of Environment, Conservation, and Parks (MECP) in October 2024.
- The final ToR reflects consultation with local Councils, review agencies, Indigenous communities, and the public.
- The ToR will be posted for a 30-day comment period as part of MECP review. This provides an opportunity for interested parties to offer further comments on the ToR for the Minister's consideration.
- MECP review will take between 3-6 months. Should the Minister approve the ToR, the Project will advance into the Comprehensive Environmental Assessment (CEA) stage.

Financial Considerations

Funding to complete the ToR and CEA has been previously approved. There is currently no funding approved for detailed design and construction. The Region requires support from the Provincial and Federal governments to construct the Project.

- Council has approved a total of $5,700,000 in capital funding to complete the Terms of Reference and the Environmental Assessment including related studies for the project.

- Once the CEA is complete, capital funding needs for detailed design and construction phases of the project will be estimated. Design and construction of the project will be subject to future budget approvals.
- To move forward, co-investment from upper levels of government will be required to complete this project.
- The Region needs first to complete the CEA in order to assess the project against grant funding eligibility requirements, or to develop a project proposal for consideration by other levels of government.

Analysis

The Niagara Escarpment Crossing Project will improve commercial goods movement and provide greater safety for local communities in west Niagara*.*

The existing Regional roads that cross the Niagara escarpment are not well suited for heavy truck traffic or commercial goods movement. This results in congestion and safety concerns on roads such as Regional Road 12 (Mountain Road in Grimsby) and Regional Road 18 (Mountain Street in Lincoln).

Development and approval of the Terms of Reference is the first step in the Comprehensive EA process and ultimately achieving the Project objective.

The Region is undertaking a CEA to determine what improvements to the Regional road network should be made to support the Region's goods movement network and to address existing safety and capacity concerns.

Before the Region initiates the CEA project, the MECP must first approve the project ToR in accordance with the Ontario Environmental Assessment Act. The ToR details the scope, objectives, methodologies, and work plans to be completed during the future CEA.

Common themes came to light during consultation of the Terms of Reference.

Earlier this year, Region Staff consulted with interested parties to gain feedback on the ToR. Consultation was undertaken through presentations to Regional and Local Councils, a public information centre, meetings with agencies, and by posting the full ToR on the Region's website for a 6-week comment period. Indigenous communities were consulted on the ToR and will continue to be consulted throughout the CEA process.

Common themes that surfaced during consultation include:

- Preferences for the CEA outcome (preferred locations for the escarpment crossing)
- Requests for the addition or removal of specific roads from the EA Study Area
- The need to support economic development and goods movement
- The need to improve capacity and road safety
- A sense of urgent need for the Project
- Concerns regarding environmental impact

The full record of consultation will be included in the submission of the ToR to MECP. This record includes all comments received and the responses that were provided.

Local Area Municipalities (LAM), Niagara Escarpment Commission (NEC), and MECP staff have reviewed the draft ToR and have identified no concerns.

Staff made updates to the Terms of Reference following consultation to highlight the following tasks that form part of the CEA process.

- Economic Assessment – Interested parties questioned if economics were evaluated as part of the CEA. Staff confirm that through the normal course of the CEA economics are assessed and evaluated for each of the options established in the ToR
- Impacts on Bartlett Avenue – Staff intend to highlight that an increase in commercial vehicle traffic on Bartlett Avenue would impact existing residents and business in that area. This information will be carried through to the final CEA Report.

No changes were made to the study area or the alternatives to be considered. Removing specific roads would pre-determine the outcome of the CEA. As required by MECP, the CEA must consider a reasonable range of alternatives for assessment by the MECP, as well as key agencies such the NEC.

Staff will now submit the final ToR to the Minister of Environment, Conservation, and Parks (MECP) for formal review and approval.

The final ToR will be posted to the Region’s website and a public notice of submission will be issued. This public notice will be shared on the Region’s website, via social media, in newspapers, and mailed to those individuals residing in the study area.

Interested parties can provide further comments on the ToR for the Minister's consideration during the 30-day public comment period.

The ToR will be posted for a 30-day comment period as part of the formal review and approval process. This comment period will take place in late October and early November 2024, with specific dates to be confirmed and shared in the public notice.

Comments submitted during this period are sent directly to MECP and will be considered by the Minister as part of reviewing the ToR.

The Minister will review the ToR to ensure that the Region has adequately consulted interested parties in the preparation of the ToR. MECP's review is anticipated to take between 3-6 months.

Should the Minister approve the ToR, the Project will advance to the Comprehensive Environmental Assessment stage.

Staff will inform Council by a Council Weekly Correspondence Distribution if the Minister approves the ToR. The Region would then proceed with CEA and procure the services of a consulting firm to lead the assignment.

This consulting assignment will be submitted to Regional Council for consideration should it exceed staff authority to award in accordance with the Procurement By-law. Should Council authority not be required, further correspondence via Council Weekly Correspondence Distribution will be shared to inform Council that the contract has been awarded.

If the Minister does not approve the ToR, or approves with material adjustments, staff will return to Council with a report.

Alternatives Reviewed

Do Nothing – not submit the ToR and not advance the Niagara Escarpment Crossing Project further. This is not recommended as commercial vehicle, congestion and safety concerns in west Niagara would remain.

Relationship to Council Strategic Priorities

The Niagara Escarpment Crossing Project supports the Prosperous Region strategic focus area, Objective 4.3 to 'Invest and enhance access to transit, active transportation, and other transportation systems in the Region'.

Prepared by:
Scott Fraser, P.Eng.
Associate Director, Transportation Planning
Transportation Services

Recommended by:
Terry Ricketts, P.Eng.
Commissioner of Public Works
Public Works Department

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Maged Elmadhoon, Manager Transportation Planning and Ayat Khalil, Transportation Planning Coordinator; and reviewed by Janet Rose, Communications Consultant; Frank Tassone, Director Transportation Services; Donna Gibbs, Director Legal and Court Services; and Dan Carnegie, Deputy CAO and Acting Commissioner, Corporate Services and Treasurer.

Appendices

Appendix 1 Other Pertinent Reports

PW 29-2024 Appendix 1

Other Pertinent Reports

Presentation - Niagara Escarpment Crossing Project Update

(https:/pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7af9be26-6779-40cd-a63a-de5d4602fe13&Agenda=Merged&lang=English&Item=13&Tab=attachments)

Public Works Committee - 05-07-2024 - YouTube

(https://www.youtube.com/embed/1xjO8Fdj8HA?si=YE15wRlDMLUGOQ3m?rel=0&autoplay=1)

PWC-C 4-2024 - Memorandum respecting correspondence from Mountainview Niagara Escarpment Community Association

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7af9be26-6779-40cd-a63a-de5d4602fe13&Agenda=Merged&lang=English&Item=22&Tab=attachments)

PWC-C 6-2024 - Correspondence from Mountainview Niagara Escarpment Community Association respecting Niagara Escarpment Crossing

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7af9be26-6779-40cd-a63a-de5d4602fe13&Agenda=Merged&lang=English&Item=23&Tab=attachments)

PW 9-2020 - Niagara Escarpment Crossing Update

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=daedefe4-45f7-4e91-a4ab-717bb9c06d26&Agenda=Agenda&lang=English&Item=27&Tab=attachments)

PW 27-2016 - Niagara Escarpment Crossing Transportation Study
(Report available upon request)

Niagara Region

Public Works
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

PWC-C 10-2024

Subject: Public Works Capital Project Update - September

Date: September 10, 2024

To: Public Works Committee

From: Terry Ricketts, Commissioner of Public Works

The purpose of this memorandum is to provide updates on Public Works capital projects.

There are currently 483 active capital projects in various stages within the Public Works Department relating to Transportation Services, Waste Management Services and Water and Wastewater (WWW) Services.

Appendix 1 contains a status update for 68 capital projects. These projects have been selected because they are of public interest, are in construction now or will be in 2024, they have an effect on the community, or because they are large or strategic in nature. Appendix 2 contains a visual representation of the 68 capital projects selected.

Four (4) projects below are profiled in detail because they are of particular interest to the Region and community.

(1) Quaker Road Sanitary Trunk Sewer Installation (Capital Project 20001149)

Construction is currently underway on a new 600mm sanitary trunk sewer along Quaker Road between Pelham Street and Rice Road. The new sanitary trunk is intended to provide additional capacity to the Region's sanitary collection system and reduce loading on the sanitary trunk along Pelham Street. The sanitary trunk sewer will vary between 6.0 and 8.0m deep, and runs approximately 1,240m. The proposed works for this project are part of a cost sharing between the Niagara Region, City of Welland, and Town of Pelham.

The Town of Pelham's long term road reconstruction plans for Quaker Road were accelerated to coincide with the planned Region trunk sanitary works that included the following:

- Additional local sanitary sewers to service new developments along the corridor,
- Watermain replacement, and
- Corridor urbanization including storm sewers, curb and gutter, sidewalks and bike lanes.

The City of Welland has included the following scope for the City's portion of Quaker Road:

- Watermain replacement, and
- Replacement / re-alignment of parts of the local sanitary sewer impacted by construction of the trunk sanitary sewer. – To be paid by Niagara Region as the changes are due to impacts from the Sanitary Trunk Sewer.

There have been a number of road closures to date for installation of the works along Quaker Road. Community outreach has been conducted accordingly by the Region and City of Welland and Town of Pelham project teams. There will continue to be road closures for the final connections of the infrastructure. The Region and local area municipalities will be working closely with the contractor to minimize the number of road closures and disruptions to the area.

Currently construction is on the Welland portion of the sanitary trunk sewer (heading west) which is scheduled to be completed by August this year. The Pelham portion of the project will continue into the winter with a final coat of asphalt applied for the entire stretch of Quaker Road in May of 2025.

(2) Ontario Street Sanitary Sewer and Watermain Replacement Project (Capital Project 20001175)

This watermain replacement project addresses the significant watermain breaks in 2019 and 2021 to the existing ductile iron pipe along Ontario Street in Lincoln. These breaks caused major service disruption to the area. Providing safe, reliable drinking water is a primary objective of Niagara Region. The deteriorating watermain is being replaced along Ontario Street from Greenlane to King Street with a new PVC watermain with valve chambers, fittings and joint restraints to avoid future problems that would affect the community of Beamsville.

Additionally, the Town of Lincoln, through a cost sharing agreement with the Niagara Region, is replacing and upsizing approximately 1.7 kilometers of PVC sanitary sewer

pipe, maintenance holes, and service laterals along the same stretch of road to address aging infrastructure and to meet future growth demands for the area and community.

The design work for this project was completed in 2023. Tendering for construction was initiated in Q3 2023, with construction starting in early Q1 2024. Construction work on this project, being completed by local contractor Alfred Beam Excavating, is targeting completion in the spring of 2025.

Project status, to date, includes the installation of the 1.7km of PVC watermain with associated valve chambers. Commissioning of the watermain began in June 2024 and will be completed before the end of the summer. Once the new watermain is in service, the contractor will begin installation of the Town of Lincoln's sanitary main components starting at Greenlane.

There have been a number of road closures to date for the watermain installation in major intersections. Community outreach has been conducted accordingly by both the Region and Town of Lincoln project teams. There will continue to be road closures for the final connections of the watermain and for portions of the sanitary main installation. The Region and Town will be working closely with the contractor to minimize the number and duration of road closures and disruptions to the area.

(3) Glenridge – Passive Gas Venting System for Closed Landfill (Capital Project 20000167)

The Glenridge Quarry Naturalization Site (GQNS), formerly known as the Glenridge Quarry Landfill Site was operated as a quarry prior to 1976 when it began operating as a landfill. In December 2001, the landfill closed and was subsequently turned into a naturalization site.

Although the site has long been closed as a landfill, it still produces gases from the buried landfill material. Over the past couple of years, gas has been observed near the east and south property boundaries. This project involves upgrading the existing Passive Gas Venting System (PGVS) on the east side of the property and installation of a new PGVS on the south side of the site. The upgrades also include sheet pile/cut off walls down gradient of the PGVS to mitigate the potential for any combustible gas to migrate beyond either property boundary.

Completion of these project tasks will mitigate gas migration beyond the site and address instructions by the Ministry of Environment, Conservation and Parks to deal with issues related to the presence of the combustible gas.

The design work for this project was completed in 2023. Tendering was initiated in February 2024 followed by construction in June 2024. Construction is slated for completion in late 2024.

Some accommodations are being implemented during construction but use of the site by the public has been maintained. Construction fences and signs along with information and updates provided on the Region's website and through social media are being used to help residents safely navigate the site during construction.

(4) 2024 Road Resurfacing Program – Region Wide (Capital Project 20001923)

Each year the Transportation Department completes an Annual Road Resurfacing Program. This pavement preservation strategy focuses on addressing roads that are within the recommended range for resurfacing. The pavement surface layer is milled and replaced with new asphalt. This action protects the health of the base asphalt, extends the life of the road and is part of routine pavement maintenance.

Candidates are selected using our Pavement Management System (PMS) and the condition assessment data from the annual pavement inspections. Additional criteria such as traffic volumes, road classification, subsurface requirements (i.e., culvert replacement, traffic signal infrastructure), where the road is in its lifecycle and the cost of the section are all factors used to determine candidate sections. The following are the roads selected for the 2024 Road Resurfacing Program:

- RR20 Lundy's Lane from Dorchester Road to Highland Road
- RR24 Victoria Avenue from RR63 Canborough Road to RR20 Hwy 20
- RR25 Netherby Road from Crowland Avenue to Point Abino Road
- RR33 Humberstone Road from Hwy 58 to Humberstone Landfill
- RR43 Bridge Street from RR102 Stanley Avenue to Second Avenue
- RR57 Thorold Stone Road from RR70 Thorold Townline Road to Kalar Road
- RR81 King Street from Thirteenth Street to Eleventh Street
- RR98 Kalar Road from RR98 Montrose Road to RR101 Mountain Road
- RR98 Montrose Road from RR57 Thorold Stone Road to Hwy 420
- RR116 Stevensville Road from Eagle Street to RR25 Netherby Road

The Region collaborated with the WWW Division and the Local Municipalities to ensure coordination with other projects.

The program began in May 2024 and will continue into late Fall 2024 or until the cold weather prevents paving. Traffic delays, road closures and detours are expected throughout the program to facilitate paving. A full list of the various traffic impacts can be found on the Region's Annual Strengthening and Resurfacing Program Project page. (https://www.niagararegion.ca/living/roads/strengthening-resurfacing-program.aspx)

Information about capital projects can be found online on project webpages found on the Region's website or where a project webpage is not available, by contacting the listed Director (information is provided in Appendix 1 and Appendix 2). Councillors may also find additional information in CAPEX.

Staff will provide the next update on capital projects to Committee in March 2025.

Respectfully submitted and signed by

_____

Terry Ricketts, P.Eng.
Commissioner of Public Works

Appendices

Appendix 1	Public Works Capital Projects Update Summary
Appendix 2	Public Works Capital Project Update Summary Map

Niagara Region Public Works Capital Projects Update

Niagara Region // September 10, 2024

PWC-C 10-2024 – Appendix 1

Niagara Region | Growing Better Together

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Fort Erie

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Rosehill WTP New Intake & Outfall	Due to high lake water levels impacts on the WTP, new intake and outfall to be designed.	Design	Design - 10%	Water Sustainability	Design - 40%	Rosehill WTP New Intake & Outfall
Water-Wastewater	New Fort Erie Elevated Water Tank	Design for a new ET and associated distribution and transmission system in Fort Erie.	Design	Design - 90%	Water Sustainability	Design - 100%	New Fort Erie Elevated Water Tank
Water-Wastewater	New Trunk Watermain in Central Fort Erie	Decommissioning of the Old Central Avenue Elevated Tank resulting in new trunk watermain, for adequate water supply to Central Fort Erie	Design	Design - 40%	Water Sustainability	Design - 60%	New Trunk Watermain in Central Fort Erie
Water-Wastewater	Lakeshore Road SPS Upgrades	Detailed design for a full station upgrade.	Design	Design – 90%	Wastewater Sustainability	Design – 100%	Lakeshore Road SPS Upgrade

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Waste Management	Bridge Street Drop Off Depot Improvements	Upgrades to improve customer service, reduce weight times and make operational improvements. Includes new scales, scalehouse, dump pad and access road.	Construction	Project nearing completion – 95%	Waste - Improvements	Anticipated completion in Summer 2024	Catherine Habermebl

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Grimsby

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvement of RR10 Casablanca Blvd from Main St to North Service Rd	Road reconstruction project including road widening, intersection improvements and active transportation	Design	Detailed Design 100%	Capacity Improvement	Tender	Widening of Casablanca Blvd
Transportation	Reconstruction of RR81 Main St W from Oakes Rd to Casablanca Blvd	Road reconstruction project including drainage improvements and active transportation	Design	Detailed Design 60%	Road Rehabilitation	Detailed Design 90%	Reconstruction of RR81 Main St W
Transportation	Reconstruction of RR81 Main St Phase 1 from DSBN HS to Park Rd N	Road reconstruction project including urbanization and active transportation	Design	Project Initiation	Road Rehabilitation	Detailed Design	Frank Tassone

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	New Trunk Watermain from Grimsby WTP to Parkridge Reservoir	Environmental Assessment for new high-pressure feeder main from the Grimsby WTP High Lift Pump Station to the new Parkridge Reservoir.	Study	Study	Water Capacity Upgrade	Field Investigations, Study continuation	New Trunk Watermain from Grimsby WTP to Parkridge Reservoir

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Lincoln

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Reconstruction of RR81 King St from Durham Rd to Lincoln Ave	Road reconstruction project including drainage improvements, intersection improvements and active transportation	Design	Detailed Design 90%	Road Rehabilitation	Detailed Design 100%	Reconstruction of King St
Transportation	Reconstruction of RR81 King St from Vinehaven Trail to 23rd St	Road reconstruction project including road widening, intersection improvements and active transportation	Design	Detailed Design 60%	Road Rehabilitation	Detailed Design 90%	Reconstruction of King St
Transportation	Replacement of 20 Mile Arch Bridge (081210)	Full Bridge Replacement	Design	Detailed Design 90%	Structural Rehabilitation	Detailed Design 100%	20 Mile Arch Bridge

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Laurie Ave Sewage Pump Station & Forcemain	The Sewage Pumping Station (SPS) was identified as a growth-driven capacity upgrade and includes the design and construction approximately 850m of forcemain.	Design	Design – 100%	Wastewater Capacity Upgrade	Tendering	Phill Lambert
Water-Wastewater	Ontario Street Watermain Replacement	Replacement of 1.7km of transmission watermain on Ontario Street between Greenlane & King Street.	Construction	Construction	Water Sustainability	Construction Continues	Ontario Street WM Replacement

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Victoria Avenue Watermain	Replacement of 900m of transmission watermain on Victoria Avenue between King Street and Moyer Road in the Town of Lincoln	Construction	Construction	Water Sustainability	Construction continues	Victoria Avenue Watermain
Waste Management	Quarry Road Landfill Leachate Management System (LMS)	Replacement of a the current LMS with a new re-designed system that will better treat impacts to receiving water body	100% Design	100% Design	Tender and Construction	Tendering Fall 2024	Catherine Habermebl

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Niagara Falls

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Intersection Improvement at RR57 Thorold Stone Rd and Dorchester Rd	Intersection Improvement project including turning lane modifications and active transportation	Study	Project Initiation	Intersection Improvement	EA	Frank Tassone
Transportation	Reconstruction of RR20 Lundy's Lane from Montrose Rd to Highland Ave	Road reconstruction project including intersection improvements and active transportation	Study	EA	Road Rehabilitation	Detailed Design	Reconstruction of Lundy's Lane
Transportation	New Road RR57 Thorold Stone Road - Roundabout to Existing Limit	New road construction including active transportation	Design	Detailed Design 30%	Capacity Improvement	Detailed Design 60%	Road Extension of Thorold Stone Rd

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvements of RR49 McLeod Rd Phase 2 Hydro Canal (HEPC) to Wilson Cr	Road reconstruction project including road widening, intersection improvements and active transportation	Design	Detailed Design 90%	Capacity Improvement	Detailed Design 100%	Reconstruction of McLeod Rd
Transportation	Reconstruction of RR43 Bridge St from Victoria Ave to Erie Ave	Road reconstruction project including road widening and active transportation	Design	Project Initiation	Road Rehabilitation	Detailed Design	Reconstruction of Bridge St
Transportation	Rehabilitation of Hydro Canal North Bridge (020230)	Bridge Rehabilitation	Design	Tender	Structural Rehabilitation	Construction	Frank Tassone

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvement of RR98 Montrose Rd Phase 1 from Lyons Creek Rd to Grassy Brook Rd	Road reconstruction project including road widening, intersection improvements and active transportation	Construction	Construction	Capacity Improvement	Construction Continues	Reconstruction of Montrose Rd
Water-Wastewater	South Niagara Falls Trunk Sewer	Detailed design for a new trunk sewer from the existing South Side HL to the new South Niagara WWTP	Study	Study	Wastewater Sustainability	Study continues	Phill Lambert
Water-Wastewater	New Niagara Falls Elevated Tank	Environmental Assessment and Land Acquisition for the replacement of the Lundy's Lane ET with a new ET	Study	Study	Wastewater Sustainability	Study continues	New Niagara Falls Elevated Tank

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	New South Niagara WWTP	Design for a new WWTP in south Niagara to accommodate anticipated growth.	Design	RFP Award	Wastewater Capacity Upgrade	Design 10%	New South Niagara WWTP
Water-Wastewater	Rolling Acres PS and FM Upgrades	Detailed design for a full station upgrade and forcemain replacement	Design	Design – 90%	Wastewater Sustainability	Design – 100%	Rolling Acres PS and FM Upgrades
Water-Wastewater	Niagara Falls WTP Temporary Intake	Detailed design to accommodate poor water quality and flows due to OPG operations, a new intake is required	Design	Design – 40%	Water Sustainability	Design – 60%	Niagara Falls WTP Temporary Intake
Water-Wastewater	Thundering Waters Sewer Rehabilitation	Rehabilitation of approximately 1.8kms of 1200mm diameter sewer including manholes	Construction	Construction	Wastewater Capacity Upgrade	Construction begins	Phill Lambert

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Niagara Falls WWTP Secondary Treatment Upgrades	Detailed design and construction to implement a solution to better suit the conditions and configuration of the WWTP and ensure compliance of effluent criteria	Construction	Construction	Wastewater Sustainability	Construction continues	Phill Lambert
Waste Management	Mountain Road Leachate Collection System (LCS) Upgrades	Improvements to the LCS to enhance functionality and avoid potential impacts to the environment.	Design	Design - 90%	Waste - Improvements	Design 100% and Tendering Winter 2024	Catherine Habermebl

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Niagara-on-the-Lake

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Reconstruction of RR61 Townline Rd from RR102 Stanley Ave to RR100 Four Mile Creek Rd	Road reconstruction project including intersection improvements and active transportation	Study	Study Complete	Road Rehabilitation	Detailed Design	Frank Tassone
Transportation	Reconstruction of RR55 Niagara Stone Rd (Phase 1) from Four Mile Creek Rd to Line 1 Rd	Road reconstruction project including intersection improvements and active transportation	Construction	Construction	Road Rehabilitation	Warranty	Reconstruction of Niagara Stone Rd
Transportation	Reconstruction of RR55 Niagara Stone Rd (Phase 2) from Line 1 Rd to East West Line	Road reconstruction project including intersection improvements and active transportation	Design	Detailed Design 90%	Road Rehabilitation	Detailed Design 100%	Reconstruction of Niagara Stone Rd

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	York Road W/M Replacement	Design for the replacement of 3km of existing ductile iron watermain with new PVC watermain	Design	Design 90%	Water Sustainability	Design 100% / Tendering	York Road W/M Replacement

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Pelham

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvement of RR37 Merritt Rd from Hwy 406 to Rice Rd	Road reconstruction project including new road from Cataract Rd to Merritt Rd, road widening, intersection improvements and active transportation	Study	EA Review Period	Capacity Improvement	EA Complete	Reconstruction of Merritt Rd
Transportation	Capacity Improvement of RR54 Rice Rd from Merritt Rd Quaker Rd	Road reconstruction project including road widening, intersection improvements and active transportation	Study	EA Review Period	Capacity Improvement	EA Complete	Reconstruction of Rice Rd

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	New Pelham Elevated Tank EA	New ET is required in Pelham. The existing Pelham ET will be decommissioned and demolished post construction of new ET.	Design	RFP Awarded	Water Compliance	Design 10%	New Pelham Elevated Tank EA

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Port Colborne

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Eastside SPS Forcemain Replacement EA & Conceptual Design	FM crossing beneath Seaway canal to facilitate development of the east side of Port Colborne. Full forcemain. Partnership with the City of Port Colborne	Design	Detailed 10%	Wastewater Sustainability	Design – 40%	Eastside SPS Forcemain Replacement EA & Conceptual Design
Water-Wastewater	Port Colborne City Hall SPS and Forcemain Upgrade	Design and construction for the replacement of existing cast iron forcemain with new PVC forcemain.	Design	Design – 60%	Wastewater Sustainability	Design – 90%	City Hall SPS and Forcemain Upgrade

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St. Catharines

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Reconstruction of RR42 Ontario St from Linwell Rd to Welland Ave	Road reconstruction project including intersection improvements and active transportation	Study	PIC 1	Road Rehabilitation	PIC 2	Reconstruction of Ontario St
Transportation	Reconstruction of RR72 Louth St from RR81 St. Paul St W to Crestcombe Rd	Road reconstruction project including urbanization, intersection improvements and active transportation	Study	PIC 3	Road Rehabilitation	Detailed Design RFP	Reconstruction of Louth St
Transportation	Reconstruction of RR48 Niagara St from Carlton St to Scott St	Road reconstruction project including urbanization and active transportation	Design	Detailed Design 60%	Road Rehabilitation	Detailed Design 90%	Reconstruction of RR48 Niagara St from Carlton St to Scott St

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Replacement of St. Paul W CNR Bridge (081215)	Bridge Replacement	Construction	Tender	Structural Rehabilitation	Construction	Replacement of St. Paul W CNR Bridge
Transportation	Replacement of JR Stork Bridge (038205)	Bridge Replacement	Design	Detailed Design 90%	Structural Rehabilitation	Detailed Design 100%	Replacement of JR Stork Bridge
Transportation	Rehabilitation of Seventh St Bridge (034205)	Bridge Rehabilitation	Construction	Tender	Structural Rehabilitation	Construction	Frank Tassone
Transportation	Reconstruction of St. Catharine's Go Station Road Network	Reconstruction project to include site works, parking lot and bus loops	Construction	Tender	Road Rehabilitation	Construction	Reconstruction of St. Catharines Go Station
Transportation	Reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd	Road reconstruction project including urbanization, intersection improvements and active transportation	Construction	Construction	Road Rehabilitation	Warranty	Reconstruction of Ontario St

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Port Dalhousie WWTP Upgrades - Contract 1	Facility upgrade including, Aeration, SCADA controls, replacement of control valves and decommissioning of existing buildings, mechanical and electrical infrastructure	Construction	Warranty ongoing	Wastewater Sustainability	Warranty continues	Port Dalhousie WWTP Upgrades - Contract 1
Water-Wastewater	DeCew WTP Plant 3 Contract 2	New superstructure above the flocculation and settling tanks and filter building including new HVAC, electrical, upgrades to low-lift Pumping station	Construction	Construction ongoing	Water Sustainability	Construction continues	Phill Lambert

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Waste Management	Glenridge – Passive Gas System	Construction of a passive gas venting system and sheet pile wall to mitigate off-site migration of landfill gas that has been observed on the east and south property boundaries	Construction	Construction	Waste - Improvements	Anticipated Completion Winter 2024	Catherine Habermebl
Waste Management	Glenridge Leachate Collection System (LCS) Header Replacement	Stormwater management system improvements and installation of pumping station to improve function of LCS.	Construction	Project is 90% complete	Waste - Improvements	Anticipated Completion during Summer 2024	Catherine Habermebl

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Waste Management	Glenridge Aging Feature Rehabilitation (under Annual Miscellaneous Enhancements and Replacements)	Repair of on-site structures and bridges that are over 20 years old and in need of minor structural repairs.	Completed	Warranty	Waste – Rehabilitation	Warranty	Catherine Habermebl

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Thorold

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvement of RR37 Merritt Rd from Hwy 406 to Rice Rd	Road reconstruction project including new road from Cataract Rd to Merritt Rd, road widening, intersection improvements and active transportation	Study	EA Review Period	Capacity Improvement	EA Complete	Reconstruction of Merritt Rd
Water-Wastewater	Beaverdams SPS Upgrade & Forcemain Replacement	The Beaverdams SPS was identified for a capacity upgrade.	Construction	Construction ongoing	Wastewater Capacity Upgrade	Construction continues	Beaverdams SPS Upgrade & Forcemain Replacement

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Wainfleet

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Replacement of Oswego Creek Bridge (045205)	Full Bridge Replacement	Construction	Tender	Structural Rehabilitation	Construction	Oswego Creek Bridge

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Welland

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Capacity Improvement of RR37 Merritt Rd from Hwy 406 to Rice Rd	Road reconstruction project including new road from Cataract Rd to Merritt Rd, road widening, intersection improvements and active transportation	Study	EA Review Period	Capacity Improvement	EA Complete	Reconstruction of Merritt Rd
Transportation	Capacity Improvement of RR54 Rice Rd from Merritt Rd Quaker Rd	Road reconstruction project including road widening, intersection improvements and active transportation	Study	EA Review Period	Capacity Improvement	EA Complete	Reconstruction of Rice Rd

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Bemis Park Elevated Tank Environmental Assessment	Existing tank slated for replacement, EA addresses deficiencies related to future storage requirements and pumping capacity to ensure adequate sizing of future ET.	Study	EA Ongoing	Water Compliance	EA Continues	Bemis Park Elevated Tank
Water-Wastewater	Welland WTP Transmission Main - Welland Canal Crossing	New water main crossing Welland Recreational Canal, included in works is Merritt Street rehabilitation of road with City of Welland	Design	Design – 100%	Water Capacity Upgrade	Tendering	Welland WTP Transmission Main - Welland Canal Crossing

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Water-Wastewater	Quaker Road Trunk Main	Design and construction of 600m of sanitary gravity sewer on Quaker Road from Pelham Street to Rice Road	Construction	Construction ongoing	Wastewater Capacity Upgrade	Construction continues	Quaker Road Trunk Main
Waste Management	Humberstone Landfill Lighting Upgrades (under Good State of Repair)	Review of and possible upgrades to lighting at the sites	Study	RFSQ Development	Waste - Improvements	Issuance of RFP in Fall 2024	Catherine Habermebl
Waste Management	Humberstone Drop Off Depot Improvements	Addition of by-pass lane with gate, additional lane traffic lane and drainage improvements	Complete	Warranty	Waste – Improvements	Warranty	Catherine Habermebl

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Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Waste Management	Humberstone - Paving Upgrades	Paving of entrance and roadway leading to the scales and new bypass road	Construction	Expected to Start August 2024	Waste - Rehabilitation	Anticipated Completion during Summer 2024.	Catherine Habermebl

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West Lincoln

Division	Project Name	Project Description	Stage	Progress	Service & Program	Next Steps	Webpage Link / Contact
Transportation	Reconstruction of RR20 West St Phase 4 from South Grimsby Rd 5 to Wade Rd	Road reconstruction project including urbanization and active transportation	Design	Tender	Road Rehabilitation	Construction	Reconstruction of West St
Transportation	Reconstruction of RR69 Twenty Mile Rd from RR24 Victoria Ave to Rosedene Rd	Road reconstruction project including active transportation	Design	Detailed Design 90%	Road Rehabilitation	Detailed Design 100%	Frank Tassone
Waste Management	Niagara Road 12 Landfill Lighting Upgrades (under Good State of Repair)	Review of and possible upgrades to lighting at the sites.	Study	RFSQ Development	Waste – Improvements	Issuance of RFP in Spring 2024	Catherine Habermebl
Waste Management	Niagara Road 12 Drop Off Depot Improvements	Construction of new dump pad and road improvements.	Completed	Warranty	Waste - Improvements	Warranty	Catherine Habermebl

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Glossary

Division	Term	Acronym	Definition
WWW	Water Treatment Plant	WTP	Water Treatment Plant
WWW	High-Lift	HL	Large pumps that operate under high pressure
WWW	Trunk Main	TM	Potable water distribution pipes carrying a significant amount of water at high pressure. (Linear works)
WWW	Watermain	WM	Potable water distribution pipes carrying less water than a Trunk Main
WWW	Elevated Tank	ET	Used to store potable drinking water within a designated area or community. Elevated tanks allow the natural force of gravity to produce consistent water pressure throughout the system
WWW	Wastewater Treatment Plant	WWTP	Wastewater Treatment Plant
WWW	Biosolids	BS	Organic matter recycled from sewage.
WWW	Sewage Pump Station	SPS	Local infrastructure to convey effluent to central collection points.
WWW	Forcemain	FM	Wastewater distribution pipes carrying waste under pressure to central locations. (Linear works)

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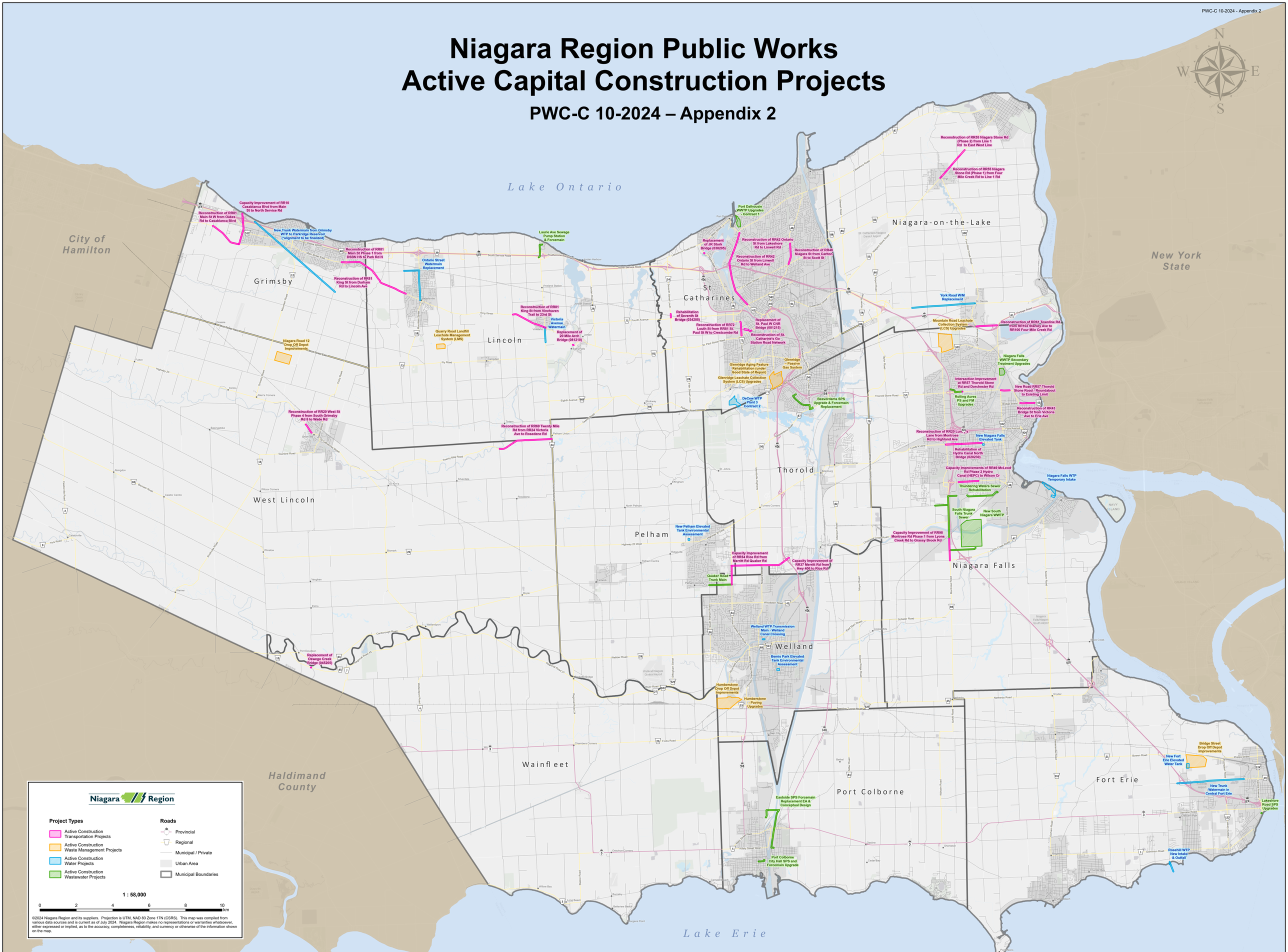
Division	Term	Acronym	Definition
WWW	Lagoon	L	A large pond-like basin, into which wastewater flows for storage and treatment.
WWW	Capacity Upgrade	-	Design of new or upgrade of existing facilities to accommodate growth
WWW	Sustainability Upgrade	-	Design of new or upgrade of existing facilities to continue operations.
Transportation	Regional Road	RR	Regional Road
All Divisions	Environmental Assessment	EA	An environmental assessment is a process to identify, predict and evaluate the potential environmental effects of a proposed project
All Divisions	Public Information Centre	PIC	Public Information Centre means an open meeting to which all members of the public are invited
All Divisions	Request for Proposal	RFP	A request for proposal is a procurement document that announces and describes a project or purchase request

Niagara Region Public Works
Active Capital Construction Projects
PWC-C 10-2024 – Appendix 2



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THE REGIONAL MUNICIPALITY OF NIAGARA
WASTE MANAGEMENT PLANNING STEERING COMMITTEE
MINUTES

WMPSC 2-2024
Tuesday, August 27, 2024
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON

Committee:	Bradley (Regional Chair)*, Diodati*, Foster (Committee Vice-Chair), Rigby, Ugulini (Committee Chair), Witteveen*; H. Washuta, B. Whitelaw*
Other Councillors:	Craitor*
Absent/Regrets:	Morocco
Staff:	C. Habermebl, Director, Waste Management Services, E. Hughes, Coordinator, Waste Diversion*, H. Levitzky, Advisor, Waste Management Services*, J. Mazurek, Policy & Planning Program Manager, Waste Management Services*, L. McGovern, Program Manager, Waste Management Services*, E. Prpic, Associate Director, Waste Disposal Operations & Engineering, T. Ricketts, Commissioner, Public Works, A. Schmucker, Waste Management Engagement and Education Coordinator , M. Singzon, Manager, Waste Collection and Diversion, J. Spratt, Legislative Coordinator, D. Yousif, Manager, Policy & Planning, A. Winters, Manager, Waste Disposal Operations Program*
Others Present:	Brain Dermody and Katrina McCullough, GHD Limited
	* indicates members who participated electronically, all other members participated in person

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1. CALL TO ORDER

Committee Chair Ugulini called the meeting to order at 9:00 a.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 2025 Waste Management Tipping Fees

Emil Prpic, Associate Director, Waste Disposal Operations and Engineering, provided information respecting 2025 Waste Management Tipping Fees. Topics of the presentation included:

- Purpose
- Current Waste Management Tipping Fees & Revenues
- 2024 Tipping Fee Comparison
- Full Cost Recovery
- Proposed 2025 Tipping Fees
- Proposed Fee Structure and Implementation

Councillor Information Request(s):

Revisit proposed tip fee rate for contaminated soil deposits in landfills and consider implications of charging at the proposed general waste tip fee rate. Councillor Witteveen.

Revisit the proposed minimum tip fee rate and the implications of increasing this rate further to better reflect costs. Councillor Foster.

3.2 Overview of Waste Management 2025 Capital Projects

Emil Prpic, Associate Director, Waste Disposal Operations and Engineering, provided information respecting an Overview of Waste Management 2025 Capital Projects. Topics of the presentation included:

- Proposed 2024 Waste Management Capital Budget
- Mountain Road End Use Works
- Well Decommissioning
- Bridge Street Drop-off Depot Asphalt Work
- Small Capital Projects
- Proposed Waste Management Capital Budget - 2025
- 10 Year Forecast

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

There were no items for consideration.

6. CONSENT ITEMS FOR INFORMATION

6.1 WMPSC-C 6-2024

Councillor Information Requests

Moved by Councillor Foster
Seconded by Councillor Rigby

That Correspondence Item WMPSC-C 6-2024, being a memorandum from C. Habermebl, Director, Waste Management Services, dated August 27, 2024, respecting Councillor Information Request, **BE RECEIVED** for information.

Carried

6.2 WMPSC-C 7-2024

Waste Management Strategic Plan Update

Katherine McCullough, GHD Limited, provided an overview of the Waste Management Strategic Plan Update.

Moved by Councillor Witteveen
Seconded by H. Washuta

That Correspondence Item WMPSC-C 7-2024, being a memorandum from J. Mazurek, Program Manager, Waste Policy Planning, dated August 27, 2024, respecting Waste Management Strategic Plan Update, **BE RECEIVED** for information.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Foster
Seconded by Councillor Rigby

That the following items **BE RECEIVED** for information:

WMPSC-C 8-2024
Walker Environmental Residential Waste and Recycling Drop-off Depot Agreement

WMPSC-C 9-2024
Correspondence respecting Resource Productivity & Recovery Authority (RPRA) Issuance of Administrative Penalty to Blue Box Producer

WMPSC-C 10-2024
Correspondence respecting Cancellation of Deposit Return

WMPSC-C 11-2024
Change to Soil Acceptance at Niagara Region's Open Landfills

WMPSC-C 12-2024
Niagara Region Wins Bronze Award for Promotion and Education

Carried

7. OTHER BUSINESS

7.1 Vehicle Requirements for Waste Haulers

Councillor Foster enquired about the possibility of implementing a process that requires waste haulers using Regional Facilities to keep their vehicles in proper condition. Catherine Habermebl, Director, Waste Management Services, advised that, in accordance with their contracts, they are required to follow Motor Vehicle Safety Regulations and further information can be provided.

8. NEXT MEETING

The next meeting will be held on Monday, October 28, 2024, at 9:00 a.m. in Committee Room 4.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 9:49 a.m.

Councillor Ugulini
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

2025 Waste Management Tipping Fees

Waste Management Steering Planning Committee
August 27, 2024

Emil Prpic, Associate Director, Waste Disposal Operations & Engineering

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Purpose

Results of 2024 Tipping Fee Review

Recommend competitive pricing structure

Current Waste Management Tipping Fees & Revenues

Tipping Fees	• Minimum Tipping Fee - $8 / 50Kg • Per Tonne - $125 • Various Material Rates
Annual Revenues (2024 budget)	• Minimum Fee Revenues - $0.6M • Per Tonne Revenues - $3.0M • Total Tipping Fee Revenues - $3.6M

2024 Tipping Fee Comparison

Municipality	Minimum Tip Fee	Per Tonne Rate
Niagara Region	$8 / 50 Kg	$125
Public Sector		
Halton	$10 / 150 Kg	$194
Hamilton	$11 / 100 Kg	$130
London	$8 / 100 Kg	$75
Peel	$6/47 Kg	$128
Waterloo	$12 / 120 Kg	$100
Public Sector Average	**$9.40**	**$125.40**

Full Cost Recovery

Full cost recovery components – direct operations, capital and planning & administrative

Current tipping fee rates fall below cost recovery

Full cost recovery is achieved at $181 / tonne

Objective of a multi-year strategy

Proposed 2025 Tipping Fees

Tip Fee / Material	Niagara Region Current Fee	Municipal Average	Niagara Region Proposed Fee Structure
Minimum Fee	$8 / 50Kg	$9	$9 / 60Kg
Per Tonne	$125	$125	No change
Concrete	$30 / tonne	N/A	$35 / tonne clean + $125 tonne contaminated
Leaf & Yard (commercial	$75 / tonne	$139 / tonne	$80 / tonne
Shingles	$85 / tonne	$125 / tonne	$90 / tonne
Soils - Clean	$10 / tonne	$125 / tonne	$43 / tonne
Soils - Contaminated	$39 / tonne	$125 / tonne	$43 / tonne

Proposed Fee Structure & Implementation

Rationale – align with comparators, enhanced cost recovery

Est. 2025 Revenue = $3.9M

- $0.1M = Proposed fee structure increase (2.8% of est. budget)
- $0.2M = Anticipated impact of 2024 tip fee increase

Full cost recovery est. to be $181/tonne = $5.4M annually compared to 2025 budget of $3.9M

2025 User Fee Report for Council's consideration

Thank You

Overview of Waste Management (WM) Proposed 2025 Capital Projects

Waste Management Planning Steering Committee

August 27, 2024

Peter Kryger, Project Manager

Niagara Region | Growing Better Together

Proposed 2025 WM Capital Budget

- Budget = $2.97M

- The funding is required for:
  - Infrastructure Planning (State of Good Repair)
  - Ensuring assets meet levels of service requirements
  - Regulatory Compliance
  - Health and Safety Related Improvements

Mountain Road End Use Works

Issue

- Plan approval is required outlining end use, completion of final cover and landscaping.

Purpose

- In collaboration with the City of Niagara Falls, develop naturalized and/or passive outdoor recreation space connected to Fireman's Park.

Solution

- Decommission old scale house and garage.
- Create natural playgrounds, scenic lookout, walking trails, and other passive public spaces.

Timeline – Construction 2025

Budget – Current Budget - $250K, Proposed 2025 Need - $1.1M, Project Total - $1.35M

Well Decommissioning

Issue

- Environmental monitoring concluded that no groundwater impacts have occurred in area of wells being decommissioned.

Purpose

- Well decommissioning following Ministry of Environment Conservation and Parks approved reduction in monitoring program.

Solution

- Remove/decommission monitoring wells. Long term savings of $2M over 40 year contaminating lifespan.

Timeline – Construction 2025

Budget – Current Budget - $450K, Proposed 2025 Need - $340K, Project Total - $790K

Bridge Street Drop-off Depot Asphalt Work

Issue

- Asphalt on Drop-Off Depot has deteriorated.

Purpose

- Asset lifespan exceeded as identified in WM asset management plan.

Solution

- Resurface and repave the Drop-Off Depot and surrounding area to ensure a good state of repair.

Timeline – Construction 2025

Budget – Proposed 2025 Need - $440K

Small Capital Projects

Issue

- Software upgrades, operational and asphalt improvements.

Purpose

- Projects will improve efficiency (software upgrades) and replace aging assets (kiosks, asphalt).

Solution

- Connect newly installed methane sensors to SCADA.
- Software upgrades at landfills for improved efficiency.
- New kiosks at Humberstone and NR-12.
- Paving parking area at Center Street leash-free dog park.

Timeline – Construction 2025

Budget – Proposed 2025 Need - $910K

Proposed WM Capital Budget – 2025

- WM capital budget fully funded from Capital Reserve (Open Landfills) and Landfill Liability Reserve (Closed Sites)
- Capital Budget request for 2025 has taken into account reserve funding/workload within division amongst other variables
- Capital projects across Corporation are run through Corporate Asset Management Resource Allocation Model (CAMRA)

10 Year Forecast

Issue

- Environment and Climate Change Canada (ECCC) released draft regulations requiring installation of landfill gas collection and control systems (LGCCS) at certain landfill sites – staff will be providing comments
- In 2020, ECCC estimated that emissions from Canadian landfills accounted for 24% of national methane emissions.
- Increased tendering pricing post-COVID

Purpose

- Canada supports Global Methane Pledge to reduce global methane emissions by 30% below 2020 levels by 2030

Solution

- Installation of LGCCS at landfill sites to meet ECCC regulatory criteria
- Staff participated in 2023 consultation - Bridge and NR-12 subject to regulations

Timeline

- Estimated to be 2027 to 2029 with initial investigative work starting sometime in 2025

Budget

- Estimate of ~$9-10M for Bridge, $4-5M for NR-12 and $5M for next phase at Humberstone (not part of new regulations) plus increased operating costs once LGCCSs are operational

Thank you!

Questions?

Niagara Region

Waste Management Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

WMPSC-C 6-2024

Subject: Councillor Information Requests

Date: August 27, 2024

To: Waste Management Planning Steering Committee

From: Catherine Habermebl, Director, Waste Management Services

This memorandum is intended to provide Committee members with an update on the outstanding Councillor Requests from previous meetings.

Waste Management Planning Steering Committee

No outstanding items at this time.

Public Works Committee

Meeting Date: June 11, 2024 Closed Session

Minute Item #1.1: Councillor Bateman requested the circulation of the letter distributed by Chair Bradley respecting Producer Responsibility

Follow-up Action: The letter was distributed on July 19, 2024 through the Council Weekly Correspondence Distribution (CWCD 2024-124).

Status: Complete

Minute Item #1.1: Councillor Witteveen requested the number of Municipalities that have chosen to provide recycling collection to non-eligible sources.

Follow-up Action: The information was provided on July 19, 2024 through the Council Weekly Correspondence Distribution (CWCD 2024-124).

Status: Complete

Meeting Date: January 11, 2022

Minute Item #5.2: Councillor Heit requested information respecting the Regional Public Works Commissioners of Ontario Committee strategic plan regarding waste management information sharing between municipalities.

Follow-up Action: The Regional Public Works Commissioner of Ontario Committee strategic plan will be presented to Niagara Region's Public Works Committee once finalized.

Status: In Progress

Budget Review Committee of the Whole

No outstanding waste management related items at this time.

Committee of the Whole

No outstanding waste management related items at this time.

Council

No outstanding waste management related items at this time.

Completed Items

Waste Management Planning Steering Committee

Meeting Date: December 11, 2023

Minute Item #3.1: Councillor Morocco requested information about including a sticker with the promotional materials that indicates organic items that can be discarded in green bins.

Status: Complete

Minute Item #3.2: Councillor Morocco requested information about costs associated with illegal dumping.

Status: Complete

Meeting Date: October 23, 2023

Minute Item #7.2: Committee requested information about the cost of implementing a mandatory organics collection program for high-rise apartment complexes.

Follow-up Action: This information is included in WMPSC-C 7-2024 Organic Collection for Multi-Residential Properties, which was presented to Waste Management Planning Steering Committee on April 29, 2024.

Status: Complete

Meeting Date: October 23, 2023

Minute Item #7.1: Councillor Rigby requested an update on utilizing alternative technology from waste.

Status: Complete

Public Works Committee

Meeting Date: September 12, 2023

Minute Item #9.1:

Committee requested the following information respecting Recycling Collection from Non-Eligible Sources under Blue Box Regulation (O. Reg 391/21):

- Provide options for the recycling collection program within the next six (6) months
- Provide information on a communication plan for the upcoming changes and implementation guidelines in order to inform the public respecting changes to the recycling collection program.
- Request the Regional Chair send a letter to the Premier of Ontario, Ministry of the Environment, Conservation and Parks, and Local Members of Provincial Parliament, expressing concerns with the changes to the recycling collection program.
- Provide information on how other provinces are managing Blue Box EPR programs and how businesses are managed within these regulations.
- Determine how many non-eligible sources are using private recycling collection services and if the private sector had capacity to manage the non-eligible sources going forward.

Follow-up Action: Memo CWCD 2023-170 - Blue Box Transition Communication Strategy Update was sent to Regional Councillors on Friday September 17, 2023, through Weekly Correspondence.

Status: Complete

Respectfully submitted and signed by

_____

Catherine Habermebl
Director, Waste Management Services, Public Works

Niagara Region

Waste Management Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

WMPSC-C 7-2024

Subject: Waste Management Strategic Plan Update

Date: August 27, 2024

To: Waste Management Planning Steering Committee

From: Jennifer Mazurek, Program Manager, Waste Policy and Planning

Purpose

The purpose of this memorandum is to provide members of the Waste Management Planning and Steering Committee (WMPSC) with an update on the development of Niagara Region's Waste Management Strategic Plan (the Plan). This update includes the vision, mission, guiding principles, goals, evaluation criteria for options, and Long List of options for consideration in the final version of the Plan. Additional background information about the Plan and associated phases, and the Long List, are included in Appendices 1 and 2.

Plan Development Process

The development of the Plan is a multi-phase process, with the initial phases (phases 1 and 2) laying the groundwork for the strategic direction that will shape the future of waste management in Niagara Region.

Phase one focused on foundational activities, including:

- providing a future outlook and reviewing shifting priorities, threats, and opportunities (e.g., regulatory changes, program enhancements, population projections, forecasted waste generation, housing changes);
- updating Niagara Region's 25-year waste tonnage and financial models;
- assessing the current waste management system;
- conducting a policy and program review of comparable municipalities; and
- researching best practices and alternative technologies.

These efforts culminated in a comprehensive gap analysis and extensive stakeholder consultations that informed the Plan's vision, mission, guiding principles, goals, and Long List options.

Building on the foundational work of the first phase, phase two aims to refine the Plan's vision, guiding principles and goals, as well as evaluating innovative program delivery

opportunities. This phase also includes further stakeholder consultations to refine the Plan's recommendations.

Phase three will translate the strategic direction into actionable plans. This phase will focus on:

- developing tonnage and costing projections of the options;
- establishing 3Rs (Reduce, Reuse, Recycle) targets for the 25-year planning period;
- creating an implementation plan for both the short and long-term options; and
- identifying strategies for adapting to legislative and regulatory changes.

Phase One Analysis

During the first phase, opportunities and challenges for the Region were assessed. Key areas of focus included using waste as a resource, waste diversion, the Region's role as a service provider, and asset management. This review considered social, economic, environmental impacts and highlighted risks that will be explored further during Phase 2. The key risks identified involve waste generation rates, uncertainties related to Blue Box transition, including material types and eligibility (e.g., non-eligible sources), and the management of existing waste infrastructure.

In addition, throughout the first phase, feedback from Council members and the public was integral in refining the strategic direction to align with latest developments in waste management and future trends. This input helps to ensure that the Plan is forward-looking and responsive to community needs.

As a result of these foundational activities, mission and vision statements, guiding principles and goals were created, and later updated based on consultation with Council members. A mission statement describes core value and purpose. A vision statement is future-based and provides the big picture of what the Region wants to achieve. Waste Management Services is proposing the following mission and vision statements:

Mission

We provide fiscally responsible waste management and resource recovery services to meet the needs of the community and promote environmental sustainability**.**

Vision

Leading the way in sustainable and innovative waste management services, to support a thriving community for generations to come.

Guiding Principles

Guiding principles provide a framework to inform decision making. The following guiding principles have been established:

1. **Customer Focused**: We design services to be accessible, convenient, and easy for the community to use.
2. **Financially Responsible**: We are committed to long term financial sustainability in delivering waste management solutions that benefit the community.
3. **Environmentally Considerate**: We value environmentally friendly solutions that reduce greenhouse gas emissions in our waste management practices.
4. **Future-Thinking**: We manage waste as a valuable resource through innovative practices and sustainable solutions.
5. **Innovative & Optimized**: We continuously explore new technologies and approaches to improve waste management processes and minimize environmental impact.
6. **Collaborative & Engaged**: We actively engage with our community, local organizations, and partners to foster collaborative efforts in waste reduction, resource recovery and regulatory compliance.
7. **Inclusive**: We embrace diversity and strive to serve all members of our community with respect and fairness.
8. **Adaptive**: We adjust our services as needs change and Niagara grows and evolves.
9. **Transparent**: We maintain open communication and actively engage with the community in waste management decision making.

Goals

Goals define the results to be achieved by the Plan. The following six (6) goals have been established:

1. **Optimize waste management resources and infrastructure:** Improve the efficiency of Niagara Region's waste management system and effectively utilize financial resources to deliver services.

2. **Increase beneficial recovery of material from waste:** Develop programs and initiatives to divert materials away from Niagara landfills for beneficial recovery.

3. **Increase beneficial reuse of materials:** Promote programs and initiatives that encourage the reuse of materials, reducing the amount entering the waste stream.

4. **Increase participation in waste management programs:** Enhance community engagement through programs and initiatives that boost participation in waste management efforts.

5. **Strive to be a zero-waste community:** Promote programs and initiatives to reduce waste generation, thereby requiring fewer resources for waste disposal.

6. **Reduce the carbon footprint of Niagara Region's waste management system:** Implement programs and initiatives to reduce greenhouse gas emissions from the waste management system, including new/improved infrastructure, operational changes, and advocacy efforts.

Long List Options & Evaluation

A Long List of potential options (Appendix 2) to support accomplishment of the goals, and ultimately the vision, was developed. The Long List was then evaluated using a multi-step screening process (outlined in Appendix 1). The resulting Short List will be the focus of Phase Two engagement and detailed analysis.

The options can be categorized into three types:

- those the Region can implement independently, such as building and operating solid waste facilities;
- those that require partnerships with others such as LAMs or NGOs, like modifying multi-residential building design standards; and
- those that involve influencing other decision-makers such as the Province, through policy changes like advocating for provincial bans or expanding materials covered under extended producer responsibility (EPR) programs.

Next Steps and Timelines

Phase Two engagement on the Short List continues in September with two (2) virtual open houses and a public survey open until September 30, 2024. LAMs will also have the opportunity to provide written comments by November 1, 2024.

Below is a high-level overview of timelines for key project milestones:

Project Milestones	Timelines
Consultation Series One	Complete
Development of Vision, Goals and Guiding Principles; Long List of Innovative Recommendations	Complete
Consultation Phase Two	Q2-Q4 2024
Draft Plan Developed	Q4 2024/Q1 2025
Consultation Phase Three	Q1 2025
Final Plan Presented	Q2 2025

Staff will continue to report on project progress and interested stakeholders can access updates and other project documentation on the Plan's project website (https://www.niagararegion.ca/projects/waste-management-strategic-plan/).

Respectfully submitted and signed by

_____

Jennifer Mazurek
Program Manager, Waste Policy and Planning

Appendices

Appendix 1 Waste Management Strategic Plan Background Information and Long List Development Process

Appendix 2 Waste Management Strategic Plan Long List

Appendix 1 – Waste Management Strategic Plan Background and Long List Development Process

Background

The Waste Management Strategic Plan (the Plan) will guide Waste Management's strategic direction for the 25-year planning period, focusing on cost-effective, accessible, and innovative ways to use waste as a resource in a circular economy, while demonstrating leadership in sustainability and mitigating environmental impacts. The Plan is comprised of three phases:

(i) Phase One: Assessment of System – 'Where We Are' (Phase One).
(ii) Phase Two: Development of Direction and System Options – 'Where We Want To Go' (Phase Two).
(iii) Phase Three: Preferred System – 'How We're Getting There' (Phase Three).

Phase One

Phase One engagement, designed to facilitate insight into what is important to Niagara region residents, is complete and included:

- Two (2) public and three (3) sector specific open houses in May 2024
- Separate public and Industrial, Commercial, and Institutional (IC&I) on-line surveys open from May 6, 2024 to May 31, 2024

Draft mission and vision statements, goals, and guiding principles were created by analyzing the data collected through the engagement. Mission and vision statements from comparator municipalities and Niagara Region, including the Region's priorities, were also assessed. Common themes were explored in working sessions with Niagara Region staff and the project consultant, GHD, leading to the creation of unique statements that reflect the long-term aspirations of the community.

Phase Two

Phase Two began on June 24, 2024, with a workshop for both WMPSC and Public Works Committee (PWC) members. Facilitated by GHD, the workshop provided members the opportunity to discuss the draft mission, vision, guiding principles, goals, and evaluation methodology. Additionally, members reviewed the results from Phase One engagement and examined examples of options categorized by goals for the long

list. Following the workshop, Long List options (Appendix 2 – Long List), for potential inclusion in the Plan, and an evaluation methodology to streamline this initial list, were then developed.

Long List Development

The broad Long List of potential options to support accomplishment of the goals, and ultimately the vision was derived from:

1. **Current state of waste management**: Including existing policies, programs, and contracts
2. **Regulatory Framework**: Current requirements and anticipated changes
3. **Input from Interested Parties**: Gathered during Phase One engagement, including input from the public, Local Area Municipalities (LAMs), Niagara Region staff, non-governmental organizations (NGOs), Urban Indigenous organizations, and business and industry groups.
4. **Jurisdictional Scan**: Based on other jurisdictions and industry best practices.

Long List Evaluation

GHD worked with Regional staff to narrow the initial Long List of Plan options to a Short List for further Phase Two consultation. The steps below define the Long List evaluation methodology.

1. **Grouping Options**

The Long List options were grouped into seven (7) categories reflecting waste management:

- Community Engagement & Education
- Policies & By-Laws
- Waste Reduction & Reuse
- Waste Collections & Operations
- Drop-Off Depots
- Processing & Disposal Infrastructure
- Innovation

2. **Initial Evaluation**

Each Long List option was evaluated against three (3) questions:

- Can the Region implement the option on its own?

- Does the option have a relatively low order of magnitude cost to implement (resources and dollar value), flexibility in how it is implemented, or can be accommodated within the Region's existing operating budget?
- Is the option easily linked to one or more of the overall goals of the Plan?

If answers to all three questions were "Yes", the option automatically moved to the Short List of items for further analysis. If one (1) or more of the answers were "No", further investigation was conducted using a Triple Bottom Line analysis.

3. **Triple Bottom Line Analysis**

The traditional Triple Bottom Line analysis used equally weighted social, environmental, and financial criteria to ensure a balance of attributes for sustainable outcomes. The criteria, aligned with the vision, guiding principles and goals, were:

- Financial
- Environmental
- Social

Each of the Criteria above were further subdivided into Indicators (e.g., costs, climate impacts, safety, and health impacts).

4. **Scoring and Comparison**

Each option requiring the Triple Bottom Line analysis was scored on all Indicators and the scores were aggregated at the Category level. Category scores were then combined to get an overall score.

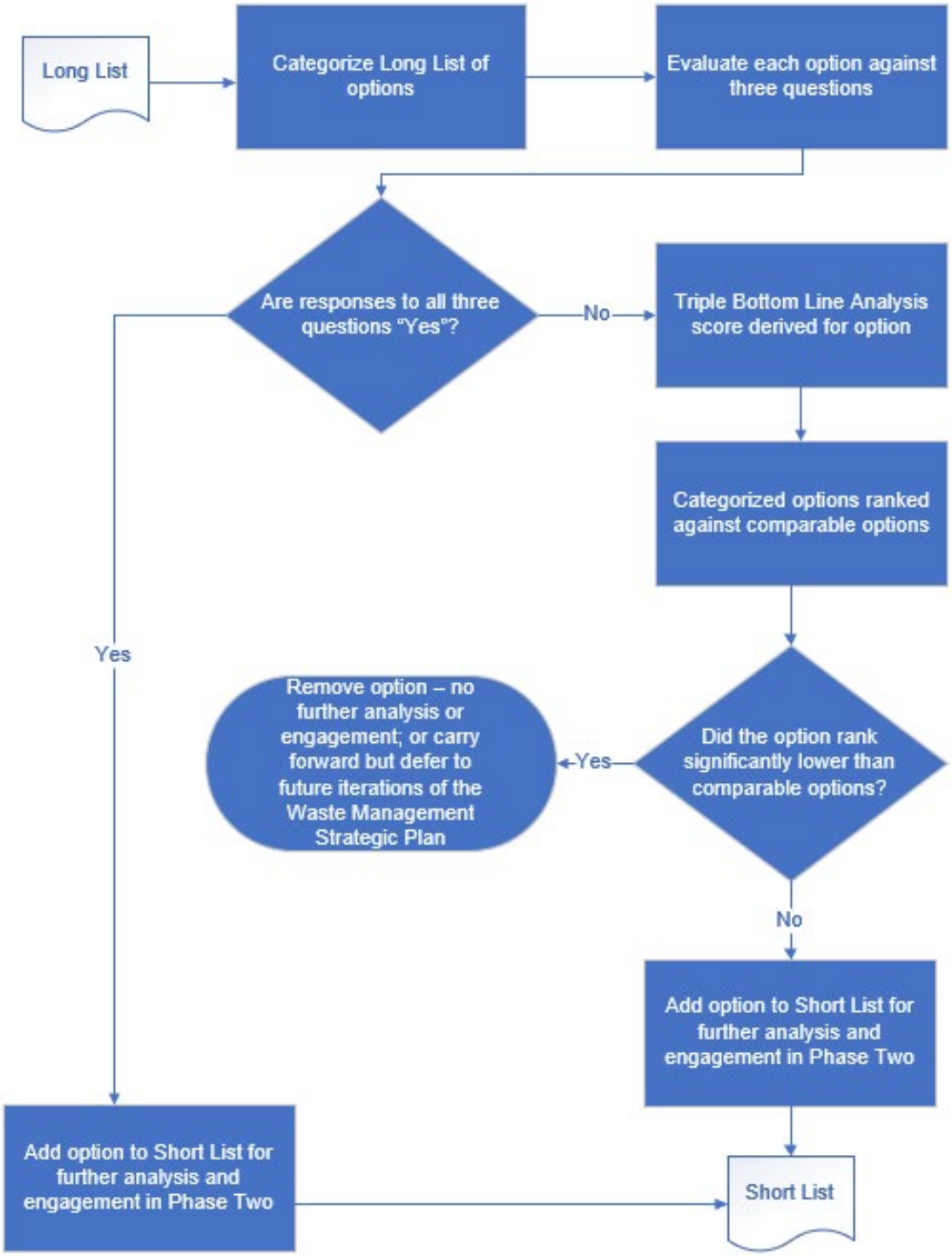
5. **Decision Making**

Options with a Triple Bottom Line score were compared against other options within the same Waste Management category (Step 1). The results determine if:

- The option should be carried to the Short List for further analysis.
- The option should not be carried forward in the Plan.
- The option should be carried forward in the Plan, but deferred to future iterations (i.e., a viable option, but not within the first five years of the Plan)

Figure 1 below illustrates the Long List evaluation process.

Figure 1: Long List Evaluation Methodology



As described in the memo, the Short List of options will be the focus for the remainder of Phase Two engagement and analysis.

Appendix 2 – Waste Management Strategic Plan Long List

Long List by Category

The tables below display the Long List options for potential implementation in the Waste Management Strategic Plan, organized by category.

Table 1. Community Engagement and Education (CE)

No.	Option Name	Option Description
CE1	Transition to Digital Waste Guides	This option involves transitioning from paper waste guides to digital waste versions. For residents who request printed versions, the guides would be consolidated and shortened to fit on one printed page.
CE2	Develop Education Centre at Waste Management Facility	This option involves partnering with post-secondary institution(s) to establish educational centres (site to be determined). These centres can create opportunities for students and academia to collaboratively design and deliver educational programs, inspiring youth to explore careers in the waste industry.
CE3	Develop Public Dashboard for Diversion	This option involves developing an online public dashboard for tracking and reporting diversion. The dashboard would feature charts, graphs, and visuals that display organics, recycling, garbage tonnage, and reduction and diversion metrics. This could increase public visibility and foster a greater sense of ownership over the community's performance.
CE4	Develop Property Registry	This option involves creating a property registry to enhance education, outreach, and waste services for households (single and multifamily) and businesses requiring additional support. The collected data would provide the Region greater insight into the challenges faced by specific households/ businesses, enabling further improvements to waste education programs and services.

No.	Option Name	Option Description
CE5	Develop Community Partnership Strategy	This option involves partnering with relevant community-based organizations and forming regional working groups with representatives from multiple sectors. The goal would be to share information, provide resources, and leverage opportunities for engagement and education (e.g., conferences and workshops).
CE6	Develop Targeted Education Strategies	This option involves developing educational strategies on specific topics such as food waste, multi-residential waste, plastics, school programs, landfill education and engagement, etc.

Table 2. Policies & By-Laws

No.	Option Name	Option Description
PB1	Provincial Advocacy Campaigns	This involves continued advocacy to the provincial government on issues of importance to Niagara Region, including Extended Producer Responsibility, deposit programs, increased diversion targets and enforcement for commercial properties, ban of organic waste in landfills, and special levies for the IC&I sector.
PB2	Explore Options for User Fee and Cost Recovery System	This option involves reviewing options for cost recovery and/or user fees, potentially including full or partial user fees, community benefit charges from developers and cost recovery from producers.
PB3	Enhanced Enforcement Program	This involves enhancing existing enforcement efforts to address specific issues such as curbside contamination, green bin participation or illegal dumping.
PB4	Review the Implementation of the Service Level Agreements with LAMs	This option involves collaborating with local municipalities to review the implementation of service level agreements. This process can facilitate ongoing communication, establish unified goals and service level standards, and define key performance indicators to track performance over time.
PB5	Waste Collection Guidelines for New Development	This option involves reviewing and revising guidelines for new development to provide guidance on suitable waste collection areas and infrastructure. Specific considerations for multi-residential properties would include planning for front-end bins, material sorting, triple chutes, etc.

No.	Option Name	Option Description
PB6	Streamline Exemption Programs to Align with Municipal Comparators	This option involves comparing existing curbside exemptions with those in other municipalities to increase consistency across Ontario.
PB7	Response Plan to Community Emergencies	This option involves developing a plan to ensure optimized responses through appropriate resources allocated to address emergency events impacting communities across the region.

Table 3. Waste Reduction & Reuse (RR)

No.	Option Name	Option Description
RR1	Repair Programs and Initiatives	This option involves partnering with or developing repair programs and initiatives at centralized locations, campuses, or even the regional landfill. These opportunities may include Repair Cafes or Clinics, Sewing Repair Hubs, or enhancing existing programs such as the Broken Spoke Program.
RR2	Reuse Programs and Initiatives	This option involves partnering with or developing reuse programs such as share sheds, a "lendery", curbside giveaway days, and free markets.
RR3	Special Events Initiatives	This involves the Region providing education and engagement at community events, as well as supporting event organizers by offering tools and resources to minimize and divert waste generated at special events. This approach can increase the Region's visibility and demonstrate its commitment to sustainable waste management.
RR4	Subsidies, Rebates and Grants for Waste Reduction	This option involves creating programs that offer grants, subsidies, or rebates to non-profit organizations to support community-driven projects focused on waste reduction and diversion, circular economy, and education and awareness. Funding may also be provided to private organizations for research, development, and innovation that advance waste diversion and reduction.

No.	Option Name	Option Description
RR5	Rewards and Recognition Programs	This option involves development of recognition programs promoting positive diversion behaviour at the household level, similar to the City of Guelph's Recycling Star Program. This initiative would be geared towards food and organic waste given EPR changes.
RR6	Develop Excess Soil Management Strategy	This option involves developing a strategy to regulate and improve the management of soils currently occupying landfill space. The strategy may consider the Regional acquisition of a soils site for exclusive Regional use.
RR7	Develop Single-Use Plastic Strategy	This option involves developing a strategy to minimize the use of single-use plastics, aligned with Federal and Provincial regulations (Bill 82). This may include regional bans on additional single-use plastics not already covered under Federal and Provincial Regulations. The strategy may also help businesses eliminate the unnecessary use of single-use and takeaway items through webinars and partnerships with local community groups.
RR8	Develop Construction and Demolition Waste Diversion Strategy	This option involves creating diversion guidelines for residential developments in the Region. This may include design and planning guidelines, promoting deconstruction and reuse of materials, and mandating on site diversion of recyclable materials.
RR9	Develop Food Waste Reduction Strategy	To support the Province’s Food and Organic Waste Framework, this option involves strategic partnerships with LAMs, community-based organizations, and local businesses to prevent food waste. This effort can promote food waste prevention within the industrial, commercial and institutional (IC&I) sector and also facilitate community pantries in low-income neighbourhoods to distribute donated food to those in need.

No.	Option Name	Option Description
RR10	Develop Multi-Residential Waste Diversion Strategy	A strategy, developed in partnership with LAMs, property managers and developers, aims to increase diversion and reduce contamination within this sector. This can include options such as chute closure, or requiring tenants to use identifying digital cards or mobile apps to access chutes or waste containers for disposal.
RR11	Develop Hazardous and Special Products Strategy	This option involves developing a strategy to focus on decreasing Hazardous and Special Products (HSP) generation and maximizing diversion away from landfills. This could include a review of hours at Niagara's drop off depots accepting HSP or the use of mobile HSP services.

Table 4. Waste Collections & Operations

No.	Option Name	Option Description
CO1	Waste Characterisation Studies	This option involves undertaking periodic waste audits and composition studies on the garbage, recycling, and organics received at its landfills or transfer stations. These studies would help identify the quantity and types of materials being received, as well as diversion and contamination rates. This information and data can inform waste reduction and diversion initiatives, enhance education and improve community engagement.
CO2	Review and Optimize Collection Contract	This option involves exploring ways to optimize collection contracts. This could include shifting to a four day collection week to account for statutory holidays and delays, optimizing collection routes, reviewing/confirming eligibility to receive the Region's collection services, and reviewing comparator municipal contracts and select considerations to carry forward for evaluation (e.g., electric vehicles).
CO3	Expand Curbside Collection to include Additional Materials	This option involves ways to enhance current waste diversion programs, such as expanding curbside collection to include materials such as textiles.

No.	Option Name	Option Description
CO4	Develop Public Space and Parks Strategy	This strategy would focus on improving diversion and reducing litter in parks and public spaces. This would involve developing service-level agreements with local municipalities, evaluating collection infrastructure like standardized litter receptacles, container capacity readers, real-time data collection systems, centralized collection containers, and automated compaction systems with remote sensors to monitor and reduce collection frequency.
CO5	Explore Container Options for Curbside Pickup	This option involves exploring various container options for curbside pickup, including automation, different cart types, clear bags, and Optibag systems.

Table 5. Drop-off Depots

No.	Option Name	Option Description
DO1	Review Drop-off Depots Levels of Service	This option involves reviewing the levels of service at drop-off depots to maximize efficiency and increase participation and could include reviewing operating hours.
DO2	Automated and Remote Technologies at Drop-off Depots	This option involves using automated and remote technologies [radio frequency identification detection (RFID) systems, container capacity readers, and real-time data collection systems] at drop-off depots to improve performance monitoring.
DO3	Expand Reuse Centres within Drop-off Depots	This option involves the expansion of reuse centers within drop-off depots to increase use of current waste drop-off operations. Presently, the Region utilizes West Lincoln, Niagara Road 12, Welland, and Humberstone Drop-off Depots for reuse initiatives. Increasing the space available at these Drop-off Depots would support the Region in the long-term preservation of landfill space.
DO4	Add new drop-off depot locations	This option would consider new drop-off locations in Niagara Region, and would include similar types of materials and operations as the existing drop-off locations

No.	Option Name	Option Description
DO5	Offer additional services at drop-off depots	This option would consider adding additional services at drop-off depots such as green bin pickup, and other to be determined re-use programs.

Table 6. Processing & Disposal Infrastructure

No.	Option Name	Option Description
PD1	Develop Emergency Response Plan for Waste Management Infrastructure	This option will review and plan for potential necessary infrastructure adjustments in response to the climatic stimuli and their effects, (i.e. making waste management infrastructure more resilient for future changing climate).
PD2	Develop Mixed Waste Processing Facility	This involves developing a mixed waste processing facility to recover recyclable items for market and organic material for further processing. This results in a residual waste stream that is / can be further processed into refuse-derived fuel (RDF) or landfilled. This is an alternative to recovering materials where source separation is not feasible or less successful (e.g., high-density residential areas).
PD3	Shift Organics Processing from Composting to Anaerobic Digestion	This involves development of an anaerobic digestion facility or contracting with an existing facility. This would increase the range of organic waste that could be collected.
PD4	Develop Leaf and Yard Waste Processing Facility	This option involves developing a leaf and yard waste processing facility at a Regional facility to provide additional in-house composting capacity.
PD5	Implement Landfill Mining	This option involves mining the Region's small, closed landfills (i.e., excavating waste to recover soils and materials, gain landfill capacity, and mitigate environmental impacts) to eliminate long-term liabilities and costs. Following mining, landfill reclamation can be used to re-engineer the site with improved compaction and cover placement.

Table 7. Innovation

No.	Option Name	Option Description
IN1	Scale House Software Review	A review of the current scale house software can improve the quality of data collection and provide a deeper understanding of how different waste types and corresponding quantities move throughout the system to inform the development of relevant education, promotion programs, and policies.
IN2	Maintenance Management System	This involves developing a robust maintenance management system, focusing on preventative maintenance of waste management system facilities and equipment to optimize operations and reduce maintenance downtime.
IN3	Develop Climate Mitigation Strategy	This involves a strategy to reduce the greenhouse gas emissions generated through the waste management system, reduce energy use, and identify opportunities to generate energy. This could include a landfill gas management strategy, alternative fuels (e.g., CNG, LNG, RNG) replacing traditional petroleum-based fuels (e.g., diesel, gasoline), and alternative fleet vehicles (e.g. EV, hybrid, fuel cell, autonomous).
IN4	Dispose of Residual Waste using Alternative Technology	This involves processing residual waste through alternative technologies, including thermal treatment and/or Mechanical Biological Treatment.
IN5	Smart Collection Technologies	This option involves exploring, implementing and connecting the various relevant smart collection technologies such as front-end bin sensors, radio frequency identification, collection cameras and tracking, and GPS monitoring. These can help minimize collection frequency, collect real-time information for improved waste management strategies, and enable evidence-based decision-making.
IN6	Consider Opportunities to Integrate with the Region’s Wastewater Strategy	This option involves integrating with the Region's wastewater strategy, such as co-digestion.

No.	Option Name	Option Description
IN7	Monitoring Developments in AI and its Applicability to Region's Waste Management System	This option involves monitoring and exploring various opportunities that exist within the space of artificial intelligence and how these can be applied to the Region's waste management system. This option involves engaging with relevant service providers to identify and understand the applicability of these to the specific needs of the Region's waste management system.
IN8	Innovation Labs	This involves partnering with the Province, LAMs, community partners, and/or private industry to develop research and technology-based innovation programs with the aim of developing and testing new technologies focused on waste reduction and diversion and building a circular economy.

As previously noted in the evaluation process, a Short List of items from the above tables will be the focus for the next round of engagement.

Niagara Region

Waste Management Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

WMPSC-C 8-2024

Subject: Walker Environmental Residential Waste and Recycling Drop-off Depot Agreement

Date: August 27, 2024

To: Waste Management Planning Steering Committee

From: Emil Prpic, Associate Director, Waste Disposal Operations & Engineering

Purpose

This memorandum is to inform members of the Waste Management Planning and Steering Committee that the current agreement with Walker Environmental Group Inc. (WEG) for the operation of the Residential Waste and Recycling Drop-off Depot is expiring on December 31, 2025. Additionally, the memorandum outlines next steps.

Background

In 2001, Niagara Region entered into an agreement with WEG to construct and operate a residential waste and recycling drop-off depot. WEG constructed the residential waste and recycling drop-off depot at their Townline Road property on the border of Niagara Falls and Thorold. This location was selected to fill a service gap following the closure of the Glenridge Landfill at the end of 2001. WEG's residential waste and recycling drop-off depot services primarily residents from Niagara Falls, Niagara-on-the-Lake, St. Catharines and Thorold.

Every year, approximately 85,000 customers drop off 26,000 tonnes of material comprised of household waste, construction and demolition materials, electronics, soils, leaf and yard waste and blue / grey box materials. There is no charge to dispose of recyclable materials while a tipping fee is applied for the disposal of waste materials.

The contract with WEG expires on December 31, 2025 with no further extensions included. Staff have begun reviewing options for the operation of a residential waste and recycling drop-off depot in that area of Niagara region.

Operations Agreement

Under the terms of the agreement, WEG manages all aspects of the operation including customer service, capital upgrades and maintenance. Niagara Region receives 4% of

all gross revenues, which was approximately $140,000 in 2023. Minor costs incurred by Niagara Region through this agreement are partially offset by revenues. Niagara Region is required to provide carts and/or bins for the receipt of recyclable materials, and to recognize WEG's facility as part of Niagara Region's Solid Waste Management System, including signage and advertising / communications.

Next Steps

With the contract expiring, staff have begun reviewing options for a residential waste and recycling drop-off depot to continue to service this area. The review includes assessing need, conducting a scan of private sector depots and service providers and performing a cost-benefit analysis. Staff also engaged in initial conversations with WEG to better understand their future direction regarding the operation of the residential waste and recycling drop-off depot. The results of the review will be provided to this Committee, expected to be completed by the end of 2024.

Respectfully submitted and signed by

_____

Emil Prpic
Associate Director, Waste Disposal Operations & Engineering

MEMBER BULLETIN

RPRA Issues Administrative Penalty to Blue Box Producer

On June 28, 2024, RPRA issued an Administrative Penalty (AP) Order to Casper Sleep Inc. for failing to establish and operate a collection system for Blue Box materials in 2023 as required under s. 19 of O. Reg. 391/21 (Blue Box Regulation), and for failing to implement a promotion and education program in 2023, as required under s. 69 of the Blue Box Regulation.

This is the first AP issued by RPRA under O. Reg. 558/22 (Administrative Penalties) and s. 89 of the Resource Recovery and Circular Economy Act, 2016 (RRCEA).

The total penalty for both contraventions under the Blue Box Regulation is $340,457.04 on the following basis:

- s. 19: Failure to establish and operate a collection system
  - $200,000 – Base penalty
  - $63,446.41 – Economic benefit
  - $263,446.41 – Total

- s. 69: Failure to implement a promotion and education program
  - $75,000 – Base penalty
  - $2,010.63 – Economic benefit
  - $77,010.63 – Total

The AP Order requires Casper Sleep Inc. to pay the full amount to RPRA within 30 days or appeal the order to the Ontario Land Tribunal within 15 days.

W2RO has been actively consulting and providing feedback to RPRA with regards to APs and use of collected funds.

Questions or Assistance Needed?

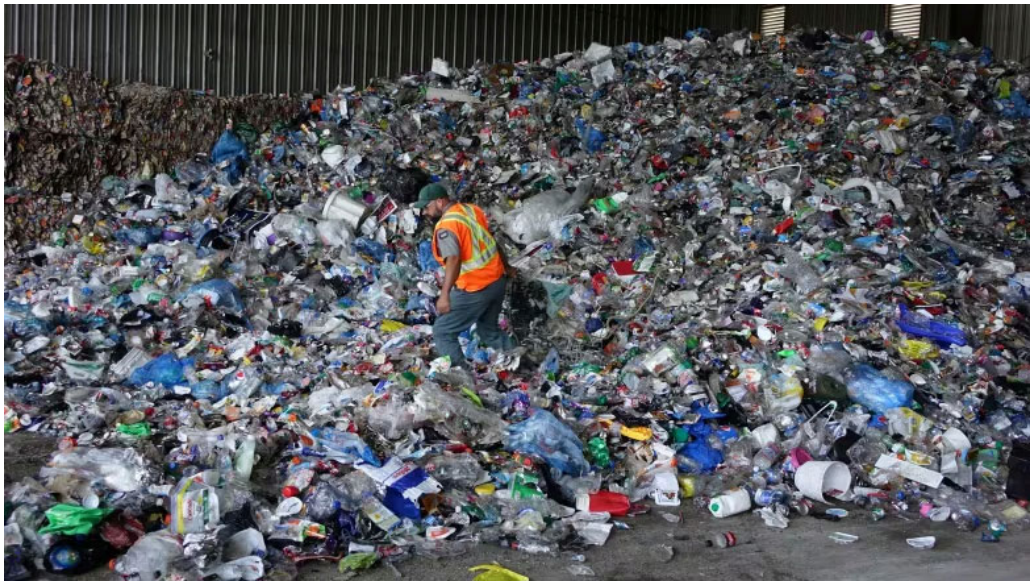
For any questions regarding this member bulletin, please contact Ravneet Gill at rgill@w2ro.org.

Toronto

Why the Ford government mixed deposit on soft drink cans, bottles

Ontario bowed to pressure from big supermarket chains, says Environmental Defence

Mike Crawley · CBC News · Posted: Jul 15, 2024 4:00 AM EDT | Last Updated: July 15



A supervisor sifts through mounds of blue box recycling delivered to the Cascades Recovery plant in Ottawa. Roughly 50 per cent of cans, plastic bottles and cartons of non-alcoholic beverages consumed in Ontario each year are recycled, the lowest rate in Canada. (Jennifer Chevalier/CBC)

comments

Ontario has the worst recycling rates in Canada for cans, plastic bottles and cartons of non-alcoholic beverages, with billions of these containers going to landfills and incinerators annually.

But for more than a year, momentum was building toward a key shift to try to improve things. Premier Doug Ford's government was seriously considering creating a deposit-return system for soft drink containers, a system that's already in place in eight other provinces and that already exists for beer, wine and spirits in Ontario.

That momentum began in June 2023, when Ford's then-minister of the environment, David Piccini, launched a working group to hammer out recommendations for such a system.

The working group included representatives from the beverage, retail and waste management industries, as well as environmental stakeholders and provincial officials.

Over the course of a year, its members researched how a deposit-return system could operate, be financially sustainable and achieve better recycling rates than Ontario's blue boxes.

Then suddenly, with zero advance notice and no public announcement — and with a potential LCBO strike dominating the news — senior government officials phoned the participants on the afternoon of July 4 to tell them the working group was being shut down, and plans for the deposit-return system scrapped.

What follows is the inside story of how, in a battle with big financial implications for companies and big environmental implications for Ontario, Doug Ford's government sided with Big Grocery over Big Beverage.

The Canadian Beverage Association, whose members include the major drink producers such as Coke and Pepsi, is in favour of Ontario adopting a deposit-and-refund system for non-alcoholic drink containers. In a statement, the association said the government's decision to abandon that system is a 'significant setback' for the environment and the people of Ontario. (Sanjit Das/Bloomberg)

The reaction

Reaction to the government's U-turn tells you plenty about where the key players stand on a deposit-return system. The retail industry was overjoyed. The beverage industry and environmental groups were outraged.

Ashley Wallis, an associate director of the non-profit advocacy group Environmental Defence and a member of the working group, says she was shocked and very disappointed.

- **Ontario rules out charging deposit on non-alcoholic cans, bottles**

"It's a huge step in the wrong direction," Wallis said in an interview. "This immediate decision to not only end the working group, but actually completely back away from deposit-return, it totally caught me by surprise."

The Canadian Beverage Association, whose members include the major drink producers such as Coke and Pepsi, called the cancellation a significant setback for the environment and the people of Ontario.

"I was very surprised and disappointed," said Krista Scaldwell, the association's president, in an interview. "We invested a year's worth of time and energy and really good research. To get that cancelled last minute without any consultation ... it isn't fair."

The Retail Council of Canada, whose members include the major grocery chains and big box stores such as Loblaws and Costco, welcomed the move to abandon plans for deposit-return.

"Retail Council of Canada fully supports the government's stance," said Michelle Wasylyshen, the organization's national spokesperson, in an email to CBC News. "We applaud the government's approach because it avoids cost to customers, while still holding companies to high targets."

The Retail Council of Canada, whose members include the major grocery chains and big box stores such as Loblaws, welcomed the government's move. (Doug Ives/The Canadian Press)

Big Beverage vs. Big Grocery

That difference of opinion illustrates the tug-of-war between the big companies that produce beverages and the big supermarket chains that sell them, over how to deal with all those containers of soda, juice and water once they're empty.

By abandoning deposit-return, the government bowed to pressure from the supermarket chains, said Wallis of Environmental Defence.

"It's frustrating the amount of power that they seem to have and the amount of influence that they seem to have over policy," Wallis said.

"These are companies that make money, lots of money from selling these drinks to us," she said. "Them refusing to participate in the kind of program that would actually keep these containers out of our environment is honestly shameful."

- **Big grocers, retailers want Ontario's recycling plan changed**

Scaldwell of the Canadian Beverage Association (CBA) accuses the big grocery chains of going "behind the backs" of the other industry groups and pressuring the government into its decision.

"Clearly one of the stakeholders was in there lobbying for it to be cancelled," Scaldwell said. "That left the rest of us going, 'What just happened?' It doesn't make any sense."

Wasylyshen of the Retail Council of Canada (RCC) said the beverage industry ignored retailers' input about their cost concerns.

"Twice now, CBA has proposed solutions that would see customers paying the recycling bills of companies like Coke and Pepsi, and this doesn't sit well with us," she said in her email.

Eight provinces already have a deposit-return system for non-alcoholic drink containers, typically charging a 10 cent deposit that's refunded when the consumer returns the empties. Ontario and Manitoba are the only provinces that don't. (Roger Cosman/CBC)

The context

When it comes to who pays for dealing with the more than five billion beverage cans, plastic bottles and cartons that Ontarians drink from each year, hundreds of millions of dollars are at stake.

The province is in the midst of shifting the cost burden of trash away from municipalities (and municipal taxpayers), onto companies that make and sell products that generate waste.

For material that fills up blue boxes — including non-alcoholic drink containers — industry began paying an increased share of the costs last year and is to cover all of the costs from 2026.

- **Ontario considering deposit-and-return system like The Beer Store's for non-alcoholic drink containers**

How it works: companies pay fees, based on the amount of waste material they create, to organizations that manage their sector's recycling programs.

The theory of the system — known as extended producer responsibility — is that it gives companies an incentive to reduce their packaging waste and increase recycling rates. Otherwise companies have to absorb the fees as a cost of doing business or pass them on to consumers.

When the government kick-started work on the deposit-return system last year, Piccini said it would "enable consumers to receive a refund for returning used beverage containers."

The notion that consumers could face added costs under the deposit system is now the government's key justification for scrapping it.

Andrea Khanjin is Ontario's minister of the environment, conservation and parks. (andreampp.com)

The government's take

CBC News requested an interview with Environment Minister Andrea Khanjin about why she nixed deposit-return. That request was declined, and her office provided a two-sentence statement.

"Following extensive consultation with stakeholders, it was made clear that creating a new, mandatory bottle deposit return system would add significant costs for small businesses and families," said the statement.

"Should producers and retailers wish to work collaboratively to implement a system that is both cost effective and increases recycling rates, we would welcome that, however we cannot support increased costs at a time when cost of living is so high."

- **Ontario finalizes plans to overhaul blue box program**

Scaldwell of the Canadian Beverage Association says the government did not do any consultation with her industry on its decision to abandon the plan.

Just two weeks before the cancellation, provincial government staff had presented the working group with a framework for how a deposit-and-refund system could be managed.

"That to me was the greatest signal that we were on track," said Scaldwell. "That's why it came as such a shock when I got that call."

Ontario is in the midst of a transition that will make producers of material that goes into the blue box cover 100 per cent of the cost of the collection and recycling systems. Until this transition, municipalities had split the cost with industry 50-50. (Martin Trainor/CBC)

The deposit-return system is actually the second proposal to try to achieve those targets that the Ford government has spiked in the past year.

In 2023, the beverage industry was preparing to fund the recycling program by charging non-refundable fees on every packaged drink purchased by Ontario consumers. The government rejected that idea, and instead launched the consultations on deposit-return.

How other provinces handle soft drink containers

Ontario and Manitoba are the only provinces that don't have a deposit-return system for non-alcoholic drink containers. Some examples of provinces that do:

- **British Columbia** has a 10 cent deposit on non-alcoholic beverage containers, including aluminum cans, plastic bottles, cartons and drink boxes. The province recently **expanded** the program to include milk cartons and jugs. The most recently reported **recycling rates** exceeded 81 per cent for aluminum cans and 74 per cent for plastic.
- **Alberta** has a 10 cent deposit for containers up to one litre in size, and a 25 cent deposit for larger ones. The **Alberta Beverage Container Recycling Corp.** says people in that province returned more than 2 billion drink containers last year, for an 85 per cent recycling rate.
- **Quebec** has a 10 cent deposit on cans, plastic or glass bottles of soft drinks, juice and energy drinks, with retailers who sell the drinks obliged to accept empty returns and to refund deposits. The agency that runs the system, **Consignaction**, says recent reforms mean that some 5 billion containers will be eligible for return each year.

Ontario has set mandatory targets for recovery and recycling of non-alcoholic beverage containers: 75 per cent by 2026 and 80 percent by 2030. The current rate is about 50 per cent. Based on industry data, this means some 1.7 billion plastic drink bottles end up in the trash each year.

Krista Scaldwell is president of the Canadian Beverage Association, the industry group that represents around 60 soft drink brands, including Coke and Pepsi. (Canadian Beverage Association)

Big Beverage's deposit plan

On Monday, the CBA is releasing a consultant's report it commissioned, which concludes that a 10-cent deposit-and-refund on bottles and cans is the most effective way for Ontario to hit its recovery targets.

The report looks at deposit-and-refund systems across Canada, in the U.S. and in Europe, then lays out six possible scenarios for Ontario, each featuring a different range of locations that would accept returns.

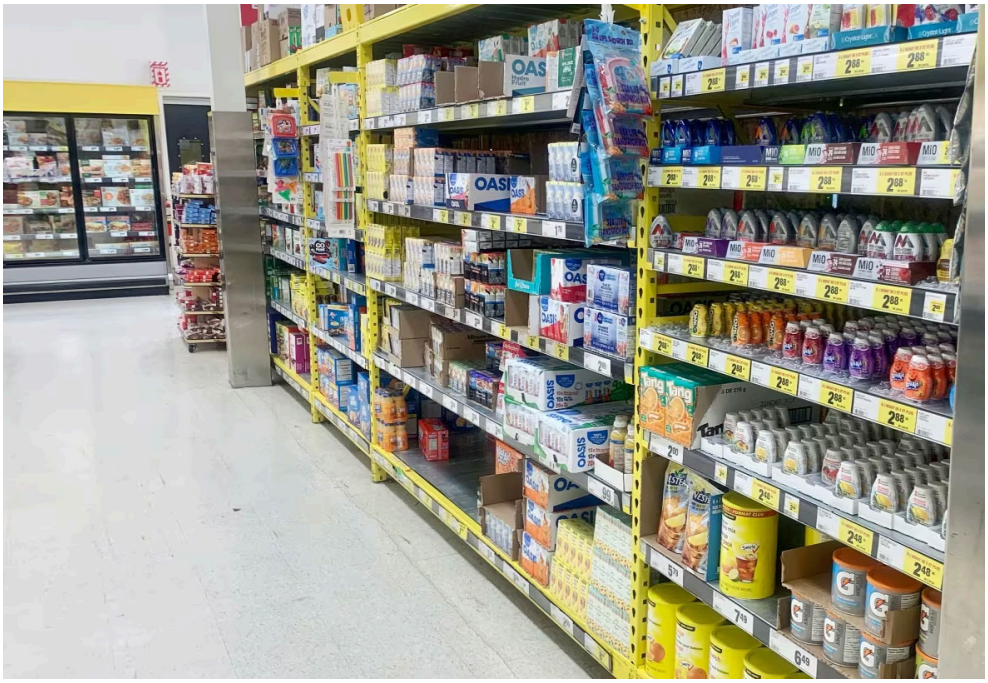
It recommends allowing customers to return empties of both alcoholic and non-alcoholic drinks to medium and large grocery stores, centralized depots and The Beer Store.

The report says the net cost of the system would be $190 million annually, to be funded through producer fees.

- **Ontario is making companies pay for recycling. But will that keep waste out of landfills?**

"The more locations you have, the more efficient the system is, the higher the the return rates you get," said Scaldwell.

Wasylyshen describes the research as flawed, and says it "didn't line up with real cost data from other Canadian jurisdictions."



The beverage industry says the system that would produce the greatest recycling rates would involve all medium-to-large grocery stores accepting returns of empty alcoholic and non-alcoholic drink containers. (CBC / Radio-Canada)

Why grocers — big and small — are balking

Wasylyshen, who served as a senior government adviser during Ford's first two years in office, focuses her arguments against deposit-return on the cost to consumers.

"If a system like this was in place, Ontarians would be stuck with an estimated 10 cent deposit on all beverage containers like bottled water or juice cartons, during an affordability crisis," she said in her email. "This is on top of a recycling cost per container, which is a fee that consumers don't get back."

Gary Sands, vice president of the Canadian Federation of Independent Grocers, representing the non-chain grocery stores, says it's the prospect of having to accept empties that causes the biggest problem for his members.

"We push back very aggressively on the idea that we have the space or the ability to be taking these dirty containers back into the store," Sands said in an interview.

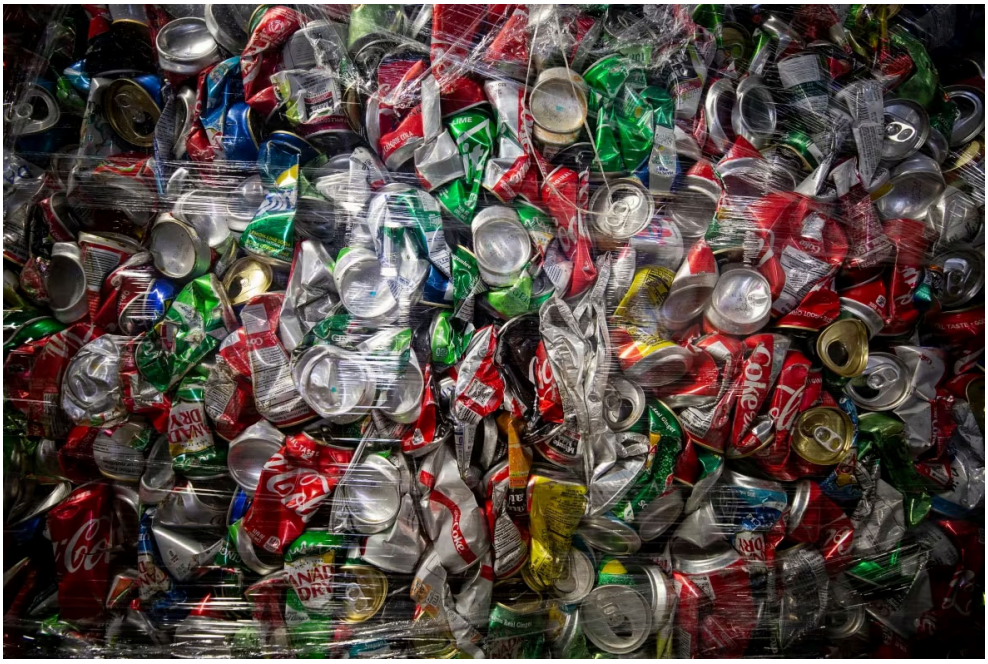
"Understand the situation that independent grocers are in. Their space is smaller, their margins are smaller."

- **Few Ontario grocery stores sign on to Doug Ford's booze sale plan**

On a related note, grocers are also showing their reluctance to accept returns of cans and bottles of alcoholic beverages.

That's a condition for grocery stores to obtain one of Ontario's new licences to sell beer, wine and ready-to-drink cocktails, but it's not a condition for convenience stores.

CBC News reported last week that only 37 grocers across the province have obtained a licence so far, compared with 3,068 convenience stores. Sands says the obligation to accept empties is the reason why so few grocers have signed on.



A senior government official has told CBC News that the Ontario government will not bring in a deposit and return system on non-alcoholic drink containers such as pop cans and bottled water. (Evan Mitsui/CBC)

Where do things go from here?

Environmental advocates and the beverage industry hope that if the government is serious about keeping down costs for consumers, that it will return to considering a deposit-return system, in part because the cost of the status quo blue box system is rising.

"The blue box is actually not that effective at managing our beverage containers," said Wallis. "Studies have shown around the world that deposit systems are, when you consider the number of containers that they actually manage, the most cost effective way to actually keep beverage containers out of the environment."

Scaldwell says the beverage industry cannot reach Ontario's recycling targets under the existing system.

"I'm optimistic about a solution," she said. "I think we need to get the stakeholders back to the table. I think the alcohol and non-alcoholic beverage sectors need to come together."

Wasylyshen takes a different approach.

"It's important to remember that we are in the middle of transitioning the blue box system," she said in her email. "Rushing into a new system when this transition is still underway is likely to needlessly cost Ontarians even more money."

Ford has nixed a return system for pop cans. Here's what that means for the environment

▶ 26 days ago 6:15

CBC has learned that Doug Ford's government has decided to pass on a deposit return program for non-alcoholic beverage containers such as pop cans and bottled water. Metro Morning guest host Molly Thomas spoke to the associate director at Environmental Defense Canada Ashley Wallis about what this means for the environment.

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Niagara Region

Waste Management Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

WMPSC-C 11-2024

Subject: Change to Soil Acceptance at Niagara Region's Open Landfills

Date: August 27, 2024

To: Waste Management Planning Steering Committee

From: Jamie Kristjanson, Hydrogeologist and Environmental Engineer

Purpose

This memorandum is to inform members of the Waste Management Planning and Steering Committee (WMPSC) about changes to excess soil acceptance at Niagara Region's open landfills due to Ontario Regulation 406/19 "On-Site and Excess Soil Management".

Current Soil Handling at the Open Landfills

Humberstone Landfill in the City of Welland and the Niagara Road 12 Landfill in the Township of West Lincoln currently accept clean and impacted (waste) soils from municipal and private development projects.

The landfills receive approximately 22,000 tonnes of clean and impacted soil per year, with about 2,000 tonnes per year used for landfill operations such as interim and final cover. Remaining soil is stockpiled and when stockpile volumes surpass operational needs, they are moved to other locations on site.

Ontario Regulation 406/19 - On-Site and Excess Soil Management

On January 1, 2025, Section 22 of Ontario Regulation 406/19 will come into effect which results in two significant changes to soil handling at Regional landfill sites.

1. The first change is that clean soil may only be accepted at a landfill if there is a beneficial use for the soil such as for landfill cover, roads, or berms on site. Clean soil can no longer be landfilled. This is a measure to conserve valuable landfill space and help extend the life of the landfill.
2. The second change is how impacted (that is not considered clean) soil is defined. Impacted soil will be defined as waste that has to be landfilled.

Impact of the Regulation on Soil Acceptance at Landfill

After January 1, 2025, those wishing to bring soil to the landfill will need to have their soil tested. Tests results will be reviewed by Niagara Region staff to confirm if the soil is clean or waste before it is accepted.

Clean soil may only be accepted when the Region has a need for the soil for beneficial use such as for interim / final cover or internal roads. If there is sufficient clean soil already at the landfill for these purposes, additional clean soil may not be accepted. If waste soil is accepted, it will use airspace normally destined for solid waste disposal.

Impact of Soil Acceptance Changes to the Local Area Municipalities

Local Area Municipalities (LAMs) account for about 75% of all soils accepted at the Region's open landfills which amounts to about 17,000 tonnes of soil annually. This annual soil volume is more than operationally required at the open landfills. In order to comply with the new regulation, the Region may no longer be able to continue accepting this volume of soil from the LAMs. This, in turn, will affect how LAMs plan for and manage excess soils from their projects. To help with this transition, Niagara Region will be starting a process that will let LAMs know in advance if we can accept their soil. LAMs will provide soil sample results and an approximate volume of excess soil to the Region prior to their work being carried out. Based on this information the Region will advise whether the landfill can accept the material as clean or waste soil with enough lead time that the LAMs can seek alternative soil disposal sites, if needed.

At the Public Works Officials meeting on June 13, 2024, Staff presented an overview of the new excess soils regulation (Reg. 406/19) and the impacts of this regulation to processes at Regional landfill sites.

In addition to establishing a LAM / Region excess soils working group, ongoing communication between LAMs and Niagara Region will continue with a goal of finding alternatives for excess soil.

Respectfully submitted and signed by

_____

Jamie Kristjanson
Hydrogeologist and Environmental Engineer, Waste Management Services

Niagara Region

Waste Management Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

WMPSC-C 12-2024

Subject: Niagara Region Wins Bronze Award for Promotion and Education

Date: August 27, 2024

To: Waste Management Planning Steering Committee

From: Amber Schmucker, Waste Management Engagement and Education Coordinator

The Municipal Waste Association (MWA) Promotion and Education Awards were presented May 29, 2024, during the MWA Spring Workshop. The annual Promotion and Education Awards recognize excellence in municipal promotion and education of waste management programs and services. Niagara Region received the bronze award in the 'Social Media & Online Strategy' category for its illegal dumping campaign videos.

Three lighthearted videos were created as part of the 2023 illegal dumping campaign with the goal of providing greater clarity to residents and contractors on the definition and cost of illegal dumping.

- Video 1 (https://youtu.be/m1YpwmmPflM?si=oyD2RIro8UIIN-UA)
- Video 2 (https://youtu.be/YCIhWCAIC-w?si=tbZP18zy8mOoOlPd)
- Video 3 (https://youtu.be/160X6HZiYMM?si=1FCTjyVLnVRCM6ac)

The videos were shared widely on Niagara Region's social media platforms, including Instagram, Facebook, Nextdoor, YouTube and were played as ads at the Landmark cinemas to increase viewership.

Between July and August 2023, the videos:

- Reached over 100,200 individual accounts on social media platforms. The "reach" metric is how many individual accounts saw the videos at least once.
- Left 283,286 impressions while users were on social media platforms. Impressions is how many times the video posts were viewed on a screen.
- Were reacted to 575 times, shared 216 times, and commented on 421 times.
- Over 30,000 views on YouTube.
- Played for approximately 40,000 ticket holders at the Landmark Cinemas.

The MWA is an incorporated not-for-profit organization formed in 1987 by Ontario municipal waste management professionals to facilitate the sharing of municipal waste reduction and recycling information and expertise.

Respectfully submitted and signed by

_____

Amber Schmucker
Waste Management Engagement and Education Coordinator

Minute Item No. 6.1
COM 28-2024
Housing Provider End of Mortgage Strategy – Service Agreements

That Report COM 28-2024, dated September 10, 2024, respecting Housing Provider End of Mortgage Strategy – Services Agreements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Niagara Region Housing Services' End of Mortgage Strategy for Housing Providers, attached as Appendix 1 to Report COM 27-2024, **BE APPROVED** and that the Commissioner of Community Services or designate be delegated the authority to modify the strategy so long as it supports the long-term sustainability of the social housing portfolio at End of Mortgage (EOM) and does not exceed approved budgets; and
2. That the Commissioner of Community Services or designate **BE AUTHORIZED** to enter into service and exit agreements with housing providers, under the Housing Services Act (HSA). S.O. 2011, c. 6, Schedule 1, that have reached or are reaching EOM and execute agreements (including financial plans), in a form satisfactory to the Director of Legal Services.

Minute Item No. 6.2
COM 25-2024
Budget Adjustment Senior Services

That Report COM 25-2024, dated September 10, 2024, respecting Budget Adjustment Senior Services, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an adjustment to the previously adopted 2024 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of $5,675,723 to be fully funded through the Ministry of Long-Term Care (MLTC), **BE APPROVED**; and
2. That Regional Council **APPROVE** the addition of 13 permanent Full-Time Equivalents (FTE)'s funded from the Long-Term Care Staffing Increase Funding.

Minute Item No. 6.3
COM 27-2024
Emergency Social Services – Canadian Red Cross Contract/ Agreement

That Report COM 27-2024, dated September 10, 2024, respecting Emergency Social Services – Canadian Red Cross Contract/ Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an agreement with the Canadian Red Cross (CRC) for the provision of Emergency Social Services for a term of three years, effective January 1, 2025 to December 31, 2027, in a form that is satisfactory to the Director of Legal and Court Services.

Minute Item No. 7
Consent Items for Information

That the following items **BE RECEIVED** for information:

COM 23-2024
Canada-Wide Early Learning and Child Care Program Directed Growth Priority Neighbourhood

COM 26-2024
Seniors Services Quality Improvement Report April-June 2024

THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE
MINUTES

PHSSC 8-2024
Tuesday, September 10, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bateman, Bradley (Regional Chair)*, Chiocchio (Committee Co-Chair), Craitor*, Easton, Insinna, Kaiser*, Morocco (Committee Co-Chair), Rigby, Seaborn*, Siscoe*, Sorrento, Whalen*, Witteveen
Absent/Regrets:	Diodati, Foster, Ip, Jordan
Staff:	C. Banach, Director, Housing Services, A. Basic, Legislative Coordinator, C. Cousins, Director, Homelessness and Community Engagement, R. Hill, Legislative Assistant, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Children's Services, H. Koning, Director, Senior Services, S. Mota, Senior Program Financial Specialist, A.-M. Norio, Regional Clerk, M. Sergi, Commissioner, Growth Strategy & Economic Development, R. Tripp, Chief Administrative Officer, D. Woiceshyn, Housing Services Project Consultant
	* indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Committee Co-Chair Chiocchio called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Witteveen read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

4.1 Early Development Instrument 2023 Results for Niagara Region

Satinder Klair, Director, Childrens Services, provided information respecting Early Development Instrument (EDI) 2023 Results for Niagara Region. Topics of the presentation included:

- Background of the Early Development Instrument
- Niagara Region's Results
- Niagara's Approach

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 COM 28-2024

Housing Provider End of Mortgage Strategy - Service Agreements

Donna Woichesyn, Housing Services Project Consultant, provided information respecting Housing Provider End of Mortgage Strategy - Service Agreements. Topics of the presentation included:

- History
- Niagara End of Mortgage Strategy
- Housing Services Financial Model - 20 Years
- Community Housing Investment Opportunities
- Service Agreement Framework

Moved by Councillor Easton
Seconded by Councillor Witteveen

That Report COM 28-2024, dated September 10, 2024, respecting Housing Provider End of Mortgage Strategy – Services Agreements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Niagara Region Housing Services' End of Mortgage Strategy for Housing Providers, attached as Appendix 1 to Report COM 27-2024, **BE APPROVED** and that the Commissioner of Community Services or designate **BE DELEGATED** the authority to modify the strategy so long as it supports the long-term sustainability of the social housing portfolio at End of Mortgage (EOM) and does not exceed approved budgets; and

2. That the Commissioner of Community Services or designate **BE AUTHORIZED** to enter into service and exit agreements with housing providers, under the Housing Services Act (HSA). S.O. 2011, c. 6, Schedule 1, that have reached or are reaching EOM and execute agreements (including financial plans), in a form satisfactory to the Director of Legal Services.

Carried

Councillor Information Request(s):

Provide additional information respecting exit agreements and the associated financial plan as part of the 2025 budget process. Councillor Easton.

6.2 COM 25-2024

Budget Adjustment Senior Services

Moved by Councillor Sorrento
Seconded by Councillor Insinna

That Report COM 25-2024, dated September 10, 2024, respecting Budget Adjustment Senior Services, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an adjustment to the previously adopted 2024 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of $5,675,723 to be fully funded through the Ministry of Long-Term Care (MLTC), **BE APPROVED**; and

2. That Regional Council **APPROVE** the addition of 13 permanent Full-Time Equivalents (FTE)'s funded from the Long-Term Care Staffing Increase Funding.

Carried

6.3 COM 27-2024

Emergency Social Services - Canadian Red Cross Contract/ Agreement

Moved by Councillor Bateman
Seconded by Councillor Whalen

That Report COM 27-2024, dated September 10, 2024, respecting Emergency Social Services – Canadian Red Cross Contract/ Agreement, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an agreement with the Canadian Red Cross (CRC) for the provision of Emergency Social Services for a term of three years, effective January 1, 2025 to December 31, 2027, in a form that is satisfactory to the Director of Legal and Court Services.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Witteveen
Seconded by Councillor Bateman

That the following items **BE RECEIVED** for information:

COM 23-2024
Canada-Wide Early Learning and Child Care Program Directed Growth Priority Neighbourhood

COM 26-2024
Seniors Services Quality Improvement Report April-June 2024

Carried

8. OTHER BUSINESS

8.1 Provincial Homelessness and Addiction Recovery Treatment (HART) Hubs

Adrienne Jugley, Commissioner, Community Services, provided a verbal update respecting provincial Homelessness and Addiction Recovery Treatment (HART) Hub applications. Commissioner Jugley advised that meetings with local providers are underway and that there is an intent to apply on behalf of Niagara Region.

8.2 Human Rabies

Dr. Kasmani, Medical Officer of Health, provided some information respecting the human rabies cases within Ontario. Dr. Kasmani advised that if you have been exposed to a potential rabid or wild animal that it was important to seek out medical advice and that additional information could be found on the Region's website.

8.3 Long Term Care Home Update

Councillor Insinna requested an update on the progress of the long-term care home redevelopments. Adrienne Jugley, Commissioner, Community Services, confirmed that information on the progress of the redevelopments would be provided at a future meeting or through Weekly Correspondence.

9. NEXT MEETING

The next meeting will be held on Tuesday, October 8, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 3:07 p.m.

Councillor Chiocchio Committee Co-Chair	Councillor Morocco Committee Co-Chair
Azra Basic Legislative Coordinator	Ann-Marie Norio Regional Clerk

Subject: Seniors Services Quality Improvement Report: April-June 2024

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That this report **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide Committee and Council with highlights of quality initiatives for Seniors Services.
- Areas of focus in this report are:
    - Provincial Long-Term Care Staffing Plan: Year Four of a Four Year Plan
    - Supporting Staff Wellness: Your Health Space
    - Fostering Enhanced Communication and Collaboration: Partners in Caregiving (PIC) Program

Financial Considerations

The Ministry of Long-Term Care (MLTC) and Ontario Health West are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

Analysis

Provincial Long-Term Care Staffing Plan: Year Four of a Four Year Plan

The provincial government released, “A Better Place to Live, A Better Place to Work: Ontario’s Long-Term Care Staffing Plan” in December 2020 with a commitment to improve Ontario’s long-term care sector by increasing staffing levels to an average of four hours of care per resident per day. On October 15, 2021, the MLTC released updates to the LTC Home Funding Policy detailing funding investments to support the staffing increases committed to in the Staffing Plan. Investments were rolled-out in year-over-year increases from 2021-2022 to 2024-2025 with the first wave of funding issued in 2021 and the final wave of funding issued on April 1, 2024. The details of the fourth and final year of funding levels were shared with the LTC sector on Thursday, March 28, 2024, for implementation on April 1, 2024.

The implementation of a four-hour direct care per day requirement in Ontario's long-term care sector supports a pivotal shift toward a more person-centered care model. By mandating increased staff presence, this policy aims to address longstanding concerns about the quality of care that can be delivered given staffing constraints. This heightened level of care is anticipated to yield tangible benefits, including improved resident outcomes, such as reduced rates of falls, pressure ulcers, and hospitalizations. Moreover, it is expected to foster a more responsive and compassionate care environment, enhancing residents' overall quality of life. In April 2024, the final tranche of funding provided by the Ministry of Long-Term Care enabled Niagara Region to meet the mandated four-hour direct care requirement by adding 49.2 full-time equivalent positions.

This policy change has the potential to reshape the role of care providers, empowering employees to engage in more meaningful interactions with residents. By increasing direct care hours, employees are afforded greater opportunities to build rapport with residents, understand their individual needs, and deliver more personalized care. Ultimately, this could also lead to increased job satisfaction and retention among care staff.

While the implementation of a four-hour direct care standard represents a significant step forward, it's essential to acknowledge that the underlying research underpinning this policy direction is outdated[1]. The complex and evolving needs of long-term care residents necessitate a more contemporary approach to care delivery. To ensure that funding aligns with current resident needs, a comprehensive and ongoing review of care requirements across the sector is imperative at the Ministry level. This assessment should inform future policy decisions and resource allocation to better address the challenges and opportunities within long-term care.

Supporting Staff Wellness: Your Health Space

Staff in health care, including long-term care, often grapple with high levels of stress, burnout, and compassion fatigue. Given the high prevalence and impact of these

[1] The Ministry of Health and Long-Term Care appointed Shirlee Sharkey to lead an independent review of staffing and standards for Long-Term Care in Ontario in 2007. The resultant report, “People Caring for People: Impacting the Quality of Life and Care of Residents in Long-Term Care Homes,” recommended increasing direct care per resident per day, year over year to achieve 4.0 hours of direct care by 2012.

concerns in the long-term care sector, the Public Services Health and Safety Association recently commissioned a root cause analysis study of the psychological demands of working in the LTC sector. The resultant report, Preventing Psychological Harm in Long-Term Care was issued May 30, 2024.

The Niagara Region 2023-2026 People Plan also recognizes the importance of employee wellness. The People Plan is anchored in four themes that reflect what is important to employees, leaders and the organization and one of the four themes is "healthy and well employees and workplaces" with a commitment to create and support healthy and safe workplaces, and overall positive health and well-being for employees.

To ensure we are meeting our People Plan commitments and effectively supporting employees, Niagara Region Seniors Services partnered with Canadian Mental Health Association (CMHA) to deliver a new workplace mental health program to Seniors Services staff and leaders. Specifically designed for healthcare workers, it offers a comprehensive approach to address the unique challenges faced by staff in demanding environments like long-term care.

The Your Health Space Program provides essential tools and resources to help employees build resilience, manage stress, and prioritize their mental well-being. By fostering a supportive workplace culture and equipping staff with necessary skills, this program not only enhances employee wellness but also in turn contributes to improved staff retention, reduced absenteeism, and ultimately, enhanced quality of care for residents. Your Health Space is an important component of a holistic approach to staff well-being in long-term care, recognizing that healthy staff are essential for delivering optimal care to residents.

Fostering Enhanced Communication and Collaboration: Partners in Caregiving (PIC) Program

Over the last few years Seniors Services has embraced a person-centred care approach. Working in collaboration with residents and families to ensure that care and services are aligned with each resident's respective needs and wishes.

To continue to strengthen the person-centered care approach, Niagara Region Seniors Services is introducing the Partners in Caregiving Program. This is a pioneering initiative and program developed by Cornell University aimed at enhancing communication and collaboration between long-term care staff and residents' family members. This program recognizes the critical role families play in resident care and seeks to empower them as partners in the care process.

By providing training in communication and conflict resolution skills with both staff and family members, PIC fosters a more cooperative and respectful environment in support of ensuring the best possible experience and quality of life for the residents of our long-term care homes.

The program emphasizes mutual respect and understanding, with families contributing their intimate knowledge of the resident and staff offering their expertise in care delivery. This initiative has proven positive and sustained outcomes in improving resident care indicators and enhancing satisfaction among residents, families, and staff in long-term care homes.

Alternatives Reviewed

Quarterly quality improvement reports provide committee and council with important information, supporting accountability, transparency and a culture of best practice and continuous quality improvement. As the governing body for the Region's LTC Homes, it is important that Council receives these reports to ensure high quality of care, understand the successes, challenges and opportunities experienced in these facilities and meet legislative accountability requirements of LTC.

Relationship to Council Strategic Priorities

Effective Region – Implement continuous improvement and modernized processes to ensure value for money in regional services and programs.

Effective Region – Deliver fiscally-responsible and sustainable core services.

Effective Region – Invest and support a skilled and aligned workforce at Niagara Region.

Prosperous Region – Attract and retain businesses, create jobs and support a skilled workforce in Niagara.

Other Pertinent Reports

COM 2-2018 Direct Resident Care Staffing Levels in Long-Term Care
(Copy available upon request)

COM 26-2021, Long-Term Care Home Funding Policy Update
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19585

Prepared by:
Paolo Varias, RN, GNC, MSc
Associate Director, Clinical Support
Seniors Services, Community Services

Recommended by:
Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jordan Gamble Program Financial Analyst and reviewed by Henri Koning, Director, Seniors Services.

Appendices

Appendix 1 Annual Report

Appendix 1 Seniors Services Report Card Q2 2024

Seniors Long Term Care Home Metrics

Measures	Definition	2023 Q3	2023 Q4	2024 Q1	2024 Q2
Resident Satisfaction Survey	This metric provides a measure of resident perception of services and overall rating of a great place to live. The survey is issued annually. In 2023 the average for the eight Niagara Region LTC homes was 90%. The 2022 MBN median for upper-tier municipalities was 89%.	93%	90%	90%	90%
Pressure Ulcers	This is a measure of the percentage of residents with worsened stage 2-4 pressure ulcers. (Provincial average: 2.4%, provincial target is 1%.)	2.45%	2.45%	2.8%	2.49%
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (in 2023 the total number of outbreaks was 51).	13	16	11	13
% of Residents who have fallen in the last 30 days	This is a measure of the percent of residents who sustained a fall in the last 30 days. (Provincial average: 16.4% / provincial target: 9%)	16.10	16.88	17.6%	18.49%
% of Residents with New Fractures	This is a measure of the percent of residents who sustained a fracture during this quarter. (Provincial average: 1.2%)	1.09	0.66	0.8%	0.9%

Seniors Community Programs

Measures	Definition	2023 Q3	2023 Q4	2024 Q1	2024 Q2
The number of unique individuals served each quarter.	Each individual client is counted once in a calendar year, regardless of the number of services one may access.	2277	1630	1541	1548
% satisfied with overall services	Average across all Seniors Community Programs.	94%	89.6%	96%	96%
# of complex case consultations	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care.	1	1	6	9

Early Development Instrument 2023 Results for Niagara Region

Satinder Klair, Director of Children's Services Public Health

and Social Services Committee

September 10th 2024

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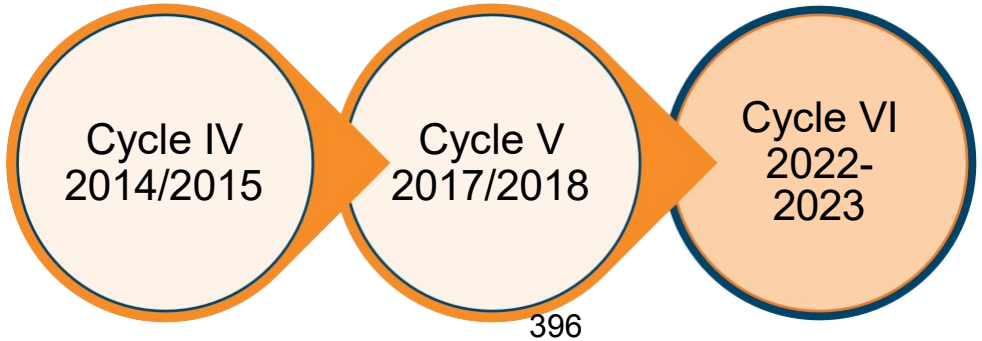
What is the Early Development Instrument (EDI)?

- Validated tool created by The Offord Centre
- Assesses the developmental health and wellbeing of children in Senior Kindergarten (Year 2)
- Mandated by the Ministry of Education
- 103 questions per child, completed by the class teacher
- Conducted every 3 years



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What does EDI Measure?

Physical Health & Well-being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills & General Knowledge
Physical Readiness for School	Overall social competence	Prosocial & helping behaviour	Basic Literacy	
Physical Independence	Responsibility & respect	Anxious & fearful behaviour	Interest in literacy / numeracy & memory	
Gross & fine motor skills	Approaches to learning	Aggressive behaviour	Advanced literacy	
	Readiness to explore new things	Hyperactivity & inattention	Basic numeracy	

What does the EDI Analyze?

After the assessment is complete the results are categorized by:

1. On track
2. At Risk
3. Vulnerable

All results demonstrate students who are vulnerable. Vulnerable students are those who have a score below the 10th percentile. These children are considered to be at increased risk of difficulties and, without additional support, may continue to experience challenges.

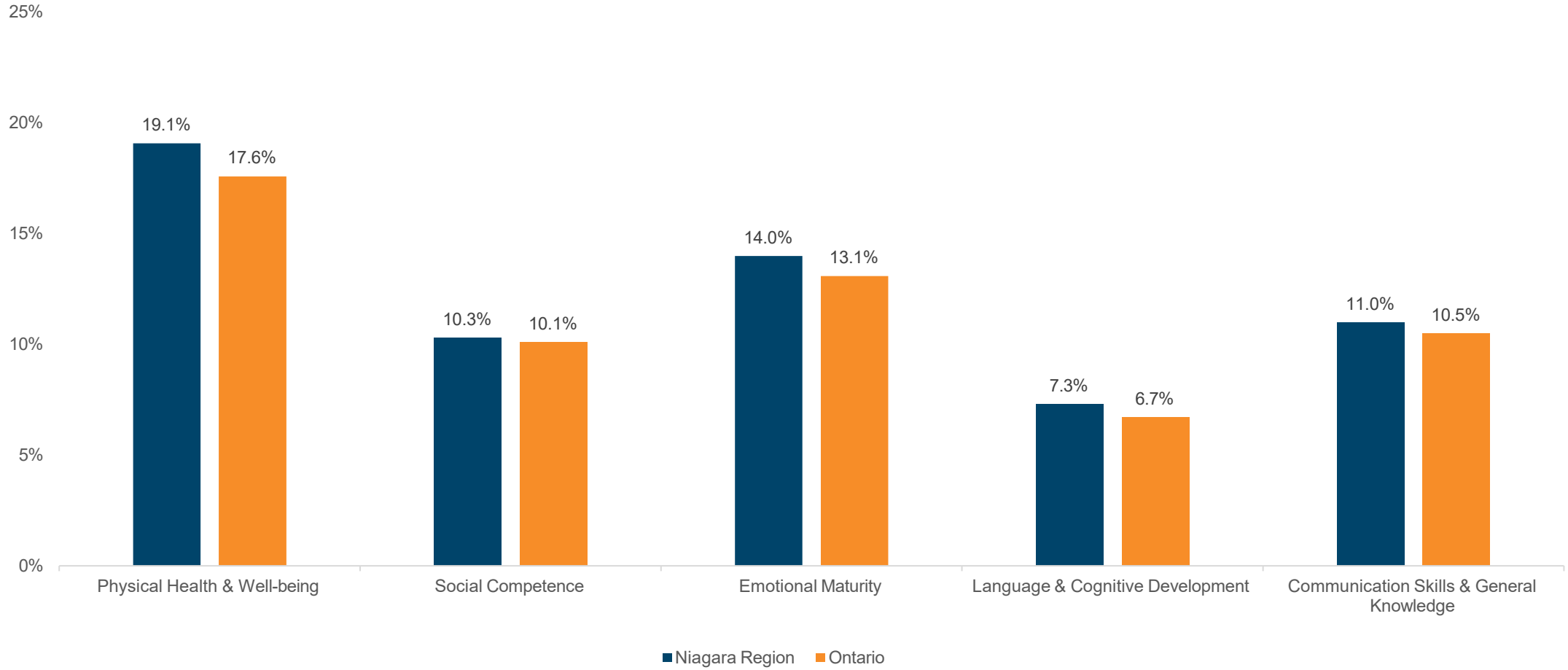
Niagara's Results

Niagara Children Captured in the EDI

- A total sample of 3897 children for 2022-2023
- 49.9% were girls and 50.1% were boys with an average age of 5.9 years
- 2% were French immersion
- 10% ESL / FSL
- In 2023 average of 23.3 days absent vs. 10.1 days in 2018

Overall Domains

Percentage of Children Vulnerable by EDI Domain in Cycle VI



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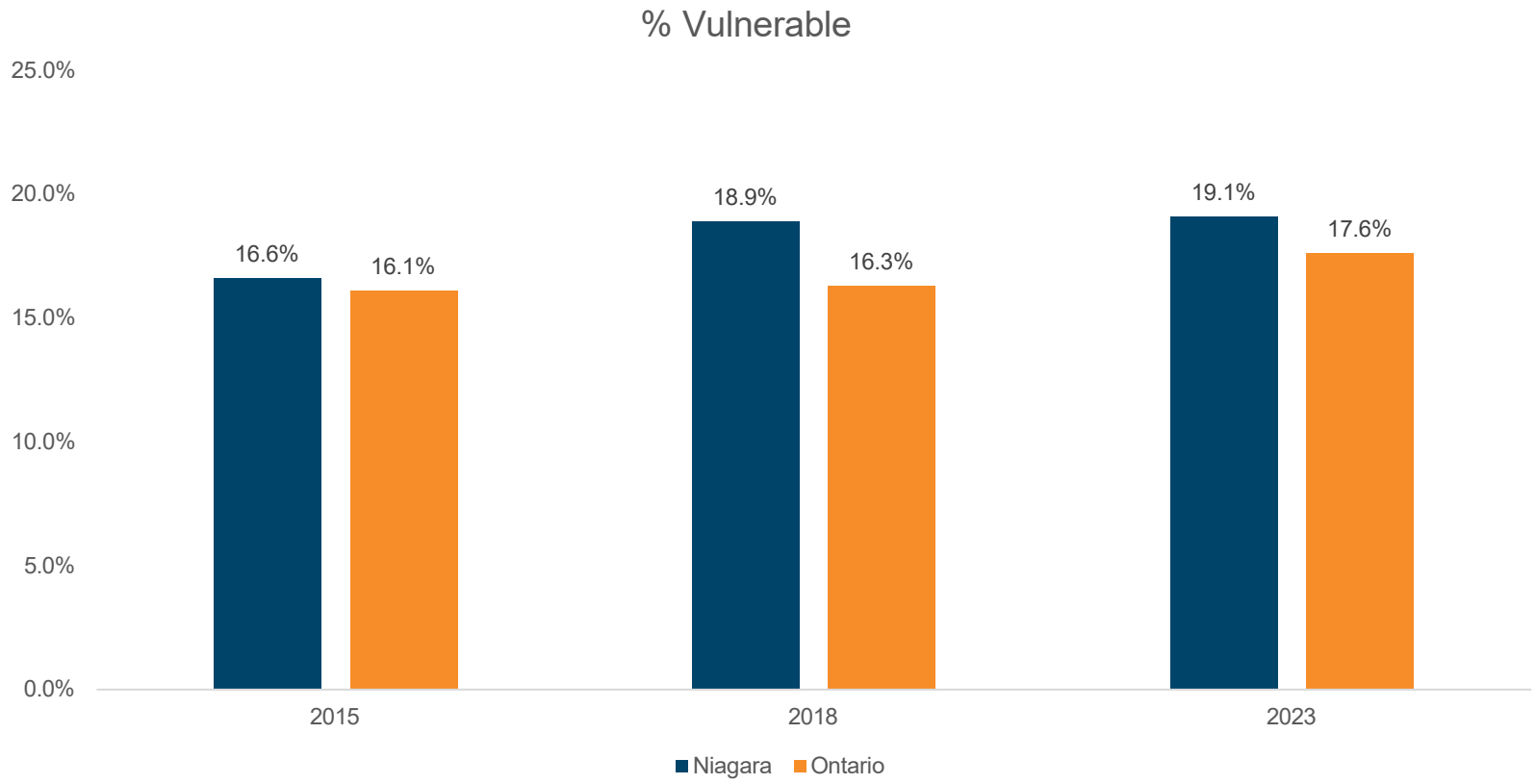
Physical Health & Well-Being

Assesses how physically independent and healthy children are and whether children have mastered motor skills



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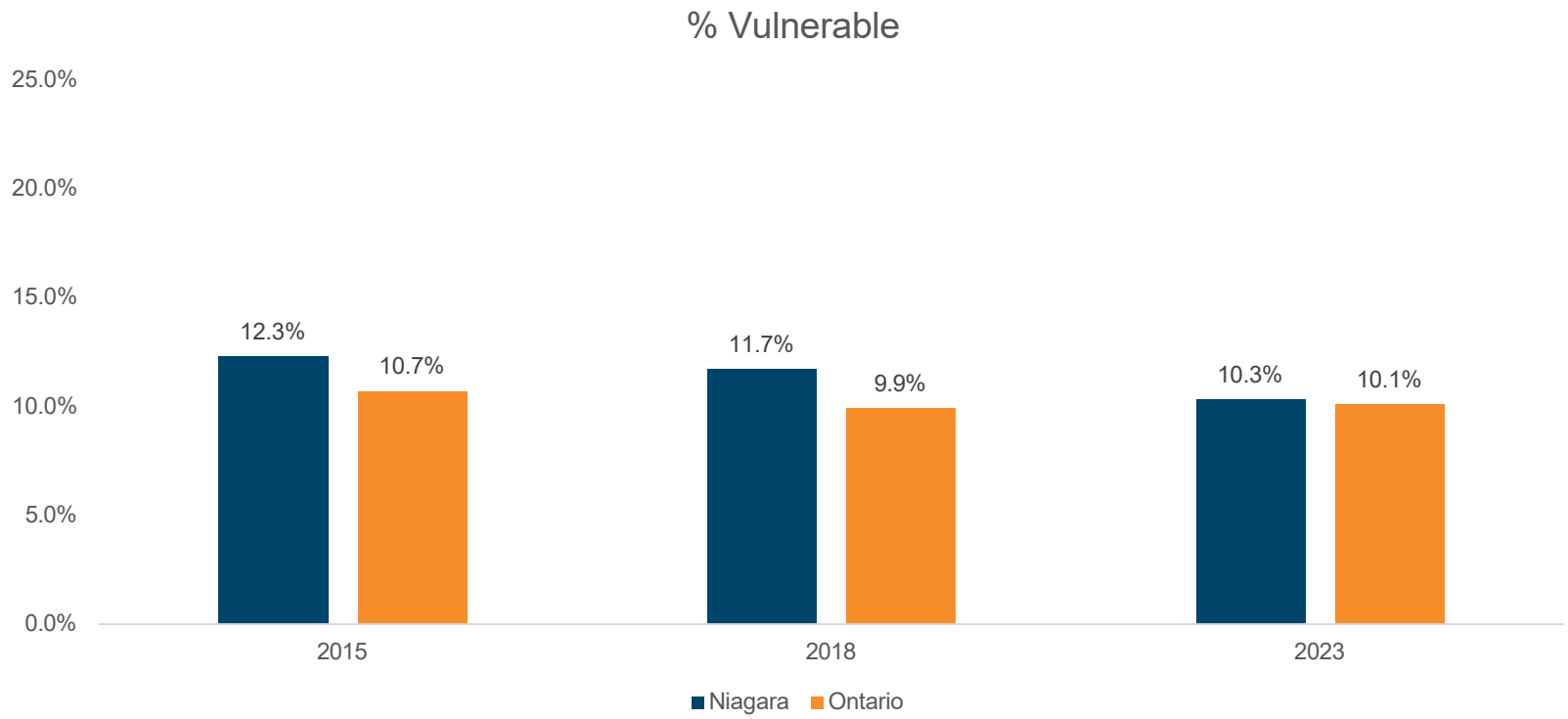
Social Competence

Assesses how children play and get along with others, share, and show self-confidence



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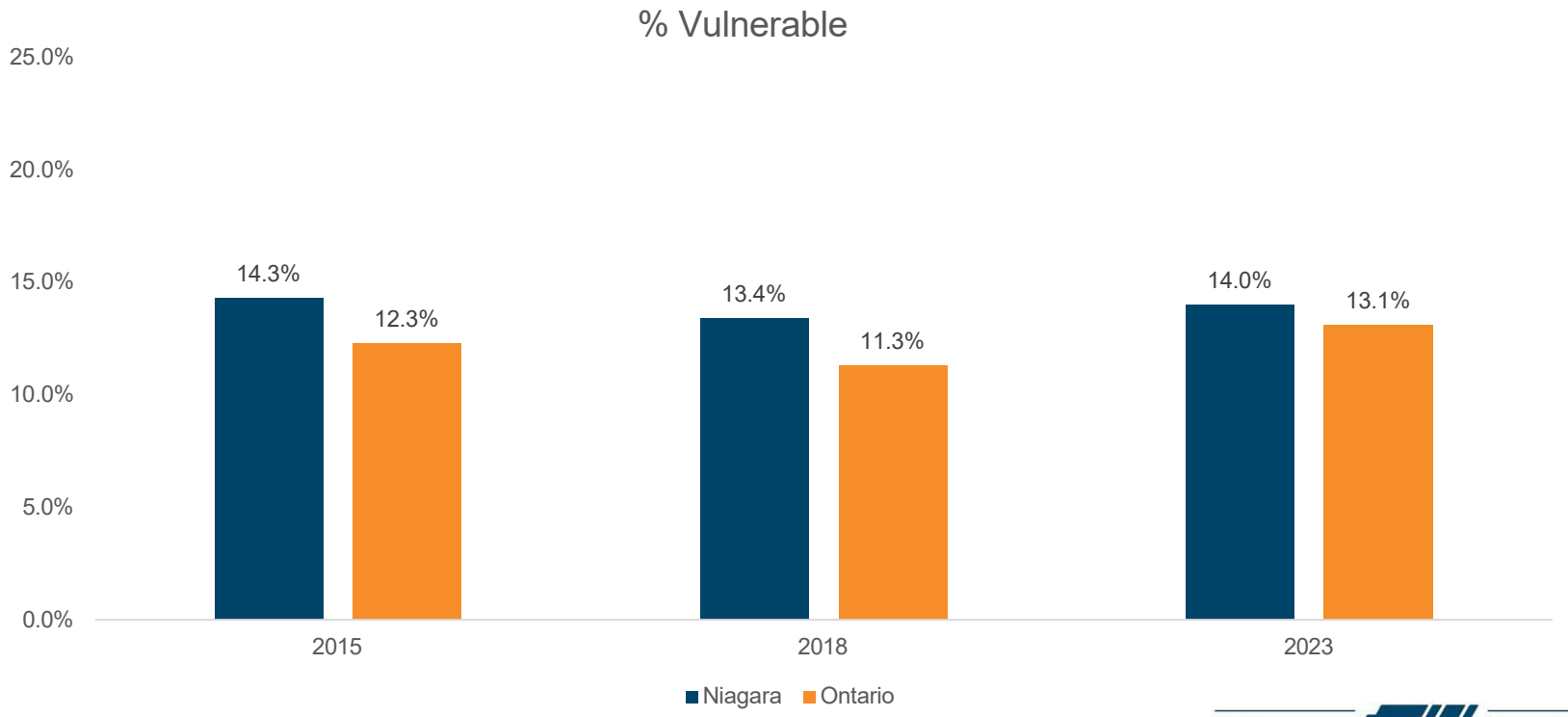
Emotional Maturity

Assesses how well children concentrate on tasks and help others, show patience, and whether they are often aggressive or angry



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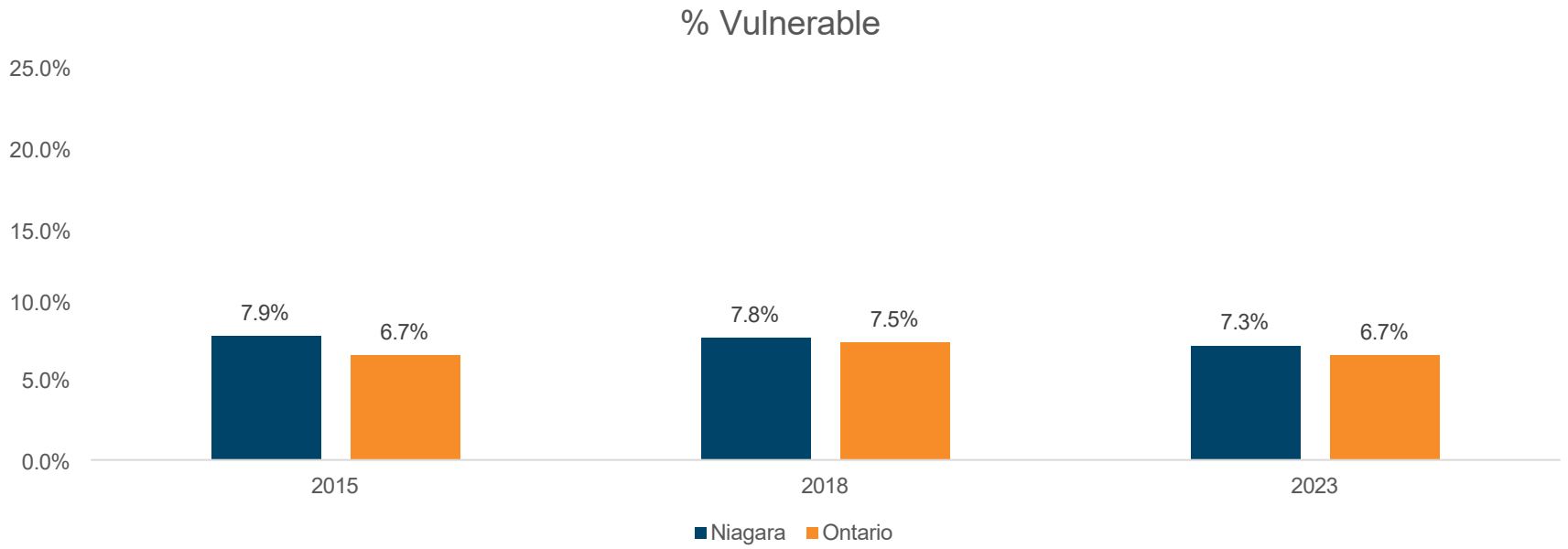
Language & Cognitive Development

Assesses how interested children are in reading and writing and their skills in numeracy and literacy



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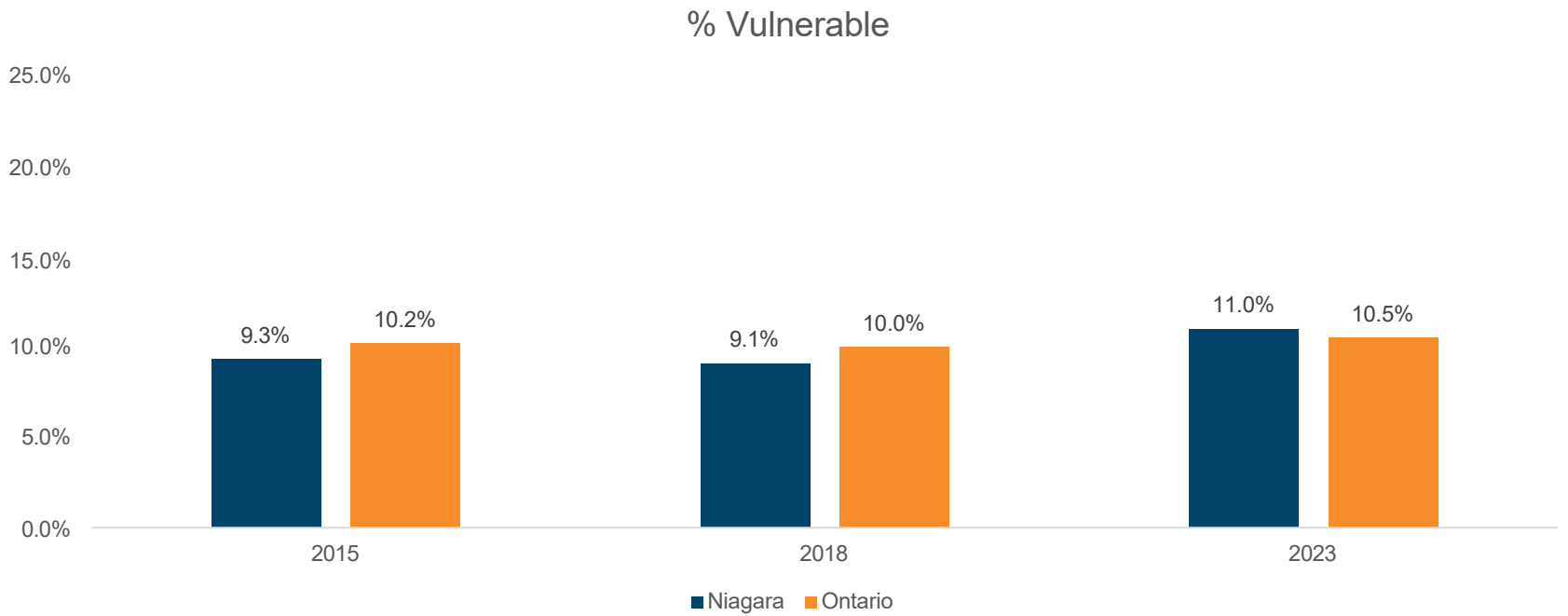
Communication Skills & General Knowledge

Assesses how children communicate with adults and other children



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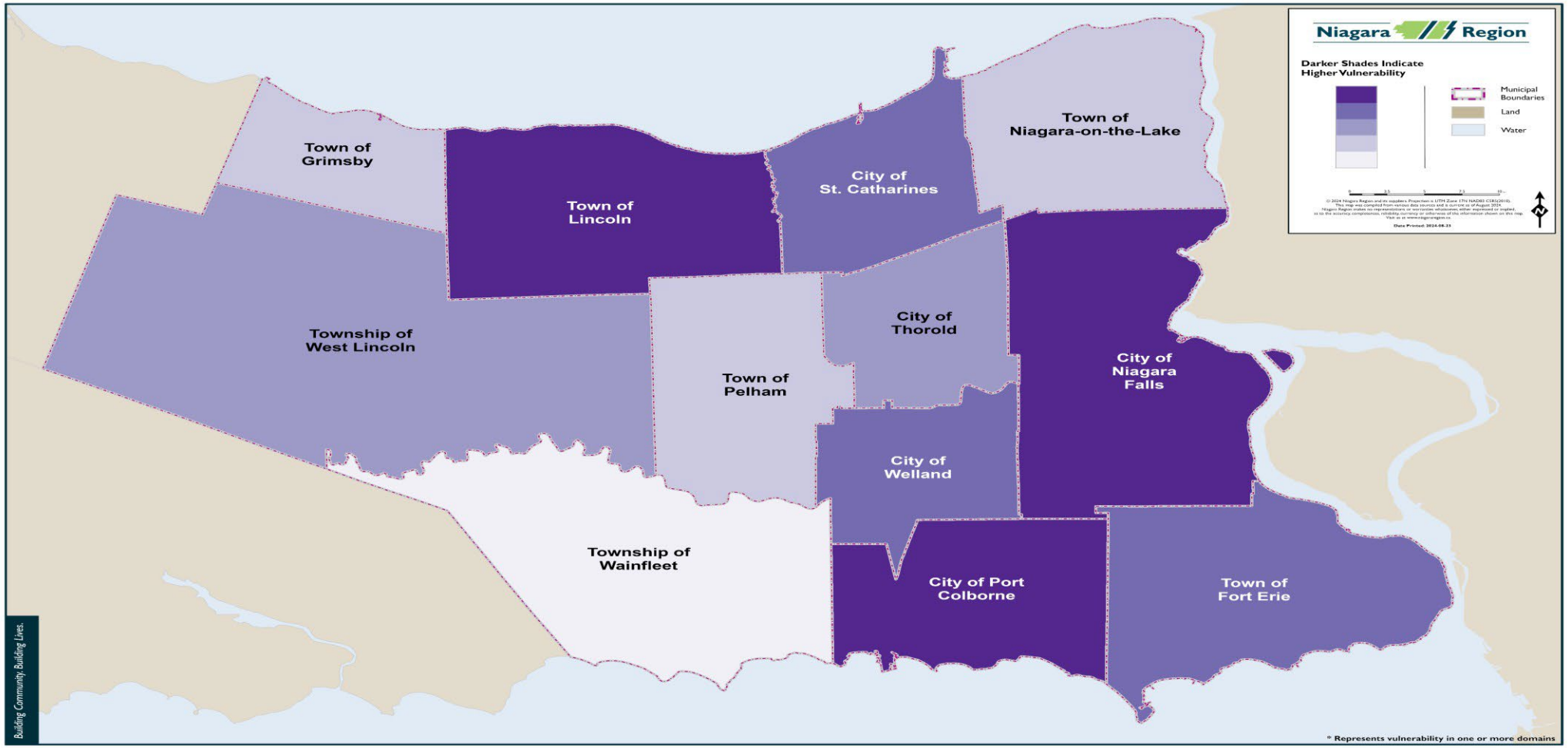
EDI Vulnerability by Municipality in 2023



Niagara's Approach

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Children's Services Planning and Programming

- Review of Special Needs Resourcing
- Invested in EarlyON outdoor training and programming
- Increased fee subsidy camp access via contracts with local municipalities
- New Early Years and Child Care Service System Plan
- Collaborative/ joint committees to influence programming planning (i.e. School Boards, community agencies, Public Health, etc.)
- Integration of services to provide wrap-around services

Collaboration with the Niagara Poverty Reduction Strategy

- Strategy addresses 8 interrelated Areas of Focus including Early Child Development
- Recommendation and actions: Improve access to affordable, high-quality childcare for families living in poverty or at risk of poverty.
  - Continue to implement the Canada Wide Early Learning and Child Care
  - Continue to expand childcare spaces
- Use funding from Niagara Prosperity Initiative to advance the strategy

Interdisciplinary work with Public Health

- Home visiting program for families (i.e. Nurse-Family Partnership, Healthy Babies Healthy Children, Infant and Child Development Services, etc.)
- Program and services to support parents (i.e. Postpartum Support, Infant Feeding Support, Positive Parenting Program, etc.)
- Community building and improving access in neighbourhoods that are disproportionately impacted by the social determinants of health (e.g. community gardens, social prescribing, food access programming)
- Capacity Building Strategies to support families (i.e. Niagara Parents Outreach, ACES-Informed Pandemic Recovery Project , Enhanced 18-month Well-baby Visit and Emergent Literacy Initiative

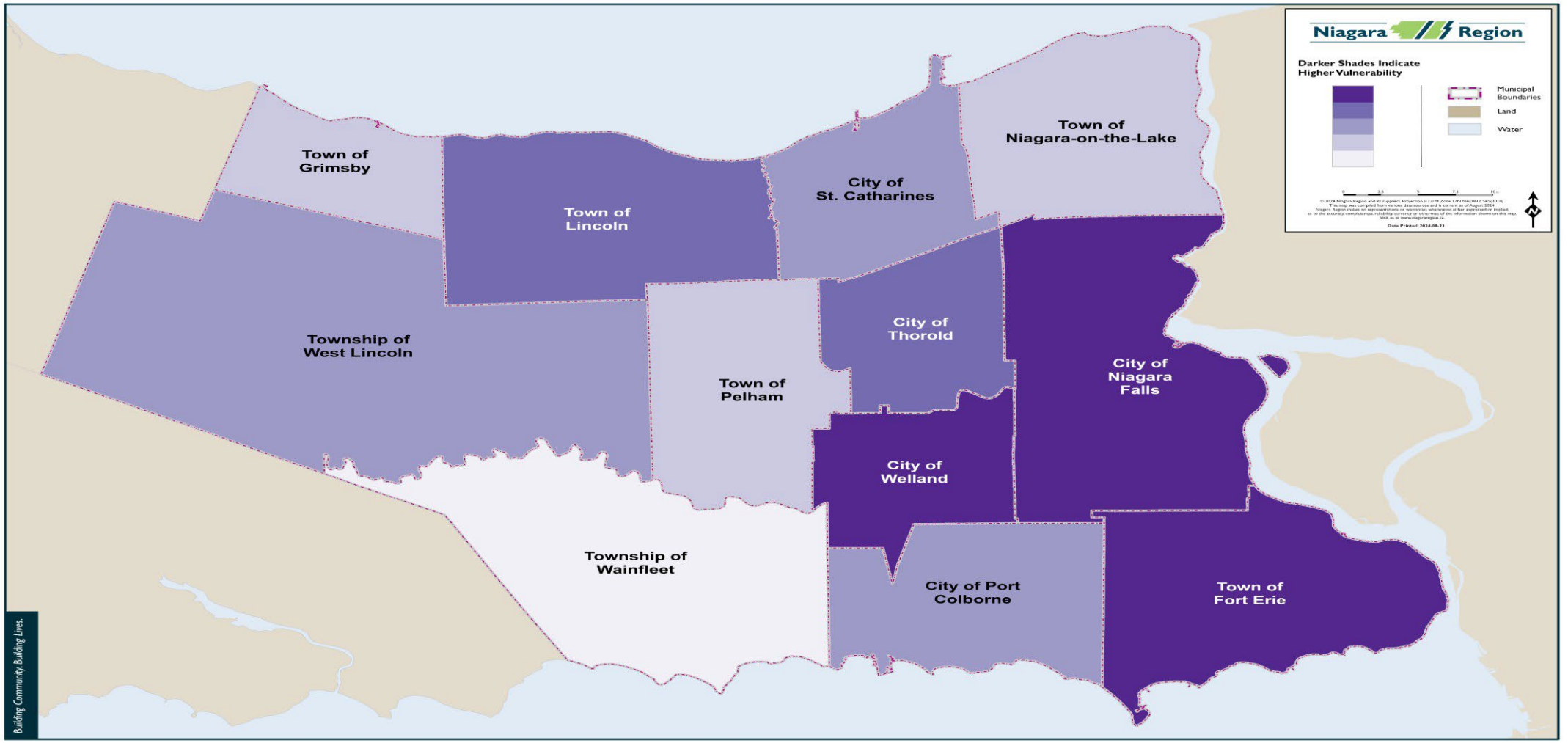
Councils Strategic Priorities

- Equitable Region
- Prosperous Region
- Effective Region

Thank you

Appendices

EDI Vulnerability in Physical Health & Well-being 2023



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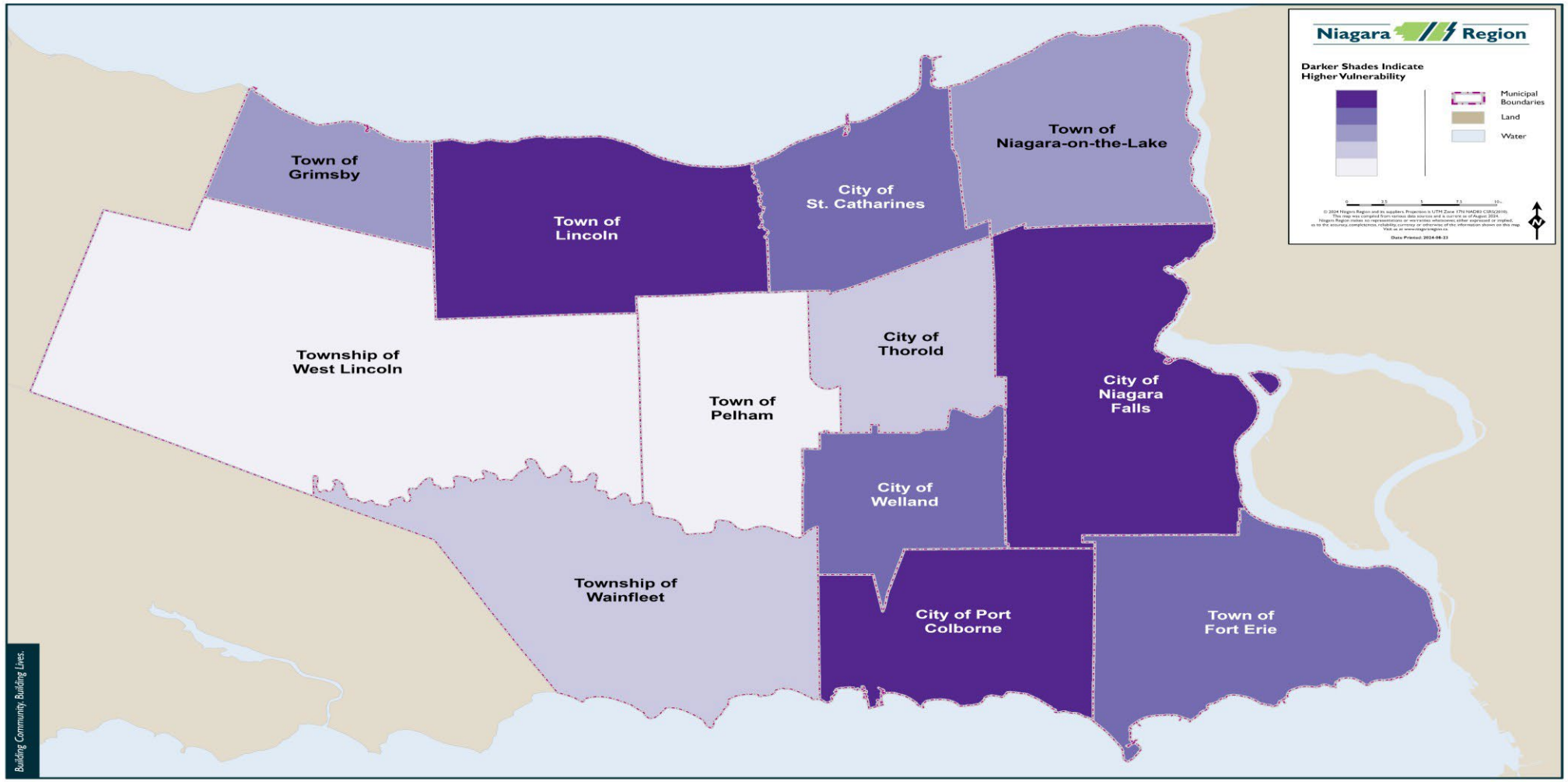
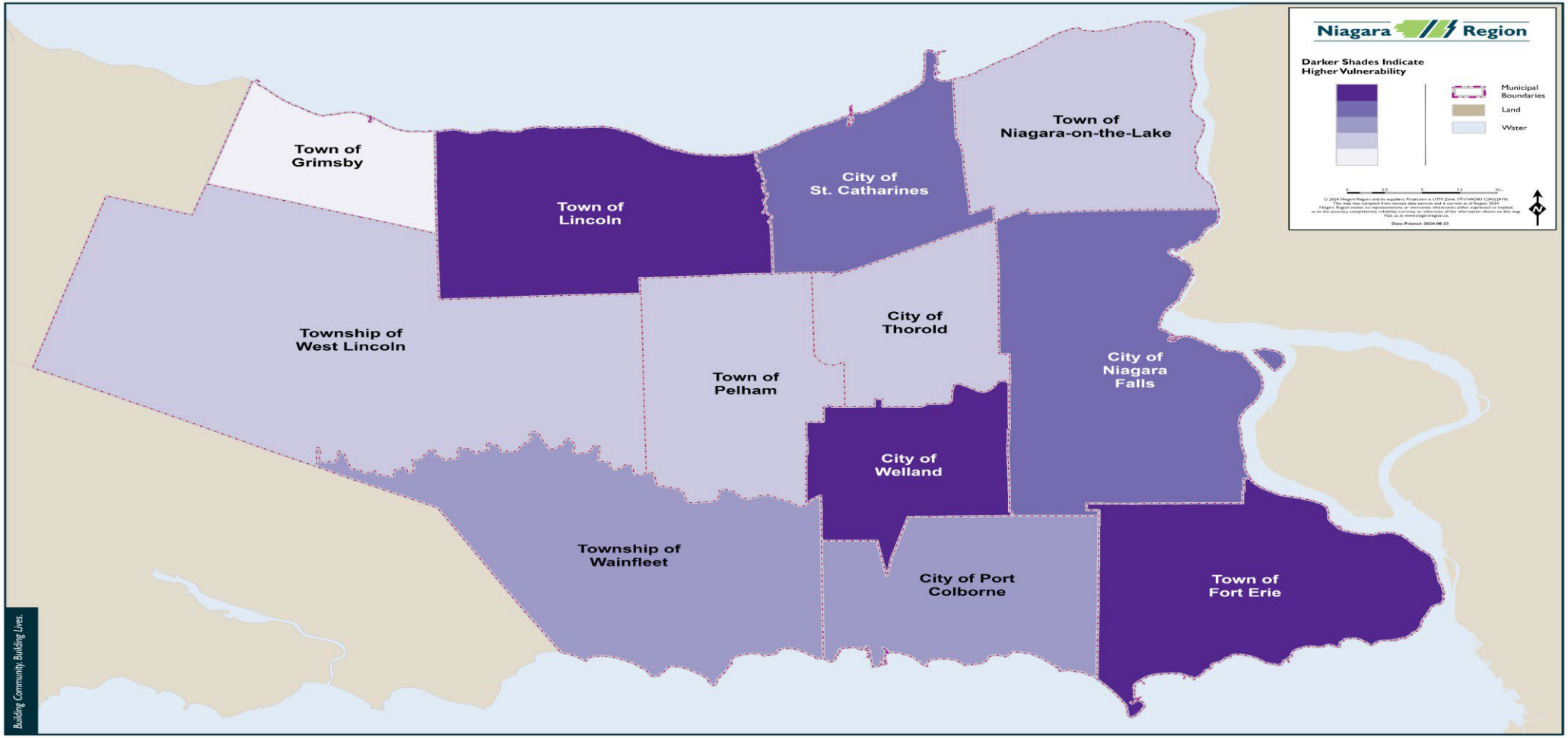
EDI Vulnerability in Social Competence 2023



EDI Vulnerability in Emotional Maturity in 2023



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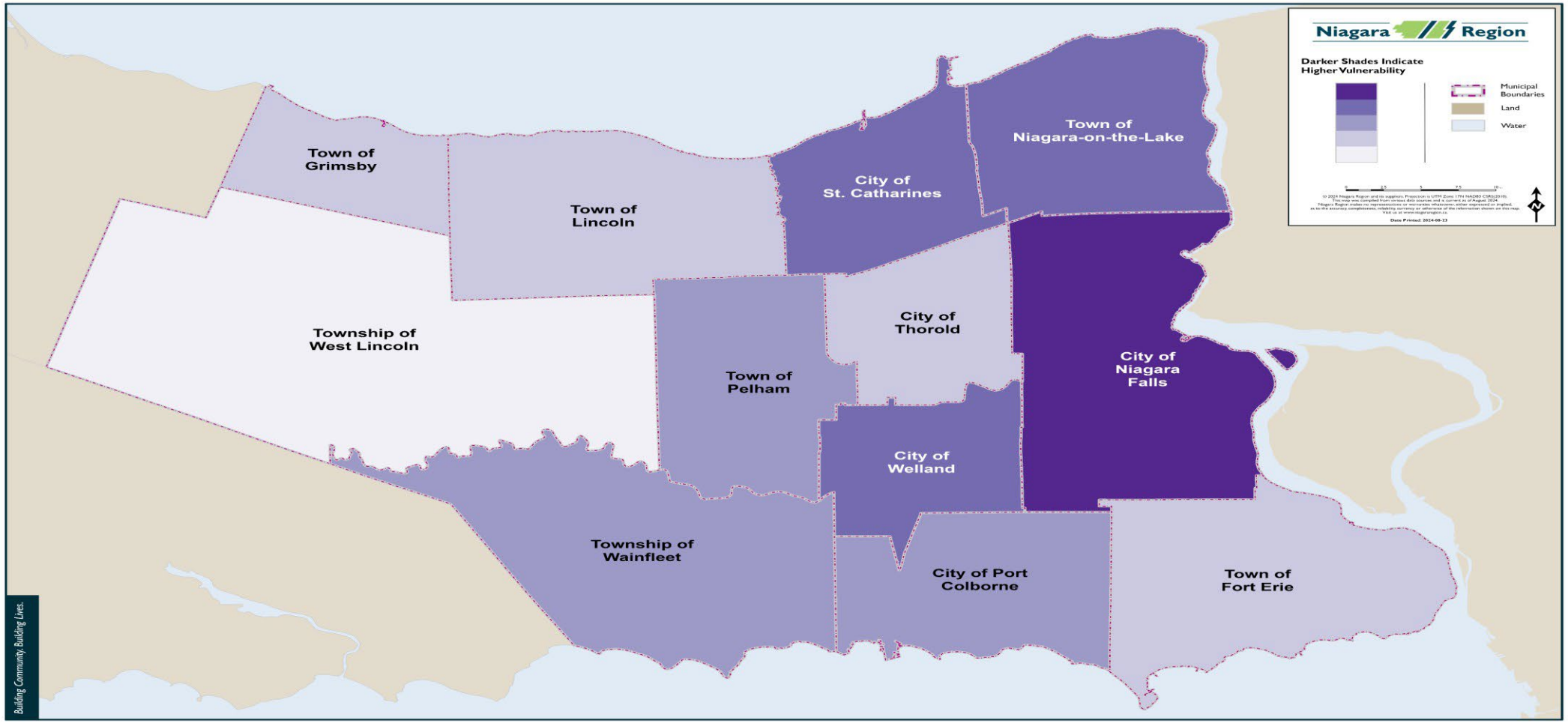
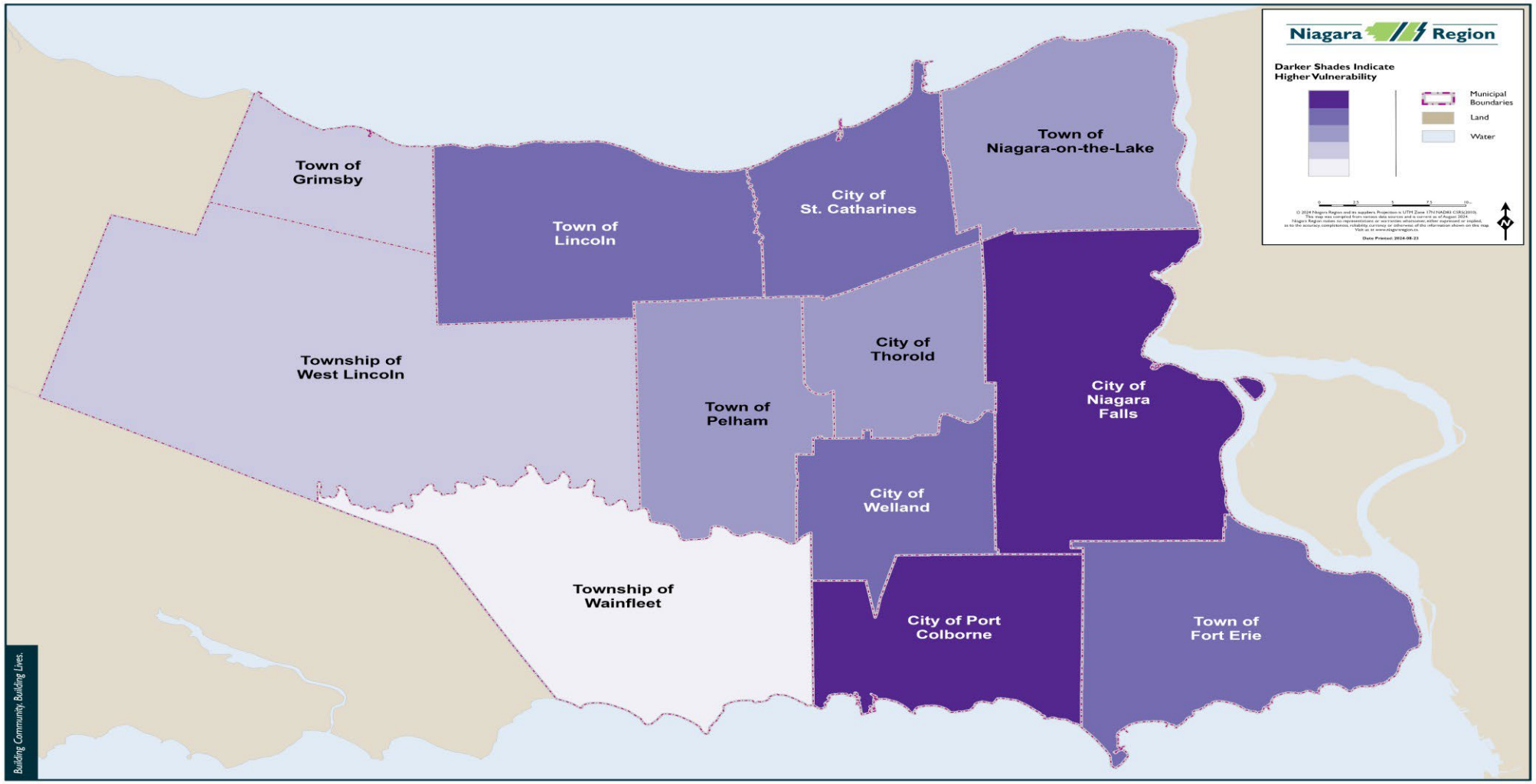
EDI Vulnerability in Language & Cognitive Development 2023



EDI Vulnerability in Communication & General Knowledge by Municipality 2023



End of Mortgage Strategy

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The History

- Initial operating agreement between housing provider and Province
- Responsibility downloaded from Province to Region in 2002
- Required to follow rules set out in Social Housing Reform Act (SHRA), now Housing Services Act (HSA) which replaced operating agreements
- End of Mortgage (EOM) – mortgages for housing providers under the HSA are ending and fully paid between now and 2030

End of Mortgage

EOM Regulations

Ont. Reg. 241/22 and 242/22

- Recognizes Service Manager as the funder
- Legislation enables Service Manager to collaborate with providers
- Protects current RGI tenants
- Protects investment in community housing
- Does not increase funding requirements and service level standards (# of units)

The Niagara EOM Strategy

Strategy Principles

- Incentivise non-profit and co-operative housing providers to remain within the community housing portfolio
- Provide funding for capital repairs
- Support service and exit agreement negotiations
- Development of a financial plan
- Foster a continued relationship with housing providers
- Support New investment in community housing within Niagara as directed by the Consolidated Housing Master Plan Initiatives

Housing Services Financial Model – 20 Years

- Legislated operating costs decreasing up to 2030 when all providers will have reached EOM
- Loss of fixed federal funding associated with these providers
- Estimated opportunity for reinvestment - $70 million
- Upper levels of government funding - $109 million
- 2025 and 2026 proposed base budget funding increase of $689k - $25 million

Community Housing Investment Opportunities

Total investment opportunity for community housing is estimated at $204 million

- Capital needs of housing providers ($65 million)
- Balance of funding available will help support Niagara Region's Housing Masterplan initiatives for the development of new affordable housing units and/or rent supplement agreements with new developments

Service and Exit Agreements

What is contained in a Service agreement?

- Ensures existing units receive sustainable funding
- Allows additional funding to keep projects in a satisfactory state of repair
- Provides other types of housing assistance
- Allows new housing providers to enter the system

What is contained in an Exit agreement?

- Housing providers to ensure existing tenants are not displaced and rent assistance continues for these households
- Preserves public investment in community housing buildings

What if no agreement is in place?

- HSA requirements still apply, even after mortgage paid off (RGI, reporting, etc.)
- Region responsible for funding and administering as per HSA

Service Agreement Framework

Service agreement provides funding for existing RGI units, maintains general affordability, and addresses operating and capital needs

Includes a financial model that is viable and keeps buildings in a satisfactory state of repair

Standard Terms

- 20-year agreement
- Funding level ensures revenues equal expenses with reasonable surpluses
- Investment for capital needs
- RGI units filled through Region's wait list

Negotiable Terms

- Number of targeted RGI units
- Specific details of financial plan

Housing Provider Financial Forecast

- Key component of the Service agreement
- Developed jointly by the Service Manager and housing provider
- Ensure funding will support operational and capital repair needs based on Building Condition Assessments
- Forecasts/assesses long-term financial viability of provider over a 20 year period

Exit Agreements

The Exit agreement must include:

- An ongoing accommodation of households living in the housing project
- Redevelopment of the project by the existing or another housing provider

  and/or

- Proceeds for the sale of the project reinvested into affordable housing

Questions?

Subject: Housing Provider End of Mortgage Strategy – Service Agreements
Report to: Public Health and Social Services Committee
Report date: Tuesday, September 10, 2024

Recommendations

1. That the Niagara Region Housing Services' End of Mortgage Strategy for Housing Providers, attached as Appendix 1 to report COM 27-2024, be **APPROVED** and that the Commissioner of Community Services or designate be delegated the authority to modify the strategy so long as it supports the long-term sustainability of the social housing portfolio at End of Mortgage (EOM) and does not exceed approved budgets; and
2. That the Commissioner of Community Services or designate be **AUTHORIZED** to enter into service and exit agreements with housing providers, under the Housing Services Act (HSA). S.O. 2011, c. 6, Schedule 1, that have reached or are reaching EOM and execute agreements (including financial plans), in a form satisfactory to the Director of Legal Services.

Key Facts

- The purpose of this report is to approve the Niagara Region Housing Services' End of Mortgage (EOM) Strategy for Housing Providers and provide the Commissioner of Community Services authority to enter into service agreements or exit agreements with non-profit and cooperative housing providers.
- As a Service Manager, the Regional Municipality of Niagara (NR) became responsible for the funding and administration of Community Housing transferred from the Province on April 1, 2002.
- There are currently 51 non-profit, co-operative and urban native housing providers listed in the Housing Services Act (HSA) that have been included in this funding model, that deliver 3,166 units of community housing in Niagara. The rent-geared-to-income (RGI) units in these projects are included in Niagara Region's Service Level Standards (SLS) that are reported to the province.
- As the mortgages of these designated housing providers end and are fully paid over the next six (6) years, the federal funding associated with these mortgages will end, and the original agreements under the HSA will come to an end, at which point Niagara Region Housing Services (NRHS) will engage in negotiations with the housing provider to enter into a new service agreement or an exit agreement.

- The new regulations issued by the Province on March 30, 2023 (Ont. Reg. 241/22) provides the baseline requirements of service and exit agreements, the Community Housing access system, and service level requirements.
- The new service agreement legislation specifies provision of a Rent Geared to Income (RGI) subsidy to housing providers as baseline funding, but also allows the Region to assess the financial viability of the housing provider and determine the operational and capital funding needs to ensure that the community housing units are maintained in the local community housing system.
- The net savings arising from the reduced operating subsidy requirements, as the provider mortgage payments end, are anticipated to result in funds that can be reinvested in the community housing system, to help support both the capital needs of the housing providers and the Niagara Region's Consolidated Housing Master Plan (CHMP) initiatives, which will support the development of new affordable housing units and rent supplement agreements within these developments.

Financial Considerations

Niagara Region Housing Services' EOM Strategy, similar to efforts across the province, is a proactive and comprehensive local response to the EOM. The EOM Strategy aims to protect and stabilize the sector, retaining as many community housing units as possible. A sound funding model will support the financial viability of housing providers, encouraging their continued provision of community housing.

A financial analysis tool has been developed to support the negotiation process with the housing providers to enter into new service agreements that will define the funding for which they will be eligible. It will forecast the financial position of the provider to assess the viability of the operations and any funding shortfalls and needs over the next 20 years. As a part of this assessment, building condition assessments (BCA) are being completed for each provider to determine condition of the projects and capital requirements over the 20-year period, as aging infrastructure will have increased capital funding needs. Information from BCAs completed since 2018 show an estimated capital shortfall for the providers over the next 20 years of approximately $65 million.

The total gross subsidy budget for housing providers in 2024 is $25.9 million. This includes $22.2 million allocated for operating subsidies; $18.2 million (82 percent) from the levy, and $4 million (18 percent) provided by federal funding. The remaining $3.7 million is for capital-related subsidies, which is funded through the Canada-Ontario Community Housing Initiative (COCHI).

Housing providers are coming to EOM, and therefore to the end of the original agreements, between 2022 and 2030. As the mortgages come to an end, the associated federal funding that the Niagara Region is receiving as the service manager will also end.

Despite the upcoming decrease in federal funding, based on the projections of operating subsidy requirements for the housing providers, it is anticipated that the Region will see net overall savings accumulate starting in the 2027 budget year as the subsidy required to support the mortgage payments ends.

It is recommended that the annual savings realized as the mortgages end be re-invested to support the estimated $65 million in capital needs of the housing providers, new development of community housing units, and rent supplement agreements within new developments. By re-investing these savings and combining them with existing base capital-related funding and proposed increases for the 2025 and 2026 operating budgets, in addition to OPHI and COCHI funding from the federal and provincial governments (based on the 2024-2025 fiscal year allocations and projected continuation), the Niagara Region is expected to have an estimated $204 million in capital subsidy funding over the next 20 years ($109.4 from OHPI/COCHI and $94.4 levy funded). This funding will support both provider capital needs and new developments, aligning with the initiatives of the CHMP.

The decrease in the annual gross housing provider subsidy cost and reinvestment of the mortgage savings described above at EOM is shown in Appendix 2 to Report COM 28-2024. For 2025 and 2026, an increase in the levy is expected due to inflationary pressures on operating subsidies and a program change request of $0.7 million is being proposed to support base capital-related funding in each year that will support provider capital needs and new development. From 2027 to 2030, as all providers reach EOM, the strategy is to maintain a consistent provider-related levy funding request of $20.1 million annually.

As described in the EOM Strategy, the base provider repair and new development capital-related funding will be transferred to the Housing Services reserve. Each year, the providers’ capital needs will be assessed and funded from this reserve. This approach ensures a consistent level of funding for provider capital subsidies, mitigating year-over-year fluctuations in the operating budget due to potential variability in capital spending.

Analysis

The Niagara Region Housing Services EOM Strategy (EOM Strategy) aims to retain as many HSA-prescribed providers in the community housing portfolio as possible by:

- Providing appropriate funding levels to ensure financially viable, sustainable and resilient operations (e.g., stable tenancies, financial and asset management, and governance); and

- Respecting housing provider autonomy by recognizing and respecting the historical investments made to establish these assets and work together to protect, strengthen and grow the sector. The goal of the strategy is no net loss of community housing units in Niagara.

The current funding structure for the housing providers receiving operating-related subsidies from the Niagara Region is defined by the Housing Services Act (HSA), through agreements that were signed between the housing providers and the provincial government, which are coming to an end as the projects reach their EOM. Under this agreement, providers are eligible for a rent-geared-to-come (RGI) subsidy, a property tax subsidy, and an operating subsidy to fund any shortfall between operating expenses and revenues received, including applicable mortgage payments.

Under the new legislation, the RGI subsidy will become the required baseline funding for housing providers who enter into new service agreements with NRHS, which covers the difference between what the tenant is required to pay, based on their income, and what the provider would otherwise receive for negotiated market rent and is expected to fund any shortfalls in operating costs for the project.

Under the current funding model, housing providers who are coming to EOM will struggle to remain viable, as the calculation will result in an operating subsidy that will reduce the RGI subsidy that they are eligible for and will leave no available funding for capital requirements. The aging infrastructure of the housing projects is creating increased capital repair needs as structures come to the end of their life cycles. As such, it is important that the service agreements take into account these needs to ensure that there is sufficient funding available for the project to remain viable.

To conduct a comprehensive review and gain a greater understanding of strategies employed by other service managers, the following jurisdictions met with NRHS to discuss their approaches: Region of Waterloo, Haldimand-Norfolk Country, City of Hamilton, City of London, Oxford County, and Wellington County. Each municipality has

tailored its approach to ensure the long-term viability and sustainability of affordable housing while addressing specific local needs. The high-level themes and common strategies observed across these regions, as well as information gained through sector sharing tables, are described in Appendix 3 to this report, and were considered in the Niagara Region EOM Strategy.

The Housing Services Strategic Committee (HSSC), consisting of 47 service managers from across the province, established a Technical Table group with representatives from across the different service manager areas to develop guiding principles for EOM and a service agreement template. A staff person from NRHS was chosen as a representative to be part of the Technical Table group.

NRHS staff and Niagara Region's legal staff have taken the service agreement template developed by the HSSC and created a Niagara Region service agreement. As all housing providers are different, each service agreement will be tailored to be provider specific to address the needs of that provider.

NRHS held information and engagement sessions with housing providers and shared available resources. The sector support agencies, the Co-operative Housing Federation (CHF), the Golden Horseshoe Co-operative Housing Federation (GHCHF), and the Ontario Non-Profit Housing Association (ONPHA), have also been communicating with the providers and providing EOM materials. HSC continues to host Sharing Circles for service managers to share information and resources with regards to EOM.

It is important to recognize and respect the historical investments in these projects and establish provisions that support sustainability across community housing, while ensuring housing providers remain viable. NRHS and housing providers have a shared responsibility to protect existing tenancies, deliver affordable housing and support sustainability across community housing, ensuring viability in all facets of their business, developing partnerships that protect, preserve, and promote growth and development in housing provider communities.

The work done on the Niagara Region's Consolidated Housing Master Plan is on-going, with an identified need for development of an estimated 479 units in Niagara per year to meet the housing demands of Niagara's growing population. This will require extensive funding for the development of the units as well as for rent supplement agreements within these new developments. The reinvestment of savings related to the provider subsidies is in alignment with report COM-C 12-2021 Request from Niagara Regional Housing for Endorsement of 'An End of Mortgage' Position Paper, included as Appendix

4 to this report, that was endorsed by Council in 2021 and proposed to maintain community housing-related funding within community housing, and will help to support the funding needs for these initiatives.

It is important to note that the OPHI and COCHI funding, received (and forecasted) from the federal and provincial governments, have been factored into the financial projections, and continued partnership to provide community housing funding is imperative to the success of this model for the housing providers and continued development of new affordable housing units to address the housing crisis in Niagara.

Legislation allows service managers to enter into exit agreements with the housing providers for the following situations:

- The continued operation of the housing project by the housing provider or another housing provider;
- The redevelopment of the housing project by the housing provider or another housing provider; or
- The reinvestment of the proceeds of sale of the housing project into affordable housing.

The overall goal of the EOM Strategy is to enter into service agreements and maintain long-term partnerships with all providers.

Alternatives Reviewed

There were a couple of different scenarios considered when preparing the strategy for negotiation and funding of new service agreements for housing providers reaching EOM.

The first scenario considered was to provide only the legislated RGI subsidy that is required to sustain the operations. In order to fund capital needs, the housing providers would use their available capital reserves, as expected in the proposed strategy, but potentially need to obtain new mortgages, which would bear additional interest costs. This would allow the Region to potentially direct additional funds to new development of affordable housing units, but it has the risk of impacting the viability of the existing housing projects, as they would have to be able to fund the mortgage costs, or would require additional operating subsidy, which would have a higher cost to the Region with the interest charges on the mortgages. An alternative for the housing provider to fund

their mortgage would be to increase their market rents significantly, which could in turn make them unaffordable.

Relationship to Council Strategic Priorities

The proposed strategy for negotiation of service agreements for housing providers who have reached end of mortgage is aligned with the Council Strategic Priority of Equitable Region, in that it will improve access to affordable and attainable housing to meet the needs of the Niagara community by transforming service delivery in a way that is innovative, collaborative, and fiscally responsible.

Other Pertinent Reports

COM-C 12-2021 Request from Niagara Regional Housing for Endorsement of 'An End of Mortgage' Position Paper

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=28dafc50-0613-4fe5-acd6-102f1ba0f335&Agenda=Merged&lang=English&Item=18&Tab=attachments)

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Appendices

Appendix 1	End of Mortgage Strategy for Housing Providers – Service Agreements
Appendix 2	Projected Provider Subsidy Costs and Associated Funding
Appendix 3	Service Manager Review of End of Mortgage Strategies
Appendix 4	COM-C 12-2021 Request from Niagara Regional Housing for Endorsement of ‘An End of Mortgage’ Position Paper

End of Mortgage Strategy – Service Agreements

Introduction

The funding and governance of social housing as it pertains to housing providers under Part VII of the Housing Services Act (HSA) is undergoing major changes in Ontario. Funding arrangements and obligations to provide rent-geared-to-income (RGI) housing were contained in agreements that were tied to mortgages when social housing projects were built. These original agreements signed between housing providers and the provincial government are coming to an end as the projects are reaching their End of Mortgage (EOM). The funding formula to pay the housing providers listed in the Act was defined under the HSA. These providers must continue to provide RGI housing once their mortgage ends. The EOM for these providers is accompanied by significant changes in their funding which creates uncertainty for the ongoing viability of their operations and capital assets.

The EOM Strategy developed by Niagara Region Housing Services (NRHS) is defined by a key set of principles to guide negotiation of new agreements with housing providers. The principles defining the strategy have been developed in collaboration with service managers across the province, through technical tables, workshops, sharing circles, and service manager meetings. The strategy also outlines a process for working with housing providers to review viability of their projects from an operating and capital perspective to determine financial supports that may be required over the next 20 years.

The strategy for new service agreements is comprised of four components: A set of principles and guidelines, funding options, a process approach, and a financial model.

Strategy Principles

The principles explicitly acknowledge that NRHS will endeavor to retain all current social housing units. Through the establishment of principles and guidelines, the strategy aims to:

- Incentivize non-profit and cooperative housing providers to remain within the community housing portfolio, thereby protecting existing RGI tenancies and community housing.
- Maximize funding for capital repair needs to address the growing gap between provider capital reserve funds and capital repair work required.
- Support service and exit agreement negotiations.

- Support the development of a financial plan that addresses both operating and capital needs of housing providers.
- Foster a new relationship with housing providers that is equitable and transparent.

A full list of the principles and guidelines developed to support this strategy are detailed below. ‘Subsidies’ specifically refer to NRHS operating and capital subsidies, while ‘funding’ connotes multiple funding sources which could include but is not limited to NRHS.

General Principles

- Social housing is recognized as a valuable publicly-funded asset.
- Efforts will be made by NRHS to retain all current social housing units at EOM, and ideally increase the number of affordable housing units available.
- Collaboration with internal stakeholders/staff, including legal, finance and policy advisors, to ensure liability is proactively managed through agreements.
- 20-year funding agreements will enable social housing providers to remain financially viable, affordable and in good repair.
- Subsidies must be flexible to adapt to varying realities and changing contexts.
- Subsidies will be based on demonstrated need and applied through a transparent funding approach.
- Subsidies will be distributed with consideration to both operating and capital needs and will be responsive to municipal financial constraints.
- Subsidies will incentivize housing provider investment and accountability to reduce the impact to operating costs (i.e., to maximize revenue sources/efficiencies).
- Subsidies will support housing provider accountability and autonomy.
- Provider equity will be directed to current project operating and capital needs prior to leveraging new builds.
- A commitment of a continued relationship and partnership between the Region and housing providers will be prioritized as we move forward through the negotiation of new service agreements.

Funding Principles and Guidelines

- To address capital needs, multiple funding sources, including funding from upper levels of government, are required for the continuity of a social housing project.
- In general, financial viability refers to the ability to generate the required cash flow to fulfill ongoing operational costs and debt repayments. For NRHS, housing providers’ financial viability is defined as generating sufficient cash flow to support the operational needs of the project, with funding provided through an RGI subsidy from

NRHS, as well as capital funding as needed to ensure that capital repair needs are met.

Based on the funding principles stated above, a comprehensive funding model was developed to analyze and support the long-term financial sustainability of community housing. Guidelines were created to develop a standardized approach for determining rent increases, housing provider capital reserve contributions, management and goals for operating surplus, funding mechanisms to increase housing provider revenue, and distribution of NRHS subsidies. This model and the underlying assumptions on which it is based is used to assess both operational and capital viability of a housing project.

Guidelines for Rent-Geared-to-Income (RGI) Rent

- Rent for RGI tenants will continue to be determined by either minimum rent, RGI scales or 30% of income (line 23600 of Notice of Assessment)

Guidelines for Operating Surplus

- The target accumulated operating surplus for housing providers is $1,000 per unit plus $25,000 insurance deductible contingency**.**
- Housing providers with a cumulative operating surplus of greater than $1,000 per unit and the $25,000 contingency will be directed to contribute the remaining amount to capital reserves.

Guidelines for Provider Capital Reserve Contribution

- The target minimum capital reserve fund is $2,000 per unit.
- Contributions to the capital reserve fund will be incorporated into the financial plan and reviewed every five years (or more often if deemed necessary) based on the Building Condition Assessments (BCA), reserve fund analysis and the provider's approved capital plans.
- Anticipated contributions to the reserve fund are based on the provider's annual surplus as defined above, plus any NRHS capital subsidy if required and within the NRHS budget to fund the shortfall of any current capital repair needs if required.
- If capital reserves are overfunded, NRHS capital subsidies may be recovered and returned to the NRHS reserve to be reinvested into community housing needs.

Funding Options

Depending on the housing provider's net operating income and capital reserves, the following funding options, further described in the guidelines below, may be explored and/or applied:

- RGI subsidy
- Market rent increases
- Other external funding options/grants
- NRHS operating subsidy
- NRHS capital subsidy
- Adjust RGI/market mix

The forms of subsidy and funding listed above will be considered based on the viability analyses conducted for each project. As a baseline, housing providers who sign new service agreements with NRHS will receive NRHS RGI subsidies as per legislative requirements. The combination of the options to be used will ultimately depend on the housing project's unique circumstances to ensure their on-going viability and keep them in a good state of repair.

Rent-Geared-to-Income Subsidy from NRHS

- An RGI subsidy or rent supplement that covers the difference between what the tenant is required to pay based on their income and what the housing provider would otherwise receive for the negotiated market rent for that unit in the project, will be paid automatically as baseline funding for housing providers who enter into new service agreements with NRHS.

Market Rent Increases

- Market rental units will be maintained at levels that are affordable to low and moderate-income households.
- Housing providers will be encouraged to raise rents in housing projects with mixed market and rent-geared-to-income buildings to a minimum of 80% of the Canadian Mortgage and Housing Corporation (CMHC) Average Market Rent (or higher as deemed necessary for viability and as is advisable based on anticipated tenant impact).

External Funding Grants

- All housing providers will be encouraged to apply for grants and external incentive programs (e.g. OPHI, COCHI, energy-efficiency incentive programs, etc.) to maximize multiple funding sources for viability.

NRHS Operating Subsidy

- An operating subsidy in addition to the RGI subsidy will be considered if deemed required, with the expectation that the housing provider will have a plan to become financially viable within a determined period of time to qualify.

NRHS Capital Funding

- NRHS may provide a capital subsidy based on the BCA and the provider's reserve fund study to ensure ongoing viability of the provider.
- An additional one-time capital injection from NRHS will be considered where needed, based on the project's proforma and the annual budgeted fund availability by NRHS.
- Capital needs far exceed funding sources for most providers based on BCA information. Subsidies are intended to help bridge the gap. The provider's capital reserve fund will be reconciled every 5 years (or sooner if required) and any unused subsidies will be returned to the NRHS to be reinvested into community housing needs.

Market/Rent-Geared-to-Income Mix

- Shifting current RGI and market mix is a last resort. The impact of changing RGI targets will be considered with respect to Niagara Region's Service Level Standard obligations.
- For projects that are currently operating below RGI targets, an individualized approach will be implemented. Where feasible, projects will be brought up to their targeted service level for RGI units.

Vacancy Loss and RGI Reconciliation

- NRHS will subsidize vacancy loss for an identified RGI unit up to a two (2)-month period to stay consistent with current policy.
- An annual reconciliation of vacancy loss and RGI subsidy will determine the amount to be recovered from or paid to the housing provider based on actual RGI units and rents collected compared to budget.

Approach

This section outlines the approach that will be used with each provider as they reach End of Mortgage (EOM). It is anticipated this process will be collaborative and supported by NRHS.

Phase 1: Preparing for End of Mortgage

a) Education and Stakeholder Engagement

Housing providers are expected to be knowledgeable and prepared for their upcoming EOM. For co-operative housing providers, they are also expected to make sure that their members are knowledgeable on what that means for their co-operative. The Board

of Directors of housing providers are ultimately responsible to be prepared and well-versed on EOM impacts so they are able to make decisions for their organization.

To ensure that housing providers are knowledgeable of EOM legislative changes, opportunities and how to prepare, NRHS held an information and engagement session with providers, and shared available resources. These information and engagement sessions will continue to be held to encompass all providers in preparation of EOM. NRHS' Housing Administrators have also been engaged in ongoing outreach to housing providers to ensure that they, and their stakeholders, are aware of the EOM regulations and the EOM dates of their specific housing project. Their sector support agencies, Co-operative Housing Federation (CHF), the Golden Horseshoe Co-operative Housing Federation (GHCHF), and the Ontario Non-Profit Housing Association (ONPHA), have also been communicating with the providers and providing EOM materials.

b) Review of organization's post-EOM vision and review of governance framework.

NRHS staff have encouraged housing providers to consider their organization's post-EOM vision and to review their governance framework. Although the role of the Board remains the same post-EOM, the new community housing legislation allows for greater partnership between the Service Manager and housing provider. This new framework enables the Board to make fresh decisions regarding the operations of their housing project. EOM also provides the opportunity for Boards to evaluate their capacity to continue as is or to take on planning or oversight of new or expanded activities.

c) Identify and resolve issues listed in the Operational Review reports and determine how successful practices can continue.

In preparation for EOM, NRHS Housing Administrators are working with housing providers through their operational reviews to identify areas for improvement. As part of the Service Manager obligation to ensure that social housing providers are operating in compliance with the rules and regulations mandated by the Housing Services Act, Housing Administrators conduct operational reviews for each project, at minimum every four years. This comprehensive review examines operating procedures of the provider, including administration procedures, governance, financial management, resident relations, maintenance and capital asset management. Performance is measured against the requirements set out in the Housing Services Act and its associated regulations and local rules. Directions and recommendations based on the results from the operational review enable housing providers to ensure compliance with legislation and address how non-compliance issues can be resolved and how best practices can continue, especially as projects approach EOM.

d) Ensure projects have updated Building Condition Assessments (BCA)

In preparation for EOM, NRHS issued a Request-for-Tender (RFT) for BCAs and Reserve Fund Studies to be conducted on 20 housing providers (consisting of 29 buildings) that are at EOM or nearing EOM. This information has been included in the 20-year funding model. The remaining providers will have BCAs completed in the second issued RFT requested. A BCA report indicates short- and long-term capital repairs and replacements required for the housing project, along with an estimated cost of completing these capital expenditures. The BCA report is a valuable and necessary tool to help determine capital needs and required capital reserve fund contributions. All projects approaching EOM must have a BCA that was completed a minimum of three (3) years prior to the project reaching EOM. As part of the new Service Agreement, BCAs need to be completed again prior to the mandated five (5)-year financial review.

Phase 2: Negotiation

The following steps will be followed by NRHS staff at EOM as they undertake the negotiation of new agreements with housing providers.

a) Review of portfolio and project financial health

Prior to conducting a viability analysis, NRHS staff will review the financial statements of the project with the housing provider to determine sources of revenue and expenses. If the provider has external funding agreements for the project, the terms and conditions of these agreements will be reviewed and factored into the viability analysis.

b) Management of vacancies and rent

Staff will review vacancies with housing providers and identify any areas of concern to ensure that units remain marketable and filled within expected timeframes.

RGI and market rent units will be discussed, including the provider’s existing rates and targets, along with plans for future rent revenue for these units.

c) Property development plans

Providers will be encouraged to identify their longer-term goals regarding project and/or portfolio development. Opportunities to address these goals will be discussed.

d) Viability analysis

Viability analysis will be conducted by NRHS staff in conjunction with housing providers to determine both operational and capital viability.

e) Five (5)-year financial plan

NRHS staff and the housing provider will jointly develop a 20-year financial plan. This plan will address how the housing provider’s revenues will meet expenditures for the

housing project, including projected capital expenditures. The plan will also address how rent for the units will be set and will detail the NRHS financial obligations towards the project. The RGI subsidies will be reconciled annually, and the financial plan must be reviewed every five (5) years (or sooner if required).

f) Service Agreement

A standard Service Agreement template has been developed by NRHS staff in conjunction with Niagara Region's Legal Services and the Housing Services Strategic Committee (consisting of 47 service managers across the province). The regulations state that the minimum duration for a service agreement is ten (10) years and that the financial plan must be reviewed at least every five (5) years. NRHS is recommending a 20-year service agreement and financial plan (to be reviewed every five years) so that ongoing commitment and viability are ensured, as well as a longer-term financial funding model for the Niagara Region.

Phase 3: Monitoring and Review

a) Housing Provider Review Process

In general, projects that have reached EOM will be reviewed in chronological order. Housing providers with multiple projects at EOM will have all projects reviewed at the same time, depending on the period between projects.

Projected Provider Subsidy Costs and Associated Funding (in millions)

	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031-2043 Forecast	Total 20-Year Forecast
Gross Provider Operating Subsidy	$ 22.2	$ 20.0	$ 19.4	$ 18.2	$ 15.9	$ 15.3	$ 14.8	$ 224.3	**$ 350.1**
COCHI-Funded Capital Subsidy (estimated)	$ 4.9	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 71.5	**$ 109.4**
Levy-Funded Capital Subsidy (Base Contributions and Re-Invested Mortgage Savings)	$ -	$ 0.9	$ 1.6	$ 3.5	$ 5.0	$ 5.3	$ 5.5	$ 71.2	**$ 93.0**
Levy-Funded Housing Provider Capital Subsidy Program Change	$ -	$ 0.7	$ 0.7	$ -	$ -	$ -	$ -	$ -	**$ 1.4**
Total Provider Subsidy/ Capital Funding	**$ 27.1**	**$ 26.4**	**$ 26.5**	**$ 27.2**	**$ 26.4**	**$ 26.1**	**$ 25.8**	**$ 367.0**	**$ 552.5**
Estimated COCHI Funding	$ 4.9	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 5.5	$ 71.5	**$ 109.4**
Federal Funding	$ 4.1	$ 2.4	$ 1.6	$ 1.6	$ 0.8	$ 0.5	$ 0.2	$ -	**$ 11.2**
Proposed Provider-Specific Levy Funding	$ 18.1	$ 18.5	$ 19.4	$ 20.1	$ 20.1	$ 20.1	$ 20.1	$ 295.5	**$ 431.9**
Total Funding	**$ 27.1**	**$ 26.4**	**$ 26.5**	**$ 27.2**	**$ 26.4**	**$ 26.1**	**$ 25.8**	**$ 367.0**	**$ 552.5**

Service Manager Review of End of Mortgage Strategies

To conduct a comprehensive review and gain a greater understanding of strategies employed, the following jurisdictions were involved in the discussion: Region of Waterloo, Haldimand-Norfolk Country, City of Hamilton, City of London, Oxford County, and Wellington County. Each municipality has tailored its approach to ensure the long-term viability and sustainability of affordable housing while addressing specific local needs. The high-level themes and common strategies observed across these regions as well as information gained through sharing circles are described below. Many of which have been incorporated in the Niagara Region EOM Strategy.

Proactive Planning and Strategy Development: Many municipalities such as Region of Waterloo, Oxford County, and the City of Hamilton, have developed comprehensive EOM strategies, and incorporated financial analyses and stakeholder engagement to ensure a smooth end-of-mortgage transition.

Financial Viability and Sustainability: All Regions emphasized the need for financial viability. This includes developing new funding models, exploring various funding options such as RGI subsidies, operating subsidies, capital grants, and loans or refinancing options to maintain the affordability and sustainability of housing projects. The most important is the need for continued financial support, such as OPHI and COCHI funding from upper levels of Government.

Provider Engagement and Support: Engagement with housing providers was a critical component. Many regions provided resources such as toolkits, workshops, and ongoing support to housing providers to help them navigate the EOM transition and ensure they continue to offer affordable housing.

Maintaining and Maximizing Affordable Housing: A common goal is to maintain deeply affordable housing units. Strategies to be used when negotiating new service agreements include exploring rent adjustments, and ensuring long-term capital and operational sustainability to keep housing providers engaged.

Tailored Approaches to Local Needs: Each municipality has adapted its strategy to local contexts and challenges. For instance, the City of Kingston focuses on preserving units for vulnerable populations, while Oxford County uses Hamilton’s strategy as a reference to develop a consistent funding approach across its system.

The EOM strategies across these municipalities demonstrate a strong commitment to maintaining affordable housing and ensuring the financial and operational sustainability

of housing providers. These strategies are critical for supporting vulnerable populations and sustaining the affordable housing stock in the long term.

Municipalities across Ontario are at various stages with their EOM readiness, however, many of the tailored approaches across various Regions include:

Interim Annual Subsidy Entitlement: To prevent negative impacts on housing providers during the transition, some Regions have introduced the Interim Annual Subsidy Entitlement process. This process ensures continued funding while working towards service or exit agreements. Housing charges are determined using 2023 actual market rents or benchmarks, and negative operating costs have been eliminated. Property taxes where applicable, and transfers to capital are included in expenses.

Long-Term Vision and Opportunities: Municipalities are taking a forward-looking approach by considering 10-year or 20-year outlooks to identify new opportunities and establish a clear vision for future service agreements.

Individualized Approach: A common theme is that housing providers are approached on an individualized basis. Providers receive a financial viability analysis and cost-benefit analysis tailored to their specific situations.

End of Mortgage Readiness: Service Managers are working on their communication strategies and are including an End of Mortgage Readiness Guide to equip their boards of directors with the necessary information to make informed decisions about the end of their mortgages. These guides also focus on key indicators that demonstrate organization readiness for EOM. Service managers are encouraging providers to contact their sector organizations such as ONPHA and CHF who have prepared many tools for readiness for providers.

Service Agreements: In 2022 a technical table was created made up of service managers to create suggested terms and conditions for service agreement. This basic agreement has then been modified to fit various municipalities needs. These agreements provide funding options for existing Rent-Geared-to-Income (RGI) units, maintain general affordability, and addressed both operating and capital needs. The agreements Include a negotiable financial plan to ensure the buildings are kept in good repair and achieve long-term financial viability.

Exit Agreements: Another option is the establishment of exit agreements, where the Region and the housing provider collaborate to create a plan for exiting the current arrangement. This may involve selling, divesting, or continuing to operate as affordable housing. Prerequisites for this option include housing provider demonstrating long-term financial viability providing RGI subsidies for existing RGI households, having a fully constituted board with strong practices, meeting the requirements of the Cooperative

Corporations act and the Ontario Non-Profit Corporations Act, having a capital management plan, and understanding the impacts of HST and non-profit status.

Community Housing Succession Strategy: This strategies across the province encompass housing provider engagement, the development of policies and tools, and the engagement of an advisory committee to guide the process.

Delegated Authority: In many instances the Commissioner or Director has been delegated the authority to finalize both exit agreements and service agreements.

COM-C 12-2021

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February 19, 2021

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

Dear Ms. Norio,

At their February 19, 2021 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 2-2021:

> ***That the Niagara Regional Housing Board of Directors ENDORSES the "An End Of Mortgage Position Paper" (Appendix 1).***
>
> ***The Niagara Regional Housing Board of Directors FORWARDS this report to Public Health and Social Services Committee for Endorsement.***

Your assistance is requested in moving report NRH 2-2021 through proper channels to Regional Council.

Sincerely,

Councillor Walter Sendzik
Chair

Niagara Regional Housing

REPORT TO: **Board of Directors of Niagara Regional Housing**

SUBJECT: **Updated "An End of Mortgage" Position Report**

RECOMMENDATION

That the Niagara Regional Housing Board of Directors **ENDORSES** the "An End Of Mortgage Position Paper" (Appendix 1).

The Niagara Regional Housing Board of Directors **FORWARDS** this report to Public Health and Social Services Committee for Endorsement.

PURPOSE

To provide the Niagara Regional Housing Board and Niagara Region council with the final "An End of Mortgage (EOM) Position Paper" developed in collaboration with Service Managers across the province.

KEY FACTS

- In July of 2020 a report was submitted to the NRH Board for information regarding the position paper being drafted by the provincial working group for EOM.
- The Position Paper has now been finalized and was endorsed by the board of OMSAA on October 28th, 2020
- The final, endorsed paper was submitted to Assistant Deputy Minister (ADM) Josh Paul at MMAH on December 16th, 2020.
- To date there has been no response to the submission but we anticipate feedback in the coming months

Summary

Contained within the paper is the Service Managers recommendation that decisions related to municipal mortgage savings must be made by the municipal councils who fund the system. It is recommended that each Service Manager retain the municipal tax savings realized in their service area once mortgages come to an end, and have flexibility to reinvest mortgage savings into the Service Manager's local housing and homelessness systems under the following priorities:

Priority 1
Address unfunded capital needs through service agreements with housing providers to keep buildings in a good state of repair for current and future residents as set out in local 10-year housing and homelessness plans

Priority 2
Manage other housing and homelessness pressures identified in local 10-year housing and homelessness plans or other strategic plans, such as increasing and redeveloping the supply of affordable housing or enhancing homelessness-related supports

Priority 3
Fund other municipal pressures, provided all housing needs are met as identified by each Service Manager's strategic plans

CONSIDERATIONS

Financial
KPMG was commissioned to review a model calculating the mortgage savings via consolidated provincial data from 28 Service Managers (including Niagara). The model was used to project the next 40 years of financial position for Service Managers and providers. The model, based on the data from the 28 Service Managers, shows that housing providers need $3.8 billion to meet all capital repairs over the next 40 years. If the approach recommended by sector associations is implemented, as a group housing providers would be eligible to receive $7.4 billion of the $10.4 billion in potential mortgage savings. This would be enough to meet all their capital repair needs of $3.8 billion and still result in over-funding of $3.6 billion over 40 years.

Governmental Partners
Depending on the ultimate direction determined by the province, this shift in funding has the potential to significantly impact the goals as outlined in the Housing and Homelessness Action Plan.

Public and or Service Users
Ensuring that existing Social Housing Stock in Niagara remains a safe and affordable place for those who need it across Niagara is a priority. Reinvesting savings realized at EOM into existing stock, development and other housing programs have the potential to dramatically improve the housing system in Niagara.

ANALYSIS
In Niagara, the composition of providers looks very different than many of the other service providers in the province. NRH supports 60 smaller sized providers scattered across 12 municipalities. Many of the providers in Niagara do not have

the same large reserves that providers in other regions experience. In addition, other regions have far fewer providers with either very large or much smaller portfolios. The recommendations that speak to Service Manager autonomy within the guiding principles are of extreme importance. Ensuring that any savings realized goes back into housing maintenance and development in Niagara should be a priority before addressing other priorities, in order to preserve and expand safe affordable housing in the region.

ORIGIN OF REPORT

This report has been brought forward by staff

OTHER PERTINENT REPORTS

19-184-2.2 October 18, 2019 EOM Memo
20-191-4.2 July 24, 2020 End of Mortgage Update

Submitted by:

Donna Woiceshyn
Chief Executive Officer

Approved by:

Walter Sendzik
Chair

This report was prepared by Jenny Shickluna Manager Housing Programs.

Appendix 1: EOM Task Force Position Paper

Sustaining and Investing in Community Housing: An End of Mortgage Position Paper

Municipal Recommendations to Continue Investing in Local Housing and Homelessness Systems

September 2020

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1. EXECUTIVE SUMMARY

The community housing sector in Ontario is transforming. The *Protecting Tenants and Strengthening Community Housing Act, 2020* introduces a number of future changes to the *Housing Services Act, 2011* (HSA) and its regulations that will significantly change the relationship between housing providers designated under Part VII of the HSA and Service Managers.

Supply is not meeting demand; infrastructure is aging and in need of significant capital repairs; waiting list are growing with more residents struggling with housing affordability and complex needs. In their provincially-designated role as Service Managers for housing since early 2000, Consolidated Municipal Service Managers (CMSMs) and District Social Service Administration Boards (DSSABs)[1] have been on the front lines of these housing challenges in their local communities.

In Ontario, there are approximately 1,475 housing providers designated under Part VII of the HSA (Part VII housing providers). Over the next decade, the mortgages of these housing providers come to an end. The amount of funding allocated to housing providers is prescribed through a provincially-mandated funding formula in the HSA regulations, and funded through the municipal tax base. When the mortgages are paid off, municipalities should realize over $10 billion in reduced mortgage subsidy costs over the next 40 years. Service Managers provide an annual subsidy for housing providers' operating and mortgage costs, as well as rent-geared-to-income and property tax funding. When the mortgage ends there is no need to continue providing a mortgage subsidy as the housing provider is no longer incurring any mortgage costs. This reduction in subsidy costs related to the administration of HSA related program costs is often referred to as "mortgage savings" by housing providers and Service Managers.

Housing sector associations are advocating for changes to permit housing providers to use property tax-funded mortgage savings to meet their individual operational, capital and redevelopment needs. If agreed to by the Province of Ontario, this advocacy position would overfund housing providers by billions of municipal tax dollars, providing funding well beyond the level needed to meet their operational and capital needs. This advocacy position also results in a significant opportunity lost for Service Managers to address growing wait lists and local housing and homelessness needs.

It is crucial that any changes to the HSA funding model, as a result of the *Protecting Tenants and Strengthening Community Housing Act,* permit municipalities to redirect mortgage savings to ensure publicly-funded community housing assets remain in a good state of repair, as well as to invest in new supply, programs and services in line with each Service Manager's 10-year housing and homelessness plan. This includes providing capital funding and other assistance to Part VII housing providers.

Service Managers are accountable to taxpayers through their local housing and homelessness plans, understand their local housing needs, and are the level of government legislated to administer the entire community housing and homelessness system. Decisions on how municipal mortgage savings are reinvested in the housing system must be made by the municipal councils who fund the system and are best positioned to respond to local challenges and priorities, rather than by individual community housing provider boards. If community housing providers are permitted to retain municipal mortgage

[1] Both CMSMs and DSSABs will be known as Service Managers for the purposes of this paper.

savings, then the decision on how savings are reinvested will be made by individual community housing boards. Under the current HSA regulations, service managers retain these savings and may reinvest them in line with their housing and homelessness plans. To ensure a holistic approach to the overall housing and homelessness system, new HSA regulations should not prescribe how municipal mortgage savings are treated and instead continue to leave these decisions to the sole discretion of Service Managers, and new funding arrangements should help to sustain the housing system without overfunding individual community housing providers.

Service Managers recommend that decisions related to municipal mortgage savings must be made by the municipal councils who fund the system. It is recommended that each Service Manager retain the municipal tax savings realized in their service area once mortgages come to an end, and have flexibility to reinvest mortgage savings into the Service Manager's local housing and homelessness systems under the following priorities:

Priority 1	Address unfunded capital needs through service agreements with housing providers to keep buildings in a good state of repair for current and future residents as set out in local 10-year housing and homelessness plans
Priority 2	Manage other housing and homelessness pressures identified in local 10-year housing and homelessness plans or other strategic plans, such as increasing and redeveloping the supply of affordable housing or enhancing homelessness-related supports
Priority 3	Fund other municipal pressures, provided all housing needs are met as identified by each Service Manager's strategic plans

Keeping the savings in the housing system at the Service Manager level will allow existing publicly-funded community housing to be preserved, while also enabling reinvestment that advances local housing goals without overfunding individual housing providers and ensuring there is no additional financial burden on municipal taxpayers. This recommended approach addresses the significant community housing capital repair needs, while advancing critical housing and homelessness initiatives to help residents find and keep appropriate housing they can afford, while respecting the municipal role in funding and planning for the community housing system.

2. BACKGROUND

Housing is a fundamental need. It supports positive health and social outcomes and connects residents to the economy, transportation systems and community services. However, challenges such as rising housing costs and limited rental housing availability impact people's ability to find housing that meets their needs. For households living with low income, the high cost of private market housing may lead to housing instability or homelessness, while the supply of community housing is unable to meet demand or requires substantial capital repairs. As a result of these ongoing housing challenges, Ontario has one of the largest subsidized housing wait lists in the country with over 480,000 people waiting as of December 2016.[2] The number of households waiting for subsidized housing continues to grow each year.

Service Managers are responsible for funding and administration of community housing

Both the Province and Service Managers have an important role in addressing Ontario's community housing needs. The Province of Ontario establishes the legislative framework under the HSA for community housing, homelessness services and many related funding frameworks and programs. Service Managers are responsible for planning and managing housing and homelessness[3], including the funding and administration of community and affordable housing. Ontario municipalities are the largest contributors of funding for local housing and homelessness services.

When responsibility for funding and administration of community housing was transferred to Service Managers from the province in the early 2000s, the program transfer did not include adequate financial reserves to address both current and future capital needs. As buildings continue to age, capital repair needs continue to grow. As a result of the transfer, municipalities were tasked with developing programs and financial solutions to maintain an underfunded community housing system. These challenges persist today. Community housing is an essential part of the housing and homelessness system, and it is critical to have a sustainable model that funds both operational and capital repairs needs so residents have access to safe, high-quality housing.

The municipal tax base covers the majority of community housing costs

In Ontario, there are approximately 1,475 housing providers under Part VII of the *Housing Services Act*, *2011* (Part VII housing providers). The HSA outlines the operating framework and funding formula, and sets out the current obligations for both housing providers and Service Managers. Funding for Part VII providers comes primarily from the municipal tax base. Over the next decade, the community housing sector will experience significant change as the mortgages of these housing providers come to an end.

As primary funders of community housing, Service Managers provide an annual subsidy for housing providers' operating and mortgage costs, as well as rent-geared-to-income and property tax funding. As the mortgages of Part VII housing providers come to an end, Service Managers will realise reduced subsidy costs. Housing sector associations are advocating for changes to permit housing providers to

[2] Office of the Auditor General of Ontario. (2017). Social and Affordable Housing. Retrieved from https://www.auditor.on.ca/en/content/annualreports/arreports/en17/v1_314en17.pdf
[3] OMSSA. (2020). Human Services in Ontario. Retrieved from https://www.omssa.com/human-services.php

use property tax-funded mortgage savings to meet their individual operational, capital and redevelopment needs. However, this approach is not supported under the current HSA funding model, and dismisses the significant investment from the municipal tax base needed to support the larger housing system.

The HSA does not prescribe an end date for Service Manager and Part VII housing provider obligations after mortgages are paid off. The Service Manager continues to be responsible for funding in accordance with the HSA funding model and housing providers' obligations under the HSA continue in perpetuity. As long as community housing providers continue to operate as Part VII providers, the funding model should remain unchanged and any mortgage savings realized should be retained by the Service Manager.

Pending legislative and regulatory changes will impact the relationship between Service Managers and current Part VII housing providers

The *Protecting Tenants and Strengthening Community Housing Act, 2020* amends the HSA to build on the provincial Community Housing Renewal Strategy. It introduces future legislative and regulatory changes to the HSA that will significantly change the relationship between housing providers designated under Part VII of the HSA and Service Managers.

Under the amended legislation, Service Managers may enter into new service agreements with individual housing providers that may include operating obligations for the housing provider, funding and/or other incentives from the Service Manager or other levels of government. The proposed HSA changes seem to permit housing providers to either remain a designated Part VII provider under the current HSA framework and funding model, or become a Part VII.1 provider pursuant to a new agreement with the Service Manager. Criteria for these agreements will be prescribed in regulations, and should provide service managers the flexibility to customize agreements and funding arrangements with individual community housing providers to both provide for their sustainability of that of the larger housing system.

By enacting an outcomes-based framework, Service Managers can meet the needs of Part VII providers under the current funding model and Part VII.1 housing providers under flexible and innovative agreements without prescriptive provincial regulations and increased service manager costs. As the primary funders of community housing and a responsible, fiscally prudent order of government, municipal Service Managers must be enabled to negotiate financial incentives with individual housing providers through voluntary agreements and to reallocate mortgage savings across the whole of the housing system to address local needs and meet provincially legislated service levels.

10-year housing and homelessness plans ensure Service Managers are achieving outcomes

Under the HSA, the Province sets the framework for Service Managers to provide integrated local planning to address housing affordability, coordination of homelessness services and related supports, and homelessness prevention. Through their 10-year housing and homelessness plans, Services Managers address matters of provincial interest set out in the Ontario Provincial Policy Statement and work towards meeting the Provincial vision for housing. Engaging and sustaining non-profit and co-

operative housing corporations and ensuring appropriate accountability for public funding are key matters of provincial interest to be addressed in local housing and homelessness systems.

Local housing and homelessness plans define the goals and actions a Service Manager will take to meet the needs of their residents, local community, community housing providers, and the private market. Service Managers do this through partnerships, coordination and prudent financial management. The goals established in local 10-year plans guide investment decisions, define areas of priorities and establish partnerships to meet local need.

The proposed HSA changes should support the reinvestment of mortgage savings across the whole of a Service Manager's portfolio – providing an opportunity to better achieve the outcomes of 10-year housing and homelessness plans, including the sustainability of non-profit and co-operative community housing providers. With the support of the federal and provincial governments, Service Managers will be better positioned to realize the goals and actions in their 10-year plans by aligning investment to local needs as mortgage subsidy costs are reduced.

Service Managers across Ontario were engaged in the development of the principles and recommendation presented in this paper

The recommendations in this paper were developed by the End of Mortgage (EOM) Service Manager Task Force (see Appendix A for membership). The recommendations and principles in this paper were reviewed by:

- Urban CMSM Commissioners
- OMSSA's 47 Leads
- Housing Services Corporation 47 Housing Leads
- Ontario Regional and Single Tier Treasurers

3. KEY FINDINGS

When housing providers' mortgages end, the mortgage savings total more than $10 billion over 40 years

To determine the magnitude of the opportunity when mortgages are paid off, KPMG was commissioned to review a model calculating mortgage savings and capital needs and to consolidate data submitted by 28 Service Managers. The consolidated data represented approximately 51,000 Part VII community housing units. The results show that total mortgage savings over 40 years for these 28 Service Managers would be approximately $10.4 billion. As there are 19 additional Service Managers with Part VII housing providers in Ontario, the actual savings may be significantly greater.

As many Part VII housing providers will have their mortgages paid off within the next 10 years, it is crucial to proactively consider opportunities that enable Service Managers to continue investing in the sector to support the objectives of local housing and homelessness plans, including the sustainability of community housing and new agreements with Part VII.1 providers.

Continuing to provide mortgage subsidies after mortgages end will overfund housing providers by $3.6 billion over a 40-year period

As the Province committed to reviewing the impact of mortgage maturity on funding for Part VII housing providers, sector associations – Ontario Non-Profit Housing Association and the Co-operative Housing Federation – are advocating for specific changes. Sector associations are asking the Province to change the funding formula to effectively require Service Managers to continue providing a mortgage subsidy even though housing providers no longer have mortgage costs. Associations are advocating for this change so individual housing providers can use the mortgage subsidy to pay for unfunded capital repair needs and invest in new supply.

Maintaining a good state of repair is crucial to sustaining publicly-funded community housing assets, and inadequate capital repair funding is a concern shared by housing providers and Service Managers.

The approach recommended by sector associations is not supported in the HSA and will result in significant overfunding to individual housing providers. The model based on data from 28 Service Managers shows that housing providers need $3.8 billion to meet all capital repairs over the next 40 years. If the approach recommended by sector associations is implemented, as a group housing providers would be eligible to receive $7.4 billion of the $10.4 billion in potential mortgage savings. This would be enough to meet all their capital repair needs of $3.8 billion and still result in over-funding of $3.6 billion over 40 years.

Opportunity over 40 years:

- **$3.8 billion reallocated to unfunded capital repairs**
- **$6.6 billion reinvested in the housing and homelessness system**

Risk over 40 years:

- **$3.6 billion in potential over-funding of housing providers**

As individual housing providers are in different financial positions and have varying capital needs, some housing providers would receive a funding surplus, while others may not receive enough to adequately maintain their property. This would require more municipal investment in both operating and capital needs in order to maintain buildings in a good state of repair, creating an imbalance among housing providers and a fractured system with little oversight ability from the Service Manager.

In some cases, mortgage savings will not be realized before capital repair funding is required. As responsible administrators, Service Managers will assess other options to support housing providers keep their buildings in a good state of repair.

4. RECOMMENDATIONS

Service Managers are recommending an approach to manage the mortgage savings that considers community housing providers' capital repair needs without overfunding and ensuring that housing needs are addressed fairly and equitably across the service area and not just in individual projects.

The recommended approach to managing mortgage savings supports housing providers and enables Service Managers to better leverage available resources

The savings created when housing providers' mortgages come to an end provides an opportunity for Service Managers to support housing providers and leverage available funding to continue investing strategically in their local housing and homelessness systems, including the operating and capital needs of Part VII and Part VII.1 housing providers. The EOM Task Force developed guiding principles and a recommended approach for managing mortgage savings created when Part VII housing projects' mortgages are paid off. The EOM Task Force was made up of representatives of Service Managers across Ontario, including representatives from the Ontario Municipal Social Services Association (OMSSA) and the association of Municipalities of Ontario (AMO).

The recommendations establish a consistent approach for managing the property-tax funded mortgage subsidy savings, prevent overfunding and better leverage resources by addressing housing providers' capital needs across each Service Manager area, as well as additional system pressures. To develop a consistent approach to managing the mortgage savings, the EOM Task Force established the following guiding principles:

1. Service Managers are the primary funders of community housing, and as a level of government, should also be the principal policy maker and work alongside the Province in developing provincial legislation. Policy and regulations should provide greater flexibility and autonomy for Service Managers to address local needs
2. A collective voice among Service Managers is needed to shape provincial legislation and regulations, in consultation with housing providers and sector associations.
3. Community housing is a valuable publicly-funded asset and should be maintained in a good state of repair over the long-term, ensuring residents have access to affordable, high-quality, sustainable housing. An adequate supply of affordable and decent housing benefits the entire community.
4. Community housing providers are critical partners in the housing system and should have autonomy to manage their assets through service agreements and accountability frameworks
5. The approach for managing the subsidy savings when mortgages end, which may include entering into new service agreements with community housing providers, must be flexible, consider local context, provide budget predictability, be supported by data and result in no additional costs to Service Managers

The guiding principles consider the needs of community housing providers, Service Managers, and local housing and homelessness systems. They inform the following recommended approach:

- Each Service Manager retains the savings realized once the mortgages come to an end
- Service Managers have flexibility to reinvest savings into their local housing and homelessness systems under the following priorities:

Priority 1	Address unfunded capital needs through service agreements with housing providers to keep buildings in a good state of repair for current and future residents, as aligned with local 10-year housing and homelessness plans
Priority 2	Manage other housing and homelessness pressures identified in local 10-year housing and homelessness plans or other strategic plans, such as increasing and redeveloping the supply of affordable housing or enhancing homelessness-related supports
Priority 3	Fund other municipal pressures, provided all housing needs are met as identified by each Service Manager's strategic plans

Future regulations that propose funding or incentives for Part VII.1 projects must be flexible and cannot contemplate any increased costs to the Service Manager

Funding for community housing comes primarily from the municipal tax base. Over time and at the current level of funding, Service Managers should be able to address the capital needs to sustain the system and also address other housing and homelessness needs –but not if housing providers are overfunded under any proposed new funding model for Part VII.1 projects. Provincial regulations should not prescribe how municipal investments and cost savings are used. Each Service Manager must have sole discretion to negotiate financial incentives with individual housing providers through flexible and voluntary agreements. Service Managers will act in good faith as a sector to reinvest mortgage savings following the priorities established in this paper, as consistently as possible and in line with the priorities and targets set out in local housing and homelessness plans.

Achieving housing related outcomes must be a priority of all levels of government

Each order of government has a role to play in addressing the housing supply and affordability crisis in Ontario. All orders of government must work together to ensure residents have adequate, safe, and affordable housing options. Reinvesting mortgage subsidy savings is only one, long-term tool to sustain and grow the community housing sector. Mortgage savings will not be fully realized for decades. Sustained support from senior levels of government is imperative to maintain existing supply and meet the current and future needs of our most vulnerable residents.

5. CONCLUSION

Community housing is a publicly-funded asset and an important component of local housing and homelessness systems, providing affordable housing to thousands of Ontario residents living with low income. Sustained capital funding is needed to ensure these assets are maintained in a good state of repair so current and future residents have access to safe, high-quality housing. Data shows that as Part VII housing providers' mortgages end, there will be cost savings of more than $10.4 billion over 40 years. With these savings, Service Managers can address housing providers' capital repair needs and have more than $6.6 billion remaining to address other housing and homelessness system needs.

The approach to mortgage subsidy savings recommended by housing sector associations will result in significant overfunding to some individual housing providers. If the approach recommended by sector associations is implemented, housing providers would receive approximately $3.6 billion in overfunding

over a 40 year period. This approach would impact Service Managers' ability to sustain the system and address other local needs.

Pending legislative and regulatory changes concerning Part VII.1 housing providers should support Service Managers in retaining mortgage subsidy cost savings and permit flexibility in reinvesting these savings to meet the capital needs of the community housing sector, while also addressing larger housing system needs in line with 10-year housing and homelessness plans.

Service Managers are the primary funders of local housing and homelessness services and are best positioned to invest, plan and manage available resources across the whole of their service areas. The guiding principles and recommendation in this paper will better support Service Managers to meet the needs of housing providers and the unique needs of their local communities. The locally-focused approach aligns with the Province's Community Housing Renewal Strategy and the Ontario Provincial Policy Statement to help sustain, repair and grow community housing. In addition, the approach helps Service Managers continue building their housing and homelessness systems so residents can find and keep appropriate housing they can afford. By keeping mortgage savings in the housing system at a Service Manager level, local housing goals can be advanced without overfunding housing providers and ensuring there is no additional financial burden on municipal taxpayers.

APPENDIX A – END OF MORTGAGE (EOM) TASK FORCE MEMBERSHIP AND CONSULTATION PROCESS

The purpose of the EOM Task Force was to develop guiding principles and a recommended approach for managing the savings created when Part VII housing providers' mortgages are paid off. The EOM Task Force was made up of representatives of Service Managers across Ontario, including representatives from OMSSA and AMO. Deb Schlichter was hired to facilitate the EOM Task Force. Materials were also reviewed by City of Toronto - Glenn Courtney, and Julie Western Set, and Thunder Bay DSSAB – Ken Ranta.

Membership includes:

- Gavin Aiston (Ottawa)
- Amy Chang (Peel)
- Jody DeGagne (York)
- Michelle Willson (York)
- Sharon Donald (Muskoka)
- Tom Fortier (Simcoe)
- Jayne Hartley (Halton)
- Beverly Kueper (Durham)
- Roberta Jagoe (Durham)
- Alba Michelucci (Waterloo)
- Sherry White (Waterloo)
- Sophia Minor (Sudbury)
- Jenny Shickluna (Niagara)
- Donna Woiceshyn (Niagara)
- Michael Jacek (AMO)
- Darryl Wolk (OMSSA)
- Deb Schlichter (Consultant)

The recommendations and principles in this paper were reviewed by:

- Urban CMSM Commissioners
- OMSSA's 47 Leads
- Housing Services Corporation 47 Housing Leads
- Ontario Regional and Single Tier Treasurers

At this point in time, this paper has not been reviewed or endorsed by municipal governments and associations that they represent.

5.2 COM-C 12-2021
Request from Niagara Regional Housing for Endorsement of "An End of Mortgage" Position Paper

Moved by Councillor Insinna
Seconded by Councillor Ip

That Correspondence Item COM-C 12-2021, being a letter to A.-M. Norio, Regional Clerk, from Niagara Regional Housing, dated February 19, 2021, respecting Request for Endorsement of “An End of Mortgage” Position Paper **BE RECEIVED** and the “An End of Mortgage” Position Paper **BE ENDORSED**.

The following friendly ***amendment*** was accepted by the Committee Chair, and the mover and seconder of the motion, so the motion reads as follows:

That Correspondence Item COM-C 12-2021, being a letter to A.-M. Norio, Regional Clerk, from Niagara Regional Housing, dated February 19, 2021, respecting Request for Endorsement of “An End of Mortgage” Position Paper **BE RECEIVED** and the “An End of Mortgage” Position Paper **BE ENDORSED**; and

That a copy of Consent Item COM-C 12-2021 BE CIRCULATED to the local area MP's, MPP's and the Association of Municipalities of Ontario (AMO).

The Committee Chair, called the vote on the motion, as amended, and declared it,

Carried

5.3 COM-C 13-2021
Motion Respecting Niagara's Agricultural Sector and Temporary Foreign Workers

Moved by Councillor Witteveen
Seconded by Councillor Foster

WHEREAS agriculture plays a crucial role in Niagara’s economy, contributing over $1.4 billion to the Regional GDP;

WHEREAS Niagara’s 1,800+ farms provide over 20,000 jobs to residents and temporary foreign workers;

Subject: Budget Adjustment Seniors Services

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That an adjustment to the previously adopted 2024 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of $5,675,723 to be fully funded through the Ministry of Long-Term Care (MLTC), **BE APPROVED**; and
2. That Regional Council **APPROVE** the addition of 13 permanent Full-Time Equivalents (FTE)'s funded from the Long-Term Care Staffing Increase Funding.

Key Facts

- The purpose of this report is to inform Council of a number of in-year MLTC funding announcements and to obtain Council approval of the related budget adjustment as per by-law 2017-63, Budget Control, items 6.6(a) and 6.6(b), requiring Council's approval for any amounts received in excess of $1 million for operating programs.
- The creation of new full-time permanent positions resulting in an increase in FTE requires Regional Council approval under the Corporate Delegation of Authority Policy.
- The MLTC has recently made a number of announcements for one-time and base funding increases to address inflationary pressures, support long-term care homes not compliant with the Ontario Fire Code and to achieve provincial staffing targets. The funding adjustments do not have an impact on Niagara Region's 2024 tax levy.
- April 1, 2024 to March 2025 is the final year of the MLTC, 'Long-Term Care Staffing Increase Funding Policy' implementation. The recently announced funding for this fiscal year has exceeded estimates included in the previously approved 2024 operating budget resulting in this budget adjustment and request for 13 additional permanent fully funded FTEs.

Financial Considerations

The recommended budget adjustment of $5,675,723, includes one-time funding of $2,428,565 and base operating funding of $3,247,158.

A summary of the financial implications are as follows:

One-Time Funding

	(Confirmed) 2024 MLTC Funding Agreement	Previously approved 2024 Regional Budget	Budget Adjustment Required
One-Time Funding to support LTC homes	$2,428,565	$ -	$2,428,565

Base Funding

	(Confirmed) 2024 MLTC Funding Agreement	Previously approved 2024 Regional Budget	Budget Adjustment Required
Level of Care Per Diem Funding Increase	50,551,875	48,117,293	2,434,582
Long-Term Care Staffing Increase	21,065,944	20,253,367	812,577
Base Funding	25,386,332	25,386,332	-
Total Base Funding	**$97,004,151**	**$93,756,992**	**$3,247,159**
Total 2024 Funding (including one-time)	**$99,432,716**	**$93,756,992**	**$5,675,724**

Analysis

Ministry of Long-Term Care One-Time Funding Increase:

The MLTC has announced one-time funding of $2,543 to each licensed or approved LTC bed in the province. This one-time funding is intended to provide financial support for long-term care homes to help relieve financial pressures and address key priorities. Funding is intended to address any outstanding Fire Code Requirements and can also be applied against eligible expenditures in nursing, nutritional support, programs and support services and accommodations. This funding is being used to supplement

programming for LTC residents, to purchase modernized therapeutic equipment and to support staffing enhancements.

Ministry of Long-Term Care Base Funding Increases:

Base operating funding increase

- The MLTC announced a 6.6% increase in the level-of-care global base funding effective April 1, 2024 for the 2024-25 funding year. This increase amounts to $3,403,620 for the nine months of 2024 (April-December) and will become part of the base budget. The required adjustment is net of an estimated increase in funding ($969,039) included in the 2024 operating budget for a required adjustment amount of $2,434,581.

- The increase is broken down by escalations in the areas of nursing and personal care, programs and support services, nutritional support, other accommodations and global increase. The increase will be used to offset significant inflationary pressures as well as support the outcomes of collective bargaining.

The table below details the change in funding amounts by envelope:

Funding Categories	**Additional April-Dec 2024 Funding**
Nursing and Personal Care	$ 1,168,681
Program and Support Services	110,303
Nutritional Support	262,625
Other Accommodations	1,793,729
Global Increase	68,283
Total	**$ 3,403,620**
Budgeted Estimate for 2024 Increase	(969,039)
Adjustment Required	**$ 2,434,581**

Long-Term Care Staffing Increase

In December 2020, the MLTC released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” to support the continuation of staffing initiatives and increase the provincewide average of direct hours of care. April 2024 to March 2025 is the final year of funding increases related to this plan.

The 2024 operating budget was approved based on an estimated funding increase determined from notional allocations previously provided by the MLTC. Recently

announced funding has exceeded the estimated budget by $812,577 for the period of April – December 2024 ($1,083,436 annually). This funding will be used to add to the existing staff complement in the areas of nursing and recreation and requires approval of 13 new permanent FTE's. This is base funding which will be included in the 2025 budget to support the increase of the permanent FTEs. No additional levy is required from the Region to maximize this funding.

Alternatives Reviewed

Should the budget adjustment not be approved, the unspent funds will have to be returned to the provincial government, resulting in less funding to support the residents in the Region's long-term care homes and an inability to meet the 2024 provincial staffing targets.

Relationship to Council Strategic Priorities

Effective Region – Deliver fiscally responsible and sustainable core services.
Effective Region – Invest and support an aligned workforce at Niagara Region.

Other Pertinent Reports

COM 26, 2021 Long-Term Care Home Funding Policy Update
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19802)

Prepared by:
Henri Koning, MHSc
Director, Seniors Services
Community Services

Recommended by:
Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jordan Gamble, Program Financial Specialist.

Subject: Emergency Social Services – Canadian Red Cross Contract / Agreement

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an agreement with the Canadian Red Cross (CRC) for the provision of Emergency Social Services for a term of three years, effective January 1, 2025 to December 31, 2027, in a form that is satisfactory to the Director of Legal and Court Services.

Key Facts

- The purpose of this report is to seek Council's approval to execute an agreement with the CRC that seeks to build capacity for the provision of Emergency Social Services within the region to ensure that the desired level of service would be available in the event of an emergency.
- Niagara Region is legislatively required by the Emergency Management and Civil Protection Act 2.1 (1), as a municipality, to develop and implement an emergency management program that includes an Emergency Response Plan. The emergency plan shall include procedures to be taken for the safety or evacuation of persons in an emergency area.
- Niagara Region's Homelessness Services and Community Engagement division within Community Services Department is responsible for leading the planning and delivery of the Region's Emergency Social Services plan to address how to respond in the event of a community disaster where residents are being displaced from their homes, ensuring agreements are developed and in place in collaboration with local area municipalities and external partners.
- Historically, the Region has held a contract/agreement with the CRC for emergency response disaster relief to support this mandate. The current agreement with CRC expires December 31, 2024. Costs associated with an emergency response are in addition to the annual fee. As there is no way to predetermine the size and scope of an emergency, a range for these costs cannot be provided. Thus, it was determined in partnership with Legal Services, that Council approval would be the appropriate level of approval.

Financial Considerations

The annual contribution to the Canadian Red Cross under an agreement with the Region would be $55,000 ($43,000 for the current contract) for each year of a three-year agreement. Red Cross establishes this fee based on the Region's approximate population (525,000) and is the sum of an estimated $0.10 per capita. Red Cross is in the process of increasing this fee to $0.15 per capita to reflect increased costs and response activity across all communities. Considering population growth and rising costs, this represents an adjustment from the previous contract.

In the event of an emergency response, services would be determined by the Region in partnership with the local municipality, where it is considered a municipal emergency. The costs associated with the response are in addition to the annual fee to ensure capacity to respond and the appropriate planning. These additional costs incurred during a response include lodging, food, supplies, out of town volunteer expenses and other direct costs of a Canadian Red Cross response. There is no way to predetermine the size and scope of an emergency, and as such, a range for these costs cannot be provided. Reporting of costs during an emergency would be managed in accordance with the Procurement By-Law Special Circumstances Purchases Section 17 (c) (ii) requiring "the Commissioner of Corporate Services/Treasurer, as soon as possible in the circumstances proceeds with identifying and approving or seeking approval of the funds required to pay for the Special Circumstance", should funds not be available within the Region's operating budget.

Analysis

Emergency Social Services involve the coordination of essential services to individuals who are evacuated during an emergency, and are composed of six basic services:

1. Registration and Inquiry: The collection and management of evacuees' personal information, inquiries regarding evacuees' safety and family reunification.
2. Emergency Feeding: The provision of meals, snacks, and beverages to evacuees without food or food preparation facilities. This can be provided through a third party arrangement, such as the Salvation Army.
3. Emergency Lodging: The provision of safe and temporary lodging to evacuees, including overnight sleeping arrangements. This may include hotels or group lodging arrangements.
4. Emergency Clothing: The provision of clothing and footwear until regular sources of supply are available.

5. Personal Services: The provision of additional supports to evacuees that are more specialized (e.g. personal and hygiene products, baby supplies, mobility aids, etc.).
6. Management of Reception Centres where overnight accommodation is not required, however information sharing, registration and inquiry, emergency feeding and some personal services may be provided.

Homelessness Services and Community Engagement Division within Niagara Region's Community Services Department is responsible for coordinating Emergency Social Services in collaboration with local municipalities and external providers, such as non-profit groups and businesses that provide a specific service to evacuees during an emergency.

Historically, the CRC has been a key partner in the delivery of a range of Emergency Social Services throughout Niagara region, and has responded to local events such as: the 'Christmas blizzard', the St. Catharines industrial fire, the Grimsby downtown fire, and the Port Colborne water system failure.

The CRC has a reputation worldwide for providing Emergency Social Services response during emergencies of all sizes and types. As such, the CRC has staff and volunteers available to respond, as requested, 24 hours a day, 365 days a year and can mobilize quickly in an emergency situation. As the industry leaders in this specialized response, many municipalities and provinces hold agreements with the CRC to support responses to emergencies.

Under the Agreement, the CRC will collaborate and partner with the Region in preparedness activities including participation in emergency exercises, assessments of facilities for evacuation centres, training activities, recruitment of volunteers, pre-positioning of emergency sheltering supplies and the delivery of personal preparedness workshops to community groups upon request.

Municipalities with formalized agreements have priority (relatively to other municipalities who do not have agreements) in terms of receiving emergency response and this is pertinent, particularly for large-scale incidents impacting broader geographic areas. In order to ensure Niagara Region is equipped to respond to a local emergency, where coordination of essential services to individuals who are evacuated during an emergency is required, it is recommended that the Region enter into a formal agreement with the CRC.

Alternatives Reviewed

While Red Cross is the internationally recognized expert in Emergency Social Services responses, the Region did consider the alternative of offering the program in-house. The requirements to be prepared to offer the breadth of emergency services including family reunification, lodging, food and personal needs/supports would require: a significant investment in physical assets (e.g. cots, blankets, comfort kits); software and policies to address family reunification; standby staffing and training to provide needed support during the emergency; and procurement support to establish preferred vendors to address hoteling, food supports and personal needs. Based on this analysis, the annual retainer with the Red Cross, of $55,000, cost-effectively provides for the required capacity and expertise to ensure the best response in an emergency for the residents of Niagara. A contract with the Red Cross ensures that there is a standing ability to respond in a scalable fashion to address both a smaller emergency as well as a larger situation with a significant community impact. Staff therefore are recommending that Niagara Region execute an agreement with the Canadian Red Cross to provide Emergency Social Services in partnership with Community Services in the event of an emergency impacting the residents of Niagara.

Relationship to Council Strategic Priorities

This report supports the council priority of an Equitable Region by providing access to emergency social service supports for all residents.

Other Pertinent Reports

COM 25-2021 - Emergency Social Services Canadian Red Cross Contract Agreement
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19583)

Prepared by:
Beth Miller
Business Continuity and Emergency Response Specialist
Community Services

Recommended by:
Adrienne Jugley, MSW. RSW, CHE
Commissioner
Community Services

Submitted by:
Ron Tripp, P. Eng.
Chief Administrative Officer

This report was reviewed by Jeffrey Mulligan, Procurement Manager, Donna Gibbs, Director of Legal & Court Services and Cathy Cousins, Director Homelessness Services & Community Engagement

Subject: Canada-Wide Early Learning Child Care Directed Growth Priority Neighbourhoods Update

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2024

Recommendations

1. That an update on the Canada-Wide Early Learning and Child Care Program Directed Growth priority neighbourhoods **BE RECEIVED** for information.

Key Facts

- In May 2023, the Ministry of Education (MEDU) confirmed Niagara Region's allocation of 4,067 new child care spaces for the Canada-Wide Early Learning and Child Care (CWELCC) Directed Growth Program between 2022 and 2026.
- The MEDU required Niagara Region to identify priority neighbourhoods for the CWELCC Directed Growth plan. These neighbourhoods were identified based on the best available demographic and service utilization data and staff committed to update the priority neighbourhoods as new data became available.
- The CWELCC priority neighbourhoods for directed growth were updated based on updated Statistics Canada data, updated Planning Neighbourhoods, and current child care demand, resulting in 15 priority neighbourhoods.
- The directed growth spaces for 2025 and 2026 will be considered in accordance with the updated neighbourhoods and provincial priorities of low-income families, vulnerable and diverse communities, children with special needs, Francophone families, Indigenous families and families requiring flexible care.
- The updated priority neighbourhoods will be shared with the early years and child care sector in the fall.

Financial Considerations

The CWELCC Directed Growth program is fully funded by the province with no requirements of additional levy contribution.

For 2024, Niagara Region received $4.1 million in Direct Growth fee reduction and workforce compensation funding to support new CWELCC childcare spaces. This funding supports new CWELCC spaces in achieving reduced childcare fees and improved workforce compensation.

An additional $9.9 million was provided in 2024 to support with the start-up costs associated with the Directed Growth spaces. This funding supports approved providers with the costs of establishing new CWELCC spaces, including purchasing of play-based materials.

Analysis

CWELCC Expansion Progress

As noted in COM 19-2023, *Canada-Wide Early Learning Child Care Expansion Plan Update*, the CWELCC program aims to provide greater access to affordable and high-quality child care. In June 2023, the province released its updated Access and Inclusion Framework, which sets a foundation for targeted CWELCC child care expansion. The intention of the Framework is to support increased access to child care in priority communities for low-income families, vulnerable and diverse communities, children with special needs, Francophone and Indigenous families and families needing flexible models of care. A key requirement of the provincial expansion plan was to identify priority neighbourhoods that met the requirements of the provincial Access and Inclusion Plan.

In 2023, Niagara Region Children's Services identified 12 priority neighbourhoods in accordance with MEDU requirements using the best available data at that time. Niagara Region Children's Services has approved 2,450 CWELCC Directed Growth spaces from 2022 through 2024, representing approximately 60% of Niagara's total growth spaces until 2026.

In June of 2024, Niagara Region Children's Services paused on approving further applications for new child care spaces to ensure that the allocation of child care spaces aligns with the most current data and community needs. This realignment of priority neighbourhoods allows for a more strategic approach, leading to better targeted support for areas that have seen significant shifts in population or socioeconomic conditions.

Updated Priorities Neighbourhoods

The CWELCC Directed Growth priority neighbourhoods utilized the 2016 census data and aligned with the Public Health Priority Neighbourhoods tool that was developed around 2011. The priority neighbourhoods at the time also considered additional measures as per MEDU requirements and included: current child care demand, Niagara's Official Plan and growth areas, low-income families, and child care deserts (more than 3 children for 1 child care space available).

The updated priority neighborhoods use the additional measures and updated data from 2021 census data, 2024 Early Development Instrument (EDI) scores, data related to visual minorities, lone parent families, and families spending more than 30% of their income on shelter/housing costs. Based on these factors, the following 15 priority neighbourhoods were identified for CWELCC Directed Growth:

Municipality	**Neighbourhood**
Grimsby	Grimsby Beach
Lincoln	Beamsville
Niagara Falls	Stamford
	Beaverdams
	Westlane
	Drummond/Victoria
Pelham	Fonthill
Port Colborne	Humberstone/Stonebridge
St. Catharines	St. Catharines Downtown/Haig Area
	Facer/Cushman
Thorold	Thorold Proper
Welland	Woodlawn/Seaway
	South Pelham/Chippawa Park Area
	Eastdale/Cordage

The updated 2021 census data and redrawn neighbourhoods are reflective of demographic changes, evolving community needs, and better alignment with MEDU requirements. Niagara Region Children's Services will continue to consider any possible impact of the region's economic prosperity or employment impacts as it reviews the need for additional child care spaces. Expansion in communities not defined as priority

neighbourhoods will continue through any spaces that become available because of the closure of existing CWELCC enrolled spaces. Families in these neighbourhoods will also continue to benefit from existing CWELCC spaces in their communities.

The updated CWELCC Directed Growth priority neighbourhoods and the updated Directed Growth application will be shared with the early years and child care sector in the fall of 2024 for space expansion in 2025 and 2026.

Alternatives Reviewed

If CWELCC Directed Growth priority neighbourhoods are not considered using the latest data, child care spaces could be directed towards areas where they will not have the greatest impact on improving access and inclusion for underserved communities.

Relationship to Council Strategic Priorities

Allocating CWELCC Directed Growth spaces in accordance with priority neighhourhoods that are developed on the latest available data and information aligns with Council's strategic priority of an **Effective Region** by ensuring child care spaces are delivered in an fiscally responsible and sustainable manner (Objective 1.3) to support Niagara families and child care demand within the region.

The CWELCC Directed Growth Plan is also closely tied to Council's Strategic Priority of a **Prosperous Region** by ensuring that Niagara Region's Children's Services continues to advocate with senior governments (Objective 4.4) to ensure space allocation from the province is reflective of the child care demand in Niagara.

Other Pertinent Reports

- COM10-2024 Canada-Wide Early Learning and Child Care Program Update (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6ab0ab65-97e2-45bd-9799-ab6933092264&Agenda=Merged&lang=English&Item=16&Tab=attachments)

- COM 19- 2023 Canada-Wide Early Learning Child Care Expansion Plan (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=ac6d9802-6432-47fb-adbc-f94c19f649c8&Agenda=Merged&lang=English&Item=18&Tab=attachments)

Prepared by:
Satinder Klair
Director, Children's Services

Recommended by:
Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with, Kayla Jourdan, Manager Systems Planning & Evaluation, and Sarah Glenney, Early Years and Child Care Specialist

Minute Item No. 6.1
CSD 42-2024
Update of C-F-009 Investment Policy

That Report CSD 42-2024, dated September 11, 2024, respecting Update of C-F-009 Investment policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That C-F-009 Investment Policy, attached as Appendix 1 to Report CSD 42-2024, **BE APPROVED.**

Minute Item No. 6.2
CSD 39-2024
Development Charge Demolition Credit Extension Request – Brownfield Redevelopment Grimsby

That Report CSD 39-2024, dated September 11, 2024, respecting Development Charge Demolition Credit Extension Request – Brownfield Redevelopment Grimsby, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the eligibility period for the Regional Development Charge demolition credits associated with the brownfield redevelopment located at 21-23 Main Street East, Grimsby, **BE EXTENDED** to August 1, 2027, in accordance with Section 10 (c) of By-law 2022-71.

Minute Item No. 6.3
CLK 4-2024
2025 Legislative Schedule of Meetings

That Report CLK 4-2024, dated September 11, 2024, respecting 2025 Legislative Schedule of Meetings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2025 Legislative Schedule of Regular Meetings (attached as Appendix 1 to Report CLK 4-2024) **BE APPROVED**.

Minute Item No. 6.4
CLK 5-2024
Extension of Lobbyist Registrar Services Contract

That Report CLK 5-2024, dated September 11, 2024, respecting Extension of Lobbyist Registrar Services Contract, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an extension to October 31, 2027, of the agreement with Boghosian+Allen LLP, for Lobbyist Registrar services, **BE APPROVED**; and

2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an amending agreement with Boghosian+Allen LLP, for Lobbyist Registrar services from November 1, 2024 to October 31, 2027, in a form satisfactory to the Director, Legal and Court Services.

Minute Item No. 7.1
CSD 43-2024
Q2 2024 Financial Update

That Report CSD 43-2024, dated September 11, 2024, respecting Q2 2024 Financial Update, **BE RECEIVED.**

Minute Item No. 7.2
CSD 40-2024
Corporate Non-Competitive Procurement Activities exceeding $100,000

That Report CSD 40-2024, dated September 11, 2024, respecting Corporate Non-Competitive Procurement Activities exceeding $100,000, **BE RECEIVED.**

Minute Item 10.1
Confidential HR 5-2024
A Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001 - CUPE 1263 Interest Arbitration Award

That Confidential HR 5-2024, dated September 11, 2024, respecting A Matter of Labour Relations under s.239(2)(d) of the Municipal Act, 2001 – CUPE 1263 Interest Arbitration Award, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED.**

THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
MINUTES

CSC 8-2024
Wednesday, September 11, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bateman, Bradley (Regional Chair)*, Campion, Davies*, Gale, Ganann*, Heit, Redekop*, Secord, Siscoe, Whalen (Committee Vice-Chair) , Zalepa*
Other Councillors:	Sorrento*
Absent/Regrets:	Diodati, Foster (Committee Chair), Grant
Staff:	A. Basic, Legislative Coordinator, B. Brens, Associate Director, Budget Planning & Strategy, D. Carnegie, Acting Commissioner, Corporate Services, B. Epp, Revenue Planning & Strategy Specialist, F. Fucile, Manager, Real Estate*, D. Gibbs, Director, Legal & Court Services, S. Hendrie, Chief Information Officer*, R. Hill, Legislative Assistant, B. Hutchings, Manager, Revenue Planning & Strategy, P. Lambert, Director, Water Wastewater Services*, S. Madder, Manager, Corporate Strategy, F. Meffe, Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works*, A. Rotundo, Senior Revenue Analyst, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer * indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Committee Vice-Chair Whalen called the meeting to order at 9:30 a.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Siscoe read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 CSD 42-2024

Update of C-F-009 Investment Policy

Blair Hutchings, Manager, Revenue Planning & Strategy, provided information respecting Update of C-F-009 Investment Policy. Topics of the presentation included:

- Investment Policy Revision Background
- Investment Term Holdings
- Investment Category Limitations
- Investment Maturity Term Composition Limitations

Moved by Councillor Siscoe
Seconded by Councillor Gale

That Report CSD 42-2024, dated September 11, 2024, respecting Update of C-F-009 Investment policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That C-F-009 Investment Policy, attached as Appendix 1 to Report CSD 42-2024, **BE APPROVED.**

Carried

6.2 CSD 39-2024

Development Charge Demolition Credit Extension Request - Brownfield Redevelopment Grimsby

Moved by Councillor Heit
Seconded by Councillor Ganann

That Report CSD 39-2024, dated September 11, 2024, respecting Development Charge Demolition Credit Extension Request – Brownfield Redevelopment Grimsby, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the eligibility period for the Regional Development Charge demolition credits associated with the brownfield redevelopment located at 21-23 Main Street East, Grimsby, **BE EXTENDED** to August 1, 2027, in accordance with Section 10 (c) of By-law 2022-71.

Carried

6.3 CLK 4-2024

2025 Legislative Schedule of Meetings

Moved by Councillor Zalepa
Seconded by Councillor Heit

That Report CLK 4-2024, dated September 11, 2024, respecting 2025 Legislative Schedule of Meetings, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2025 Legislative Schedule of Regular Meetings (attached as Appendix 1 to Report CLK 4-2024) **BE APPROVED**.

Carried

6.4 CLK 5-2024

Extension of Lobbyist Registrar Services Contract

Moved by Councillor Gale
Seconded by Councillor Secord

That Report CLK 5-2024, dated September 11, 2024, respecting Extension of Lobbyist Registrar Services Contract, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an extension to October 31, 2027, of the agreement with Boghosian+Allen LLP, for Lobbyist Registrar services, **BE APPROVED**; and

2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an amending agreement with Boghosian+Allen LLP, for Lobbyist Registrar services from November 1, 2024 to October 31, 2027, in a form satisfactory to the Director, Legal and Court Services.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 CSD 43-2024

Q2 2024 Financial Update

Melanie Steele, Associate Director, Reporting & Analysis, provided information respecting the Q2 2024 Financial Update. Topics of the presentation included:

- Background
- Deliverables
- Q2 Operating Results - Levy, Rate & Special Levies
- Reserve Balances
- Q2 Capital Results
- Q2 Achievements

Moved by Councillor Heit
Seconded by Councillor Bateman

That Report CSD 43-2024, dated September 11, 2024, respecting Q2 2024 Financial Update, **BE RECEIVED.**

Carried

Councillor Information Request(s):

Provide information on the fees associated with the use of external investment brokers. Councillor Redekop.

Provide information on reserve fund practices across other Regions. Councillor Heit.

7.2 CSD 40-2024

Corporate Non-Competitive Procurement Activities exceeding $100,000

Moved by Councillor Secord
Seconded by Councillor Siscoe

That Report CSD 40-2024, dated September 11, 2024, respecting Corporate Non-Competitive Procurement Activities exceeding $100,000, **BE RECEIVED.**

A Committee Member raised a potential legal issue with one of the items in the report and noted the issue should be discussed in closed session. Staff were in agreement that the information would need to be discussed in closed session since it related to a matter of legal advice. Given the request for confidential information, the Committee Vice Chair advised that Report CSD 40-2024 would be considered after closed session.

8. OTHER BUSINESS

8.1 Social Procurement Policy

Councillor Bateman requested an update on the Social Procurement Policy. Bart Menage, Director, Procurement & Strategic Acquisitions, advised that staff are working in collaboration with the City of St. Catharines on improvements to the Peoplesoft Supplier Admin module, based on those amendments the Social Procurement Policy process will continue.

9. CLOSED SESSION

Moved by Councillor Gale
Seconded by Councillor Bateman

That this Committee **DO NOW MOVE** into closed session for the purpose of receiving information of a confidential nature respecting:

A Matter of Legal Advice Subject to Solicitor- Client Privilege – Duty to Consult – (CSD 40-2024 Corporate Non-Competitive Procurement Activities exceeding $100,000)

Carried

Committee resolved into closed session at 10:43 a.m.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 10:56 a.m. with the following individuals in attendance.

Committee:	Bateman, Bradley (Regional Chair)*, Campion, Gale, Ganann*, Heit, Redekop*, Secord, Siscoe, Whalen (Committee Vice-Chair)
Other Councillors:	Sorrento*
Absent/Regrets:	Davies, Diodati, Foster (Committee Chair), Grant, Zalepa
Staff:	A. Basic, Legislative Coordinator, D. Carnegie, Deputy Chief Administrative Officer, R. Hill, Legislative Assistant, D. Gibbs, Director, Legal & Court Services, P. Lambert, Director, Water Wastewater Services*, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works*, R. Tripp, Chief Administrative Officer

10.1 HR 5-2024

A Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001 - CUPE 1263 Interest Arbitration Award

Moved by Councillor Heit
Seconded by Councillor Campion

That Confidential HR 5-2024, dated September 11, 2024, respecting A Matter of Labour Relations under s.239(2)(d) of the Municipal Act, 2001 – CUPE 1263 Interest Arbitration Award, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED.**

Carried

7. CONSENT ITEMS FOR INFORMATION

7.2 CSD 40-2024

Corporate Non-Competitive Procurement Activities exceeding $100,000

Moved by Councillor Secord
Seconded by Councillor Siscoe

That Report CSD 40-2024, dated September 11, 2024, respecting Corporate Non-Competitive Procurement Activities exceeding $100,000, **BE RECEIVED.**

Carried

11. NEXT MEETING

The next meeting will be held on Wednesday, October 9, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 10:58 a.m.

Councillor Whalen
Committee Vice-Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Investment Policy Revisions

September 11, 2024

Niagara Region | Growing Better Together

Investment Policy Revision Background

Investment Policy last updated in 2012

Main goal was to achieve alignment to current investment strategy and practices

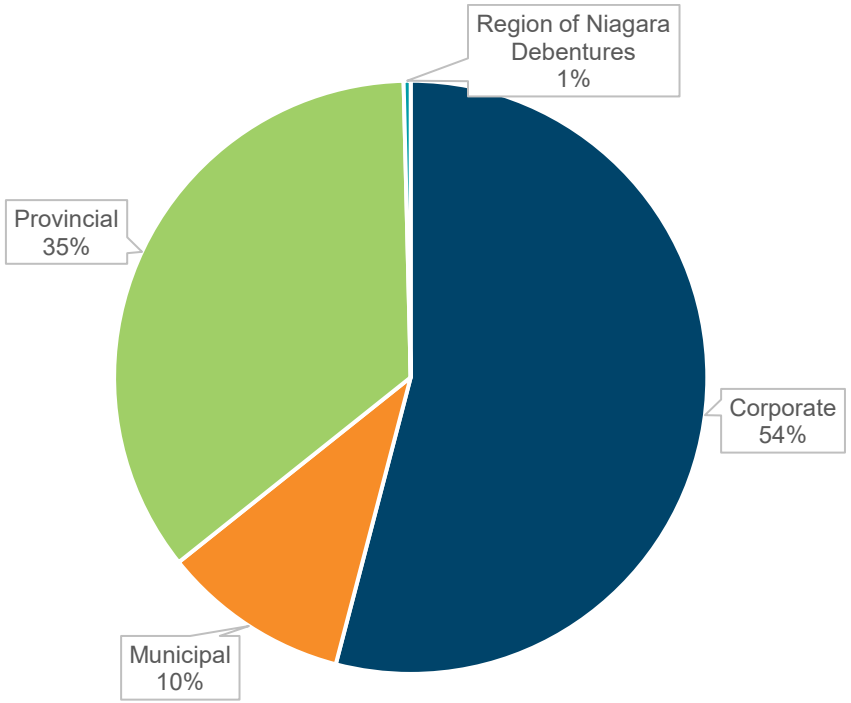
Explored municipality best practices and legislation requirements

Adherence to new corporate policy template was incorporated

Investment Term Holdings

Per 2024 Q2 Financial Report

Funds	Book Value	Weight
Cash Equivalent<1Yr	$71,331	7.2%
2 Year	$72,860	7.3%
3 Year	$60,232	6.1%
4 Year	$89,970	9.1%
5+ Year	$551,776	55.5%
Subtotal (Investments)	$846,169	85.2%
Cash	$120,200	12.1%
Sinking Fund (Incl.Cash)	$26,967	2.7%
Total Portfolio	$993,336	100.0%



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Investment Category Limitations

Investment Category/Type	Category Limit (Max)	Individual Limit (Max)
Federal and federal guaranteed	100%	100%
Provincial and provincial guaranteed	75%	25%
Niagara Region	100%	100%
Municipal and municipal guaranteed	40%	10%
Other government types	15%	5%
Total: Gov't Fixed Income	100%	n/a
Banks (Schedule I, II, & III)	60%	25%
Corporate	25%	10%
Credit Unions	15%	10%
Total: Non-Gov't Fixed Income	75%	n/a
Equity & Growth Investments	20%	10%

Further breakdown of Investment Categories for more flexibility

Investment Maturity Term Composition Limitations

Term Length	Minimum	Maximum
0 – 5 years	10%	100%
5 years – 10 years	n/a	50%
10+ years	n/a	20%

Control mechanism to further manage risk

Added statement to allow Treasurer to approve temporary increases to limitations when deemed necessary

Questions?

Subject: Update of C-F-009 Investment Policy

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That C-F-009 Investment Policy, attached as Appendix 1 to Report CSD 42-2024, **BE APPROVED.**

Key Facts

- The purpose of this report is to seek Committee's approval to amend the current Investment Policy. The Niagara Region's Investment Policy was last updated in 2012. As part of this review Staff referenced municipal best practices through a review of peer region and municipality investment policies and legislative requirements for investments as outlined in the Municipal Act.
- Staff are recommending several changes to the Investment Policy, many of which represent administrative changes to align with the updated corporate policy template. Additional administrative changes are recommended to better reflect current practices and legislative requirements. These include the addition of Sinking Fund detail, update to the authority to invest section and removal of capital gains section.
- In addition to the administrative changes recommended, Staff are also recommending revisions to the investment portfolio limitations chart to reflect changes in the types of investment and how much we can invest in each category, while staying in line with legislative requirements and the addition of a chart describing limitations on the length of investments within the portfolio, as a control mechanism to further manage risk by ensuring liquidity and appropriate maturity timing into future years.
- A statement was added to grant the Treasurer the ability to approve temporary deviations from the set portfolio limitations when deemed necessary to obtain higher returns on the Region's investments. This is in alignment with best practices seen in the policies of our peer regions and municipalities to support flexibility in portfolio activity to maximize income levels.
- At Q2 2024, the Region's investment portfolio had a total value of $872M. This portfolio consists primarily of funds held in reserve related to development charges

and rate reserves. Investment income further supports these fund balances as a portion of the investment income is allocated to these reserve funds in accordance with our Reserve and Reserve funds Policy.

Financial Considerations

The changes allow for better returns on our investment dollars to ensure we maximize our income within set limitations of the Municipal Act. This income is used to fund reserve funds and deferred revenue (Development Charges) and thus has a direct impact on the funding levels within these existing reserve accounts.

The Niagara Region's investment portfolio consists primarily of reserve funds related to development charges and rate reserves. Per the Niagara Region's Reserve and Reserve Funds Policy reserves and reserve funds are to be invested in accordance with the Region's Investment Policy. All interest earned as a result of maintaining balances in Reserves or Reserve Funds shall be initially allocated as earnings of the general operating fund and then allocated where appropriate to Reserve and Reserve Funds. As the Region's investment portfolio consists of funds held in reserves these funds cannot be utilized for other purposes and must remain restricted to meet a specific purpose as required by legislation. As the Region's reserves represent an important tool in supporting and managing the Region's capital and growth funding requirements it is important that the Investment Policy be updated and maintained to reflect our current practices and allow for better returns while maintaining the limitations of the Municipal Act.

Analysis

The Niagara Region's investment portfolio is an important tool to help mitigate budget pressures by ensuring long-term returns on the Region's financial assets. The Niagara Region's Investment Policy governs the use and management of surplus funds, trust funds and sinking funds as it relates to investment activities. This portfolio is managed in a way that aligns with our Region's specific goals and risk profile and the policy establishes procedures and practices for an Investment Program designed to maximize the use of funds held in Niagara Region accounts through a program of term investments. The Region's Investment Policy was last updated in 2012, many of the items included within the current policy are not in alignment with the Region's current practices and includes several outdated administrative items which require an update.

It is important for Council to note that the Municipal Act is highly prescriptive regarding the types of investments that municipalities and regions can purchase. The changes

proposed to the investment policy ensure alignment with the Region's current practices as well as the regulations outlined in the Municipal Act.

Many of the changes to the policy as recommended by Staff relate to administrative changes. Since the policy was last update in 2012 the Region has developed a revised corporate policy template. Therefore, several changes proposed relate to ensuring alignment with this revised template. These include:

- The proposed policy has been updated to utilize the updated corporate policy template which involves the addition of three sections: Purpose (section 2), Glossary of Terms (section 5) and Roles & Responsibilities (section 3.2).
- Updates were made to the following three sections within the existing policy: Scope, Authority to Invest & Reporting:
    - The Scope section revision allowed for a more robust description of the different types of funds and how we utilize Investment income dollars. In particular, the General Fund portfolio and the Sinking Fund portfolio are distinguished from each other. A new Roles & Responsibilities section was also added.
    - The Reporting section revision was initiated to seek alignment with legislation and current quarterly reporting practice. Two bullets were clarified, and two others were removed as they were not required under legislation.
- Movement of specific sections occurred to align structure with new template:
    - The sections within the Standards of Care area moved to the Policy section (section 1) under the Guiding Principles subsection (section 1.1).
    - The Objectives section and all related subsections moved to the Purpose section (section 2) under the new Objectives section (section 2.1).
    - Authority to Invest, Legal Advice, and Investment Guidelines moved under References & Related Documents section (section 4).

Further to the administrative changes required to ensure alignment with the revised corporate policy template some additional administrative changes are proposed as follows:

- Revision to the Authority to Invest section was made in alignment with existing bylaws related to authority.
- The header Investment Advisors/Brokers in the previous policy was changed to Competitive Selection to better reflect the content of the section and align with other municipal policies.
- Capital Gains section was removed due to irrelevance to current practices and investment strategy.

- A section has been added for Sinking Fund (section 4.5) including a description of the fund and how it differs from the General Fund in terms of investment activity and utilization of the funds. Sinking Fund investments are specific to repayment of debt and must follow a different set of investment rules from the General Fund. This distinction not included in our current policy as the Region's Sinking Fund was set up after policy creation.

As part of the proposed revised investment policy, Staff are proposing additions to the policy for further alignment with the Niagara Region's investment strategy and in consideration with other municipality and regional best practices.

- A statement was added (end of section 4.2.1 Permitted Investments) granting the Treasurer the ability to approve temporary deviations from the set portfolio limitations of investment activity. This was adopted within the new policy to ensure investment decisions are made in the best interest of the Region and funds are utilized to optimize returns. Most municipal investment policies that were reviewed in the investigation contain this type of statement.
- Staff recommend that a chart (Table 4) has be added to describe the limitations of investment maturity term compositions to ensure liquidity is maintained and maturity dates are spread out according to cash flow requirements in future years. Most municipal investment policies that were reviewed in the investigation include this type of chart. This type of chart acts as a control mechanism to further mitigate risk. This is a mechanism that Staff currently utilize to assess new investment purchase options, however including in our policy ensures that this practice continues. See below table 1 for the proposed new chart.

Table 1 – Investment Maturity Term Composition Limitations

Term Length	**Minimum**	**Maximum**
0 – 5 years	10%	100%
5 years – 10 years	n/a	50%
10+ years	n/a	20%

- The investment category limitations chart was updated to separate out Banks from the Corporate category and the portfolio weighting limit was adjusted to be higher for banks for additional investment flexibility and strategy alignment. It was also updated to include Credit Unions and Equity/Growth type investments to allow for further diversification within the portfolio. Credit Unions & Equity/Growth type

investments are allowable under legislation with some restrictions and are typically found in other municipal policies. See Table 2 below for specific revisions.

Table 2 – Investment Category Limitations

Investment Category/Type	Existing Policy Category Limit (Max)	Existing Policy Individual Limit (Max)	New Policy (Proposed) Category Limit (Max)	New Policy (Proposed) Individual Limit (Max)
Federal and federal guaranteed	100%	100%	100%	100%
Provincial and provincial guaranteed	75%	25%	75%	25%
Niagara Region	100%	100%	100%	100%
Municipal and municipal guaranteed	25%	5%	40%	10%
Other government types	5%	1%	15%	5%
Total: Government Fixed Income	**N/A**	**N/A**	**100%**	**N/A**
Banks (Schedule I, II & III)	N/A	N/A	60%	25%
Corporate	50%	15%	25%	10%
Credit Unions	N/A	N/A	15%	10%
Total Non-Government Fixed Income	**N/A**	**N/A**	**75%**	**N/A**
Equity & Growth Investments	N/A	N/A	20%	10%

Alternatives Reviewed

All upper-tier municipalities administer investment programs differently from each other, within the parameters of the Municipal Act requirements. Strong consideration was given to best practices amongst our peer municipalities however Staff's recommendations for revisions to our policy are aligned to our own strategy at the Niagara Region. The option to stay status quo was reviewed and decided against for several reasons, mainly due to misalignment to current investment practices and strategies.

Relationship to Council Strategic Priorities

The Niagara Region's Investment Policy supports Council's strategic priority of Effective Region by ensuring our investment program is running as efficiently as possible and aligned to short and long-term strategies. This policy further supports the strategic

priority of Prosperous Region by promoting economic welfare and a healthy business environment as we strive to maximize our returns while safeguarding our assets.

Other Pertinent Reports

C-F-013 Reserve and Reserve Funds Policy (copy available upon request)

Prepared by:
Bobbi Epp, CPA
Revenue Planning & Strategy Specialist
Corporate Services

Recommended by:
Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Blair Hutchings, Manager Revenue Planning & Strategy, and reviewed by Beth Brens, Associate Director Budget Planning & Strategy/Acting Deputy Treasurer.

Appendices

Appendix 1 C-F-009 Statement of Investment Policy and Goals

Policy Category	Name of Policy
Financial	Statement of Investment Policies & Goals

Policy Owner	Corporate Services, Finance, Director, Financial Management & Planning
Approval Body	Council
Approval Date	
Effective Date	
Review by Date	Within five years of effective date

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1. Policy

This policy governs the use and management of surplus funds, trust funds and sinking funds as it relates to investment activities for The Regional Municipality of Niagara's (Region) Investment Portfolio in accordance with the Municipal Act, 2001 (Act) and O.Reg. 438/97.

1.1. Guiding Principles:

The primary standards of care related to investment activities shall be:

1.1.1. Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their principal as well as the probable income to be derived.

Investment staff acting in accordance with this investment policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risks or market change.

1.1.2. Ethics and Conflict of Interest

Staff involved in the investment process shall refrain from personal business activity that could, or may reasonably be perceived to, conflict with the proper execution and management of the Investment Policy, or that could impair their ability to make impartial decisions. Such staff shall

not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Region.

1.1.3. **Safekeeping and Custody**

All investments shall be held for safekeeping in the name of the Regional Municipality of Niagara by financial institutions approved by the Region as provided in this Policy. The depository shall issue a safekeeping receipt to the Region for each investment transaction that lists all pertinent information. The depository shall also provide monthly reports for each account, indicating all investment activity, book value of holdings, market value as of month-end and income earned by the investments.

2. Purpose

The purpose of this policy is to establish procedures and practices for an Investment Program designed to maximize the use of funds held in Region accounts through a program of term investments.

2.1. Objectives:

The primary objectives of the Investment Program, in priority order, shall be:

2.1.1. **Adherence to Statutory Requirements**

All investment activities shall be governed by applicable legislation, including primarily the Municipal Act and Trustee Act and their associated regulations as amended. Investments and rating agencies, unless limited further by Council, will be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations.

2.1.2. **Preservation of Principal**

Safety of principal is of paramount importance. Investment shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Should the rating of any investment be downgraded below the minimum rating, it shall be sold within 180 days after the day the investment rating was downgraded. Staff shall endeavor to mitigate credit risk and interest rate risk as outlined in Table 1 below.

Table 1: Investment Credit & Interest Rate Risk Mitigation

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Credit Risk	○ Limiting investment to safer types of securities; ○ Diversifying the investment portfolio so that potential losses on individual investments will be minimized; and ○ Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which Niagara Region does business.
Interest Rate Risk	○ Structuring the investment portfolio so that securities mature to meet ongoing cash flow requirements, thereby reducing the need to sell securities on the open market prior to maturity; ○ Investing operating funds primarily in shorter-term securities or approved investment pools; and ○ Diversifying longer-term holdings to match term exposures to requirements of underlying reserve funds and to mitigate effects of interest rate volatility.

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2.1.3. **Maintaining Liquidity**

The investment portfolio shall remain sufficiently liquid to meet all operating and cash flow requirements and limit temporary borrowing requirements. This shall be done where possible by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets.

2.1.4. **Yield**

The investment portfolio shall be designed with the objective of attaining a market rate of return, considering the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above.

3. Scope

This Policy applies to the investment activities of the operating, capital, trust, reserves, Reserve funds, sinking funds and trust funds and any new fund(s) created by the Region unless specifically exempted.

- General Fund Portfolio: includes the assets of current, capital, trust, reserves, and Reserve Funds.
- Sinking Fund Portfolio(s): used to retire the Region's sinking fund debentures as they become due. A municipality may not combine sinking funds with any other fund for investment purposes and all investments as well as bank accounts will be kept separate and distinct from the General Fund Portfolio.
- Other fund(s) as required.

3.1. Roles and Responsibilities

The Region's positions and related accountability regarding Investment decision making have been outlined below in Table 2.

Table 2: Investment Activity Roles & Responsibilities

Role	Responsibility
Regional Council	○ Approve the Investment Policy and related amendments. ○ Receive Investment Reports.
Commissioner/Treasurer, Corporate Services	○ Provide oversight of Treasury function. ○ Recommend changes to the Investment Policy to Council.
Director, Financial Management & Planning/Deputy Treasurer	○ Responsible for ensuring legislative requirements are met. ○ Responsible for developing internal controls that ensure the investments are properly managed and adequately protected.

3.2. Authority to Invest

Specific Investments require approval by one of the following approved staff:

- Commissioner of Corporate Services / Treasurer;
- Director Financial Management and Planning / Deputy Treasurer;

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- Staff appointed as Acting Treasurers in accordance with By-law No. 2018-45, as amended from time to time

3.3. Investment Guidelines

3.3.1. Permitted Investments

Permitted investments and their term to maturity, if any, are as outlined in Ontario Regulation 438/97, to the Municipal Act, as amended from time to time.

In order to ensure maximum security and proper diversification in the Region's portfolio, limitations have been set in Table 3 below. The table contains maximum exposures for each category and type of investment, and each individual investment within the category. These limitations are displayed as a percentage of the total investment portfolio (excluding cash held in the bank accounts of the Region).

Table 3: Investment Category & Type Limitations

Investment Category/Type	**Category Limit (Max)**	**Individual Limit (Max)**
Federal and federal guaranteed	100%	100%
Provincial and provincial guaranteed	75%	25%
Niagara Region	100%	100%
Municipal and municipal guaranteed	40%	10%
Other government types	15%	5%
Total: Gov't Fixed Income	100%	n/a
Banks (Schedule I, II, & III)	60%	25%
Corporate	25%	10%
Credit Unions	15%	10%
Total: Non-Gov't Fixed Income	75%	n/a
Equity & Growth Investments	20%	10%

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The Region will also apply portfolio term composition guidelines and hold sufficient funds in short-term instruments to maintain adequate liquidity and meet investment objectives (see Table 4 below). To the extent possible, the Region shall balance investment terms with anticipated cash flow requirements to match maturities as closely as practicable with the expected use of funds.

Table 4: Investment Maturity Term Composition Limitations

Term Length	**Minimum**	**Maximum**
0 – 5 years	10%	100%
5 years – 10 years	n/a	50%
10+ years	n/a	20%

Category weighting, term range, or investment type limitations may be exceeded at the discretion of the Treasurer when deemed appropriate. Should a limitation be exceeded, the Revenue team will develop a plan to bring the portfolio back within required limits in accordance with any applicable legislation.

3.3.2. Reporting Requirements

On a quarterly basis, staff will provide an Investment summary report to Council which will include the following, per legislation:

- A statement about the performance of the investment portfolio during the period covered by the report;
- Percentage of the total portfolio by investment category, individual organization, term composition, and investment type.
- Listing of investment and disposal transactions in the Region's own securities at the end of the reporting period including date and purchase or sale price for each;
- A statement by the Treasurer as to whether or not, in his or her opinion, all investments were made in accordance with the Investment Policy and goals adopted by the Region.

3.3.3. Performance Standards

The Region's investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

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3.3.4. **Competitive Selection**

All securities' purchases/sales will be transacted through a competitive process only with financial institutions approved by the Treasurer. Transactions will be executed in accordance with the stated portfolio objectives and must use a competitive process of obtaining multiple quotes given the required investment terms and conditions where practical and appropriate. The Revenue team will maintain appropriate documentation and rationale for investment decisions.

3.4. Sinking Funds

The Region's sinking funds consist of investments accumulated on a regular basis in a separate safekeeping and/or bank account that will be used to retire associated debentures at maturity. These funds are administered in accordance with investment limitations in Table 3.

3.5. Trust Funds

The Region's trust funds are grouped and maintained in a Region chequing account of the financial institution that provides Region banking services. All trust funds are to be insured through the Canada Deposit Insurance Corporation as legislated. No interest earned will be allocated to trust funds as legislated.

4. References and Related Documents.

The Municipal Act, 2001 (S.O. 2001, c. 25) provides in Section 418, the legislative authority for the Region to invest funds in accordance with certain prescribed rules. Section 420 permits the Region to enter into agreements to invest money jointly with other municipalities and prescribed bodies. The prescribed rules governing investment are contained in Ontario Regulations 77/97 and 438/97.

Trust Fund investments shall be made in accordance with the assigned responsibilities given to the Region under the Trustees Act.

5. Glossary of Terms

Credit Risk: the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Credit Union: A financial institution that is organized and carries on business on a cooperative basis and is a corporation incorporated or continued as a credit union or caisse populaire under the *Credit Unions and Caisses Populaires Act, 1994.*

Debenture: a marketable security that businesses can issue to obtain long-term financing without needing to put up collateral or dilute their equity.

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Depository: a facility or institution where something is deposited for storage or safeguarding, or an organization that holds currency or securities and assists in the trading of securities.

Diversification: process of allocating capital in a way that reduces the exposure to any one particular asset or risk.

Economic Cycle: refers to economic fluctuations between periods of expansion (growth) and contraction (recession).

Fixed Income Investments: a class of assets and securities that pay out a set level of cash flows to investors, typically in the form of fixed interest or dividends.

Interest Rate Risk: a change in the value of an asset resulting from fluctuations in interest rates.

Investment Pools: funds in a portfolio from many individual investors that are aggregated for the purposes of investment.

Investment Portfolio: a collection of investments that reflect your risk tolerance, return objectives, and time horizon.

Investment Program: Investment management of Regional funds, including decision making and implementation.

Liquidity: a measure of an asset's convertibility to cash without causing a drastic change in the asset's price.

ONE Investment: a professionally managed group of investment funds composed of pooled investments that meet eligibility criteria as defined by regulations under the Municipal Act.

Market Risk: the risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value: current market price of a security.

Maturity: the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder.

Rating Agency: a company that assigns credit ratings, which rate a debtor's ability to pay back debt by making timely principal and interest payments and the likelihood of default.

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Reserve Fund: also known as a budget reserve, is a dedicated pool of money set aside for specific purposes, typically to cover unexpected expenses or emergencies.

Revenue Team: Associate Director of Budget Planning & Strategy and Manager, Revenue Planning & Strategy or other staff as delegated to implement the investment mandate.

Safekeeping: holding of securities by a qualified financial institution on behalf of the investor.

Schedule I banks: domestic banks authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

Schedule II banks: foreign bank subsidiaries authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

Schedule III banks: foreign bank branches of foreign institutions that have been authorized under the *Bank Act* to do banking business in Canada. These branches have certain restrictions.

Security: A financial asset (i.e. investment).

Sinking Fund: securities and/or deposits accumulated on a regular basis in a separate safekeeping and/or bank account that will be used to retire associated debentures at maturity.

Trust Fund: a legal arrangement that allows a person or institution, known as the trustee, to hold and manage assets on behalf of another party, referred to as the beneficiary.

6. Related Policies

C-F-009 Investment Policy

7. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

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Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by
1		Changed structure of policy to new template outline	
2		Added new sections as required	
3		Moved sections to better align with new template structure	
4		Updated sections to align with current practices	
5		Adjusted Investment Category Limitations chart	
6		Added Investment Term Composition Limitations chart	

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Subject: Development Charge Demolition Credit Extension Request – Brownfield Redevelopment, Grimsby

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That the eligibility period for the Regional Development Charge demolition credits associated with the brownfield redevelopment located at 21-23 Main Street East, Grimsby, **BE EXTENDED** to August 1, 2027, in accordance with Section 10 (c) of By-law 2022-71.

Key Facts

- The purpose of this report is to seek Council's approval to extend the Regional Development Charge (RDC) demolition credits associated with the brownfield redevelopment at 21-23 Main Street East, Grimsby, in accordance with Section 10 (c) of the RDC By-law 2022-71.
- Per By-law 2022-71 Section 10 (a) a demolition credit may be applied towards RDCs owing based on the RDCs for the building/structure that was demolished. This credit expires if a building permit for the land is not obtained within 5 years of a demolition credit being issued. A demolition permit for this site was issued by the Town of Grimsby on August 1, 2019. Therefore, the demolition credit for this site expired on August 1, 2024.
- Per By-law 2022-71, if a demolition takes place on a brownfield site, an application may be made to the Regional Treasurer for an extension of time for the demolition credit of up to three additional years if the redevelopment has not been able to proceed due to delays in completing the remediation works. This request must then be considered by Regional Council.
- The developer has applied for an extension and indicated in their extension request that the site redevelopment was delayed due to the environmental remediation work that was required for the site and the requirement to file a ministry-approved Record of Site Condition (RSC) for the site.

Financial Considerations

The demolition permit for the property of 21-23 Main Street East, Grimsby, was issued to DeSantis Homes on August 1, 2019, related to the former commercial use building on the property. As per the demolition permit, the demolition resulted in the removal of 2,850 square feet of commercial space. To date, none of the available demolition credits have been utilized in the redevelopment of the property. RDC By-law 2022-71 allows for a five-year time limit on the use of demolition credits from the date a demolition permit is obtained. As a result of this provision the demolition credits associated with this property expired on August 1, 2024. The RDC By-law further specifies that where a demolition takes place on a brownfield, an application may be made to the Regional Treasurer for an extension of time for the demolition credit for up to three additional years if the redevelopment has not been able to proceed due to delays in completing the development work. If the recommendations of this report are approved, the demolition credit will be extended for an additional three years and will result in a reduction of $59,194.50 based on current RDC rates applied against the RDCs payable by the developer.

Analysis

On July 19, 2024, staff received a request from DeSantis Homes, the owner of 21-23 Main Street East, Grimsby, requesting that the RDC demolition credits associated with the former commercial use property be extended for an additional three years from the point of expiry. The request was made under section 10 (c) of the RDC By-law 2022-71 which permits an extension of three years (i.e., in addition to the base five years, for a total of eight years) if the redevelopment was delayed due to brownfield environmental remediation work required on the site.

Region staff have reviewed the requests and believe the extension associated with this property is reasonable and fits within the intent of section 10 (c) of the RDC By-law 2022-71. As such, staff is recommending Council approve the request to extend the RDC demolition credits associated with 21-23 Main Street East, Grimsby.

The section from the RDC By-law that allows for the extension has been included below for reference:

> Where demolition takes place on a brownfield or an archaeological site, the above conditions apply however, an application may be made to the Regional Treasurer for an extension of time for the redevelopment credit of up to three additional years if the redevelopment has not been able to proceed due to delays

> in completing the remediation works. This application must be received prior to the expiry of the initial five-year period as provided in section 10(a) of this By-law. This application will be considered by Regional Council for approval.

For additional clarification on how a property qualifies as a brownfield, the definition from RDC By-law 2022-71 is included below for reference:

> "brownfield" means land located within the urban areas as defined from time to time in the Regional Official Plan, upon which there has been previous agricultural, industrial, institutional, or commercial or open lands use or other use as prescribed under the Environmental Protection Act, R.S.O. 1990, c.E.19 and Ontario Regulation 153/04 thereto, each as amended from time to time, and for which site remediation is required in accordance with a Phase 2 Environmental Site Assessment, and for which a Record of Site Condition has been filed on the Province's Brownfields Environmental Site Registry pursuant to the Environmental Protection Act, R.S.O. 1990, c.E.19 and Ontario Regulation 153/04 thereto, each as amended from time to time.

Notwithstanding the request for the demolition credit extension, the remediation of this property is progressing well per the written request from DeSantis Homes, as the only remaining barrier to receiving the building permits at the site is the Provincial review of the Record of Site Condition by the Ministry of Environment.

It should also be noted that despite the initial five years being expired for the demolition credits at the time of writing this report, the application for the additional three years was received prior to the expiry of the initial five years, meaning the request still adheres with the extension provision of the RDC By-law.

Alternatives Reviewed

Council may elect to deny the extension request. This is not recommended. This project involves the redevelopment of a currently underutilized former commercial site within Grimsby's downtown core. The extension of the current demolition credits would be reasonable given the environmental remediation work that was undertaken and the demolition credit extension provision within the RDC By-law 2022-71.

Relationship to Council Strategic Priorities

This report provides details related to the collection of RDCs and the redevelopment of underused land. This relates to Council's Strategic Priorities of Effective and

Prosperous Region as RDCs are a major source of funding for growth projects in the capital budget.

Other Pertinent Reports

None.

Prepared by:
Alex Rotundo
Senior Tax & Revenue Analyst
Corporate Services

Recommended by:
Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Blair Hutchings, Manager, Revenue Planning & Strategy, and reviewed by Beth Brens, Associate Director, Budget Planning & Strategy/Acting Deputy Treasurer.

Appendices

Appendix 1 DeSantis Homes Request to Staff – July 19, 2024

Appendix 2 Map of 21-23 Main Street East, Grimsby

DESANTIS HOMES

July 19, 2024

VIA EMAIL

Todd Harrison
Corporate Services/Treasurer
Niagara Region,
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Mr. Harrison,

Re: Development Charge Credit for the property located at 21-23 Main Street East (Century Condo)

As we are all aware, we have been actively working on developing our community, commonly referred to as "Century Condo" for the last six (6) years. Century Condo represents a significant investment in the historic downtown of Grimsby and will provide 85 future homes with additional retail space on the main floor.

We have previously communicated with Staff regarding the Development Charge (DC) credit which exists due to the former commercial building being demolished. As you can appreciate, we have been working through the various development approvals, which has caused significant delays, thus hampering our ability to complete the requisite remediation work. Under the existing parent DC By-law (21-14), this credit is valid for 60 months (five years) subsequent to the demolition permit being issued; a demolition permit was issued on August 1st, 2019.

There is however, a provision within the DC by-law (Sec.10c) that does permit for an extension of three (3) years predicated on the site being deemed a brownfield with an inability to proceed with remediation works. Although we are eagerly proceeding with the geothermal works at this time, excavation and site remediation and Record of Site Condition (RSC) cannot proceed until this is complete. Once the RSC is filed, a full building permit can be issued, and the applicable fees and credit can be applied accordingly.

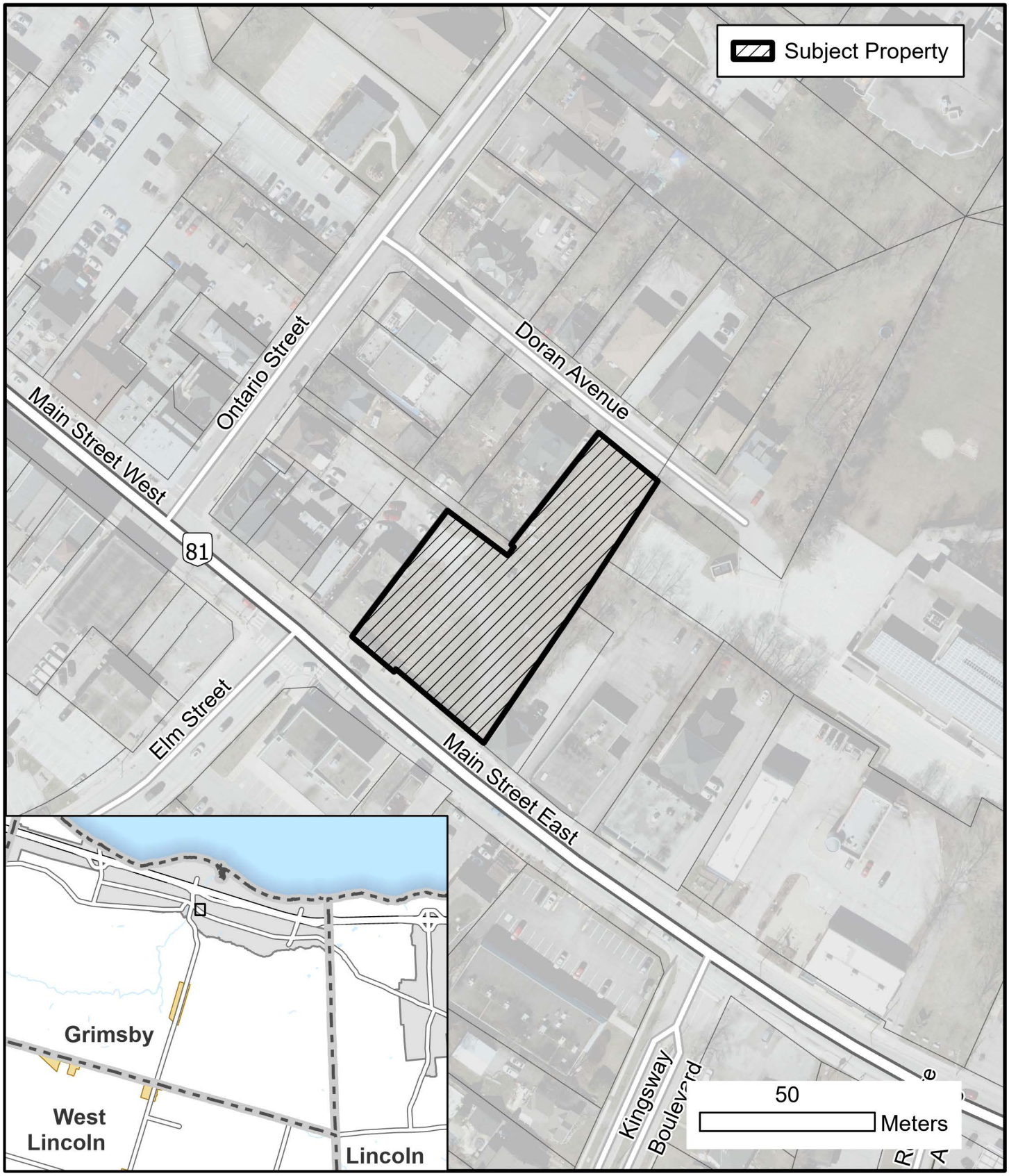
As such, we would ask Staff to consider our request for an extension of 12 months based on the mitigating factors mentioned above. If you could please review and advise accordingly, it would be greatly appreciated.

Regards,

Gabriel DeSantis
President,
DeSantis Homes

cc; Beth Brens, Associate Director, Budget Planning & Strategy, Niagara Region, via email
Blair Hutchings, Manager, Revenue Planning & Strategy, Niagara Region, via email
Alex Rotundo, Senior Tax & Revenue Analyst, Financial Management and Planning, via email

21-23 Main Street East, Grimsby



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Subject: 2025 Legislative Schedule of Meetings

Report to: Corporate Services

Report date: Wednesday, September 11, 2024

Recommendations

1. That the 2025 Legislative Schedule of Regular Meetings (attached as Appendix 1 to Report CLK 4-2024) **BE APPROVED**.

Key Facts

- The purpose of this report is to seek Council's approval of the 2025 Legislative Schedule of Regular Meetings.
- The proposed schedule continues the cycle of monthly meetings for both Council and Standing Committees that was the preference of Council and staff when the 2024 calendar was adopted.
- Similar to the 2024 schedule, the proposed 2025 schedule offers a gap week between Committee and Council meetings except in the month of December. This gap week allows for earlier issuance of the Council agenda and provides additional time for members of the public and Councillors to review material.
- In accordance with Sections 5.1, 5.2 and 22.2 of the Region's Procedural By-law, Council meetings are held on specific dates and times and the meeting schedule is set annually and approved by Council.
- The draft 2025 Legislative Schedule of Regular Meetings has been approved by the Corporate Leadership Team.

Financial Considerations

As the proposed schedule includes the same number of meetings as was held in 2024, there are no financial considerations associated with the adoption of the proposed meeting schedule.

Analysis

Staff have prepared a draft 2025 Legislative Meeting Schedule for Council's consideration (attached as Appendix 1). The schedule was prepared in accordance with the applicable provisions of the Region's Procedural By-law. Section 5.1 of the Region's Procedural By-law provides that "All meetings of Council and Committee of the Whole

shall be held…according to the schedule to be set annually and approved by Council or at such other time or place as may be designated by Council from time to time." Section 5.2 provides that "Regular meetings of Council shall be held on a Thursday, commencing at 6:30 p.m. in Open Session or at such other time as may be designated by the Regional Chair from time to time." Section 22.2 provides that "Standing Committees shall meet on days and times according to the schedule set annually and approved by Council." In 2018, Council approved moving to the established monthly cycle of Council and Standing Committee meetings.

The proposed schedule for 2025 includes the gap week between Standing Committee and Council meetings except for the month of December that was implemented in 2024. This gap week allows for earlier issuance of the Council agenda and provides additional time for members of the public and Councillors to review material in advance of Council meetings. This gap week mitigates the number of addendum items aside from those that are deemed urgent and requiring a decision prior to the next Council meeting. It also allows any items required for follow up from Standing Committee to be prepared and placed on the initial Council agenda as staff would have additional time to prepare this information. The gap week continues to allow for the Council addendum agenda to be issued earlier than the day of the meeting as was being done in 2023.

The proposed meeting schedule results in 24 days of Standing Committee meetings, 12 Regional Council Meetings, and four Committee of the Whole meetings. There is one Budget Review Committee of the Whole meeting currently scheduled July 24, 2025, pertaining to 2026 budget planning. A schedule for the remaining Budget Review Committee of the Whole meeting dates for 2026 budget planning, will be considered at a Regional Council meeting held in the spring.

The schedule also includes the date of the 2025 Federation of Canadian Municipalities (FCM) conference, being held from May 29 to June 1, in Ottawa, Ontario and the 2025 Association of Municipalities of Ontario (AMO) conference, being held from August 17 to 20, in Ottawa, Ontario.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

The Legislative Schedule of Meetings supports Council's strategic priority of being an effective Region by increasing transparency and accountability and ensuring access to Council's decision-making process enhancing public trust and confidence in local government.

Other Pertinent Reports

None.

Prepared and Recommended by:	**Submitted by:**
Ann-Marie Norio	Ron Tripp, P. Eng.
Regional Clerk	Chief Administrative Officer

Appendices

Appendix 1 Draft 2025 Legislative Schedule of Regular Meetings

DRAFT 2025 LEGISLATIVE SCHEDULE OF REGULAR MEETINGS

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH						
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23	24	25	26	27	28	29
30	31					

APRIL						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JULY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24*	25	26
27	28	29	30	31		

*BRCOTW meeting at 4:00 p.m.

AUGUST						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

OCTOBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

DECEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Council
Committee Week
Committee of the Whole
Stat Holiday
March Break
Regional Chair's Golf Tournament
Budget Review Committee of the Whole
Workshop - Budget

AMO Conference - August 17 - 20, 2025 Ottawa, ON

FCM Conference - May 29 - June 1, 2025 Ottawa, ON

Meeting Times

Council	Thursdays at 6:30 p.m.
Committee of the Whole, Budget Review Committee of the Whole	Thursdays at 6:30 p.m.
Public Works Committee	Tuesdays at 9:30 a.m.
Public Health and Social Services Committee	Tuesdays at 1:00 p.m.
Corporate Services Committee	Wednesdays at 9:30 a.m.
Planning & Economic Development Committee	Wednesdays at 1:00 p.m.

Subject: Extension of Lobbyist Registrar Services Contract

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That an extension to October 31, 2027, of the agreement with Boghosian+Allen LLP, for Lobbyist Registrar services, **BE APPROVED**; and
2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an amending agreement with Boghosian+Allen LLP, for Lobbyist Registrar services from November 1, 2024 to October 31, 2027, in a form satisfactory to the Director, Legal and Court Services.

Key Facts

- The purpose of this report is to seek Council's approval for an extension of the current contract for Lobbyist Registrar services with Boghosian+Allen LLP.
- At its meeting held on April 14, 2022, Regional Council approved By-law 2022-24, being a By-law to Establish and Maintain a Lobbyist Registry for The Regional Municipality of Niagara.
- On August 17, 2023, Regional Council authorized staff to single source lobbyist registrar services to Boghosian+Allen LLP, following two unsuccessful competitive procurement processes.
- The current agreement which would conclude on October 31, 2024, allows for an extension for the period November 1, 2024 to October 31, 2027.
- In order to ensure the Lobbyist Registry By-law is enforceable, a Lobbyist Registrar is required.

Financial Considerations

Lobbyist Registrar services are billed to the Region based on a fixed hourly rate and vary depending on how often the services are required. The rates confirmed as part of the original agreement would remain the same. Expenditures for Lobbyist Registrar services are expensed through the Clerk's Office yearly operating budget in which funding for this service has been included.

Analysis

Section 223.9(1) of the Municipal Act, 2001, authorizes municipalities to establish and maintain a lobbyist registry. The responsibilities of a Lobbyist Registrar, as provided in By-law 2022-24, include overseeing the administration of the Lobbyist Registry system, providing advice, opinions and interpretation of the By-law, conducting inquiries with regard to compliance with the By-law, suspending or revoking a registration, advising Regional Council on lobbying matters as well as providing an annual report and advice to Council.

Two request for proposal contracts were issued to the market on July 26, 2022, and again on February 17, 2023, via Niagara Region's Electronic Bidding Platform Unfortunately, the first process was cancelled as a result of no proponents passing the technical benchmark and the second received no submissions. Boghosian+Allen LLP, provided the only bid submission to the first request; however, as noted above, did not achieve the required technical benchmark which was due to a lack of points being allocated for specific experience as a Lobbyist Registrar. Although Mr. Boghosian does not have specific experience as a Lobbyist Registrar, his extensive litigation and investigative expertise as well as his work as an Integrity Commissioner provide him with the necessary foundational skills to undertake this work.

Other municipalities with lobbyist registries either retain a full time Lobbyist Registrar, have someone acting as both Integrity Commissioner and Lobbyist Registrar or have their Integrity Commissioner undertake this work. Currently there are only a small number of municipalities embarking on establishing registries; therefore, the market for lobbyist registrar services is small.

At the time of passage of By-law 2022-24, a provision was included for an educational period before the enforcement of penalties and sanctions. Due to the inability to secure lobbyist registrar services, the education period was extended and ceased as of April 14, 2024. As of the expiry of the educational period, there have not been any filings regarding alleged contraventions of the By-law.

David Boghosian has acted for Ontario municipalities, their elected officials and staff in a wide variety of matters over the past 30 years and is widely regarded as an expert practitioner in the field of municipal law in the province. Mr. Boghosian is the managing partner of Boghosian+Allen LLP, and a leader in the provision of legal services to a large number of municipalities in the areas of general municipal law and general civil litigation among other areas. He also serves as the Integrity Commissioner for a number

of municipalities. With extensive investigation, trial and appeal experience in the context of municipal government, Mr. Boghosian's combined experience and skills make him ideally suited for the role of Lobbyist Registrar and staff are recommending an extension to the current agreement with Boghosian+Allen LLP.

Alternatives Reviewed

Council's direction was to implement a mandatory Lobbyist Registry; a Lobbyist Registrar is required to fulfill specific roles and responsibilities to ensure adherence to the By-law. Council could decide to not approve an extension of the current contract with Boghosian+Allen LLP, for Lobbyist Registrar services; however, that would require a new Request for Proposal to be issued. Given the previous two unsuccessful requests for proposal, there may be difficulty securing these services which could result in the Region not having a Lobbyist Registrar; therefore, the provisions of the By-law would be unenforceable.

Relationship to Council Strategic Priorities

A Lobbyist Registry is an accountability and transparency tool. The continuity of this agreement will ensure that a Lobbyist Registrar is in place to conduct inquiries regarding potential contraventions of the Lobbyist Registry By-law. The recommendations in this report align with Council's Strategic Priority of an Effective Region through demonstration of continuous improvement and modernized processes.

Other Pertinent Reports

CLK 2-2021 Considerations for a Lobbyist Registry

CLK 4-2021 Considerations for a Mandatory Lobbyist Registry

CLK 12-2021 Implementation of a Mandatory Lobbyist Registry

CLK 7-2022 Extension of Education Period for Implementation of Lobbyist Registry

CLK 3-2023 Lobbyist Registry

CLK 7-2023 Lobbyist Registrar Services

Prepared by:
Ann-Marie Norio
Regional Clerk

Recommended by:
Dan Carnegie
Deputy Chief Administrative Officer

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

Appendices

None.

Q2 2024 Financial Update

Corporate Services Committee

September 11, 2024

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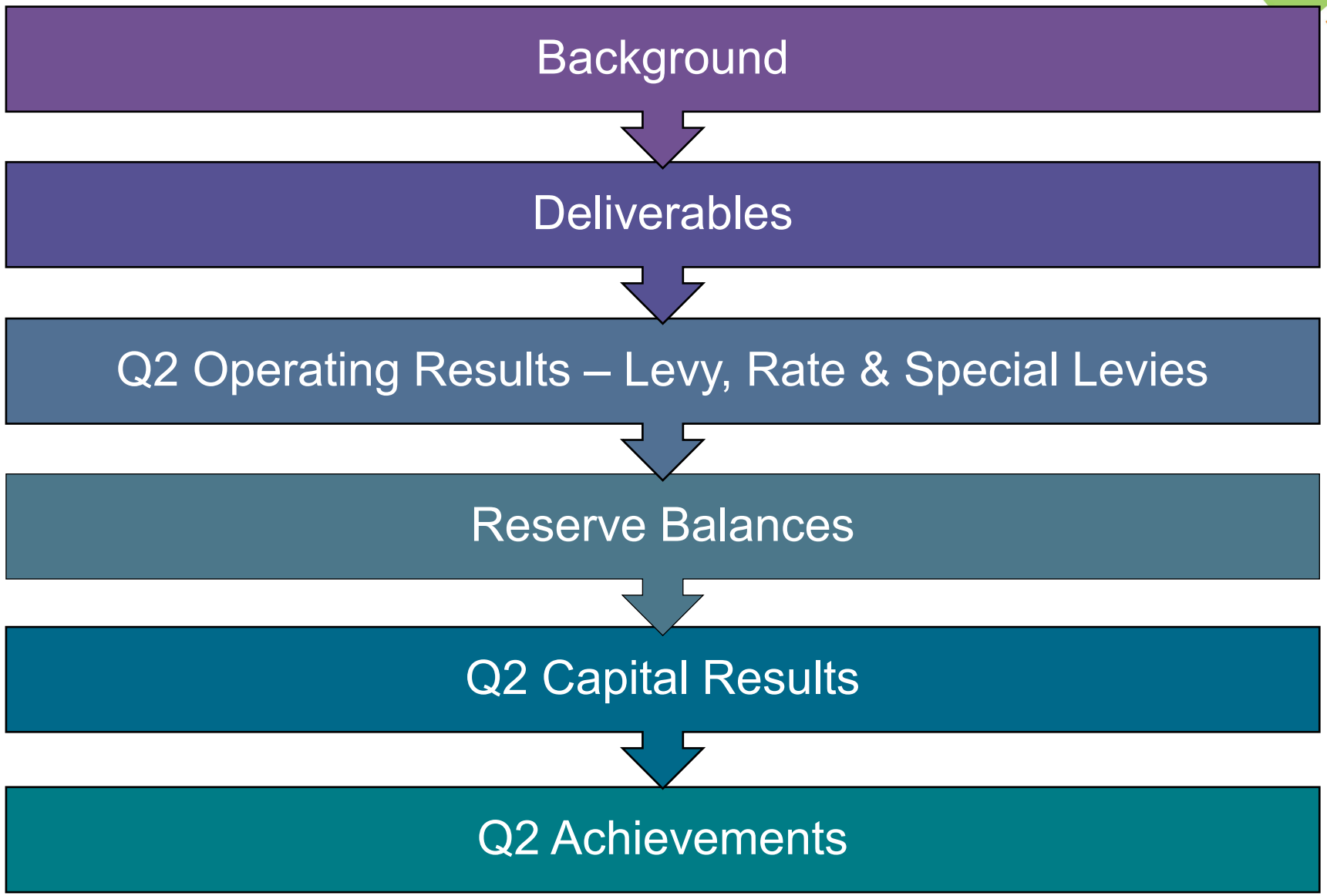
Agenda



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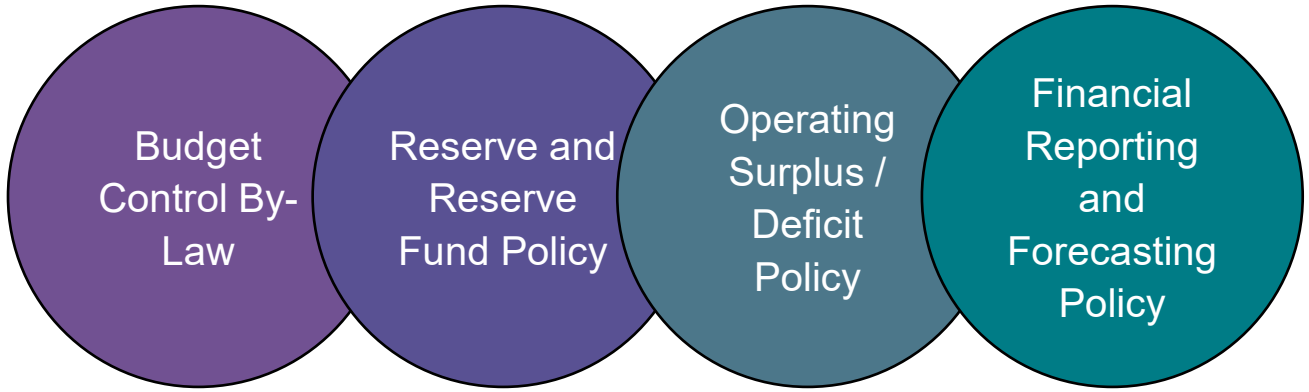
Background

Polices that guide our **financial strategy** and how we allocate resources:

- Budget Planning By-Law
- Capital Financing Policy

Policies that guide our **financial reporting** requirements:



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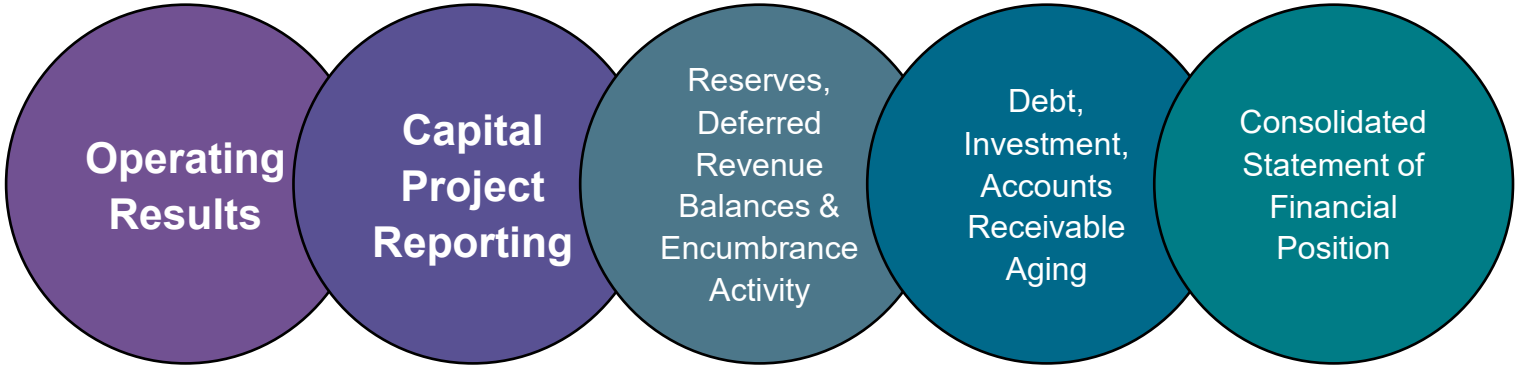
Deliverables Continued

The report is available on the Niagara Region's external website and contains information on:



Q2 Achievements Update on the Niagara Region's external website:

Growing Better Together: Council Strategic Priorities 2023-2026 - Niagara Region, Ontario

(https://niagararegion.ca/priorities)

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Q2 2024 Key Messages

- Levy deficit is driven by variance in Industrial DC grants and investment income offset by various savings resulting from vacancies and changes in workplans
- Wastewater deficit driven by estimated external legal costs and repairs and maintenance due to aging infrastructure and equipment
- If forecasted Wastewater deficit is realized, the Wastewater Stabilization Reserve will be exhausted

2024 Q2 High-Level Results

(After Indirect Allocations, in millions of dollars)

	Annual Forecast at Q2 Surplus/ (Deficit)	Percentage of Expense Budget
Regional Departments	**($3.6)**	**(0.45%)**
ABC's		
Court Services	($0.1)	(0.22%)
Niagara Regional Housing	($0.1)	(0.40%)
Niagara Regional Police Services	($1.0)	(0.44%)
Niagara Peninsula Conservation Authority	$0	0%
Total ABC's	($1.2)	(0.41%)
Total General Levy Supported	**($4.8)**	**(0.44%)**
Rate Departments & Special Levies		
Rate Supported: W/WW	**($1.9)**	**(1.12%)**
Special Levy: NTC	**$0.4**	**0.50%**
Special Levy: Waste Management	**$1.2**	**2.19%**

Q2 Summary Results – Levy no ABC

(After Indirect Allocations, in millions of dollars)

	Forecasted Surplus/ (Deficit)	Percentage of Gross Budget
Regional Departments and General Government	($3.6)	(0.45%)

Major factors impacting Regional Departments & General Government:

- Variance in DC grants and exemptions offset by other incentives (-$5.7) **ONGOING INTO 2025**
- Investment income (-$0.6) **ONE-TIME IN 2024**
- Various net operating expenditure savings resulting from vacancies and changes in workplans (+$2.8) **ONE-TIME IN 2024**

Q2 Summary Results – ABCs

(After Indirect Allocations, in millions of dollars)

	Forecasted Surplus/ (Deficit)	Percentage of Gross Budget
Agencies, Boards and Commissions (ABCs)	($1.2)	(0.41%)

Major factors impacting ABCs:

- Insurance claims within NRPS (-$0.9) **ONE-TIME IN 2024**
- Building and unit maintenance costs within NRH (-$0.8) **ONGOING INTO 2025**
- Rental revenue within NRH (+$0.3) **MONITOR INTO 2025**

Q2 Summary Results – Rate Drivers

(After Indirect Allocations, in millions of dollars)

	Forecasted Surplus/(Deficit)	Percentage of Gross Budget
Water	$1.0	1.90%
Wastewater	($2.9)	(2.55%)
Total Rate-Supported Programs	**($1.9)**	**(1.12%)**

Major factors impacting Water:

- Emergency equipment repairs (+$0.7) **MONITOR INTO 2025**
- Emergency watermain and water storage (+$0.2) **MONITOR INTO 2025**

Q2 Summary Results – Rate Drivers

(After Indirect Allocations, in millions of dollars) Continued

	Forecasted Surplus/(Deficit)	Percentage of Gross Budget
Water	$1.0	1.90%
Wastewater	($2.9)	(2.55%)
Total Rate-Supported Programs	**($1.9)**	**(1.12%)**

Major factors impacting Wastewater:

- External legal costs supporting ongoing litigation (-$2.3) **ONE-TIME IN 2024**
- Repairs and maintenance due to aging infrastructure and equipment (-$0.8) **ONGOING INTO 2025**

Q2 Summary Results – Special Levies

(After Indirect Allocations, in millions of dollars)

	Forecasted Surplus/(Deficit)	Percentage of Gross Budget
Niagara Transit Commission	$0.4	0.50%
Waste Management	$1.2	2.19%

Major factors impacting Niagara Transit Commission:

- Fare revenue due to increased ridership (+$1.7) **MONITOR INTO 2025**
- Comingled specialized service contract (+$0.9) **ONGOING INTO 2025**
- Labour related costs (-$2.9) **ONGOING INTO 2025**

Q2 Summary Results – Special Levies

(After Indirect Allocations, in millions of dollars) Continued

	Forecasted Surplus/(Deficit)	Percentage of Gross Budget
Niagara Transit Commission	$0.4	0.50%
Waste Management	$1.2	2.19%

Major factors impacting Waste Management:

- Salary gapping and position vacancies (+$0.3) **ONE-TIME IN 2024**
- Reduced escalation costs in some contracts (+$0.3) **ONE-TIME IN 2024**
- Savings in purchases of blue/grey boxes and green bins (+$0.2) **ONE-TIME IN 2024**

2024 Q2 – Taxpayer Relief Reserve
(in millions of dollars)

	2024 Budget	2024 Forecast	2025 Forecast
Opening Balance (reflects 2023 year-end transfers)	**$36.6**	**$36.6**	**$23.1**
Bill 23 Impacts	($0.6)	($0.6)	-
2024 Council Reserve Draw (Tax mitigation strategy)	($4.0)	($4.0)	-
One-time Transfers (net)	($0.8)	($0.7)	($5.0)
Other	$0.1	$0.1	$0.1
Homelessness 2024 Budget Pressure (One-time)	($2.4)	($2.4)	-
Extra Working Day	($1.1)	($1.1)	-
Forecasted 2024 Operating Deficit	-	($4.8)	-
Closing Balance	**$27.8**	**$23.1**	**$18.2**

Stabilization Reserve Position
(in millions of dollars)

Stabilization Reserve (Note 1)	Forecasted Balance at Dec. 31, 2024 Before Year-End Transfer	Estimated Year-End Transfer (Note 2)	Forecasted Balance at Dec. 31, 2024	Reserve Target Balance Low (10%)	Reserve Target Balance High (15%)	Conclusion
Taxpayer Relief	$27.8	($4.8)	$23.0	$76.9	$115.4	Under Target
Transit Stabilization	$2.1	$0.4	$2.5	$8.1	$12.1	Under Target
Water Stabilization	$2.9	$1.1	$4.0	$2.7	$4.1	On Target
Wastewater Stabilization	$0.8	($0.7)	$0.1	$7.0	$10.5	Under Target
Waste Management Stabilization	$9.2	$1.2	$10.4	$4.8	$7.2	Above Target
Police Contingency	$2.9	$0	$2.9	N/A - Assessed by NRPS		
Police Services Board Contingency	$0.2	$0	$0.2			

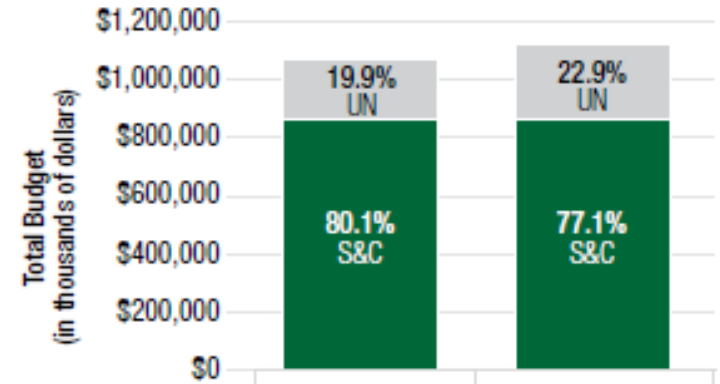
Under target reserves minimize our ability to address operational risks

Capital Project Status

Levy

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.

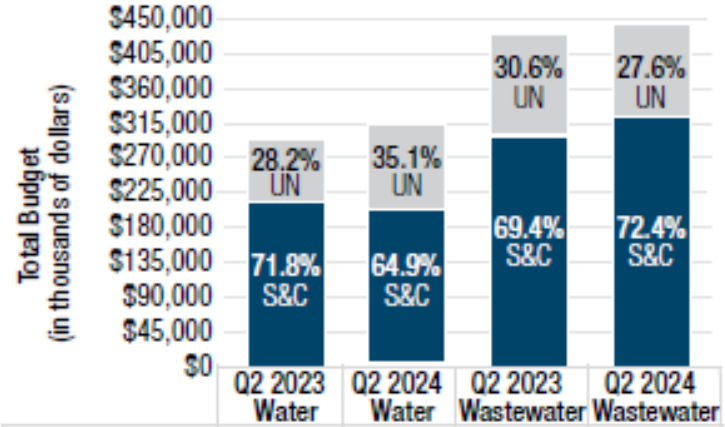


	Q2 2023	Q2 2024
Uncommitted	$213,231	$256,972
Spent & Committed	$860,463	$865.292

Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.

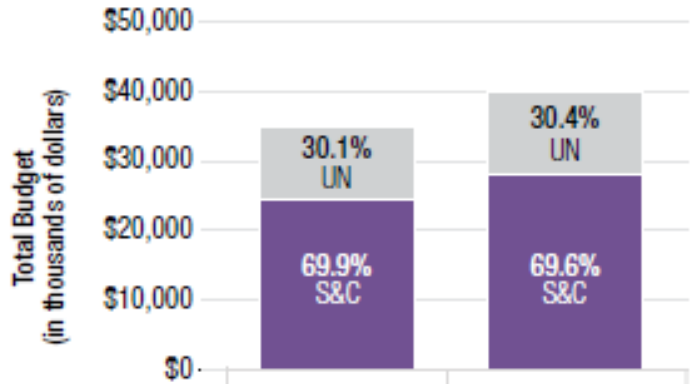


	Q2 2023 Water	Q2 2024 Water	Q2 2023 Wastewater	Q2 2024 Wastewater
Uncommitted	$83,206	$107,360	$131,962	$122,456
Spent & Committed	$212,353	$198,690	$299,514	$321,323

Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2023	Q2 2024
Uncommitted	$10,518	$12,187
Spent & Committed	$24,474	$27,861

Year over year capital spend is growing in rate programs due increasing capital investment.

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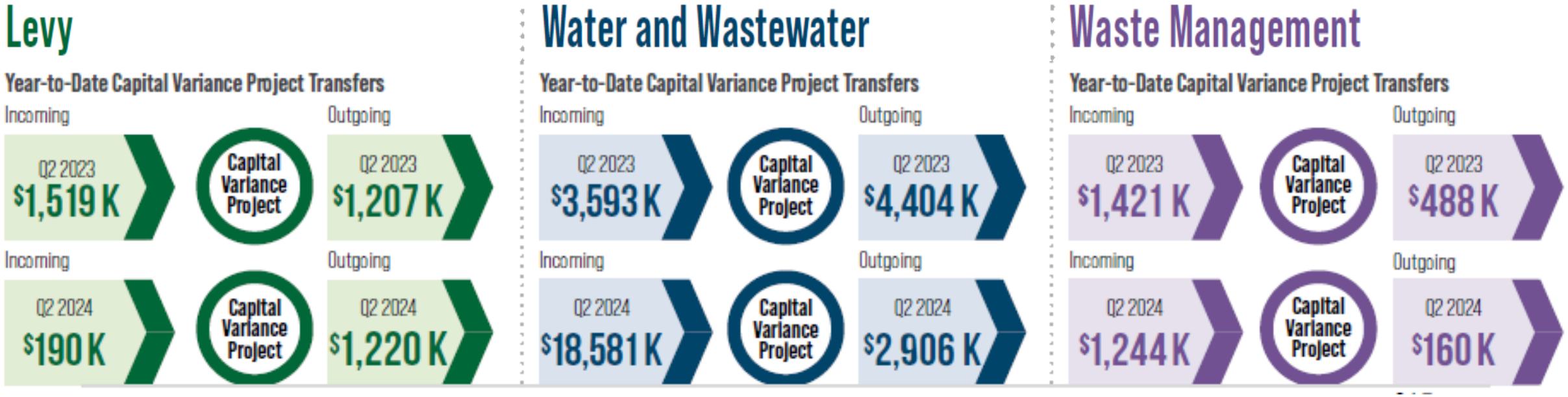
Capital Variance Projects



Net of $15.7 million has been made available for future capital

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Quarterly Achievements

- Quarterly Achievements report has been included as Appendix 2
- The report compiles highlights across the corporation on Council priority actions and business plan activities showcasing key milestones and accomplishments
- Each project indicates whether it is connected to a council priority action using the ‘Growing Better Together’ icon and a status update
- An ‘on track’ status means the project is progressing as expected with regards to timing, capacity, and resourcing.

Effective Region

DeGroote Capstone

Business Plan Project

Completed

Debt Strategy

Council Strategic Priority

On Track

Open Data Portal

Business Plan Project

Completed

Green and Resilient Region

Road Resurfacing Program

Business Plan Project

On Track

Vulnerability Assessment

Council Strategic Priority

On Track

Waste Management Strategic Plan

Council Strategic Priority

On Track

Equitable Region

Niagara Week

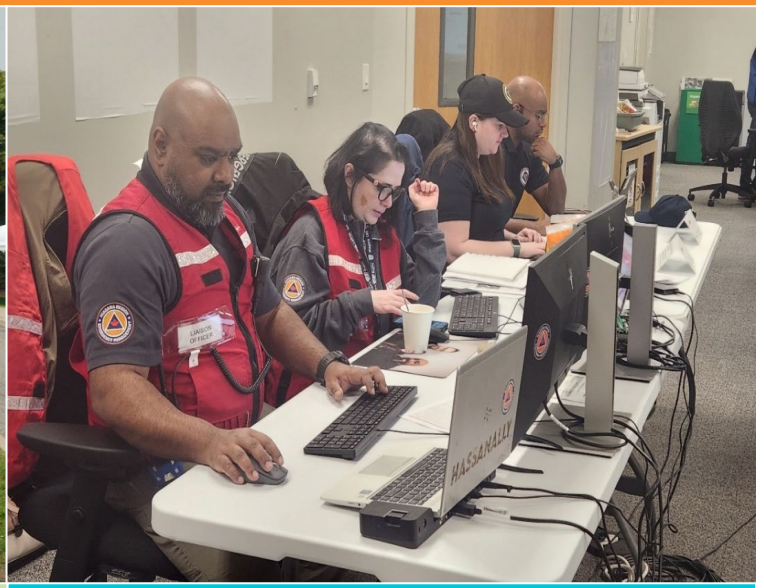
Council Strategic Priority

Completed

Vision Zero Road Safety Implementation and Complete Streets Guidelines

Council Strategic Priority

On Track



Solar Eclipse

Business Plan Project

Completed

Prosperous Region

EarlyON Service Enhancement Strategy

Business Plan Project

On Track

Foreign Direct Investment: Asahi Kasei

Business Plan Project

On Track

Permanent Transit Fund Opportunities

Council Strategic Priority

On Track

Next Steps

- Staff are using these financial results to inform 2025 budget related to on-going pressures, mitigation opportunities, one-time pressures versus sustainability risks.

- Q3 results will be reported to Council in December.

Questions?

Melanie Steele, CPA, CA

Associate Director, Reporting & Analysis

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Subject: Q2 2024 Financial Update

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That the June 30, 2024, year to date actual results and forecast to December 31, 2024, representing the Q2 Financial Update of the Regional Municipality of Niagara ("the Region") **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide an overview of forecasted operating variances to year-end based on actual results as of June 30, 2024. Quarterly financial updates are provided as of June, September and December each year and include forecasted operating results; capital project reporting; reserves and deferred revenue; investments; debt; consolidated statement of financial position and accounts receivable.
- A separate quarterly achievements report which highlights progress on key initiatives across the organization has been provided to supplement the financial results.
- Regional departments and General Government are projecting a forecasted deficit of $3.6 million (0.45% of budget) at year-end. Levy-supported programs (Regional Departments consolidated with Agencies, Boards and Commissions ("ABCs")) are forecasting an overall deficit of $4.8 million (0.44% of budget) at year-end.
- Rate-supported programs Water and Wastewater are projecting an overall forecasted deficit of $1.9 million (1.12% of budget) at year-end. Niagara Transit Commission Special Levy is forecasting a surplus of $0.4 million (0.50% of budget) and Waste Management Special Levy is projecting a forecasted surplus if $1.2 million (2.19% of budget)
- Departments prepare forecasts using assumptions and estimates based on information available at the time of writing the quarterly financial updates. This report was compiled in early August 2024. All financial implications quantified in this report include estimates up to December 31, 2024 unless otherwise noted. Estimates in this report are fluid and changing and as a result, the forecasts contain inherent risks and actual results may differ.

Financial Considerations

Full analysis and explanation of the general levy, special levy and rate-supported program forecasts can be found in the Q2 2024 Financial Update Report on the Region's website at the link below and in Appendix 1 to Report CSD 43-2024. The report is compliant under the Accessibility for Ontarians with Disability Act. Hard copies of the report can be made available upon request.

Q2 2024 Financial Update

(Report available upon request)

Table 1: Q2 2024 Results Summary

(in millions)	Forecasted Surplus/(Deficit) After Indirect Allocations	Percent of Gross Expense Budget
Regional Departments and General Government	($3.6)	(0.45%)
NRPS	($1.0)	(0.44%)
NRH	($0.1)	(0.40%)
Court Services	($0.1)	(0.22%)
NPCA	$0	
Total General Levy	**($4.8)**	**(0.44%)**
Niagara Transit Commission	$0.4	0.50%
Water and Wastewater	($1.9)	(1.12%)
Waste Management	$1.2	2.19%

Recommendations to address final surpluses and/or deficits will be brought forward to Council as part of the 2024 Year-End Transfer report. Revenues and expenses that are driving the 2024 surplus/deficit are being considered in the preparation of the 2025 budget and any sustainable savings or ongoing pressures will be incorporated into the 2025 budget.

Analysis

New in 2024 is a complimentary report on the organizations 2024 achievements to date which can be found in Appendix 2 to this report. This achievements report is also posted on our website at the link below.

Q2 Achievements Report

Growing Better Together: Council Strategic Priorities 2023-2026 - Niagara Region, Ontario

(https://niagararegion.ca/priorities)

The Q2 2024 financial results are being driven by many different factors, which are summarized below. Full details on the factors driving the results can be found in Appendix 1 to this report. High-level factors contributing to the results have been presented below.

Levy-Supported Programs:

Niagara Region's levy programs are operating at a net forecasted deficit of $4.8 million.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted deficit of $3.6 million. This forecasted deficit is driven by higher than anticipated Industrial DC grants and exemptions of $5.7 million, an adjustment in methodology for recording interest for principal protected notes offset by interest rate variances and market condition gains totaling $0.6 million. These unfavourable variances are offset by various net operating expenditure savings resulting from vacancies and changes in workplans.

Niagara Region's ABCs are operating at a forecasted net deficit of $1.2 million. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service of $1.0 million. The NRPS deficit is a result of a higher than expected insurance claims.

It is recommended that at year-end, the forecasted operating deficit of $4.8 million be funded by the Taxpayer Relief Reserve, resulting in a net draw of $4.8 million. The balance of the Taxpayer Relief reserve is forecasted to be $23.0 million or 3.00%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is $76.9 million to $115.4 million.

Niagara Transit Commission:

Niagara Transit Commission is operating at a net forecasted surplus of $0.4 million at year-end.

The forecasted surplus is a result of higher than anticipated fare revenue of $1.7 million due to increased ridership, lower than budgeted fuel costs of $0.4 million due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre, savings of $0.9 million due to the timing of the comingled specialized service contract and higher than anticipated advertising revenues of $0.3 million. These savings are partially offset by unfavourable labour related costs of $2.9 million related to higher than budgeted benefit for unionized staff, overtime and a settlement related to collective bargaining.

It is recommended that at year-end, the forecasted operating surplus of $0.4 million be transferred to the Niagara Transit Commission Stabilization Reserve resulting in a balance of $2.5 million. The funding target of 10 to 15 percent of annual budgeted operating expenditures similar to other stabilization reserves, is $8.1 million to $12.1 million for the Niagara Transit Commission Stabilization Reserve. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Water and Wastewater Services:

Water and Wastewater Services are operating at a forecasted deficit of $1.9 million at year-end, which consists of a $1.1 million surplus within the Water division and a $3.0 million deficit Wastewater division.

The forecasted surplus within the Water division is primarily attributable to lower than anticipated emergency equipment repairs of $0.7 million as well as emergency watermain and water storage savings of $0.2 million.

It is recommended that, at year-end, the forecasted surplus of $1.1 million be transferred to the Water Stabilization Reserve. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is $2.7 million to $4.1 million. Including the forecasted surplus, the Water Stabilization Reserve is forecasted to have a balance of $4.0 million, which is within the funding targets.

The forecasted deficit within the Wastewater division is driven by estimated external legal costs to support ongoing litigation associated with Wastewater infrastructure resulting in an unfavourable variance of $2.3 million. Also driving the forecasted deficit

is an unfavourable variance in repairs and maintenance spending due to aging infrastructure and equipment of $0.8 million.

It is recommended that there is a focus on mitigating pressure in Q3/Q4 to reduce the forecasted deficit while continuing to ensure critical repairs are completed. If the deficit is realized at year-end, it will be funded initially from the Wastewater Stabilization Reserve which will exhaust it. When exhausted any remaining pressure would be funded from the Wastewater Capital Reserve. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is $7.0 million to $10.4 million. Fully exhausting the Wastewater Stabilization Reserve limits the ability to address risks in the future. The 2025 budget will consider if a contribution to replenish this reserve is required.

Waste Management:

Waste Management Services are operating at a forecasted surplus of $1.2 million at year-end.

The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including $0.3 million in the base collection contract, savings related to lower than anticipated purchases of blue/grey boxes and green bins of $0.2 million, labour related savings due to salary gapping and delays in hiring vacant positions of $0.3 million, and $0.1 million in additional funding received for the Region’s drop-off depots associated with temporary blue box funding during the transition period.

It is recommended that at year-end, the forecasted operating surplus of $1.2 million be transferred to the Waste Management Stabilization Reserve. The funding targets of 10 to 15 percent of annual budgeted operating expenditures, is $4.8 million to $7.2 million. Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a year-end balance of $10.4 million, which is above the funding targets for the Reserve.

Reserve Impacts:

Table 2: Taxpayer Relief Reserve Forecast

(in millions)	2024 Budget	2024 Forecast	2025 Forecast
Opening Balance	**$36.6**	**$36.6**	**$23.1**
Bill 23 Impacts	($0.6)	($0.6)	-
2024 Council Reserve Draw (Tax Mitigation strategy)	($3.9)	($4.0)	($5.0)
Homelessness 2024 Budget Pressure (One-time)	($2.4)	($2.4)	-
Other	0.1	0.1	$0.1
Extra Working Day	($1.1)	($1.1)	-
One-time Transfers (net)	($0.8)	($0.7)	-
Forecasted 2024 Operating Deficit	-	($4.8)	-
Closing Balance	**$27.8**	**$23.1**	**$18.2**

Alternatives Reviewed

Forecasts for the year are provided using the best information and estimates based on circumstances known at the time of the financial update.

Relationship to Council Strategic Priorities

Providing financial information is aligned to Effective Region, delivery of fiscally responsible and sustainable core services.

Other Pertinent Reports

CSD 10-2023 Year-End Transfer Report

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=fe0bdbf0-4603-4222-a65b-f177e1166c5f&Agenda=Merged&lang=English)

CSD 43-2023 2024 Capital Budget

(copy available upon request)

CSD 48-2023 2024 Budget – Waste Management Services Operating Budget and Requisition

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=431b02cf-cee7-4ad3-86c9-a53d6d46bcda&Agenda=Merged&lang=English)

CSD 50-2023 2024 Budget – Water and Wastewater Operating

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=c8251eaf-d9f7-442d-8c69-f9a77bad5cf8&Agenda=Agenda&lang=English)

CSD 54-2024 General Levy Operating Budget

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=1018ecdf-0b7e-476b-a03f-955134c276e9&Agenda=Merged&lang=English)

BRC-C 14-2023 2024 Proposed Operating and Capital Budget Submission and Requisition – Niagara Transit Commission

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=431b02cf-cee7-4ad3-86c9-a53d6d46bcda&Agenda=Merged&lang=English)

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Corporate Services

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Chief Administrative Officer

This report was prepared in consultation with the Corporate Leadership Team.

Appendices

Appendix 1	2024 Q2 Financial Update
Appendix 2	2024 Q2 Achievements Report

Niagara Region | Growing Better Together

Q2 Financial Update

2024

Q2 Financial Update – June 2024
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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2024 Q2 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2022 and the 32 members will serve a four year term to November 2026.

At June 30, 2024 Niagara Region is forecasting a deficit of $4,754 thousand related to the General levy programs, a $1,585 thousand surplus related to Special levy programs, and a $1,931 thousand deficit related to the Water & Wastewater Program.

Affordability and sustainability are two key elements of Niagara Region's budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at www.niagararegion.ca.

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.

Melanie Steele, Associate Director of Financial Management & Planning

The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning team in Corporate Services.

Due to the report being in thousands of dollars, there may be instances where cross-adds and down-adds may be out one dollar due to the rounding taking place within the schedules.

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(In thousands of dollars)

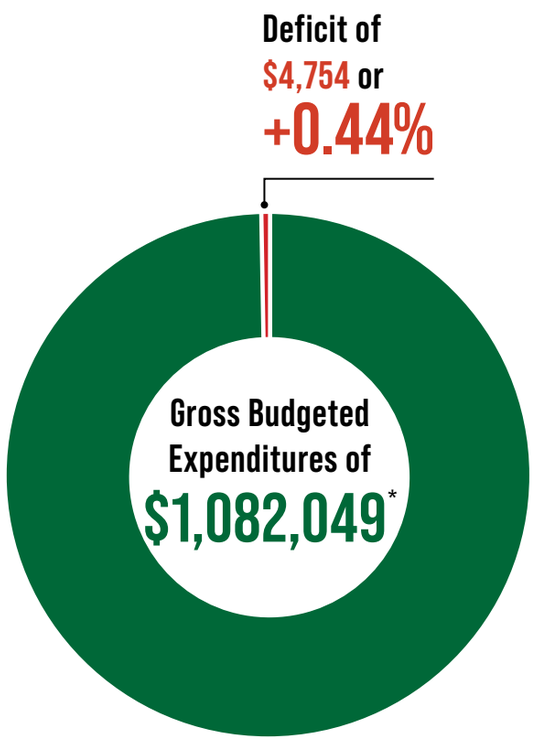
Niagara Region's levy programs are operating at a net forecasted deficit of $4,754.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted deficit of $3,584. This forecasted deficit is driven by higher than anticipated DC grants and exemptions of $6,077 offset by other incentives of $331, an adjustment in methodology for recording interest for principal protected notes offset by interest rate variances and market condition gains totaling $604. These unfavourable variances are offset by various net operating expenditure savings resulting from vacancies and changes in workplans.

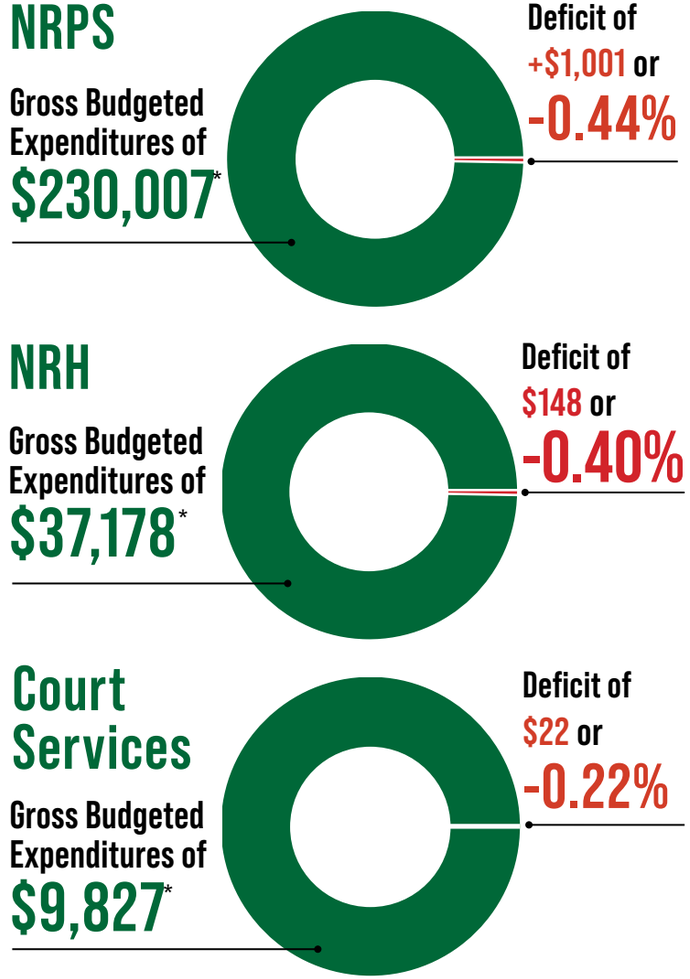
Niagara Region's ABCs are operating at a forecasted net deficit of $1,170. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service of $1,001. The NRPS deficit is a result of a higher than expected insurance claims.

It is recommended that at year-end, the forecasted operating deficit of $4,754 be funded by the Taxpayer Relief Reserve, resulting in a net draw of $4,754. The balance of the Taxpayer Relief reserve is forecasted to be $23,076 or 3.00 per cent, which is below the minimum funding target of 10 to 15 per cent of the annual budgeted operating expenditures, which is $76,932 to $115,398.

Levy Department and Programs
(Including ABC's)



Financial Results of Agencies, Boards and Commissions



Financial Statement Highlights

-$5,746
variance in DC grants and exemptions offset by other incentives

-$604
variance in investment income

+$2,766
various net operating expenditure savings resulting from vacancies and changes in workplans

*Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a forecasted deficit of $1,931 at year-end, which consists of a $1,050 surplus within the Water division and a $2,981 deficit Wastewater division.

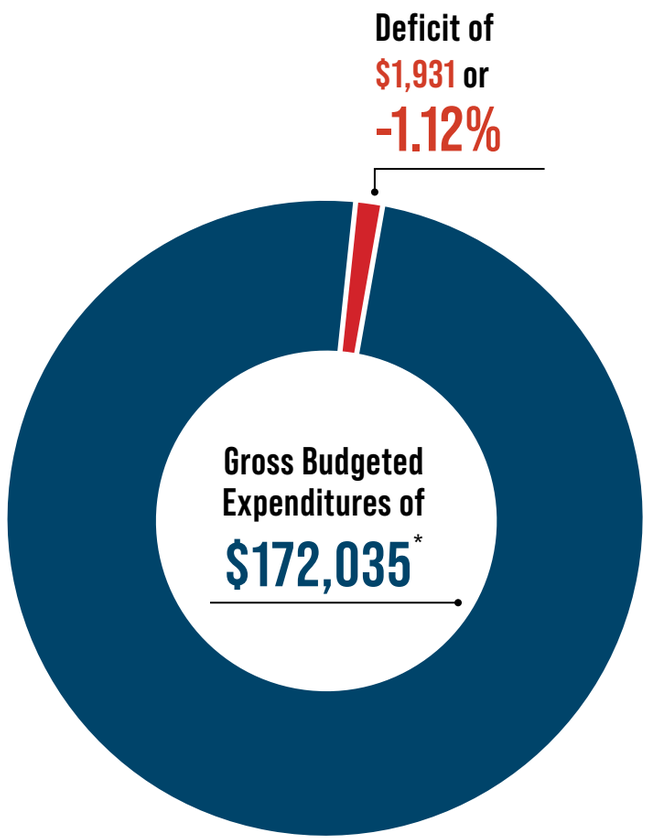
The forecasted surplus within the Water division is primarily attributable to lower than anticipated emergency equipment repairs of $690 as well as emergency watermain and water storage savings of $186.

It is recommended that, at year-end, the forecasted surplus of $1,050 be transferred to the Water Stabilization Reserve. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is $2,742 to $4,114. Including the forecasted surplus, the Water Stabilization Reserve is forecasted to have a balance of $3,969, which is within the funding targets.

The forecasted deficit within the Wastewater division is driven by estimated external legal costs to support ongoing litigation associated with Wastewater infrastructure resulting in an unfavourable variance of $2,304. Also driving the forecasted deficit is an unfavourable variance in repairs and maintenance spending due to aging infrastructure and equipment of $765.

It is recommended that there is a focus on mitigating pressure in Q3/Q4 to reduce the forecasted deficit while continuing to ensure critical repairs are completed. If the deficit is realized at year-end, it will be funded initially from the Wastewater Stabilization Reserve which will exhaust it. When exhausted any remaining pressure would be funded from the Wastewater Capital Reserve. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is $6,972 to $10,458. Fully exhausting the Wastewater Stabilization Reserve limits the ability to address risks in the future. The 2025 budget will consider if a contribution to replenish this reserve is required.

Water and Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Water Financial Statement Highlights

+$690
variance in anticipated emergency equipment repairs

+$186
variance in emergency watermain and water storage savings

Wastewater Financial Statement Highlights

-$2,304
variance in estimated external legal costs

-$765
variance in repairs and maintenance due to aging infrastructure and equipment

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

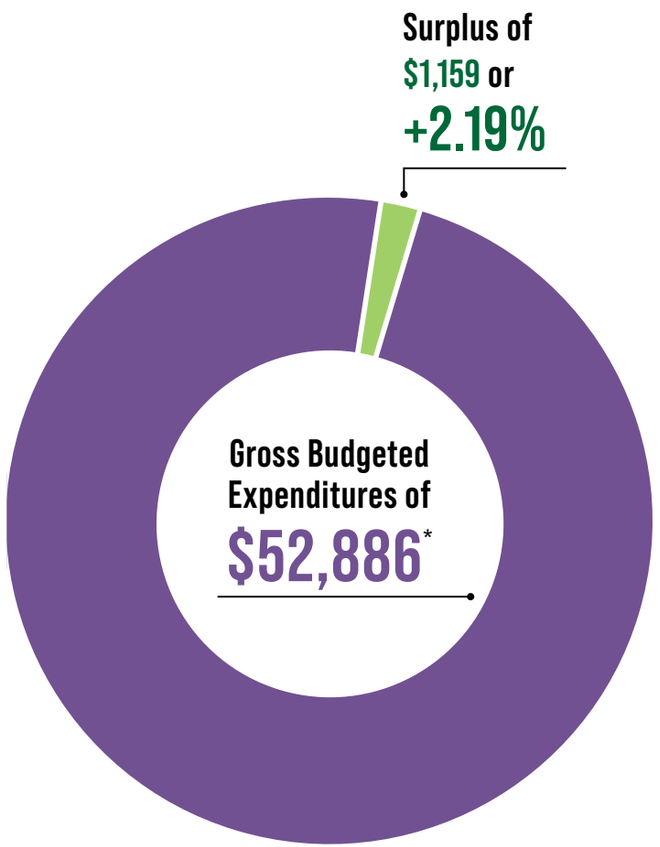
(In thousands of dollars)

Waste Management Services are operating at a forecasted surplus of $1,159 at year-end.

The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including $327 in the base collection contract, savings related to lower than anticipated purchases of blue/grey boxes and green bins of $157, labour related savings due to salary gapping and delays in hiring vacant positions of $260, and $100 in additional funding received for the Region's drop-off depots associated with temporary blue box funding during the transition period.

It is recommended that at year-end, the forecasted operating surplus of $1,159 be transferred to the Waste Management Stabilization Reserve. The funding targets of 10 to 15 per cent of annual budgeted operating expenditures, is $4,819 to $7,229. Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a year-end balance of $10,412, which is above the funding targets for the Reserve.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

+$327
lower than anticipated escalation costs in contracts

+$260
labour related savings due to salary gapping and position vacancy management

+$157
variance in purchases of blue and grey boxes and green bins

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

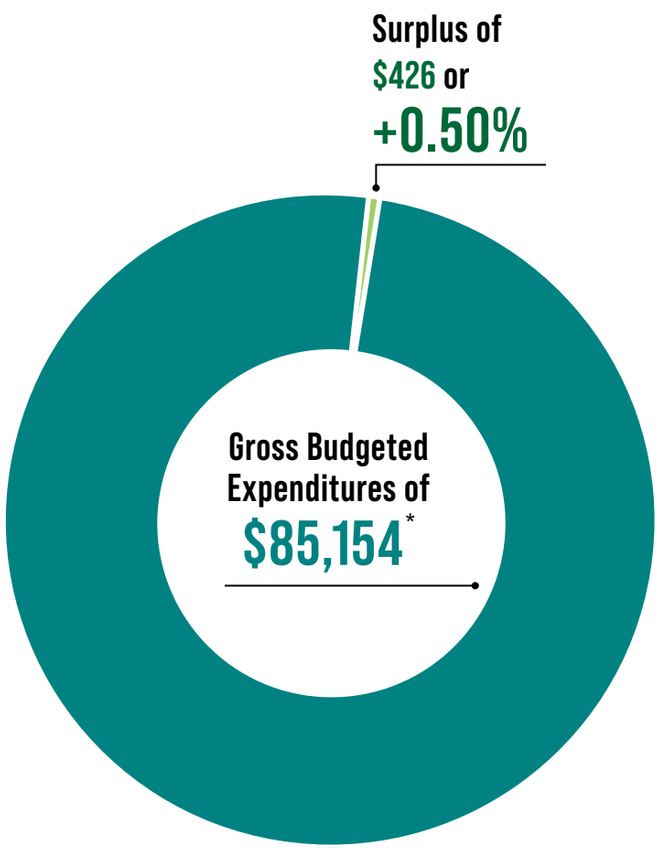
(In thousands of dollars)

Niagara Transit Commission is operating at a net forecasted surplus of $426 at year-end.

The forecasted surplus is a result of higher than anticipated fare revenue of $1,692 due to increased ridership, lower than budgeted fuel costs of $375 due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre, savings of $887 due to the timing of the comingled specialized service contract and higher than anticipated advertising revenues of $326. These savings are partially offset by unfavourable labour related costs of $2,927 related to higher than budgeted benefit for unionized staff, overtime and a settlement related to collective bargaining.

It is recommended that, at year-end, the forecasted operating surplus of $426 be transferred to the Niagara Transit Commission Stabilization Reserve resulting in a balance of $2,513. The funding target of 10 to 15 per cent of annual budgeted operating expenditures similar to other stabilization reserves, is $8,080 to $12,119 for the Niagara Transit Commission Stabilization Reserve. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

+$1,692
Variance in higher than anticipated fare revenue

-$2,927
Variance in labour related costs

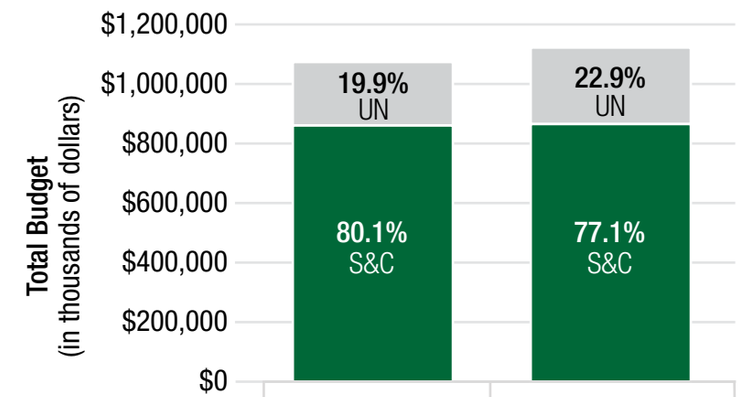
+$887
variance in comingled specialized service

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2023	Q2 2024
UN Uncommitted	$213,231	$256,972
S&C Spent & Committed	$860,463	$865.292

Year-to-Date Capital Variance Project Transfers

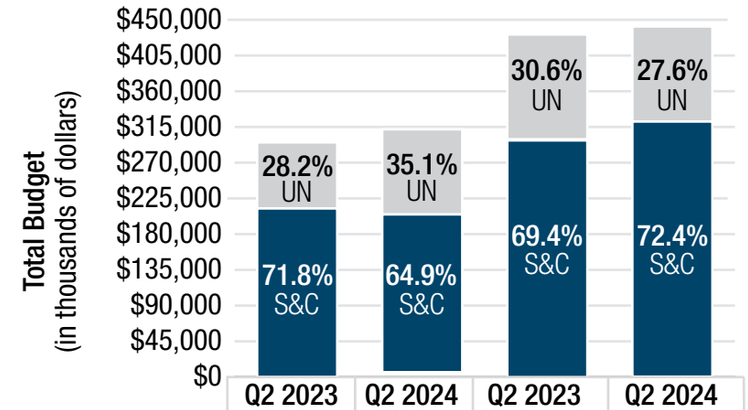
Incoming: Q2 2023 $1,519 K → Capital Variance Project → Outgoing: Q2 2023 $1,207 K

Incoming: Q2 2024 $190 K → Capital Variance Project → Outgoing: Q2 2024 $1,220 K

Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2023 Water	Q2 2024 Water	Q2 2023 Wastewater	Q2 2024 Wastewater
UN Uncommitted	$83,206	$107,360	$131,962	$122,456
S&C Spent & Committed	$212,353	$198,690	$299,514	$321,323

Year-to-Date Capital Variance Project Transfers

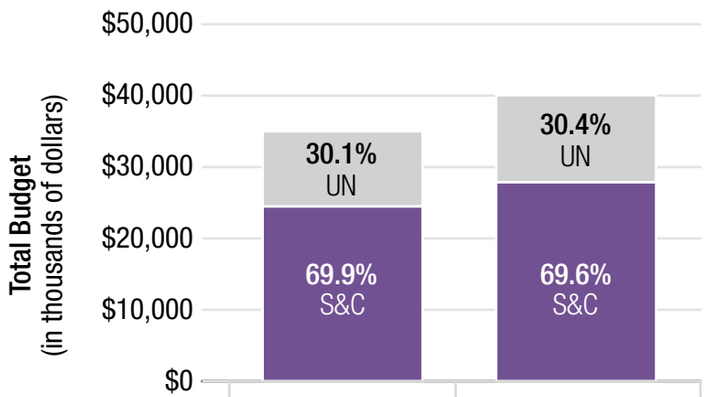
Incoming: Q2 2023 $3,593 K → Capital Variance Project → Outgoing: Q2 2023 $4,404 K

Incoming: Q2 2024 $18,581 K → Capital Variance Project → Outgoing: Q2 2024 $2,906 K

Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2023	Q2 2024
UN Uncommitted	$10,518	$12,187
S&C Spent & Committed	$24,474	$27,861

Year-to-Date Capital Variance Project Transfers

Incoming: Q2 2023 $1,421 K → Capital Variance Project → Outgoing: Q2 2023 $488 K

Incoming: Q2 2024 $1,244 K → Capital Variance Project → Outgoing: Q2 2024 $160 K

Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	$2,345	$2,276	$69	$2,756	$2,679	$76
General Government	-$367,407	-$363,826	-$3,581	-$475,103	-$471,523	-$3,580
Office of Deputy CAO	$3,602	$3,232	$370	$2,803	$2,438	$365
Corporate Administration	$10,285	$13,858	-$3,574	$1,348	$1,350	-$2
Corporate Services	$49,754	$50,696	-$942	$524	$428	$96
Children's Services	$6,555	$6,546	$9	$9,457	$9,464	-$7
Homelessness Services & Community Engagement	$4,250	$4,694	-$443	$4,862	$5,419	-$557
Seniors Services	$9,245	$8,939	$306	$28,923	$29,612	-$689
Social Assistance & Employment Opportunities	$12,539	$12,550	-$11	$16,692	$17,004	-$312
Housing Services	$28,154	$27,428	$726	$25,790	$25,057	$733
Public Health & Mental Health Services	$8,419	$6,690	$1,729	$17,488	$16,792	$696
Emergency Services	$29,482	$29,424	$57	$39,346	$39,550	-$204
Public Works - Transportation	$27,615	$27,533	$82	$81,726	$82,066	-$340
Growth Strategy & Economic Development	$8,674	$8,472	$202	$10,034	$9,894	$140
Sub-Total - Regional Departments	**-$166,488**	**-$161,487**	**-$5,001**	**-$233,355**	**-$229,771**	**-$3,584**
Agencies, Boards & Commissions						
Court Services	-$1,336	-$1,354	$18	-$82	-$60	-$22
Niagara Regional Housing	$4,412	$4,447	-$35	$17,609	$17,756	-$148
Niagara Regional Police	$188,475	$188,447	$29	$208,558	$209,558	-$1,001
Niagara Peninsula Conservation Authority	$7,270	$7,270	$0	$7,270	$7,270	$0
Subtotal Agencies, Boards & Commissions	**$198,822**	**$198,810**	**$12**	**$233,355**	**$234,525**	**-$1,170**
Total General Levy Supported Programs	**$32,334**	**$37,323**	**-$4,989**	**$0**	**$4,754**	**-$4,754**
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-$22,509	-$20,982	-$1,526	$0	$1,931	-$1,931
Special Levy: Waste Management	-$1,720	-$2,818	$1,098	$0	-$1,159	$1,159
Special Levy: Niagara Transit Commission	-$8,105	-$8,423	$318	$0	-$426	$426
TOTAL	**$0**	**$5,099**	**-$5,099**	**$0**	**$5,099**	**-$5,099**

Consolidated Operating Surplus/(Deficit) – Continued

Variance Analysis (in thousands of dollars)

Niagara Region is forecasting an overall deficit of $5,099.

Levy Supported Programs

Niagara Region's levy supported programs are operating at a net forecasted surplus of $4,989 before indirect allocations.

The levy supported programs are composed of 13 departments, agencies, boards and commissions that contribute to the forecasted surplus. The major factors affecting the forecasted surplus by key area are as follows:

Governance - Governance is at a net forecasted surplus of $69 at year end.

The forecasted surplus is a result of favourable labour related costs of $66 due to a declined salary increase to offset the federal income tax exemption for the Regional Chair and a decline in CPP and Health and Dental benefits for Council.

General Government – General Government is at a net forecasted deficit of $3,581 at year end.

The forecasted deficit is a result of higher than budgeted Development Charge Grants of $6,077 offset by other economic incentives of $331 and lower than budgeted revenue from investment income of $604 mainly as a result of an adjustment in methodology for recording interest for principal protected notes offset by interest rate variances and market condition gains. This is offset by favourable forecasted variances related to a reduction in legal liability accrual of $1,951 from claims being settled.

Office of Deputy CAO – The Office of the Deputy CAO is at a net forecasted surplus of $370 at year end.

The forecasted surplus is a result of vacancies in various positions within the department of $105 and savings on administrative costs including consulting of $45, records management of $39, legal costs of $35, and training of $27. In addition, Business Licensing fees are forecasted to be higher than budget by $48 mainly due to an unanticipated addition of a ride share business.

Corporate Administration – Corporate Administration is at a net forecasted deficit of $3,574 at year end.

The forecasted deficit is a result of labour related costs of $3,556 and the associated external legal costs of $172. These unfavourable variances are partially offset by favourable variances in internal audit costs of $78 and higher than anticipated union bill-backs.

Corporate Services – Corporate Services is at a net forecasted deficit of $942 at year end.

The forecasted deficit is a result of legal claim payouts in alignment to prior years trending of $1,951 which is directly offset by a surplus in General Government. Other unfavourable variances include labour related cost pressures of $372 due to operating near full complement and insurance settlement related fees of $204. These unfavourable forecasted variances are partially offset by favourable variances in GO station maintenance costs of $860, insurance premium savings of $286, software/hardware support and maintenance cost savings of $351 related to approved but not fully completed IT capital projects, and consulting savings of $76.

Community Services – Children's Services – Children's Services is operating at a forecasted year-end net surplus of $9.

Consolidated Operating Surplus/(Deficit) – Continued

The forecasted favourable variance is mainly due to higher than anticipated full fee child care revenue from the Region's five directly operated child care centres of $349 and lower than anticipated consulting fees of $792. Children's Services will reinvest the forecasted surplus as payments to child care agencies. As communicated in COM 3-2024, an operating capacity holdback of $4,445 was imposed by the Ministry of Education (MEDU) on 2024 Canada Wide Early Learning and Child Care (CWELCC) funding, and upon further confirmation from MEDU, this funding will not be flowed to Children's Services in 2024.

Community Services - Homelessness Services – Homelessness Services and Community Engagement is forecasting a deficit of $443 at year-end.

The forecasted deficit is mainly due to higher costs for third-party provider contracts, which exceeded the initial budget by $1,028. This increase was partially offset by additional federal and provincial grants totaling $1,149, primarily from the Interim Housing Assistance Program (IHAP), which reimbursed interim housing costs for asylum claimants incurred in 2023. Additionally, homelessness services experienced higher-than-budgeted costs for Buchanan permanent supportive housing operations, with an increase of $525 allocated from Niagara Regional Housing. This increase was due to a change in the service provider and essential repairs and maintenance.

Community Services - Housing Services – Housing Services is operating at a net forecasted surplus of $726 at year-end.

The forecasted surplus is primarily a result of a temporary decrease in the operating subsidy payments of the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, is underway and new service agreements are anticipated to be in place for these providers by the end of the year.

Community Services - Seniors Services – Seniors Services is operating at a net forecasted surplus of $306 at year-end.

The Ministry of Long-Term Care (MLTC) has made significant investment in LTC in 2024 to help relieve financial pressures and address key priorities which resulted in funding increases in excess of budget ($3,558). Seniors Services is participating in a staff incentive program offered by the MLTC (Preceptor Resource and Education Program for Long-Term Care) that provides reimbursement of staff time. This program is generating a surplus of $1,162. The MLTC rolled out the final year of staffing increases as part of the provincial LTC staffing plan in 2024. Given that the funding was announced three days before the funding was issued there was a lag in spending as positions were posted and filled. Furthermore, staffing at Upper Canada Lodge has been decreasing incrementally as the home decreases occupancy as part of the closure process. Together these two items have generated $511 in labour related savings. These savings are partially offset by unfavourable variances related to lower than anticipated funding/accommodation fees at Upper Canada Lodge due to the low occupancy rate ($3,544) as well as purchases under operational & supply related to programming supplies and assistive medical devices utilizing one-time funding from the MLTC ($456) and planned preventative maintenance of older LTC homes in preparation for winter ($312).

Community Services – Social Assistance Employment Opportunities (SAEO) – Social Assistance and Employment Opportunities is forecasting a deficit of $11 at year-end.

Consolidated Operating Surplus/(Deficit) – Continued

Social assistance is effectively forecasting a breakeven position at year-end. Labour-related savings of $590 are anticipated due to the timing of receiving additional one-time provincial funding and the time needed to recruit temporary staff in response to the increased caseload from asylum seekers. These savings will be offset by consulting services ($258), which will support the digitization of files and enhancements to the discretionary benefits online portal to improve service access. Additionally, $315 will be allocated to fund the co-location of Fort Erie SAEO with Public Health in Fort Erie, as part of the Corporate Building Utilization Initiative.

Public Health and Mental Health - Public Health and Mental Health – Public Health and Mental Health is operating at a net forecasted surplus of $1,729 at year-end.

The forecasted surplus is primarily the result of lower than budgeted compensation costs from several vacant positions being placed on hold pending the PH Strategic Review. The receipt of $208 in one-time RSV/COVID funding in Q1 was fully applied to eligible labour costs which further contributed to the increase in available gapping dollars.

Emergency Services – Emergency Services is operating with a forecasted surplus of $57 for year-end. This is mainly due to savings in budgeted salaries and benefits of $1,830, however that is almost fully offset by pressures in overtime / lieu of $1,123 and WSIB of $639. Additional favourable variances exist in fuel of $170 but are offset by unfavourable variances in equipment and vehicle maintenance of $263.

Public Works Transportation – Transportation Services is operating at a forecasted net surplus of $82 at year-end. Of the total forecasted year-end surplus, a deficit of $979 relates to base operations and a surplus of $1,061 relates to Vision Zero.

As part of the Vision Zero Road Safety Program (VZ), Automated Speed Enforcement (ASE) launched in Q4 2023 and the Red Light Camera (RLC) program began in Q1 2024. The forecasted VZ year-end surplus of $1,061 is a result of net proceeds after all program expenses and cost sharing with the LAMs. A reporting and reinvestment strategy for proceeds into the Road Safety program is being developed and staff except to report back to Council Q3.

The forecasted deficit of $979 related to base operations is a result of lower than anticipated signal maintenance and lane-marking revenue of $516 offset by increased vehicle accident damage recoveries of $166, higher usage of hired equipment and other program specific materials of $221 including higher than anticipated costs in traffic lane marking and traffic locates, and higher consulting costs and other administrative expenses of $98. In addition, higher vehicle parts supply of $410 and leasing costs of $60 on an aging Fleet, and higher other equipment, vehicle, and technology costs of $88 offset by lower fuel usage of $300, and higher labour related costs of $43.

Growth Strategy and Economic Development – Growth Strategy and Economic Development is at a net forecasted surplus $202 at year end.

The forecasted surplus is a result of favourable labour related costs of $278, increase in By-Law charges and sales of $38, and increases in Other Revenue of $48. These favourable variances are partially offset by unfavorable variances in consulting costs of $130 and lower than anticipated federal and provincial grants of $28.

Courts Services – Court Services is operating a forecasted year end net deficit of $22. Of the total forecasted year-end surplus, $22 is related to Base operations and $0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations are forecasting a year-end distribution of $60 which is $22 below the budgeted distribution of $82. The decrease in the distribution is tied to higher than anticipated infraction revenues in the first half of the year which have been offset by

Consolidated Operating Surplus/(Deficit) – Continued

higher than anticipated operating costs directly related to the increased revenues such as victim fine surcharges, dedicated fines, and credit card fees.

VZ operations are forecasting a net revenue year-end distribution of $1,061 to the LAMs compared to the budgeted distribution of $0. VZ charging volumes and ticket payments were substantially higher in the first six months of the year due to an increased volume of tickets processed by the Joint Processing Centre (JPC), which is outside the control of Court Services, and are not anticipated to continue throughout the remainder of the year. The increased revenues have been partially offset by higher than anticipated operating costs directly related to the increased revenues which have been reduced by savings for call-in prosecutors.

Niagara Regional Housing – Niagara Regional Housing (NRH) is operating at a net forecasted deficit of $35 before indirect allocations at year-end.

The forecasted deficit is a result of higher than anticipated building and property maintenance costs mainly due to inflationary pressures for service contracts, services, and materials. These increased costs are offset by increased rental revenues as more tenants are paying affordable market rents for NRH units due to few housing options available, as well as increased investment income arising from a higher than anticipated bank balance due to timing of bank transfers and higher interest rates.

Niagara Regional Police Service – Niagara Regional Police Service is operating at a forecasted year end net operating surplus of $29. The forecasted surplus is a result of savings in computer software support and maintenance agreements due to the timing of equipment purchases delaying contract start dates of $407, labour related savings in benefits, mainly OMERS, due to vacant positions and the dependency on overtime to fill protected leaves of $359, these savings are being mostly offset by the continued pressures on uniform expenses to outfit new recruits based on current year recruitment requirements of $371, as well as continue pressure on revenues due to a forecasted shortfall in Casino Funding of $314.

Niagara Peninsula Conservation Authority – Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. This report shows the amount levied on behalf of the NPCA and not their operating results.

Rate Supported Programs

Niagara Region's rate supported programs are operating at a net forecasted deficit of $1,931 before indirect allocations.

The rate supported programs are composed of water and wastewater departments that contribute to the forecasted surplus. The major factors affecting the forecasted surplus by department are as follows:

Water – Water Services is operating at a forecasted net surplus of $1,050 at year-end. The forecasted surplus is primarily the result of less than anticipated emergency watermain and water storage costs of $186 combined with less than anticipated emergency equipment repairs of $690. Required emergency repairs to watermains and equipment can vary significantly from year to year.

Wastewater – Wastewater Services is operating at a forecasted net deficit of $2,981 at year-end. The forecasted deficit is primarily a result of estimated external legal costs to support ongoing litigation associated with Wastewater infrastructure. This will result in a forecasted unfavourable year-end legal variance of $2,304. Another contributing factor to the forecasted deficit is a forecasted unfavourable year-end variance in equipment repairs and maintenance of $765 due to the volume and inflationary impacts of urgent compliance work required on aging Wastewater infrastructure.

Consolidated Operating Surplus/(Deficit) – Continued

Special Levy Programs

Niagara Region's special levy programs; Niagara Transit Commission and Waste Management are operating at a net forecasted surplus of $426 and $1,159 respectively.

Niagara Transit Commission – Niagara Transit Commission is operating at a forecasted year-end operating surplus of $426. The forecasted surplus is a result of higher than anticipated fare revenue of $1.8 million due to increased ridership and additional summer service for Brock University; favourable variance in allocations of administrative costs (referred to as indirect allocations) of $0.1 million due to less than anticipated self-insurance claims; lower than budgeted fuel costs of $0.38 million related to actual rate per litre of approximately $1.3 being less than budgeted rate per litre of $1.5; higher than budgeted advertising revenues of $0.3 million; and savings of $0.9 million on the consolidation of the contracted co-mingled Specialized service consolidating 5 service providers down to 1 provider. These favourable variances are offset by an unfavourable variance in direct labour related costs due to higher than budgeted benefit and overtime costs, and wage grievance settlement.

Waste Management – Waste Management is operating at a forecasted year end net operating surplus of $1,159. The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including $327 in the base collection contract, savings related to lower than anticipated purchases of blue/grey boxes and green bins of $157, labour related savings due to salary gapping and delays in hiring vacant positions of $260, and $100 in additional funding received for the Region's drop-off depots associated with temporary blue box funding during the transition period.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,090	$1,036	$54	4.9%	$2,183	$2,116	$66	3.0%
Administrative	$77	$55	$23	29.3%	$155	$154	$0	0.1%
Operational & Supply	$0	$0	$0	N/A	$0	$0	$0	N/A
Equipment, Vehicles,Technology	$1	$2	-$1	-116.9%	$2	$2	$0	-8.4%
Partnership, Rebate, Exemption	$1	$0	$1	87.8%	$152	$151	$1	0.7%
Total Expenses	$1,170	$1,094	$76	6.5%	$2,492	$2,425	$67	2.7%
Other Revenue	$0	-$1	$1	0.0%	-$150	-$151	$1	0.6%
Total Revenues	$0	-$1	$1	0.0%	-$150	-$151	$1	0.6%
Intercompany Charges	$2	$2	$1	23.5%	$5	$4	$1	11.8%
Total Intercompany Charges	$2	$2	$1	23.5%	$5	$4	$1	11.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,173	$1,095	$78	6.6%	$2,347	$2,278	$69	0.0%
Transfers From Funds	-$1	-$1	$0	0.0%	-$2	-$2	$0	0.0%
Total Transfers	-$1	-$1	$0	0.0%	-$2	-$2	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$1,172	$1,094	$78	6.7%	$2,345	$2,276	$69	2.9%
Indirect Allocations & Debt	$217	$201	$16	7.6%	$411	$403	$7	1.8%
Total Indirect Allocations & Debt	$217	$201	$16	7.6%	$411	$403	$7	1.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$1,389	$1,294	$94	6.8%	$2,756	$2,679	$76	2.8%

Governance - Continued

What does Governance do?

Niagara Regional Council acts as the final decision-making body for Niagara Region. Council membership includes 19 elected representatives from Niagara's area municipalities, 12 elected mayors from Niagara's area municipalities, and one Regional Chair.

The Municipal Act defines the responsibilities of the Regional Chair who holds dual roles as the Head of Council and the Chief Executive Officer of the Region. As the Head of Council, the Regional Chair presides over Council meetings so that its business can be carried out efficiently and effectively; provides information and recommendations to Regional Council with respect to the role of Regional Council; and represents the Region at official functions. As the Chief Executive Officer, the Regional Chair upholds and promotes the purposes of the Region and fosters public interest and involvement in the Region and its activities.

Regional Councillors have several responsibilities as elected officials. Councillors participate on Regional Council and Committees of the Whole (including Budget) to make decisions for Niagara Region. They are required to participate on at least one of our Standing Committees and are encouraged to participate in any number of Advisory or Steering Committees.

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of $78 with a forecasted surplus of $69 before indirect allocation for year end. The following factors have contributed to this surplus.

Labour Related Costs - The favourable year-to-date and forecasted variances of $54 and $66 are due to a decline by the Regional Chair to an increase in salary to offset the removal of one- third federal income tax exemption for individuals holding public offices, and a decline in contributions to CPP, Health and Dental within Council.

Administration – The favourable year-to-date and forecasted variances of $23 and 0 are due to timing of anticipated travel, meals, mileage and registration fees.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$0	-$758	$758	0.0%	$0	-$758	$758	0.0%
Administrative	$3,249	$2,973	$276	8.5%	$6,474	$4,520	$1,953	30.2%
Occupancy & Infrastructure	$58	$16	$42	72.7%	$151	$100	$51	34.0%
Partnership, Rebate, Exemption	$17,602	$13,667	$3,935	22.4%	$34,580	$40,326	-$5,747	-16.6%
Financial Expenditures	$15,236	$14,826	$410	2.7%	$72,589	$50,222	$22,367	30.8%
Total Expenses	$36,145	$30,723	$5,422	15.0%	$113,793	$94,411	$19,383	17.0%
Taxation	-$222,224	-$221,724	-$499	-0.2%	-$502,225	-$502,225	$0	0.0%
By-Law Charges & Sales	-$6	$0	-$6	-95.9%	-$13	-$7	-$6	-48.0%
Other Revenue	-$11,396	-$234	-$11,162	-97.9%	-$24,111	-$15,558	-$8,553	-35.5%
Total Revenues	-$233,626	-$221,959	-$11,667	-5.0%	-$526,349	-$517,790	-$8,559	-1.6%
Intercompany Charges	-$47	-$42	-$5	10.1%	-$93	-$88	-$5	5.1%
Total Intercompany Charges	-$47	-$42	-$5	10.1%	-$93	-$88	-$5	5.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$197,528	-$191,277	-$6,250	-3.2%	-$412,649	-$423,468	$10,819	2.6%
Transfers From Funds	-$5,031	-$5,031	$0	0.0%	-$7,774	-$7,774	$0	0.0%
Transfers To Funds	$49,503	$45,262	$4,241	8.6%	$53,016	$67,415	-$14,400	-27.2%
Total Transfers	$44,472	$40,231	$4,241	9.5%	$45,242	$59,641	-$14,400	-31.8%
Net Expenditure (Revenue) Before Indirect Allocations	-$153,055	-$151,046	-$2,010	1.3%	-$367,407	-$363,826	-$3,581	1.0%
Indirect Allocations & Debt	-$56,025	-$56,025	$0	0.0%	-$107,696	-$107,697	$1	0.0%
Total Indirect Allocations & Debt	-$56,025	-$56,025	$0	0.0%	-$107,696	-$107,697	$1	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$209,080	-$207,071	-$2,009	-1.0%	-$475,103	-$471,523	-$3,580	-0.8%

General Government - Continued

What does General Government do?

General Government is responsible for all corporate incentives not related to specific department service delivery and administering corporate revenue not applicable to specific departments.

The Region contributes funding to partners within the community, including the Niagara Health System's cancer centre, Wainfleet beach, research centres, and funding for the local hospital and hospices. Economic Incentives are also provided to fund Regional development charge reductions or exemptions tax increment grants, and other Niagara Region Incentives Policy grants.

Corporate revenues are taxes other than property tax levy, strategic use of reserve funds and investment income. Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC) make up the majority of the net revenue budget and are the result of our property tax levy on our residents.

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date deficit before indirect allocations of $2,010 and is forecasting an overall deficit before indirect allocations of $3,581 at year-end due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variance of $758 is due to an unbudgeted corporate prepayment with WSIB being recognized as revenue.

Administration - The favourable year-to-date variance of $276 is primarily due to a reduction in the accrual for estimated legal claims against the Region of $236. The favorable forecasted variance of $1,953 relates to a reduction in legal liability accrual offset with the legal claims paid in Corporate Services.

Partnership, Rebate, Exemption - The favourable year-to-date variance of $3,935 is primarily due to the timing of Planning Incentive Grants $1,524, Tax Increment Grants $1,025, Public Realm Incentive Program $598 and Gateway Tax Increment Grants $978 offset by higher than expected Development Charge (DC) grants of $300. The unfavorable forecasted variance of $5,747 largely relates to higher DC grants and exemptions funded from reserves than budgeted of $6,077 primarily related to Industrial DC Grants. These forecasted higher than budgeted DC grants are offset by forecasted favourable variances related to Planning Incentive Grants $150 and Gateway Tax Increment Grants $181. Unspent funding related to committed grants will be encumbered at year end through a transfer to reserve.

Financial Expenditures – The favourable year-to-date variance of $410 is a result of timing differences related tax write offs of $3,340 offset by a loss on disposal of investments of $1,445, timing differences in interest charges of $550 and principal payments of $292 and change in reporting for sinking fund principal payments of $1,512 from budget which has been adjusted in the forecast. The favourable forecasted variance of $22,367 is largely the result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to the capital levy reserve through Transfer to Funds ($19,878)

Other Revenue – The year-to-date and forecasted unfavourable variances of $11,162 and $8,553 respectively are a result of an adjustment in methodology for recording interest income allocation for principal protected notes resulting in lower than anticipated investment income and overall lower than budgeted investment income ($6,173 and $9,113 respectively) and a delay in sale of surplus property until 2025 ($2,728 and $5,478 respectively). The delay in sale of surplus property is offset by a corresponding favourable variance in to/from funds. These unfavourable variances are by offset by lower than anticipated interest transfers to Development Charge reserve funds due to a lower than budgeted interest allocation rate ($2,278 and $6,019 respectively).

General Government - Continued

To/From Funds – The year-to-date and forecasted favourable variance of $4,241 and $5,478 respectively is due to timing of an expected sale of surplus property which is now anticipated in 2025 ($2,728 year-to-date and $5,478 forecasted). This is resulting in less proceeds being transferred to the reserve as budgeted in 2024. In addition, the year-to-date variance reflects a change in reporting of sinking fund principal payments from which has been adjusted in the forecast. This is offset by an year-to-date unfavourable variance in financial expenditures.

Office of Deputy CAO Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,785	$1,758	$27	1.5%	$3,584	$3,479	$105	2.9%
Administrative	$299	$148	$151	50.6%	$598	$418	$180	30.1%
Operational & Supply	$37	$15	$22	59.6%	$74	$67	$7	9.1%
Occupancy & Infrastructure	$0	$0	$0	N/A	$1	$0	$1	85.8%
Equipment, Vehicles,Technology	$97	$61	$36	37.6%	$194	$164	$30	15.6%
Partnership, Rebate, Exemption	$2	$1	$1	53.3%	$5	$2	$2	54.4%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$2,220	$1,982	$238	10.7%	$4,454	$4,130	$325	7.3%
By-Law Charges & Sales	-$4	-$6	$3	76.3%	-$7	-$14	$7	97.2%
Other Revenue	-$327	-$329	$2	0.6%	-$646	-$694	$48	7.4%
Total Revenues	-$331	-$336	$5	1.4%	-$653	-$708	$55	8.4%
Intercompany Charges	-$93	-$84	-$9	9.6%	-$185	-$176	-$9	4.8%
Total Intercompany Charges	-$93	-$84	-$9	9.6%	-$185	-$176	-$9	4.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,797	$1,563	$234	13.0%	$3,616	$3,246	$370	0.0%
Transfers From Funds	-$7	-$7	$0	0.0%	-$14	-$14	$0	0.0%
Total Transfers	-$7	-$7	$0	0.0%	-$14	-$14	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$1,790	$1,556	$234	13.1%	$3,602	$3,232	$370	10.3%
Indirect Allocations & Debt	-$380	-$421	$42	11.0%	-$799	-$793	-$5	-0.7%
Total Indirect Allocations & Debt	-$380	-$421	$42	11.0%	-$799	-$793	-$5	-0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$1,410	$1,135	$276	19.5%	$2,803	$2,438	$365	13.0%

Office of Deputy CAO – Continued

What does the Office of the Deputy CAO do?

Reporting to Chief Administrative Officer, the Deputy CAO provides a high level of strategic leadership in the delivery of a portfolio of programs and services focused on delivering and fulfilling legislative duties, government stakeholder relations and strategic communications for the Niagara Region, ensuring that the department is able to respond to the strategic priorities, objectives, and initiatives of the Region.

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of $234 with a forecasted surplus of $370 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of $27 and $105 are due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration - The favourable year-to-date and forecasted variances of $151 and $180 are driven by savings in consulting of $43 and $45, legal costs of $26 and $35, training of $26 and $27 and records related costs $20 and $39.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted favourable variances of $36 and $30 are mainly due to lower than anticipated business licensing equipment repair costs.

Other Revenue - The favourable year-to-date and forecasted variances of $2 and $48 are mainly due to higher than anticipated business licensing fees revenue.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$4,219	$5,419	-$1,200	-28.4%	$8,455	$12,011	-$3,556	-42.1%
Administrative	$1,417	$1,301	$116	8.2%	$2,364	$2,460	-$96	-4.1%
Operational & Supply	$168	$50	$118	70.2%	$337	$337	$0	-0.1%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$37	$15	$21	58.3%	$73	$67	$6	7.9%
Partnership, Rebate, Exemption	$0	$0	$0	N/A	$0	$0	$0	N/A
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$5,841	$6,785	-$944	-16.2%	$11,229	$14,876	-$3,647	-32.5%
Other Revenue	-$64	-$167	$104	163.2%	-$127	-$201	$74	58.3%
Total Revenues	-$64	-$167	$104	163.2%	-$127	-$201	$74	58.3%
Intercompany Charges	$6	$8	-$1	-18.3%	$13	$14	-$1	-9.1%
Total Intercompany Charges	$6	$8	-$1	-18.3%	$13	$14	-$1	-9.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$5,784	$6,626	-$842	-14.6%	$11,115	$14,689	-$3,574	0.0%
Transfers From Funds	-$566	-$566	$0	0.0%	-$830	-$830	$0	0.0%
Total Transfers	-$566	-$566	$0	0.0%	-$830	-$830	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$5,218	$6,060	-$842	-16.1%	$10,285	$13,858	-$3,574	-34.7%
Indirect Allocations & Debt	-$4,455	-$5,270	$814	18.3%	-$8,937	-$12,509	$3,572	40.0%
Total Indirect Allocations & Debt	-$4,455	-$5,270	$814	18.3%	-$8,937	-$12,509	$3,572	40.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$762	$790	-$28	-3.6%	$1,348	$1,350	-$2	-0.1%

Corporate Administration - Continued

What does Corporate Administration do?

Corporate Administration is composed of three divisions; Chief Administrative Office (CAO), Human Resources and Internal Audit.

The CAO oversees the development and implementation of the Region's multi-year business and financial strategies, as well as the development and management of annual and multi-year budgets. The CAO also establishes budget plan parameters, ensure that operating and capital budgets effectively managed, and the programs and services emerging from Council's decisions are effectively implemented and meet broad community needs while fostering the achievement of the Region's aspirations for the wellbeing and prosperity of the Region's Citizens.

The Office of the CAO directly oversees the following divisions:

Human Resources provides value-added client and staff consultation, services, and programs that support the Organization's most important asset – its diverse community of Employees and prospective candidates for employment who focus on providing exceptional customer service delivery and operational innovation and excellence in everything we do.

Internal Audit reports quarterly to the Audit Committee. It performs operational, compliance, value-for-money, and financial audits with the assistance of external audit/consulting firms. They provide recommendations that focus on continuous improvement, control gaps and maximizing efficiencies. They also preform follow-up audits and updates on the status of implementation annually to Audit Committee.

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date deficit before indirect allocations of $842 with a forecasted deficit of $3,574 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $1,200 and $3,556 are due to labour relations pressures.

Administration - The favourable year-to-date variance of $116 is driven by the timing of internal audit costs. The forecasted unfavourable variance of $96 is due to external legal costs related to labour relations ($172), partially offset by savings in internal audit costs ($78).

Operational & Supply - The favourable year-to-date variance of $118 is due to timing of corporate training costs, which will be spent by year end.

Other Revenue - The favourable year-to-date and forecasted variances of $104 and $74 are mainly due to higher than anticipated union bill-backs.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$12,220	$12,232	-$12	-0.1%	$24,502	$24,874	-$372	-1.5%
Administrative	$4,874	$4,001	$872	17.9%	$10,086	$11,902	-$1,816	-18.0%
Operational & Supply	$114	$99	$15	13.4%	$228	$311	-$83	-36.3%
Occupancy & Infrastructure	$6,428	$5,825	$602	9.4%	$12,181	$11,211	$970	8.0%
Equipment, Vehicles,Technology	$2,651	$2,509	$142	5.4%	$5,301	$4,950	$351	6.6%
Partnership, Rebate, Exemption	$0	$1	-$1	0.0%	$0	$1	-$1	0.0%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$26,286	$24,667	$1,618	6.2%	$52,298	$53,248	-$951	-1.8%
By-Law Charges & Sales	-$226	-$208	-$17	-7.6%	-$451	-$373	-$78	-17.3%
Other Revenue	-$674	-$764	$90	13.3%	-$1,346	-$1,399	$54	4.0%
Total Revenues	-$899	-$972	$73	8.1%	-$1,797	-$1,772	-$25	-1.4%
Intercompany Charges	-$105	-$138	$33	-31.8%	-$209	-$242	$33	-15.9%
Total Intercompany Charges	-$105	-$138	$33	-31.8%	-$209	-$242	$33	-15.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$25,282	$23,558	$1,724	6.8%	$50,292	$51,234	-$942	0.0%
Transfers From Funds	-$653	-$653	$0	0.0%	-$1,231	-$1,231	$0	0.0%
Transfers To Funds	$346	$346	$0	0.0%	$693	$693	$0	0.0%
Total Transfers	-$307	-$307	$0	0.0%	-$538	-$538	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$24,975	$23,251	$1,724	6.9%	$49,754	$50,696	-$942	-1.9%
Indirect Allocations & Debt	-$24,717	-$23,076	-$1,641	-6.6%	-$49,230	-$50,268	$1,038	2.1%
Total Indirect Allocations & Debt	-$24,717	-$23,076	-$1,641	-6.6%	-$49,230	-$50,268	$1,038	2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$258	$175	$83	32.1%	$524	$428	$96	18.3%

Corporate Services - Continued

What does Corporate Services do?

The Corporate Services department is responsible for Financial Management and Planning, Legal Services, Purchasing, Information Technology Solutions, as well as Construction, Energy and Facilities.

IT Solutions plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery.

Construction, Energy and Facilities Management is divided into three main divisions: Projects and Asset Management is responsible for new construction, renovations, accommodations projects, capital budgeting, and asset management for regionally owned facilities, Energy Management develops the Region's Energy Strategy and Plan, energy audits, feasibility studies and regulatory compliance, identifies energy conservation opportunities as well as promotes the efficient use of energy and Facilities Operations responsible for building repairs, maintenance and improvements in addition to contract administration.

Financial Management and Planning is concerned with three main areas. Reporting and Analysis provides internal and external stakeholders with financial reporting and analysis in addition to organizing and carrying out the annual year-end audit and financial statement preparation. Budget Planning and Strategy develops the consolidated operating and capital budgets as well as long term financial strategies and policies. Financial Operations and Systems provides corporate payment, invoicing and collection services and supports region's Enterprise Resource Planning system.

Procurement & Strategic Acquisitions is made up of two main divisions. Procurement oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations.

Strategic Acquisitions consists of Strategic Sourcing and Real Estate Services.

Legal Services provides legal advice, research and opinions for the Region as well as handling litigation matters.

The Asset Management Office was created in 2019 to oversee the governance of asset management (AM) across the Region's departments, divisions, boards and agencies.

Variance Analysis (in thousands of dollars)

Corporate Services operated at a year-to-date surplus before indirect allocations of $1,724 and are forecasting a deficit of $942 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $12 and $372 are due to operating near full complement in all Corporate Services divisions.

Administration - The favourable year-to-date variance of $872 is mainly due to timing of spend in first- and third-party claim payouts of $582, consulting of $233, and training of $47. The unfavourable forecasted variance of $1,816 is mainly due to legal claim payouts in alignment to prior years trending of $1,951 and insurance settlement related fees of $204, partially offset by savings on insurance premium of $286 and consulting of $76.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of $602 and $970 are mainly due to savings on the maintenance of the GO stations of $424 and $860, building utilities savings of $115 and $46 and janitorial supplies savings of $36 and $54.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of $142 and $351 are due primarily to delayed spend of operating costs related to approved IT capital projects.

Corporate Services - Continued

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of $17 and $78 are due primarily to tenant vacancies in Regional administrative buildings.

Other Revenue - The favourable year-to-date and forecasted variances of $90 and $54 are mainly due to higher than anticipated cost recovery from sale of surplus IT equipment.

Childrens Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$72,589	$69,400	$3,189	4.4%	$145,393	$140,808	$4,585	3.2%
Administrative	$1,313	$1,313	$0	0.0%	$2,402	$2,540	-$138	-5.8%
Operational & Supply	$5,798	$5,959	-$161	-2.8%	$11,742	$12,120	-$379	-3.2%
Occupancy & Infrastructure	$2,503	$3,436	-$933	-37.3%	$5,159	$6,543	-$1,384	-26.8%
Equipment, Vehicles,Technology	$1,284	$1,257	$26	2.0%	$2,365	$2,447	-$82	-3.5%
Community Assistance	$113,974	$121,721	-$7,747	-6.8%	$244,579	$262,451	-$17,872	-7.3%
Partnership, Rebate, Exemption	$296	$0	$296	100.0%	$592	$296	$296	50.0%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$197,758	$203,087	-$5,329	-2.7%	$412,232	$427,206	-$14,974	-3.6%
Federal & Provincial Grants	-$157,320	-$165,264	$7,944	5.0%	-$333,839	-$351,531	$17,692	5.3%
By-Law Charges & Sales	-$1,769	-$1,448	-$321	-18.1%	-$3,478	-$3,039	-$439	-12.6%
Other Revenue	-$12,870	-$13,588	$718	5.6%	-$25,740	-$26,766	$1,026	4.0%
Total Revenues	-$171,959	-$180,300	$8,342	4.9%	-$363,057	-$381,337	$18,280	5.0%
Intercompany Charges	$382	$344	$38	9.9%	$759	$669	$90	11.9%
Total Intercompany Charges	$382	$344	$38	9.9%	$759	$669	$90	11.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$26,181	$23,131	$3,050	11.7%	$49,934	$46,538	$3,396	0.0%
Transfers From Funds	-$1,984	-$447	-$1,537	-77.5%	-$4,372	-$1,298	-$3,074	-70.3%
Transfers To Funds	$4,480	$4,480	$0	0.0%	$12,920	$12,920	$0	0.0%
Total Transfers	$2,496	$4,033	-$1,537	-61.6%	$8,548	$11,621	-$3,074	-36.0%
Net Expenditure (Revenue) Before Indirect Allocations	$28,677	$27,164	$1,513	5.3%	$58,482	$58,160	$322	0.6%
Indirect Allocations & Debt	$11,708	$11,534	$174	1.5%	$23,356	$24,193	-$837	-3.6%
Total Indirect Allocations & Debt	$11,708	$11,534	$174	1.5%	$23,356	$24,193	-$837	-3.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$40,385	$38,698	$1,687	4.2%	$81,838	$82,353	-$515	-0.6%

Childrens Services - Continued

What does Childrens Services do?

Children's Services ensures access to a coordinated diverse range of affordable quality childcare, and early years' services and supports for young children and families residing in Niagara, as directed in its role as municipal service manager. Some of the services provided include oversight of the EarlyON child and family centres, financial assistance for childcare to eligible families, support for children who may be at risk of a developmental delay or have diagnosed special needs within Niagara's childcare and early years services, as well as operating five licensed childcare centres and a home childcare program servicing the Niagara region. In addition, this division provides provincially funded operating grants to eligible service providers to support operations and staff employed in licensed childcare programs. The division is accountable for administering the Canada-Wide Early Learning and Child Care Program (CWELCC), which aims to expand access to licensed childcare and reduce fees for licensed childcare to an average of $10 a day by 2026.

Variance Analysis (in thousands of dollars)

Children's Services has a year-to-date operating surplus of $278 and a forecasted surplus of $9 (0.1 per cent of the net budget). The following factors contribute to these variances:

Administrative – The unfavourable year-to-date and favourable forecasted variances of $18 and $721 respectively are due lower than anticipated consulting fees due to the MEDU compliance audit requirements that were less than anticipated. As per MEDU guidelines Children's Services has the flexibility to reinvest the forecasted surplus as payments to child care agencies in the community (Community Assistance).

Community Assistance – The favourable year-to-date and forecasted variances of $2,259 and $3,355 respectively are due to timing of payments to child care agencies in the community along with a projected repayable of an operating capacity holdback of CWELCC funds to MEDU.

Federal & Provincial Grants – The favourable year-to-date variance of $2,219 and $4,445 respectively are due to timing of payments to child care agencies in the community along with a projected repayable of an operating capacity holdback of CWELCC funds to MEDU.

By-Law Charges & Sales – The favourbale year-to-date and forecasted variances of $170 and $349 are due to higher than anticipated full fee revenue from the Region's five directly operated child care centres.

Homelessness Services and Community Engagement Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$4,151	$3,891	$260	6.3%	$7,793	$7,944	-$150	-1.9%
Administrative	$128	$154	-$26	-20.7%	$324	$365	-$41	-12.6%
Operational & Supply	$1,189	$803	$386	32.4%	$1,955	$1,624	$332	17.0%
Occupancy & Infrastructure	$74	$136	-$62	-84.7%	$114	$176	-$62	-54.9%
Equipment, Vehicles,Technology	$3	$14	-$11	-390.9%	$6	$16	-$11	-195.5%
Partnership, Rebate, Exemption	$450	$538	-$88	-19.5%	$900	$957	-$57	-6.4%
Community Assistance	$7,673	$8,082	-$408	-5.3%	$15,056	$16,084	-$1,028	-6.8%
Total Expenses	$13,667	$13,617	$50	0.4%	$26,148	$27,166	-$1,018	-3.9%
Federal & Provincial Grants	-$19,001	-$20,109	$1,107	5.8%	-$31,368	-$32,517	$1,149	3.7%
Other Revenue	-$85	-$58	-$26	-31.1%	-$169	-$120	-$49	-29.2%
Total Revenues	-$19,086	-$20,167	$1,081	5.7%	-$31,537	-$32,637	$1,099	3.5%
Intercompany Charges	-$384	-$133	-$251	65.4%	-$760	-$235	-$525	69.1%
Total Intercompany Charges	-$384	-$133	-$251	65.4%	-$760	-$235	-$525	69.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$5,802	-$6,682	$880	15.2%	-$6,149	-$5,705	-$443	0.0%
Transfers From Funds	-$1,225	-$1,225	$0	0.0%	-$2,449	-$2,449	$0	0.0%
Transfers To Funds	$12,185	$12,185	$0	0.0%	$12,848	$12,848	$0	0.0%
Total Transfers	$10,961	$10,961	$0	0.0%	$10,399	$10,399	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$5,158	$4,279	$880	17.1%	$4,250	$4,694	-$443	-10.4%
Indirect Allocations & Debt	$324	$415	-$91	-28.1%	$612	$725	-$113	-18.5%
Total Indirect Allocations & Debt	$324	$415	-$91	-28.1%	$612	$725	-$113	-18.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$5,482	$4,693	$789	14.4%	$4,862	$5,419	-$557	-11.4%

Homelessness Services and Community Engagement - Continued

What does Homelessness Services and Community Engagement do?

Homelessness Services and Community Engagement support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents, as directed in its role as municipal service manager. In addition, the division is currently in direct operations at three sites for over 120 beds of shelter, bridge housing and recuperative care beds. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis as well as helping to coordinate and deliver the Region's 10-year Housing and Homelessness Action Plan.

Variance Analysis (in thousands of dollars)

Homelessness Services and Community Engagement has a year-to-date operating surplus of $880 and is forecasting a deficit of $443 at year-end. The following factors contribute to these variances:

Labour Related Costs - The unfavorable forecasted variance of $150 is due to higher-than-anticipated staffing requirements in directly operated shelters.

Operational & Supply – - The favorable year-to-date and forecasted variances of $386 and $332, respectively, are attributed to lower-than-expected expenses for raw food purchases, laundry supplies, and other program-specific services.

Occupancy & Infrastructure – The unfavorable variances of $62 year-to-date and $62 forecasted are due to increased plumbing and security costs at both Rioden and Summer Street shelters.

Community Assistance - The unfavorable year-to-date and forecasted variances of $408 and $1,028, respectively, are primarily due to third-party provider contracts being higher than initially budgeted.

Federal & Provincial Grants – The favorable year-to-date and forecasted variances of $1,107 and $1,149, respectively, are related to Interim Housing Assistance Program (IHAP) funding for reimbursement of interim housing costs for asylum claimants incurred in 2023

Intercompany Charges – The unfavorable year-to-date and forecasted variances of $251 and $525, respectively, are primarily due to higher-than-anticipated costs for Buchanan permanent supportive housing operations. This includes allocations from Niagara Regional Housing due to a change in service provider and unanticipated essential repairs and maintenance.

Seniors Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$55,166	$54,107	$1,059	1.9%	$112,127	$111,616	$511	0.5%
Administrative	$493	$653	-$160	-32.4%	$897	$1,101	-$204	-22.7%
Operational & Supply	$4,685	$5,090	-$405	-8.6%	$9,387	$9,843	-$456	-4.9%
Occupancy & Infrastructure	$2,717	$2,465	$252	9.3%	$5,070	$5,110	-$41	-0.8%
Equipment, Vehicles,Technology	$1,075	$1,306	-$232	-21.5%	$2,063	$2,335	-$272	-13.2%
Community Assistance	$4	$5	$0	-3.4%	$9	$9	$0	-1.7%
Financial Expenditures	$0	-$7	$7	0.0%	$0	-$7	$7	0.0%
Total Expenses	$64,140	$63,618	$522	0.8%	$129,553	$130,006	-$454	-0.4%
Federal & Provincial Grants	-$47,389	-$49,284	$1,894	4.0%	-$93,757	-$94,528	$771	0.8%
By-Law Charges & Sales	-$549	-$513	-$36	-6.6%	-$1,097	-$1,030	-$68	-6.2%
Other Revenue	-$13,310	-$13,578	$268	2.0%	-$26,203	-$26,248	$45	0.2%
Total Revenues	-$61,248	-$63,374	$2,126	3.5%	-$121,058	-$121,805	$748	0.6%
Intercompany Charges	$325	$311	$14	4.2%	$650	$639	$12	1.8%
Total Intercompany Charges	$325	$311	$14	4.2%	$650	$639	$12	1.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$3,217	$555	$2,661	82.7%	$9,145	$8,840	$306	0.0%
Transfers From Funds	-$172	-$172	$0	0.0%	-$344	-$344	$0	0.0%
Transfers To Funds	$222	$222	$0	0.0%	$443	$443	$0	0.0%
Total Transfers	$50	$50	$0	0.0%	$99	$99	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$3,266	$605	$2,661	81.5%	$9,245	$8,939	$306	3.3%
Indirect Allocations & Debt	$7,471	$7,737	-$266	-3.6%	$19,678	$20,673	-$994	-5.1%
Total Indirect Allocations & Debt	$7,471	$7,737	-$266	-3.6%	$19,678	$20,673	-$994	-5.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$10,738	$8,342	$2,396	22.3%	$28,923	$29,612	-$689	-2.4%

Senior Services - Continued

What does Seniors Services do?

Seniors Services provides a range of care and services for seniors across Niagara Region. Community Programs provides services for over 2500 seniors living in the community each year. Programs offered include wellness programs, respite support as well as crisis support for vulnerable seniors. Seniors Services also provides long-term care services for around 1500 residents through the eight long-term care homes the Region operates. The long-term care homes provide service to the most vulnerable seniors in Niagara.

Variance Analysis (in thousands of dollars)

Seniors Services has a year-to-date operating surplus of $2,661 and is forecasting a surplus of $306 at year-end. The following factors contribute to these variances:

Labour Related Costs – The MLTC introduced a new funding policy in 2021 that included a commitment to incrementally increase funding for staffing in long-term care homes over a four-year period to achieve a staffing ratio of four hours of care per resident per day. This year marked the final year of the four-year program. The MLTC funding details were not shared until March 28, 2024 and went into effect April 1, 2024. Given the necessary lead time to post and fill the newly funded positions, Seniors Services has favourable year-to-date and forecasted variances of $1,059 and $511. Seniors Services is currently in the midst of a redevelopment project that includes the consolidation of long-term care beds from Upper Canada Lodge and Gilmore Lodge into one larger long-term care home. As part of the consolidation process, Ontario Health at Home (formerly Home and Community Care) has ceased accepting admissions to Upper Canada Lodge and is in the process of finalizing alternate placement for existing residents. As the number of residents in the home have gradually decreased, staffing levels have also been decreased. The resultant lower than budgeted staffing levels at Upper Canada Lodge is contributing to the favourable variance.

Administrative – The unfavourable year-to-date and forecasted variances of $160 and $204 are primarily due to professional fees incurred to successfully address a MLTC decision as part of their compliance program that Niagara Region deemed unreasonable and unsafe for residents and staff.

Operational & Supply – The unfavourable year-to-date and forecasted variances of $405 and $456 primarily relate to programming supplies and assistive medical devices using one-time funding from the MLTC.

Equipment, Vehicles & Technology – The LTC homes invested in nursing and program related equipment to meet the needs of residents using funds from the MLTC comprehensive minor capital program. These purchases were budgeted under the occupancy and infrastructure line and generated the unfavourable year-to-date and forecasted variances of $232 and $272.

Federal & Provincial Grants – The favourable year-to-date and forecasted variances of $1,894 and $771 are primarily due to base funding increases ($2,435) and funding for the four hours of care staffing program issued by the MLTC that was higher than budget ($813). Also contributing to the favourable variance is one-time funding intended to support LTC homes to help relieve financial pressures and address key priorities ($310). This is offset by lower than anticipated funding for Upper Canada Lodge due to the low occupancy rate during the year in preparation for its closure ($2,605).

Other Revenue - The favourable year-to-date and forecasted variance of $268 and $45 are primarily due to reimbursement of staff time who were enrolled in the Preceptor Resource and Education Program for Long-Term Care ($1,162), a staff incentive program offered by the MLTC. This is offset by lower than anticipated accommodation fees being collected at Upper Canada Lodge as residents transition to their preferred LTC homes ($939).

Social Assistance and Employment Opportunities Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$9,642	$9,319	$323	3.4%	$19,455	$18,865	$590	3.0%
Administrative	$375	$360	$14	3.8%	$749	$1,008	-$259	-34.5%
Operational & Supply	$169	$102	$67	39.6%	$343	$295	$48	14.0%
Occupancy & Infrastructure	$0	$1	-$1	0.0%	$0	$11	-$11	0.0%
Equipment, Vehicles,Technology	$89	$89	$1	0.6%	$178	$178	$1	0.3%
Community Assistance	$52,999	$64,572	-$11,573	-21.8%	$105,602	$130,471	-$24,868	-23.5%
Total Expenses	$63,273	$74,443	-$11,169	-17.7%	$126,328	$150,827	-$24,499	-19.4%
Federal & Provincial Grants	-$57,036	-$69,092	$12,056	21.1%	-$114,092	-$138,854	$24,762	21.7%
Other Revenue	-$8	-$28	$20	267.7%	-$15	-$35	$20	133.8%
Total Revenues	-$57,043	-$69,120	$12,076	21.2%	-$114,107	-$138,889	$24,782	21.7%
Intercompany Charges	$232	$212	$20	8.7%	$465	$444	$20	4.3%
Total Intercompany Charges	$232	$212	$20	8.7%	$465	$444	$20	4.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$6,462	$5,536	$927	14.3%	$12,685	$12,382	$304	0.0%
Transfers From Funds	-$111	-$111	$0	0.0%	-$147	-$147	$0	0.0%
Transfers To Funds	$0	$0	$0	0.0%	$0	$315	-$315	0.0%
Total Transfers	-$111	-$111	$0	0.0%	-$147	$168	-$315	-214.7%
Net Expenditure (Revenue) Before Indirect Allocations	$6,352	$5,425	$927	14.6%	$12,539	$12,550	-$11	-0.1%
Indirect Allocations & Debt	$2,258	$2,331	-$74	-3.3%	$4,153	$4,454	-$300	-7.2%
Total Indirect Allocations & Debt	$2,258	$2,331	-$74	-3.3%	$4,153	$4,454	-$300	-7.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$8,609	$7,756	$853	9.9%	$16,692	$17,004	-$312	-1.9%

Social Assistance and Employment Opportunities Continued

What does Social Assistance and Employment Opportunities do?

Social Assistance and Employment Opportunities is responsible for administering the Ontario Works Act. This Act is the provincial legislation that offers temporary financial assistance to the members of our community most in need. Staff provide comprehensive case management to help people be involved in their community and participate in employment services. Supports are provided in four service areas: basic needs (food, housing, crisis), health (mental health and addictions), life skills (education, literacy) and community support (childcare, cultural, legal). This division provides oversight and leadership to the community led Niagara Poverty Reduction Strategy and the Niagara Prosperity Initiatives which provide an annual investment to support poverty reduction and prevention activities aligned to the strategy. It also provides leadership to the Niagara Local Immigration Partnership Council funded by the Ministry of Immigration, Refugees and Citizenship Canada which is designed to strengthen local capacity to attract newcomers and improve integration.

Variance Analysis (in thousands of dollars)

Social Assistance and Employment Opportunities has a year-to-date operating Surplus of $927 and is forecasting a deficit of $11 at year-end. The following factors contribute to these variances:

Labour Related Costs - The favourable year-to-date and forecasted variances of $323 and $590 respectively due to timing of additional one-time provincial funding being received and time required to recruit temporary staff in response to caseload increase due to asylum seekers (placed in IRCC funded hotels). The favourable variance is also due to ongoing recruitment and retention challenges.

Administrative – There is a favourable variance of $14 year-to-date, and a forecasted unfavorable variance of $259 by the end of the year. This unfavorable variance is due to additional expenditures for consulting, including the digitization of files and enhancements to the discretionary benefits online portal to improve service access.

Community Assistance - The unfavourable variance of $11,573 year-to-date and the forecasted unfavourable variance of $24,868 are due to the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, as well as an overall increase in benefits. These increases were partially offset by the favorable variance in provincial revenues, as detailed below.

Federal & Provincial Grants - The favourable year-to-date variance of $12,056 and the forecasted variance of $24,762 result from the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, as well as an overall increase in benefits. These favorable variances are offset by the unfavourable variance in Community Assistance issued, as noted above.

Transfers – The unfavourable variance of $315 is due to funds being transferred to the capital budget for the co-location of Fort Erie SAEO with Public Health in Fort Erie, as part of the Corporate Building Utilization Initiative.

Housing Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$3,013	$3,128	-$115	-3.8%	$6,118	$6,429	-$311	-5.1%
Administrative	$152	$59	$94	61.5%	$257	$204	$53	20.5%
Operational & Supply	$63	$75	-$12	-19.2%	$125	$130	-$5	-4.2%
Occupancy & Infrastructure	$0	$1	-$1	0.0%	$0	$1	-$1	0.0%
Equipment, Vehicles,Technology	$77	$36	$41	53.6%	$154	$96	$57	37.2%
Community Assistance	$20,494	$20,874	-$380	-1.9%	$39,284	$38,666	$618	1.6%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$23,799	$24,172	-$373	-1.6%	$45,937	$45,526	$411	0.9%
Federal & Provincial Grants	-$9,222	-$10,723	$1,501	16.3%	-$16,616	-$16,809	$193	1.2%
By-Law Charges & Sales	-$65	-$65	$0	0.0%	-$130	-$130	$0	0.0%
Other Revenue	-$167	-$287	$120	71.9%	-$333	-$453	$120	36.0%
Total Revenues	-$9,453	-$11,074	$1,621	17.1%	-$17,079	-$17,392	$313	1.8%
Intercompany Charges	$57	$55	$2	3.0%	$114	$112	$2	1.5%
Total Intercompany Charges	$57	$55	$2	3.0%	$114	$112	$2	1.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$14,403	$13,153	$1,250	8.7%	$28,972	$28,246	$726	0.0%
Transfers From Funds	-$493	-$493	$0	0.0%	-$817	-$817	$0	0.0%
Total Transfers	-$493	-$493	$0	0.0%	-$817	-$817	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$13,910	$12,660	$1,250	9.0%	$28,154	$27,428	$726	2.6%
Indirect Allocations & Debt	-$1,120	-$1,176	$55	4.9%	-$2,365	-$2,372	$7	0.3%
Total Indirect Allocations & Debt	-$1,120	-$1,176	$55	4.9%	-$2,365	-$2,372	$7	0.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$12,790	$11,485	$1,305	10.2%	$25,790	$25,057	$733	2.8%

What does Housing Services do?

Housing Services administers community housing programs across Niagara Region and is dedicated to improving lives and building healthy communities through a combination of programs and services, such as: providing subsidies and legislative oversight to non-profit and co-operative housing providers as directed in its role as municipal service manager; housing waitlist management; rent supplement and temporary housing allowances to low income households; and supporting investments in a number of other program areas including Housing First, Niagara Renovates, and the Welcome Home Niagara Homeownership Program.

Variance Analysis (in thousands of dollars)

Housing Services is operating at a year-to-date operating surplus of $1,250 and is forecasting a surplus of $726 at year-end. The following factors contribute to these variances:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $115 and $311 respectively are due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Administrative – The favourable year-to-date and forecasted variances of $94 and $53 respectively are primarily due to consulting work related to new service agreements for housing providers reaching end of mortgage that was budgeted but is not anticipated to be needed.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of $41 and $57 respectively are the result of annual computer licensing support costs related to the new Integrated Housing System not yet incurred, as the implementation of the system is in progress.

Community Assistance - The unfavourable year-to-date variance of $380 is due to budget timing of spend for the Rapid Housing Initiative (RHI) new development funding for the Port Cares development, offset by timing related ministry-funded programs with a fiscal year-end of March 31st, which are anticipated to be fully maximized by the end of the year. The favourable forecasted variance of $618 is primarily due to a temporary decrease in the operating subsidy payments of the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, is underway and new service agreements are anticipated to be in place for these providers by the end of the year.

Federal & Provincial Grants – The favourable year-to-date variance of $1,501 is mainly due to higher than budgeted spend to date for the RHI Port Cares project noted above in Community Assistance, as revenue is recognized based on actual expenses incurred. The forecasted favourable variance of $193 for the year is due to timing of recognition of revenue for the fiscal programs that ended in March 2024.

Other Revenue – The favourable year-to-date and forecasted variance of $120 is primarily due to higher than anticipated revenue recognized through the Revolving Loan Fund due to increased spend in the Niagara Renovates program for homeowners.

Public Health & Mental Health Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$21,074	$20,414	$660	3.1%	$41,178	$39,665	$1,513	3.7%
Administrative	$531	$467	$65	12.1%	$1,039	$973	$66	6.3%
Operational & Supply	$2,285	$2,169	$116	5.1%	$4,509	$4,604	-$94	-2.1%
Occupancy & Infrastructure	$229	$157	$72	31.3%	$348	$381	-$33	-9.5%
Equipment, Vehicles,Technology	$230	$114	$116	50.3%	$458	$370	$88	19.2%
Community Assistance	$0	$35	-$35	0.0%	$0	$70	-$70	0.0%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$24,349	$23,357	$992	4.1%	$47,533	$46,029	$1,504	3.2%
Federal & Provincial Grants	-$19,907	-$20,435	$528	2.7%	-$38,642	-$39,112	$471	1.2%
By-Law Charges & Sales	-$45	-$36	-$9	-20.2%	-$91	-$85	-$5	-6.1%
Other Revenue	-$153	-$28	-$124	-81.4%	-$305	-$28	-$277	-90.7%
Total Revenues	-$20,105	-$20,500	$395	2.0%	-$39,037	-$39,226	$188	0.5%
Intercompany Charges	$38	$3	$34	91.4%	$75	$39	$36	48.4%
Total Intercompany Charges	$38	$3	$34	91.4%	$75	$39	$36	48.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$4,282	$2,860	$1,422	33.2%	$8,571	$6,842	$1,729	0.0%
Transfers From Funds	-$76	-$76	$0	0.0%	-$152	-$152	$0	0.0%
Total Transfers	-$76	-$76	$0	0.0%	-$152	-$152	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$4,206	$2,784	$1,422	33.8%	$8,419	$6,690	$1,729	20.5%
Indirect Allocations & Debt	$4,821	$4,541	$280	5.8%	$9,068	$10,101	-$1,033	-11.4%
Total Indirect Allocations & Debt	$4,821	$4,541	$280	5.8%	$9,068	$10,101	-$1,033	-11.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$9,027	$7,325	$1,702	18.9%	$17,488	$16,792	$696	4.0%

Public Health & Mental Health Services - Continued

What does Public Health & Mental Health do?

The Public Health department seeks to protect and improve the health and health equity of Niagara's residents. Its work is further broken down to the following divisions: Medical, Chronic Disease and Injury Prevention, Clinical Services division, Environmental Health, Family Health, and Organizational and Foundational Standards.

Mental Health provides intensive community-based mental health treatment and support for adults and youth experiencing serious and persistent mental illness. Six interdisciplinary teams provide a range of specialized services that include Assertive Community Treatment (two teams), Flexible Assertive Community Treatment, Psychogeriatric Case Management, Early Intervention and Early Psychosis Intervention. The Mental Health program also partners with Community Services to provide mental health services within the Home for Good program (homelessness) and the Supported Independent Living program (seniors). Our teams are comprised of nurses, social workers, mental health case workers, peer specialists, occupational therapists, program assistants and psychiatrists who work together to meet clients where they are at in the community and tailoring the interventions to the needs of the clients.

Variance Analysis (in thousands of dollars)

Public Health and Mental Health has a year-to-date operating surplus of $1,422 and is forecasting a surplus of $1,729 at year-end (before indirect allocations) The following major factors contribute to these variances:

Labour Related Costs – the favourable year-to-date and forecasted variances of $660 and $1,513 respectively are primarily due to planned gapping from several vacant positions put on hold prior to the PH Strategic Review rollout.

Administration – the favourable year-to-date and forecasted variances of $65 and $66 respectively are due to underspending on office supplies, staff development and promotional activities, offset with increased costs on interpreter services and cell phones.

Operational & Supply – the favourable year-to-date variance of $116 and unfavourable forecasted variance of $94 are due to delayed invoicing of environmental monitoring services in the first half of the year, offset with higher than budgeted costs on program mileage, supplies, license fees (Child Health), and sessional fees (MH, offset in Provincial Grants below)

Occupancy & Infrastructure – the favourable year-to-date variance of $72 is primarily due to delayed invoicing of the Schmon lease (MH) in the first half of the year. The unfavourable forecasted variance of $33 is due to the extending of the Canada One vaccine clinic lease for two extra months than budgeted.

Equipment, Vehicles, Technology – the favourable year-to-date and forecasted variances of $116 and $88 respectively are due to lower than anticipated spending on small tools, equipment, and office furniture.

Community Assistance – the unfavourable year-to-date and forecasted variance of $35 is due to unbudgeted denture services costs incurred in Q1 (Seniors Dental).

Federal & Provincial Grants – the favourable year-to-date and forecasted variances of $528 and $471 respectively are due to unbudgeted one-time RSV/COVID funding received in Q1 of $208, higher than budgeted Recovery funding spent in Q1 of $52, carryover of 2023-24 Needle Syringe grant balance of $63, one-time IPAC Hub funding spent in Q1 of $35, unbudgeted sessional fee revenue of $74, a prior year subsidy adjustment of $245, all offset with a reduction in medical top-up funding of ($231).

Public Health & Mental Health Services - Continued

Other Revenue – the unfavourable year-to-date and forecasted variances of $124 and $277 respectively are primarily due to Q1 IPAC Hub revenue flowing directly from MOH (one-time funding reported under Provincial Grants) rather than from budgeted reimbursements from a community partner.

Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$31,204	$30,705	$499	1.6%	$62,026	$61,957	$69	0.1%
Administrative	$342	$381	-$39	-11.3%	$684	$790	-$106	-15.5%
Operational & Supply	$1,814	$1,623	$191	10.5%	$3,590	$3,517	$73	2.0%
Occupancy & Infrastructure	$311	$321	-$10	-3.3%	$622	$645	-$23	-3.7%
Equipment, Vehicles,Technology	$1,294	$1,495	-$201	-15.5%	$2,589	$2,835	-$247	-9.5%
Financial Expenditures	$0	$1	-$1	0.0%	$0	$1	-$1	0.0%
Total Expenses	$34,966	$34,526	$440	1.3%	$69,510	$69,745	-$235	-0.3%
Federal & Provincial Grants	-$20,847	-$19,876	-$972	-4.7%	-$41,695	-$41,672	-$23	-0.1%
By-Law Charges & Sales	-$3	-$1	-$1	-45.3%	-$5	-$4	-$1	-22.6%
Other Revenue	-$340	-$576	$237	69.7%	-$679	-$980	$301	44.3%
Total Revenues	-$21,189	-$20,453	-$736	-3.5%	-$42,379	-$42,656	$277	0.7%
Intercompany Charges	$1,226	$1,211	$15	1.2%	$2,453	$2,437	$15	0.6%
Total Intercompany Charges	$1,226	$1,211	$15	1.2%	$2,453	$2,437	$15	0.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$15,002	$15,284	-$281	-1.9%	$29,584	$29,526	$57	0.0%
Transfers From Funds	-$85	-$85	$0	0.0%	-$170	-$170	$0	0.0%
Transfers To Funds	$34	$34	$0	0.0%	$68	$68	$0	0.0%
Total Transfers	-$51	-$51	$0	0.0%	-$102	-$102	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$14,951	$15,233	-$281	-1.9%	$29,482	$29,424	$57	0.2%
Indirect Allocations & Debt	$7,181	$7,012	$169	2.4%	$9,864	$10,126	-$261	-2.6%
Total Indirect Allocations & Debt	$7,181	$7,012	$169	2.4%	$9,864	$10,126	-$261	-2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$22,133	$22,245	-$112	-0.5%	$39,346	$39,550	-$204	-0.5%

Emergency Services - Continued

What does Emergency Services do?

Emergency Services division is responsible for providing 24-hour emergency out-of-hospital medical care. It includes a team of paramedics, emergency medical dispatchers, and allied medical professionals (nurses and occupational therapists) who deliver a land ambulance service and a state-of-the-art ambulance dispatch centre, as well as innovative mobile integrated health interventions. The division also provides public safety education programs and medical coverage for events. Emergency Services is responsible for coordinating Niagara Region's emergency preparedness and response activities, and coordination for Chemical, Biological, Radiological, and Nuclear (CBRN) emergency response planning.

Variance Analysis (in thousands of dollars)

Emergency Services has a year-to-date operating deficit of $281 and is forecasting a surplus of $57 at year-end. The following factors contribute to these variances:

Labour Related Costs – The year-to-date favourable variance of $499 is due to savings in salaries and benefits from shifts not filled at regular pay of $1,351. This is partially offset by pressures in overtime / lieu payout of $526 and WSIB of $325. The forecasted year-end favourable variance is $69. This is comprised of savings in salaries and benefits of $1,831, which again is partially offset by pressures in overtime / lieu of $1,123 and WSIB of $639.

Administration – There is a year-to-date unfavourable variance of $39 which is forecasted to grow to $106 for year-end. This is mainly due to increase cell phone and communications costs.

Operational & Supply – The year-to-date favourable variance is $191 due mainly to lower than budgeted use of program and medical supplies. The forecasted year-end favourable variance is $73.

Equipment, Vehicles, Technology – The year-to-date unfavourable variance is due to higher spending in repairs and maintenance for equipment and vehicles of $194, $82 for the replacement of an emergency response vehicle (ERV) that was a total loss through an accident, and higher than budgeted computer software licensing and support costs of $98. This is partially offset by savings in fuel of $174 due to lower than budgeted pricing. The forecasted year-end unfavourable variance is $247 with forecast unfavourable variances in repair and maintenance of equipment and vehicles of $262, $82 for the ERV replacement, and computer software licensing and support of $72. This again is partially offset by a forecasted favourable year-end variance for fuel of $170.

Federal & Provincial Grants – The year-to-date unfavourable variance of $972 is mainly due to the Land Ambulance Service Grant (LASG) funding of $1,170. This represents the 2024 increase that has not yet been received, but is expected by year-end. Other year-to-date unfavourable variances included $155 for the Dedicated Offload Nurse Program (DONP) due to the timing of an expected funding announcement, $140 for the Legacy Gas Well Capping program funding by the Ministry of Natural Resources and Forestry (MNRF) because revenue was recognized below in Other Revenue, and a returnable for the Community Paramedicine Long-term Care Program (CPLTC) of $136. These are partially offset by one-time funding from the Ministry of Health (MOH) for the Ambulance Communications centre of $629 related to the Emergency Communications Nursing program and WSIB costs. The projected year-end unfavourable variance is expected to decrease to $23.

Other Revenue – The year-to-date favourable variance is $237. This is mainly due to the Legacy Gas Well Capping funding from the MNRF that was budgeted above in Federal & Provincial Grants $203, and union billings of $54. The forecasted year-end favourable variance is $301 consisting mainly of the MNRF funding $203 and union billings of $118

Public Works – Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$9,046	$9,068	-$22	-0.2%	$18,232	$18,219	$13	0.1%
Administrative	$1,126	$999	$127	11.3%	$2,649	$2,473	$176	6.6%
Operational & Supply	$5,316	$4,782	$534	10.0%	$10,675	$10,866	-$191	-1.8%
Occupancy & Infrastructure	$388	$372	$15	4.0%	$776	$772	$4	0.5%
Equipment, Vehicles,Technology	$1,880	$2,148	-$268	-14.3%	$3,836	$4,066	-$229	-6.0%
Partnership, Rebate, Exemption	$0	$0	$0	N/A	$430	$430	$0	0.0%
Financial Expenditures	$0	$1	-$1	0.0%	$0	$1	-$1	0.0%
Total Expenses	$17,756	$17,370	$386	2.2%	$36,598	$36,827	-$229	-0.6%
By-Law Charges & Sales	-$445	-$676	$230	51.7%	-$2,394	-$2,044	-$350	-14.6%
Other Revenue	-$334	-$366	$32	9.6%	-$724	-$749	$25	3.5%
Total Revenues	-$780	-$1,042	$262	33.6%	-$3,118	-$2,793	-$325	-10.4%
Intercompany Charges	-$2,006	-$2,992	$985	-49.1%	-$4,702	-$5,379	$677	-14.4%
Total Intercompany Charges	-$2,006	-$2,992	$985	-49.1%	-$4,702	-$5,379	$677	-14.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$14,970	$13,337	$1,634	10.9%	$28,778	$28,655	$124	0.0%
Transfers From Funds	-$484	-$484	$0	0.0%	-$1,098	-$1,098	$0	0.0%
Transfers To Funds	$75	$75	$0	0.0%	$75	$75	$0	0.0%
Expense Allocations To Capital	-$70	-$29	-$41	-59.2%	-$140	-$99	-$41	-29.6%
Total Transfers	-$479	-$438	-$41	-8.7%	-$1,163	-$1,121	-$41	-3.6%
Net Expenditure (Revenue) Before Indirect Allocations	$14,491	$12,899	$1,592	11.0%	$27,615	$27,533	$82	0.3%
Indirect Allocations & Debt	$34,682	$34,242	$440	1.3%	$54,111	$54,533	-$422	-0.8%
Total Indirect Allocations & Debt	$34,682	$34,242	$440	1.3%	$54,111	$54,533	-$422	-0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$49,173	$47,141	$2,032	4.1%	$81,726	$82,066	-$340	-0.4%

Public Works Transportation - Continued

What does Transportation Services do?

Transportation Services is responsible for the planning, design, construction, operation and maintenance of approx. 1,741 lane kms of Regional Roads, 129 bridges, 90 major culverts and 1,700+ minor culverts, as well as traffic signals, streetlights, road signs and the Regional storm sewer network.

Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a year-to-date surplus before indirect allocations of $1,592 and are forecasting a year-end surplus of $82 due to the factors as described below.

Of the total year-to-date surplus noted above, $322 relates to base operations and $1,270 relates to Vision Zero Road Safety Program. Of the total forecasted year-end surplus noted above, a deficit of $979 relates to base operations and a surplus of $1,061 relates to Vision Zero.

As part of the Vision Zero Road Safety Program (VZ), Automated Speed Enforcement (ASE) launched in Q4 2023, and the Red Light Camera (RLC) program began in Q1 2024. The Transportation Services 2024 budget was prepared ahead of the launch of the VZ program and therefore includes several assumptions related to the program. As a result, there are large variances between budget and actual operating results included in the results below.

Labour Related Costs – The unfavourable year-to-date variance is $22 while the forecasted favourable variance is $13. Forecasted savings are primarily due to delays in filling vacant positions. Forecasted savings related to Vision Zero are $56.

Administration – The favourable year-to-date and forecasted variances are $127 and $176, respectively. Base services have a forecasted deficit of $98 related to higher consulting costs and other administrative expenses. Forecasted savings related to Vision Zero are $274 due to reduced consulting costs.

Operational & Supply – The favourable year-to-date variance is $534, and the unfavourable forecasted variance is $191. Year-to-date savings in base services are primarily due to savings on annual winter maintenance contracts of $351 due to mild winter conditions, and timing differences in use of hired equipment and other program specific materials of $153. Forecasted deficit in base services of $221 reflects the usage of hired equipment and other program specific materials in second half of the year, including higher than anticipated costs in traffic lane marking and traffic locates. Year-to-date and forecasted savings related to Vision Zero are $30.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances are $15 and $4, respectively. Forecasted savings relate primarily to lower than anticipated electricity costs of $29 offset by higher other occupancy and infrastructure services of $25.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances are $268 and $229, respectively. Forecasted deficit in base services of $258 relate to higher vehicle parts supply of $410, leasing costs of $60 on an aging Fleet, and higher costs in other equipment, vehicle, and technology of $88 offset by lower fuel usage of $300. Forecasted savings related to Vision Zero are $29.

By-Law Charges & Sales Costs – The favourable year-to-date variance is $230 while the forecasted unfavourable variance is $350. The forecasted deficit is primarily due to lower than anticipated signal maintenance revenue of $500 and lane marking revenue of $16 offset by increased vehicle accident damage recoveries of $166.

Public Works Transportation - Continued

Other Revenue – The favourable year-to-date and forecasted variances of $32 and $25 are due primarily to higher revenue from construction encroachment and lane occupancy permits.

Intercompany Charges – The favourable year-to-date and forecasted variances are $985 and $677, respectively. Forecasted surplus related to Vision Zero is $683 which is minimally offset with slightly lower net recovery of Fleet and other intercompany charges on base services of $6.

Transfers to Funds – The unfavourable year-to-date and forecasted variances of $41 are due to lower recovery of vehicle and equipment costs transferred from operating expense to capital projects within base services.

Growth Strategy & Economic Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$4,574	$4,348	$226	4.9%	$9,137	$8,859	$278	3.0%
Administrative	$1,649	$1,049	$599	36.4%	$2,682	$2,812	-$130	-4.8%
Operational & Supply	$27	$16	$11	40.8%	$53	$59	-$6	-11.3%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$43	$16	$27	61.8%	$86	$69	$17	19.4%
Partnership, Rebate, Exemption	$219	$45	$174	79.5%	$378	$398	-$20	-5.2%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$6,511	$5,475	$1,037	15.9%	$12,337	$12,198	$139	1.1%
Federal & Provincial Grants	-$101	-$113	$12	12.0%	-$201	-$173	-$28	-13.9%
By-Law Charges & Sales	-$934	-$1,224	$290	31.1%	-$1,869	-$1,906	$38	2.0%
Other Revenue	-$314	-$200	-$115	-36.5%	-$435	-$483	$48	10.9%
Total Revenues	-$1,349	-$1,537	$187	13.9%	-$2,505	-$2,562	$58	2.3%
Intercompany Charges	-$246	-$251	$5	-2.1%	-$491	-$497	$5	-1.0%
Total Intercompany Charges	-$246	-$251	$5	-2.1%	-$491	-$497	$5	-1.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$4,916	$3,687	$1,229	25.0%	$9,341	$9,139	$202	0.0%
Transfers From Funds	-$573	-$573	$0	0.0%	-$667	-$667	$0	0.0%
Total Transfers	-$573	-$573	$0	0.0%	-$667	-$667	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$4,344	$3,114	$1,229	28.3%	$8,674	$8,472	$202	2.3%
Indirect Allocations & Debt	$719	$724	-$5	-0.8%	$1,359	$1,422	-$62	-4.6%
Total Indirect Allocations & Debt	$719	$724	-$5	-0.8%	$1,359	$1,422	-$62	-4.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$5,062	$3,838	$1,224	24.2%	$10,034	$9,894	$140	1.4%

Growth Strategy & Economic Development - Continued

What does Growth Strategy and Economic Development do?

The department is comprised of growth-related services including infrastructure planning, development planning, community and long-range planning, economic development and corporate strategic initiatives including Indigenous relations, diversity equity and inclusion, accessibility, corporate performance, corporate policy and climate action. The department also includes the new Strategic Transformation Office with an initial mandate to focus on three corporate and Council priorities: attainable housing, shared services, and delivering the GO Station Development Strategy.

Variance Analysis (in thousands of dollars)

Growth Strategy and Economic Development operated at a year-to-date surplus before indirect allocations of $1,229 with a forecasted surplus of $202 before indirect allocations for year-end. The following factors have contributed to this surplus.

Labour Related Costs – The favourable year-to-date and forecasted variances of $226 and $278 are due to staff vacancies resulting from staff movement, and difficulty recruiting.

Administration – The favourable year-to-date variance of $599 is driven by timing of consulting expenditures. The forecasted unfavorable variance of $130 reflects this work being completed by year end.

By-Law Charges & Sales – The favourable year-to-date variance of $290 is due to a submission of a large subdivision draft plan. The forecast has been reduced to a favourable forecast of $38 as there is an expectation of a future decline due to the reduction of building permits.

Federal & Provincial Grants – The favorable year-to-date variance of $12 is due to the early receipt of the Can-Export grant program within Economic Development. The forecasted unfavorable variance of $28 is due less funds received from the Can-Export Grant.

Other Revenue – The unfavorable year to date variance of $115 is mainly driven by delays in DC funded projects. The forecasted favourable variance of $48 reflects the completion of this work and cost recovery associated with Quarry Peer Review work.

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,484	$1,222	$262	17.7%	$2,992	$2,532	$459	15.4%
Administrative	$1,255	$1,591	-$336	-26.8%	$2,665	$2,784	-$119	-4.4%
Operational & Supply	$207	$1,452	-$1,245	-602.0%	$419	$1,385	-$966	-230.9%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$4	-$4	0.0%
Equipment, Vehicles,Technology	$12	$20	-$8	-64.6%	$24	$38	-$15	-60.8%
Financial Expenditures	$90	$85	$4	4.5%	$179	$187	-$8	-4.4%
Total Expenses	$3,047	$4,370	-$1,323	-43.4%	$6,279	$6,931	-$652	-10.4%
Other Revenue	-$4,389	-$6,887	$2,499	56.9%	-$9,909	-$11,265	$1,356	13.7%
Total Revenues	-$4,389	-$6,887	$2,499	56.9%	-$9,909	-$11,265	$1,356	13.7%
Intercompany Charges	$703	$1,696	-$993	-141.4%	$2,094	$2,780	-$685	-32.7%
Total Intercompany Charges	$703	$1,696	-$993	-141.4%	$2,094	$2,780	-$685	-32.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$639	-$822	$182	28.5%	-$1,536	-$1,554	$18	0.0%
Transfers To Funds	$100	$100	$0	0.0%	$200	$200	$0	0.0%
Total Transfers	$100	$100	$0	0.0%	$200	$200	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$539	-$722	$182	-33.8%	-$1,336	-$1,354	$18	-1.3%
Indirect Allocation	$349	$377	-$27	-7.8%	$687	$727	-$40	-5.8%
Capital Financing Allocation	$143	$143	$0	0.0%	$567	$567	$0	0.0%
Indirect Allocations & Debt	$492	$519	-$27	-5.5%	$1,254	$1,294	-$40	-3.2%
Total Indirect Allocations & Debt	$492	$519	-$27	-5.5%	$1,254	$1,294	-$40	-3.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$47	-$202	$155	329.0%	-$82	-$60	-$22	-26.6%

Court Services - Continued

What does Court Services do?

In January 2001, the Province transferred the responsibility for the administration and prosecution of provincial offences to municipalities across Ontario. The Region, acting as agent, assumed responsibility of the administration of the Provincial Offences Court through a Memorandum of Understanding and a Local Side Agreement with the Province. The Region and the 12 local area municipalities (LAMs) entered into an Inter- Municipal Agreement that sets out the obligation for court services that the Region undertakes as agent on behalf of the 12 LAMs and established the Joint Board of Management (JBM) to oversee the court administration, support and prosecution services provided pursuant to the agreement. In administering the Provincial Offences courts, Court Services Staff are responsible for scheduling trials, prosecuting certain provincial offence matters, recording court proceedings, production of verbatim court transcripts, receiving, and processing fine payments resulting from charges laid by the various police forces and enforcement agencies operating within the Region, and pursuing collection of unpaid provincial offence fines.

Variance Analysis (in thousands of dollars)

Court Services is operating at a total year-to-date surplus after indirect allocations of $155 with a forecasted deficit of $22 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ) due to the factors as described below.

As part of VZ, Automated Speed Enforcement (ASE) launched in Q4 2023, and the Red Light Camera (RLC) program began in Q1 2024. The Court Services 2024 budget was prepared ahead of the launch of the VZ program and therefore included assumptions related to the program. Of the total forecasted deficit above, $0 relates to VZ operations and factors to this have been described below.

Distribution to Local Area Municipalities – the total distribution to the LAMs and the Region is equally forecasted to be $1,121 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the total distribution to the LAMs and the Region for the year is forecasted to be $60 each, a decrease of $22 from the budgeted $82 distribution. The decrease in the distribution is a consequence of higher than anticipated infraction revenues received in the first half of the year which have been offset by higher than anticipated operating costs as well as some unbudgeted costs forecasted throughout the second half of the year. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be $1,061 each and is mainly due to higher than anticipated net revenues received in the first six months of the year. Further details are discussed below.

Labour Related Costs – the total favourable year-to-date and forecasted variances are $262 and $459 respectively. In Base operations, the favourable year-to-date and forecasted variances are $46 and $69 respectively due to position gapping. In VZ operations, the favourable year-to-date and forecasted variances are $216 and $391 respectively due to budgeted positions in VZ which have not yet been filled. As part of the ongoing launch of the VZ program, Court Services is assessing staffing needs on an ongoing basis and hiring positions only as necessary.

Administrative – the total unfavourable year-to-date and forecasted variances are $336 and $119 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of $266 and $270 is due to higher than budgeted Victim Fine Surcharge costs, dedicated fines payable to other levels of courts, higher than anticipated credit card fees and an unfavourable variance resulting from new contract costs related to Payticket online payment services. These unfavourable variances have been partially offset by savings in

Court Services - Continued

trial related expenditures such as interpreter expense, Part III Prosecution costs, external legal expenses, and adjudication. In VZ operations, the unfavourable year-to-date variance of $70 and forecasted favourable variance of $151 is due to higher than anticipated Victim Fine Surcharge, ICON processing charges and credit card fee payments, which are a direct result of higher than anticipated charging volumes and revenues in the first half of the year. These unfavourable variances are partially offset by lower than budgeted trial related costs including interpreter expenses and adjudication costs for the remainder of the year.

Operational & Supply – the total unfavourable year-to-date and forecasted variances are $1,245 and $966 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of $222 and $38 respectively is largely due to the distribution to LAMs as noted above as well as higher than budgeted revenues collected for other POAs. In VZ operations, the unfavourable year-to-date and forecasted variances of $1,023 and $928 respectively, is due to higher than budgeted distribution to LAMs as referenced above and partially offset by savings in budgeted call-in prosecutor costs.

Equipment, Vehicle and Technology – the total unfavourable year-to-date and forecasted variances are $8 and $15 respectively and are largely tied to VZ operations. In VZ operations, the unfavourable year-to-date and forecasted variances of $6 and $10 respectively is due to the purchase of IT equipment for newly hired staff and cost related to upgrade cellular coverage throughout the Court Services building.

Other Revenue – the total favourable year-to-date and forecasted variances are $2,499 and $1,356 respectively. In Base operations, the year-to-date and forecasted variance of $236 is due to higher than anticipated revenues; this includes $125 representing anomalous high-fine payments, outside of the normal course of operating results. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the year-to-date and forecasted variances are $2,263 and $1,120 respectively. VZ charging volumes and ticket payments were substantially higher between March and May due to the higher-than-average volume of tickets processed by the Joint Processing Centre (JPC) during these months. Charging volumes of ASE and RLC tickets are outside the control of Court Services and since those three months, the volumes have decreased and are anticipated to stabilize throughout the remainder of the year.

Intercompany Charges – the total unfavourable year-to-date and forecasted variances of $993 and $685 is almost entirely due to higher than anticipated transfer of VZ revenues to the Transportation division to cover the operating expenditures directly related to VZ within that area, as well as the transfer of the Region’s share of VZ net revenues per the Inter-Municipal Agreement.

Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$184	$188	-$5	-2.5%	$367	$372	-$5	-1.3%
Administrative	$272	$257	$14	5.2%	$545	$578	-$33	-6.0%
Operational & Supply	$58	$65	-$8	-13.1%	$60	$68	-$8	-12.5%
Occupancy & Infrastructure	$10,282	$10,703	-$421	-4.1%	$20,162	$21,078	-$916	-4.5%
Equipment, Vehicles,Technology	$86	$94	-$9	-10.0%	$171	$180	-$8	-4.8%
Community Assistance	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Financial Expenditures	$277	$325	-$48	-17.3%	$554	$602	-$48	-8.6%
Total Expenses	$11,157	$11,632	-$475	-4.3%	$21,860	$22,877	-$1,017	-4.7%
Federal & Provincial Grants	-$198	-$198	$0	0.0%	-$397	-$397	$0	0.0%
Other Revenue	-$9,556	-$9,878	$322	3.4%	-$19,173	-$19,708	$535	2.8%
Total Revenues	-$9,754	-$10,076	$322	3.3%	-$19,570	-$20,105	$535	2.7%
Intercompany Charges	-$223	-$428	$205	-91.7%	-$467	-$914	$447	-95.7%
Total Intercompany Charges	-$223	-$428	$205	-91.7%	-$467	-$914	$447	-95.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,180	$1,128	$52	4.4%	$1,823	$1,858	-$35	0.0%
Transfers To Funds	$1,295	$1,295	$0	0.0%	$2,589	$2,589	$0	0.0%
Total Transfers	$1,295	$1,295	$0	0.0%	$2,589	$2,589	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$2,475	$2,423	$52	2.1%	$4,412	$4,447	-$35	-0.8%
Indirect Allocation	$2,637	$2,622	$15	0.6%	$5,368	$5,479	-$112	-2.1%
Capital Financing Allocation	$1,920	$1,921	-$1	0.0%	$7,829	$7,830	-$1	0.0%
Indirect Allocations & Debt	$4,557	$4,543	$14	0.3%	$13,196	$13,309	-$113	-0.9%
Total Indirect Allocations & Debt	$4,557	$4,543	$14	0.3%	$13,196	$13,309	-$113	-0.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$7,032	$6,966	$66	0.9%	$17,609	$17,756	-$148	-0.8%

Niagara Regional Housing - Continued

What does Niagara Regional Housing do?

Niagara Regional Housing (NRH) and its board of directors provide governance, oversight and financial management of the owned units and support future development of Niagara's owned housing stock.

NRH owns and operates 3,072 Public Housing units in a portfolio of apartment buildings, townhouses and semi-detached or detached homes for families, adults, and seniors. Approximately 94% of tenants pay Rent-Geared-to-Income (RGI), which is 30% of their household income. Recognizing that stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality community housing in Niagara through a combination of programs and services.

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) is operating at a year-to-date surplus before indirect allocations of $52, with a forecasted deficit of $35 due to the following factors:

Administrative – The favourable year-to-date variance of $14 is primarily due to the budget timing of consulting work, which is anticipated to be incurred by the end of the year, and insurance deductible premiums that have not been incurred to date. The forecasted unfavourable variance of $33 is mainly due to higher than anticipated internet and related telecommunications costs as services across the owned units is increased to accommodate new building automation and fob systems.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variances of $421 and $916 respectively are due to a number of factors including inflationary cost pressures, including higher than anticipated grounds maintenance contract costs and property maintenance costs. In addition, there are increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. Finally, property maintenance costs are impacted by additional work arising from deferred capital projects that is putting a pressure on the operating budget. These increases are offset by lower than anticipated utility costs for electricity and water.

Financial Expenditures – The unfavourable year-to-date and forecasted variance of $48 is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable year-to-date and forecasted variances of $322 and $535 respectively are primarily related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections and increased investment income arising from a higher than anticipated bank balance due to the timing of bank transfers and increased interest rates.

Intercompany Charges – The favourable year-to-date and forecasted variances of $205 and $447 respectively are due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units.

Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$93,364	$93,677	-$313	-0.3%	$189,778	$189,419	$359	0.2%
Administrative	$2,355	$2,191	$164	7.0%	$4,687	$4,642	$45	1.0%
Operational & Supply	$1,488	$1,926	-$438	-29.4%	$2,752	$3,123	-$371	-13.5%
Occupancy & Infrastructure	$198	$160	$38	19.1%	$395	$395	$0	0.0%
Equipment, Vehicles,Technology	$4,962	$4,633	$328	6.6%	$9,806	$9,399	$407	4.2%
Financial Expenditures	$0	$16	-$16	0.0%	$0	$16	-$16	0.0%
Total Expenses	$102,366	$102,603	-$236	-0.2%	$207,418	$206,994	$425	0.2%
Federal & Provincial Grants	-$5,586	-$5,658	$72	1.3%	-$10,893	-$11,083	$190	1.7%
By-Law Charges & Sales	-$2,839	-$2,496	-$344	-12.1%	-$5,740	-$5,106	-$634	-11.0%
Other Revenue	-$2,100	-$2,324	$224	10.7%	-$4,116	-$4,245	$129	3.1%
Total Revenues	-$10,525	-$10,477	-$48	-0.5%	-$20,749	-$20,435	-$314	-1.5%
Intercompany Charges	-$1,064	-$983	-$82	7.7%	-$2,129	-$2,047	-$82	3.8%
Total Intercompany Charges	-$1,064	-$983	-$82	7.7%	-$2,129	-$2,047	-$82	3.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$90,777	$91,143	-$366	-0.4%	$184,540	$184,512	$29	0.0%
Transfers From Funds	-$350	-$350	$0	0.0%	-$700	-$700	$0	0.0%
Transfers To Funds	$2,318	$2,318	$0	0.0%	$4,635	$4,635	$0	0.0%
Total Transfers	$1,968	$1,968	$0	0.0%	$3,935	$3,935	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$92,745	$93,110	-$366	-0.4%	$188,475	$188,447	$29	0.0%
Indirect Allocation	$3,956	$3,718	$238	6.0%	$7,899	$8,928	-$1,030	-13.0%
Capital Financing Allocation	$5,603	$5,603	$0	0.0%	$12,183	$12,183	$0	0.0%
Indirect Allocations & Debt	$9,559	$9,321	$238	2.5%	$20,082	$21,112	-$1,029	-5.1%
Total Indirect Allocations & Debt	$9,559	$9,321	$238	2.5%	$20,082	$21,112	-$1,029	-5.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$102,304	$102,431	-$128	-0.1%	$208,558	$209,558	-$1,001	-0.5%

Niagara Regional Police Services - Continued

What does Niagara Regional Police Service do?

Established on January 1st, 1971, the Niagara Regional Police Service is the oldest regional police service in Ontario. In an area of 1,863 square kilometers, the Niagara Regional Police Service patrols one of Ontario's largest geographic Regions. The Niagara Regional Police is comprised of highly trained and motivated individuals dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

Variance Analysis (in thousands of dollars)

For the period ending June 30, 2024, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations deficit of $366. The Service is forecasting a $29 surplus position before indirect allocations by the end of this fiscal year. The following factors contributed to this deficit:

Labour Related Costs – Labour related costs were above the approved budget by $313. This unfavorable variance is mainly the result of overages within uniform salaries due to overtime requirements to meet minimum staffing levels on the frontline and overtime incurred for major investigations. The Service is forecasting a favourable variance of $359 by year-end. This forecast includes savings experienced in OMERS due to vacancies and the dependency on overtime to fill protected leaves as well as savings in sick leave payouts due to lower than anticipated retirements.

Administration – Administrative expenses were below the approved budget by $164. This favorable variance is the result of the timing related to the use of third-party consultation services, savings in monthly cell phone charges due to the timing of the roll out of the connected officer program and savings in data lines. These savings are partially offset by an overage in recruit medical evaluations due to recruitment requirements to date. The Service is forecasting a favourable variance of $45 by year-end. This is the result of expected continued savings in consulting, cell phone charges, and data lines.

Operational & Supply – Operational and supply costs were above the approved budget by $438. This unfavorable variance is the result of the timing of purchases of arsenal and ammunition expense as well as uniform expense. The Service is forecasting operational and supply costs to continue a unfavourable trend to $371 by year-end. This is the result of uniform expense requirements to outfit new hires including constables, special constables and auxiliary members as well as maintain uniforms and protective equipment for all sworn members of the Service.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by $38. This favorable variance is the result of savings in minor building renovations due to the timing of projects scheduled to be completed during the year. The Service is forecasting to be on budget by year-end.

Equipment, Vehicles, Technology – Equipment, vehicles, and technology costs were below the approved budget by $328. This favorable variance is the result of savings in computer software support and maintenance agreements due to the timing of purchases. Additionally, savings have been realized in fuel expenses, as the average fuel rate and consumption were below budget for the period. The Service is forecasting a surplus of $407 by year-end as a result of continued savings in fuel and computer software support and maintenance agreements.

Intercompany Charges – Intercompany charges were below the approved budget by $82. Intercompany Charges represent expenses incurred for services provided by Niagara Region, with the annual budget being determined by the Region. Examples include vehicle and equipment repair as well as funds received to offset operating expenses of the 911 program. Current overages relate to vehicle repairs and maintenance required on Service vehicles performed by Region Fleet.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	$3,635	$3,635	$0	0.0%	$7,270	$7,270	$0	0.0%
Total Expenses	$3,635	$3,635	$0	0.0%	$7,270	$7,270	$0	0.0%
Total Revenues	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Intercompany Charges	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$3,635	$3,635	$0	0.0%	$7,270	$7,270	$0	0.0%
Total Transfers	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$3,635	$3,635	$0	0.0%	$7,270	$7,270	$0	0.0%
Total Indirect Allocations & Debt	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$3,635	$3,635	$0	0.0%	$7,270	$7,270	$0	0.0%

Niagara Peninsula Conservation Authority - Continued

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$14,155	$13,137	$1,019	7.2%	$28,416	$27,320	$1,096	3.9%
Administrative	$3,422	$1,395	$2,027	59.2%	$6,936	$8,918	-$1,982	-28.6%
Operational & Supply	$10,184	$9,536	$647	6.4%	$20,602	$20,876	-$273	-1.3%
Occupancy & Infrastructure	$9,635	$9,449	$186	1.9%	$18,911	$18,998	-$87	-0.5%
Equipment, Vehicles,Technology	$3,603	$3,493	$110	3.1%	$7,205	$7,597	-$392	-5.4%
Partnership, Rebate, Exemption	$5,808	$1,225	$4,583	78.9%	$11,616	$11,634	-$17	-0.1%
Financial Expenditures	$0	$2	-$2	0.0%	$0	$2	-$2	0.0%
Total Expenses	$46,806	$38,237	$8,570	18.3%	$93,686	$95,344	-$1,658	-1.8%
Taxation	-$76,581	-$77,008	$427	0.6%	-$154,583	-$154,583	$0	0.0%
By-Law Charges & Sales	-$790	-$733	-$57	-7.2%	-$1,580	-$1,557	-$24	-1.5%
Other Revenue	-$4,124	-$1,007	-$3,117	-75.6%	-$8,248	-$8,373	$126	1.5%
Total Revenues	-$81,495	-$78,748	-$2,747	-3.4%	-$164,411	-$164,513	$102	0.1%
Intercompany Charges	$1,150	$1,120	$30	2.6%	$2,300	$2,270	$30	1.3%
Total Intercompany Charges	$1,150	$1,120	$30	2.6%	$2,300	$2,270	$30	1.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$33,539	-$39,392	$5,853	17.5%	-$68,425	-$66,899	-$1,526	0.0%
Transfers From Funds	-$3,837	-$1,527	-$2,309	-60.2%	-$7,624	-$7,624	$0	0.0%
Transfers To Funds	$26,770	$26,770	$0	0.0%	$53,540	$53,540	$0	0.0%
Total Transfers	$22,934	$25,243	-$2,309	-10.1%	$45,917	$45,917	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$10,605	-$14,149	$3,543	-33.4%	-$22,509	-$20,982	-$1,526	6.8%
Indirect Allocation	$2,959	$3,176	-$217	-7.3%	$5,943	$6,347	-$404	-6.8%
Capital Financing Allocation	$5,541	$5,542	$0	0.0%	$16,566	$16,566	$0	0.0%
Indirect Allocations & Debt	$8,500	$8,718	-$218	-2.6%	$22,509	$22,913	-$405	-1.8%
Total Indirect Allocations & Debt	$8,500	$8,718	-$218	-2.6%	$22,509	$22,913	-$405	-1.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$2,105	-$5,431	$3,326	158.0%	$0	$1,931	-$1,931	0.0%

Water & Wastewater Services - Continued

What does Water and Wastewater Services do?

Water and Wastewater provides sustainable drinking water and wastewater services with a commitment to environmental and public health protection, financial accountability, infrastructure growth and renewal, collaboration with external partners, and investment in staff. This division is responsible for the operation and maintenance of 6 water treatment plants, 38 water reservoirs or elevated tanks (some with booster or chlorine booster capabilities), 23 booster and chlorine booster stations as well as 313 km of trunk water mains. The division is also responsible for the operation and maintenance of 11 wastewater facilities, 112 pumping stations, 162 kilometer of sanitary force mains and 145 km of gravity trunk sewers.

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus of $3,326 after indirect allocations with a forecasted deficit of $1,931 due to the following factors:

Labour Related Costs – The favourable year-to-date variance of $1,019 and forecasted favourable year-end variance of $1,096 are due to staffing vacancies across all divisions.

Administration – There is a favourable year-to-date variance of $2,027 and a forecasted unfavourable year-end variance of $1,982. The year-to-date variance is largely due to the timing of consulting engagements. The forecasted unfavourable year-end variance is primarily due to external legal costs to support ongoing litigation associated with Wastewater infrastructure. The majority of these costs are anticipated to occur in Q3 and Q4 of 2024. The forecasted unfavourable year-end variance related to external legal is $2,301.

Operational & Supply – There is a favourable year-to-date variance of $647 and forecasted unfavourable year-end variance of $273 primarily driven by increased biosolid collection and disposal costs. Biosolid collection and disposal costs have a favourable year-to-date variance of $97 with a forecasted unfavorable year-end variance of $375 due to contractual cost escalations.

Occupancy & Infrastructure – There is a favourable year-to-date variance of $186 and forecasted unfavourable year-end variance of $87. The forecasted unfavourable year-end variance is largely attributable to the forecasted unfavourable variance in Repairs and Maintenance (R&M) Grounds of $200 due to inflationary pressures on contractual grounds work and materials. Partially offsetting the forecasted unfavourable year-end variance in R&M Grounds is a forecasted favourable variance in R&M Watermain/Water Storage/Trunk Sewers in the amount of $90 due to fewer emergency repairs.

Equipment, Vehicles, Technology – The favourable year-to-date variance of $110 and forecasted unfavourable year-end variance of $392 is primarily due to the volume and inflationary impacts of urgent R&M Equipment compliance work required in Wastewater as a result of aging infrastructure.

Partnership, Rebate, Exemption - The favourable year-to-date variance of $4,583 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Other Revenue – There is an unfavourable year-to-date variance of $3,117, with a forecasted favourable year-end variance of $126. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and master servicing plan (MSP).

Transfers - The unfavourable year-to-date variance of $2,309 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining

Water & Wastewater Services - Continued

balance related to the CSO program will be encumbered into the 2025 Wastewater budget.

Indirect Allocations - The unfavourable year-to-date variance of $218 and forecasted unfavourable year-end variance of $405 is primarily due to labour relations pressures.

Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$2,142	$1,863	$280	13.0%	$4,315	$4,055	$260	6.0%
Administrative	$1,007	$414	$592	58.8%	$2,369	$2,290	$79	3.3%
Operational & Supply	$18,116	$17,399	$717	4.0%	$37,837	$37,237	$600	1.6%
Occupancy & Infrastructure	$521	$484	$38	7.2%	$1,038	$1,072	-$33	-3.2%
Equipment, Vehicles,Technology	$165	$87	$78	47.2%	$350	$286	$64	18.2%
Partnership, Rebate, Exemption	$119	$83	$37	30.7%	$239	$202	$37	15.4%
Financial Expenditures	$0	-$5	$5	0.0%	$0	-$5	$5	0.0%
Total Expenses	$22,071	$20,326	$1,746	7.9%	$46,148	$45,137	$1,010	2.2%
Taxation	-$22,584	-$22,584	$0	0.0%	-$45,168	-$45,168	$0	0.0%
By-Law Charges & Sales	-$2,294	-$2,617	$323	14.1%	-$5,366	-$5,364	-$2	0.0%
Other Revenue	-$448	-$548	$100	22.2%	-$1,001	-$1,100	$100	10.0%
Total Revenues	-$25,326	-$25,748	$423	1.7%	-$51,534	-$51,632	$98	0.2%
Intercompany Charges	$219	$229	-$10	-4.5%	$438	$447	-$10	-2.2%
Total Intercompany Charges	$219	$229	-$10	-4.5%	$438	$447	-$10	-2.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$3,036	-$5,194	$2,158	71.1%	-$4,949	-$6,047	$1,098	0.0%
Transfers From Funds	-$503	-$503	$0	0.0%	-$1,352	-$1,352	$0	0.0%
Transfers To Funds	$2,291	$2,291	$0	0.0%	$4,581	$4,581	$0	0.0%
Total Transfers	$1,788	$1,788	$0	0.0%	$3,229	$3,229	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$1,248	-$3,407	$2,158	-172.9%	-$1,720	-$2,818	$1,098	-63.8%
Indirect Allocation	$805	$705	$100	12.4%	$1,609	$1,547	$61	3.8%
Capital Financing Allocation	$83	$83	-$1	-0.8%	$111	$112	-$1	-0.6%
Indirect Allocations & Debt	$888	$788	$100	11.2%	$1,720	$1,659	$61	3.5%
Total Indirect Allocations & Debt	$888	$788	$100	11.2%	$1,720	$1,659	$61	3.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$361	-$2,618	$2,258	626.3%	$0	-$1,159	$1,159	0.0%

Waste Management Services - Continued

What does Waste Management Services do?

Waste Management is responsible for the planning and operations of residential and commercial waste management services and programs. It is also responsible for overseeing two open regional landfills, three household special product depots and three material drop-off depots, as well as twelve closed landfill sites.

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of $2,258 with a forecasted surplus of $1,159 due to the following factors:

Labour Related Costs – the favourable year-to-date and forecasted variances of $280 and $260 is mainly due to salary gapping associated with delays in hiring vacant positions within the division.

Administrative – the favourable year-to-date and forecasted variances of $592 and $79 is due to timing of budget spend of consulting services - mainly related to Waste Management's ongoing Waste Management Strategic Plan (WMSP), as well as postage, printing and advertising costs associated with the WMSP and other educational programs which is forecasted to be spent by the end of the year. Savings have also been realized in printing and postage costs due to the digitization of Waste Management's Green Scene newsletter.

Operational & Supply – the favourable year-to-date and forecasted variances of $717 and $600 is due to lower than anticipated escalation costs in some operating contracts, including the base collection contract, savings resulting from lower than anticipated purchases of blue/grey boxes and green bins, and savings in environmental monitoring services resulting from efficiencies in the program. These favourable variances are offset by higher than budgeted leachate processing fees resulting from a wetter start to the year thereby increasing flow volumes, higher than anticipated recycling process fees due to higher than anticipated non-eligible source counts.

Occupancy & Infrastructure – the favourable year-to-date variance of $38 and unfavourable forecasted variance of $33 is due to the timing of budget spend for grounds maintenance at the Region's landfill sites which is forecasted to be spent by the end of the year for landfill capping, and savings in security contracts at the Region's open landfill sites due to the tender being awarded later than expected at lower than budgeted costs. The favourable year-to-date variance is partially offset by large, unforeseen repairs and maintenance costs for the replacement of high voltage lines at Humberstone landfill.

Equipment, Vehicles, Technology – the favourable year-to-date and forecasted variances of $78 and $64 is mainly due to lower than anticipated machinery and equipment repairs and maintenance costs across the Region's open and closed landfill sites and has been partially offset by higher than anticipated repair and maintenance cost on the scales at the landfill sits.

Partnership, Rebate and Exemption – the favourable year-to-date and forecasted variances of $37 are due to lower than anticipated tipping fee exemptions for registered charities at the Region's landfill sites.

By-Law Charges & Sales – the favourable year-to-date variance of $323 and unfavourable forecasted variance of $2 is due to higher than budgeted tipping fees at the Region's landfill sites in the first half of the year, in which the surplus is forecasted to be reduced by end of the year. The favourable variance is offset by lower than anticipated sale of garbage tags as well as lower than expected revenues for blue boxes, grey boxes, carts, and green bins.

Waste Management Services - Continued

Other Revenue – the favourable year-to-date and forecasted variances of $100 and $100 respectively is due to higher than anticipated blue box funding received for the Region's drop-off depots associated with temporary funding during the transition period.

Niagara Transit Commission Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$20,901	$22,274	-$1,372	-6.6%	$42,699	$45,626	-$2,927	-6.9%
Administrative	$3,368	$640	$2,727	81.0%	$5,176	$5,022	$154	3.0%
Operational & Supply	$5,553	$5,345	$207	3.7%	$10,339	$9,559	$779	7.5%
Occupancy & Infrastructure	$672	$755	-$83	-12.3%	$1,239	$1,256	-$17	-1.4%
Equipment, Vehicles,Technology	$7,708	$7,164	$544	7.1%	$15,420	$14,624	$796	5.2%
Community Assistance	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$38,202	$36,178	$2,024	5.3%	$74,873	$76,087	-$1,214	-1.6%
Taxation	-$28,281	-$28,281	$0	0.0%	-$57,236	-$57,236	$0	0.0%
Federal & Provincial Grants	-$285	-$84	-$201	-70.5%	-$772	-$772	$0	0.0%
By-Law Charges & Sales	-$9,034	-$10,631	$1,598	17.7%	-$18,181	-$20,029	$1,848	10.2%
Other Revenue	-$3,353	-$2,810	-$543	-16.2%	-$5,903	-$5,588	-$315	-5.3%
Total Revenues	-$40,952	-$41,806	$853	2.1%	-$82,092	-$83,625	$1,533	1.9%
Intercompany Charges	$5	$6	-$1	-20.2%	$10	$11	-$1	-10.1%
Total Intercompany Charges	$5	$6	-$1	-20.2%	$10	$11	-$1	-10.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$2,746	-$5,622	$2,876	104.8%	-$7,209	-$7,527	$318	0.0%
Transfers From Funds	-$1,922	-$1,922	$0	0.0%	-$3,062	-$3,062	$0	0.0%
Transfers To Funds	$1,083	$1,083	$0	0.0%	$2,167	$2,167	$0	0.0%
Total Transfers	-$839	-$839	$0	0.0%	-$896	-$896	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$3,585	-$6,461	$2,876	-80.2%	-$8,105	-$8,423	$318	-3.9%
Indirect Allocation	$2,929	$2,854	$75	2.6%	$5,913	$5,804	$109	1.8%
Capital Financing Allocation	$313	$313	$0	-0.1%	$2,192	$2,193	-$1	0.0%
Indirect Allocations & Debt	$3,242	$3,168	$75	2.3%	$8,105	$7,996	$108	1.3%
Total Indirect Allocations & Debt	$3,242	$3,168	$75	2.3%	$8,105	$7,996	$108	1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$343	-$3,293	$2,951	861.4%	$0	-$426	$426	0.0%

Niagara Transit Commission - Continued

What does Niagara Transit Commission do?

Niagara Region Transit is responsible for the operation, management, and maintenance of Niagara's comprehensive regional transit system. The Niagara Transit Commission (NTC) has the sole responsibility for transit operations within the Niagara Region and oversees.

Variance Analysis (in thousands of dollars)

The NTC is operating at year-to-date surplus after indirect allocations of $2,951 with a forecasted surplus of $426 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of

$1,372 and $2,927 are due to greater than budgeted actual benefits for unionized staff and higher than budgeted overtime. The forecast also includes a settlement related to collective bargaining and an expected deficit in benefits identified by the provider.

Administrative – The favourable year-to-date variance of $2,727 is attributable to the budget timing and spend related to consulting and branding projects which are expected to be incurred by the end of the year. The forecasted variance of $154 is related to less than budgeted registration & education ($174) and charter costs budgeted in operational and supply but actuals in labour ($100); partially offset by higher than budgeted credit card fees due to increased ridership ($62).

Operational & Supply – The favourable year-to-date and forecasted variances of $207 and $779 is largely driven to the timing of the comingled specialized service contract which began July 1, 2024 ($887) slightly offset by higher than budgeted program supplies required in fleet and maintenance for storage, inventory etc and increased fare media costs due to increased ridership.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of $544 and $796 are mainly attributable to less than budgeted fuel costs due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre ($375). In addition, NTC upgraded their fuel system in Niagara Falls and during the upgrade halted refilling by the City of Niagara Falls to minimize transactions and impact on upgrade ($418). This resulted in less usage by City of Niagara Falls which is offset in less than budgeted revenues below in "other Revenue".

Federal & Provincial Grants – The unfavourable year-to-date variance of $201 relates to the timing of spend and corresponding matching of revenues related to the administrative costs of an ICIP-NIR-07.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of $1,598 and $1,848 are due to higher than anticipated fare revenue ($1,692) and summer service with Brock University ($156).

Other Revenue – The unfavourable year-to-date and forecasted variances of $543 and $315 are due to less than budgeted fuel reimbursement revenue from the City of Niagara Falls ($418) resulting in decreased fuel costs within 'Equipment, Vehicles, Technology' as noted above. In addition, there was less than budgeted WEGO revenue due to adjustment of service ($319). This is partially offset by greater than budgeted advertising revenues ($326) and Niagara Parks and union time reimbursements ($96).

Indirect Allocations – The favourable year-to-date and forecasted variances of $75 and $109 are mainly due to less than expected costs related to insurance premiums and self-insurance claims.

Capital Summary (in thousands of dollars)

The Corporate Services department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The Corporate Services department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

Capital Budget Reconciliation

The capital program managed by Niagara Region has increased by $219,720 since Q4 2023. The increase is primarily caused by the 2024 capital bugdet approval ($270,282), gross budget adjustments ($16,317) and transfers from capital variance projects ($4,287). This increase is offset by budget reductions ($16,955) and project closures ($54,211).

13 capital projects of the 732 capital sub-projects, with budgets totalling approximately $374,845 (levy $14,547 / rate $360,298) remain uninitiated at July 26, 2024. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
2023 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2023	**$1,111,742**	**$62,594**	**$1,117,090**	**$2,291,426**
Council Approved 2024 Budget	$160,435	$29,179	$80,668	**$270,282**
Gross Budget Adjustment (including transfers from operating)	$14,552	$502	$1,263	**$16,317**
Transfer from Capital Variance Project	$1,220	$160	$2,906	**$4,287**
Budget Reductions on Active Capital Projects *	- $190	- $950	- $15,815	**- $16,955**
Projects Closed	- $15,541	- $5,609	- $33,061	**- $54,211**
2024 Total Adjusted Program (excluding Capital Variance Projects) at July 26, 2024	**$1,272,218**	**$85,876**	**$1,153,052**	**$2,511,146**

*Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance

Capital Budget Adjustments (in thousands of dollars)

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Administration	24-Time and Attendance App Upg	$721		$249			$970
Corporate Services	23-UPS Replace+Overhaul Prog	$800		$249			$1,049
Niagara Regional Housing	NRH Prop Acq - Fort Erie	$8,472	$500				$8,972
Niagara Regional Police Service	23-NRPS-Add CCTV Cameras	$500	$192				$692
Niagara Regional Police Service	19 - NRPS NG 911	$1,679	$300				$1,979
Public Health & Emergency Services	23-ERV Replacement	$251		$136			$387
Public Health & Emergency Services	23-New ERVs	$261		$70			$332
Public Health & Emergency Services	24-EMS CPAP Machine Repl	$170		$95			$265
Public Health & Emergency Services	24-EMS ERV Replacement	$368		$147			$515
Public Works - Levy	2017-Rehab RR 48 Carlton-Scott	$450		$20			$470
Public Works - Levy	18-Struc-HC North 020230-SC	$3,130	$858				$3,988
Public Works - Levy	18-Struc-HC North 020230-SC	$3,988	$2,889				$6,877
Public Works - Levy	20 Vision Zero	$519	$75				$594
Public Works - Levy	20-Cpcty Imprv-RR512 Livingsto	$750	$487				$1,237
Public Works - Levy	22 Ann-Traf Signal – Mjr Rblds	$456	- $90				$366
Public Works - Levy	24-StormSew Asst Mgmt Prog	$500		$250			$750
Public Works - Levy	20-Cpcty Imprv-RR98 Montrose R	$43,458	$2,664				$46,122
Public Works - Levy	2017-SPS McLeod at Stanley	$2,550			- $190	CV - Levy	$2,360
Public Works - Levy	2017-Cpcty RR37 406-Rice-Mer-Q	$600	$21	$4			$625
Public Works - Levy	GO Transit	$32,994	- $150				$32,844
Public Works - Levy	81-St Paul W CNR Bridge-SC	$27,850	$6,805				$34,655
All Levy Departments		**$130,468**	**$14,552**	**$1,220**	**- $190**		**$146,049**

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Transit Commission	10 NF Automotive Lift	$44	$56				$100
Niagara Transit Commission	12 NF Fuel System Upgrade	$220	$67				$287
Niagara Transit Commission	NF 2 Shuttle Vans	$77	$5				$82
Waste Management	16-NR12-Drop-Off Depot	$462	$27	$11			$500
Waste Management	21-Humberstone-LGCCS Phase 3	$4,392			- $750	CV - Waste Management	$3,642
Waste Management	23-Ann-Misc Enhance/Replace	$473			- $200	CV - Waste Management	$273
Waste Management	15-Bridge-Drop-Off Depot	$3,097	$163	$70			$3,330
Waste Management	15-Bridge-Drop-Off Depot	$3,330	$184	$79			$3,594
All Special Levy Departments		**$12,095**	**$502**	**$160**	**- $950**		**$11,808**
Wastewater	PS Cpcy Expnsn Prg-Smth Odour	$1,500	$98	$102			$1,700
Wastewater	21-Nickel St PS Upgrades	$361		$85			$446
Wastewater	23- Towpath SPS Upgrade	$500	$195	$55			$750
Wastewater	18-SPS-UPG-Catharine St-FE	$1,100	$435	$553			$2,088
Wastewater	22- Generator Replacement Prog	$600	$201				$801
Wastewater	23- Hurricane Rd SPS Pump Repl	$500	$160	$40			$700
Wastewater	Woodsview Pump Station Upgrad	$5,420			- $2,500	CV - Wastewater	$2,920
Wastewater	18-Dain City FM Replacement	$12,652			- $400	CV - Wastewater	$12,252
Wastewater	20-Crystal Beach WWTP Upgr	$1,800			- $1,420	CV - Wastewater	$380
Wastewater	22- WW Remote SCADA Up-Area 1	$500			- $300	CV - Wastewater	$200
Wastewater	Pump Stn - Riverview SPS	$955			- $21	CV - Wastewater	$934
Wastewater	18-SPS REPLACE Campden-LN	$1,400			- $280	CV - Wastewater $28 DC - Wastewater $252	$1,120
Wastewater	21-Lab and Sampling Equip Prgm	$100			- $30	CV - Wastewater	$70
Water	Lakewood Beach Development	$0	$175				$175

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Water	2017-NF WTP Intake Relocation	$2,700		$2,071			$4,771
Water	18-Wier UPG-DeCew Bypass Chan	$960			- $100	CV - Water	$860
Water	2017-Virgil Elevated Tank	$2,544			- $130	CV - Water	$2,414
Water	19-DeCew High Lift Pump Sizing	$3,931			- $1,200	CV - Water	$2,731
Water	19-DeCew Low Lift Booster	$16,707			- $2,000	CV - Water	$14,707
Water	20-WM Rep Vineland 19th Glenn	$2,500			- $1,028	CV - Water	$1,472
Water	21- Hardware & Software Upgrad	$100			- $7	CV - Water	$93
Water	21- Grimsby WTP New Outfall	$600			- $377	CV - Water	$223
Water	22- Hardware & Software Upgrad	$120			- $12	CV - Water	$108
Water	Meter Replacement Program	$4,400			- $500	CV - Water	$3,900
Water	20-WM Rep Victoria Ave King	$2,850			- $500	CV - Water	$2,350
Water	21- Boiler Replacement Program	$500			- $100	CV - Water	$400
Water	23- Area 1 Water SCADA upgrade	$200			- $30	CV - Water	$170
Water	2017-CNR Transmission Main	$25,825			- $2,400	CV - Water $1,228 DC - Water $1,172	$23,425
Water	18-WTP UPG-NF High/Low & SBSN	$7,065			- $250	CV - Water	$6,815
Water	Downing St Transmission Main18	$3,061			- $130	CV - Water	$2,931
Water	WTP Upg - Grimsby Lane & Valve	$2,330			- $200	CV - Water	$2,130
Water	WTP Upgrade Prg-Port Colborne	$12,600			- $900	CV - Water	$11,700
Water	Misc Prgm-Grimsby System Stor	$21,914			- $1,000	CV - Water $298 DC - Water $702	$20,914
All Rate Departments		**$138,295**	**$1,263**	**$2,906**	**- $15,815**		**$126,650**
Niagara Regional Police Service	22-NRPS - Rapid Deploy Plate	$240	- $17				$223
Niagara Regional Police Service	23-NRPS-Range Target System	$170	$17				$187
All inter-project		**$410**	**$0**	**$0**	**$0**		**$410**
All Departments	**Total**	**$281,268**	**$16,317**	**$4,287**	**- $16,955**		**$284,917**

Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy-supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of the year-end transfer report. The following 52 projects were closed between January 1, 2024 to July 26, 2024. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Long-term Care Homes Bed Replacement - 2021	$195	$182	$13	$13	CVP LEVY	4
Corporate Services	Exterior Building Generator - Niagara Regional Police Services - 2022	$250	$135	$115	$114	CVP LEVY	5
Corporate Services	High Voltage Switch Replacement at Niagara Region HQ - 2023	$300	$0	$300	$300	CVP LEVY	2
Corporate Services	HVAC Replacement at Niagara Regional Police Range - 2020	$466	$458	$8	$8	CVP LEVY	4
Corporate Services	Interior Doors at Niagara Regional Police Headquarters - 2021	$150	$110	$40	$40	CVP LEVY	4
Corporate Services	Morrison St Layby Construction - Niagara Falls	$1	$0	$1	$0	CVP LEVY	1
Corporate Services	Service Centre Vehicle Garage Repair - Port Weller - 2022	$130	$109	$21	$21	CVP LEVY	3
Planning	Regional Headquarters Landscape Master Plan	$3,294	$3,269	$25	$25	CVP LEVY	8
Public Health	Ambulance & Equipment - 2021	$2,029	$1,951	$78	$78	CVP LEVY	4
Public Health	Defibrillator Replacement	$2,307	$2,072	$235	$235	CVP LEVY	4
Public Works - Levy	330 to 350 Prince Charles Drive	$25	$0	$25	$0	CVP LEVY	2
Public Works - Levy	61 to 65 Lakeport - St.Catharines	$45	$0	$45	$0	CVP LEVY	2
Public Works - Levy	Annual - Miscallaneous Road Property Purchases - 2020	$200	$191	$9	$9	CVP LEVY	5
Public Works - Levy	Annual - Railway Corssing Improvements - 2020	$200	$200	$0	$0	CVP LEVY	4
Public Works - Levy	Annual Traffic Signal Equipment Program - 2019	$650	$643	$7	$6	CVP LEVY	5
Public Works - Levy	Line Marking Improvements - 2020	$100	$96	$4	$4	CVP LEVY	5
Public Works - Levy	Region Road 77 (Fourth Ave)	$222	$187	$35	$0	CVP LEVY	14
Public Works - Levy	South Niagara East West Arterial	$500	$30	$470	$0	CVP LEVY	15
Public Works - Levy	Traffic Signal Upgrades - 2020	$58	$57	$1	$1	CVP LEVY	4
Niagara Regional Housing	Social Services Relief Fund Phase 2 Permanent Supportive Housing	$4,418	$4,409	$9	$9	NRH OWNED UNIT	3

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Total Levy Reporting Projects Closed and Removed from Project Listing		**$15,541**	**$14,100**	**$1,441**	**$864**		
Niagara Transit Commission	60ft Bus Replacements - Niagara Region	$2,753	$2,718	$35	$0	EXTERNAL	1
Niagara Transit Commission	Farebox Smart Readers - Niagara Falls	$62	$61	$1	$0	EXTERNAL	1
Niagara Transit Commission	Growth Buses - Niagara Falls - 2023	$2,029	$2,018	$11	$0	EXTERNAL	1
Niagara Transit Commission	Two Shuttle Vans - Niagara Falls	$82	$82	$0	$0	EXTERNAL	1
Niagara Transit Commission	Video Surveillance - Niagara Falls	$15	$15	$0	$0	EXTERNAL	1
Total Niagara Transit Commision Projects Closed and Removed from Project Listing		**$4,940**	**$4,893**	**$48**	**$0**		
Waste Management	Annual - Property Acquisition - 2023	$155	$0	$155	$155	CVR WMT	2
Waste Management	Elm Street Ashphalt Road - 2020	$170	$117	$53	$53	CVR WMT	5
Waste Management	Scale Computer System Upgrade - 2011	$344	$258	$86	$86	CVR WMT	13
Total Waste Management Projects Closed and Removed from Project Listing		**$669**	**$375**	**$294**	**$294**		
Wastewater	Biggar Lagoon Sewage Pump Station Upgrade - 2020	$600	$291	$309	$156	CVR SEW	5
Wastewater	Boiler Replacement Program - 2022	$600	$436	$164	$164	CVR SEW	3
Wastewater	Centre Street Sewage Pump Station Upgrades - 2023	$400	$0	$400	$400	CVR SEW	2
Wastewater	Combined Sewer Overflow - Grimsby	$1,725	$222	$1,503	$753	CVR SEW	16
Wastewater	Decommissioning of Smithville Lagoon - 2016	$620	$314	$306	$306	CVR SEW	9
Wastewater	Decommissioning Welland OAW Build	$361	$312	$49	$49	CVR SEW	5
Wastewater	Facility Security Improvement - 2019	$240	$0	$240	$240	CVR SEW	6
Wastewater	Heat Exchanger Replacement Program - 2020	$150	$87	$63	$63	CVR SEW	5
Wastewater	Lab Equipment Upgrade Program - 2020	$150	$42	$108	$108	CVR SEW	5
Wastewater	Master Meter Replacement Program - 2022	$500	$0	$500	$500	CVR SEW	3
Wastewater	Miscellaneous Program - Motor Control Centres	$1,330	$1,288	$42	$42	CVR SEW	7
Wastewater	Pump Station Improvement Program - Lakeside	$2,170	$1,964	$206	$182	CVR SEW	12

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Pump Station Improvement Program - Park Lane	$1,400	$1,322	$78	$78	CVR SEW	12
Wastewater	Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller	$3,230	$2,930	$300	$300	CVR SEW	9
Wastewater	Water Security Improvement - 2018	$290	$257	$33	$33	CVR SEW	7
Total Water Projects Closed and Removed from Project Listing		**$13,766**	**$9,466**	**$4,300**	**$3,373**		
Water Works	Chemical System Upgrade Program - 2022	$250	$0	$250	$250	CVR WAT	3
Water Works	Decommissioning of Ridgeway Standpipe - 2019	$675	$351	$324	$227	CVR WAT	6
Water Works	Grimsby Water Treatment Plant - HVAC Upgrades	$500	$398	$102	$102	CVR WAT	4
Water Works	Master Meter Replacement Program - 2019	$115	$2	$113	$113	CVR WAT	6
Water Works	Niagara Falls Water Treatment Plant - Port Robinson Interconnect	$4,040	$3,503	$537	$49	CVR WAT	6
Water Works	Resevoir and Storage Program - 2020	$700	$0	$700	$700	CVR WAT	5
Water Works	Water Treatment Plant Lead & Filters Upgrade - Niagara Falls - 2017	$12,907	$12,904	$3	$3	CVR WAT	8
Water Works	Water Treatment Plant Roof Replacement Upgrade - 2018	$80	$3	$77	$77	CVR WAT	7
Water Works	Watermain Program - Lundy's Lane	$28	$28	$0	$0	CVR WAT	5
Total Wastewater Projects Closed and Removed from Project Listing		**$19,295**	**$17,189**	**$2,106**	**$1,520**		
Total Rate Projects Closed and Removed from Project Listing		**$33,061**	**$26,655**	**$6,405**	**$4,893**		
Total Projects Closed		**$54,211**	**$46,022**	**$8,188**	**$6,051**		

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the $2,5,11,146 capital budget managed by Niagara Region, representing 732 sub-projects, total capital spending including commitments to date of $1,536,622 and budget remaining of $974,524 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 287 projects with budgets greater than $1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than $1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	$1,743	$315	$1,428	18.1%
Corporate Services	$403,993	$382,069	$21,924	94.6%
Niagara Regional Housing	$112,790	$83,672	$29,118	74.2%
Niagara Regional Police Services Board	$33,153	$24,185	$8,968	72.9%
Niagara Transit Commission	$63,618	$27,388	$36,230	43.1%
Public Health	$18,989	$16,088	$2,901	84.7%
Public Works - Levy	$551,596	$358,963	$192,634	65.1%
Waste Management	$40,048	$27,861	$12,187	69.6%
Wastewater	$443,780	$321,323	$122,456	72.4%
Water Works	$306,051	$198,690	$107,360	64.9%
Active projects with budgets greater than $1 million	$1,975,761	$1,440,555	$535,206	72.9%
Uninitiated projects with budgets greater than $1 million	$374,845	$0	$374,845	0.0%
Total projects with budgets greater than $1 million	$2,350,606	$1,440,555	$910,051	61.3%
Active projects with budgets less than $1 million	$159,909	$96,067	$63,842	60.1%
Uninitiated projects with budgets less than $1 million	$632	$0	$632	0.0%
Total Capital Projects	**$2,511,146**	**$1,536,622**	**$974,524**	61.2%

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than $1 million is presented below. There are a total of 287 projects totaling $2,350,606 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to $1,440,555 representing 61.3 percent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to $250 can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of $250 will be made through Council.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		$1,743	$315	$1,428	18.1%	$400	$665	$415	$0	2026
Total Community Services		**$1,743**	**$315**	**$1,428**	**18.1%**	**$400**	**$665**	**$415**	**$0**	
68 Church Street Demolition - Niagara Regional Police - 2021		$3,000	$155	$2,845	5.2%	$750	$2,229	$0	$0	2025
911 Backup Rationalization - 2020		$8,760	$2,304	$6,456	26.3%	$200	$5,000	$2,023	$0	2025
Asset Replacement - 2018		$2,947	$2,953	- $6	100.2%	$8	$0	$0	$0	2025
Asset Replacement - 2020		$1,894	$1,886	$7	99.6%	$7	$0	$0	$0	2025
Canada Summer Games - 2021		$103,561	$103,698	- $137	100.1%	$89	$111	$150	$0	2026
Customer Service Strategic Priority		$2,635	$1,449	$1,186	55.0%	$900	$937	$0	$0	2026
Desktop and Laptop Replacement - 2023		$2,750	$2,247	$503	81.7%	$810	$0	$0	$0	2026
Emergency Medical Services Central Hub	Uninitiated	$3,895	$0	$3,895	0.0%	$0	$3,895	$0	$0	2025
Emergency Medical Services Facility Welland		$1,100	$638	$462	58.0%	$10	$462	$0	$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		$1,750	$875	$875	50.0%	$875	$0	$0	$0	2025
Extended and Managed Detection Response Threat Tool - 2023		$1,100	$1,067	$33	97.0%	$33	$0	$0	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
HVAC Replacements		$1,391	$1,370	$21	98.5%	$27	$0	$0	$0	2024
Lighting Retrofit at Meadows of Dorchester (Note 2)		$1,000	$995	$5	99.5%	$65	$0	$0	$21	2024
Long-term Accommodations - NRPS D1 (Note 3)		$69,119	$67,760	$1,360	98.0%	$0	$0	$0	$1,360	2024
Long-term Care Home Redevelopment - 2015		$85,917	$85,832	$84	99.9%	$3,144	$0	$0	$0	2028
Main Firewall Replacements - 2024		$1,100	$0	$1,100	0.0%	$1,100	$0	$0	$0	2027
Niagara Falls GO Station Renovations - 2023		$2,866	$2,195	$671	76.6%	$2,149	$474	$0	$0	2025
Online Planning Portal		$1,250	$1,021	$229	81.7%	$386	$0	$0	$0	2025
Redevelopment of Linhaven Long Term Care Home - 2020		$105,652	$100,013	$5,639	94.7%	$25,550	$1,345	$0	$0	2024
Region Wide - Code & Legislation Compliance - 2024		$1,000	$456	$544	45.6%	$748	$200	$0	$0	2027
Region Wide Uninterupted Power Supply Replacement - 2023		$1,049	$1,049	$0	100.0%	$945	$0	$0	$0	2026
Regional Headquarters Generator Replacement		$2,197	$2,153	$44	98.0%	$44	$0	$0	$0	2024
Vehicle Hoist Replacement - St.Catharines Transit		$1,956	$1,956	$0	100.0%	$1,956	$0	$0	$0	2026
Total Corporate Services		**$407,888**	**$382,069**	**$25,819**	**93.7%**	**$39,798**	**$14,652**	**$2,173**	**$1,381**	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		$1,600	$1,566	$34	97.9%	$753	$0	$0	$0	2025
Annual - Building Capital - 2018		$4,654	$4,652	$2	100.0%	$48	$0	$0	$0	2024
Annual - Building Capital - 2019		$5,454	$5,452	$2	100.0%	$90	$0	$0	$0	2024
Annual - Building Capital - 2020		$3,974	$3,972	$2	100.0%	$364	$0	$0	$0	2024
Annual - Building Capital - 2021		$4,790	$4,789	$1	100.0%	$113	$0	$0	$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Building Capital - 2023		$4,700	$4,563	$137	97.1%	$1,147	$1,147	$0	$0	2026
Annual - Building Capital - 2024		$5,646	$4,886	$760	86.5%	$2,511	$2,511	$0	$0	2027
Annual - Grounds Capital - 2020		$1,010	$1,009	$0	100.0%	$1	$0	$0	$0	2024
Annual - Grounds Capital - 2021		$2,290	$2,269	$21	99.1%	$142	$0	$0	$0	2024
Annual - Grounds Capital - 2023		$2,800	$2,799	$1	100.0%	$779	$0	$0	$0	2026
Annual - Grounds Capital - 2024		$2,942	$537	$2,405	18.3%	$1,306	$1,306	$0	$0	2027
Annual - Mechanical & Electrical - 2024		$2,573	$888	$1,685	34.5%	$1,183	$1,183	$0	$0	2027
Annual - Mech-Electrical - 2023		$1,600	$1,551	$49	96.9%	$634	$0	$0	$0	2026
Annual - Structural and Foundation Wall Repairs - 2022		$1,240	$1,239	$1	99.9%	$119	$0	$0	$0	2025
Annual - Unit Capital - 2019		$5,355	$5,354	$1	100.0%	$14	$0	$0	$0	2024
Annual - Unit Capital - 2020		$3,471	$3,469	$1	100.0%	$510	$0	$0	$0	2024
Annual - Unit Capital - 2023		$4,700	$4,681	$19	99.6%	$995	$995	$0	$0	2026
Annual - Unit Capital - 2024		$5,639	$722	$4,917	12.8%	$2,813	$2,813	$0	$0	2027
Geneva Street Development - 2024		$18,450	$131	$18,319	0.7%	$392	$18,019	$0	$0	2027
Muli-Residential Intensification - Welland - 2020 (Note 3)		$13,746	$13,322	$425	96.9%	$100	$0	$0	$898	2024
Property Acquisition - Fort Erie		$8,972	$8,841	$131	98.5%	$1,771	$0	$0	$0	2025
Property Acquisition - Summer Street (Note 2)		$1,650	$1,520	$130	92.1%	$130	$0	$0	$80	2024
Social Housing Assistance Improvement Program - 2018 (Note 1)		$2,683	$2,614	$69	97.4%	$75	$0	$0	$0	2024
St.Catharines Emergency Shelter - 2023		$2,850	$2,844	$6	99.8%	$13	$0	$0	$0	2027
Total Niagara Regional Housing		**$112,790**	**$83,672**	**$29,118**	**74.2%**	**$16,002**	**$27,973**	**$0**	**$978**	

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Automated Licence Plate Reader (Note 2)		$1,332	$1,226	$106	92.0%	$0	$0	$0	$106	2024
Communications Back-up		$4,600	$0	$4,600	0.0%	$0	$4,600	$0	$0	2025
Communications Unit Back-up		$1,000	$0	$1,000	0.0%	$0	$1,000	$0	$0	2025
Communications Unit Back-up	Uninitiated	$1,250	$0	$1,250	0.0%	$0	$1,250	$0	$0	2025
Enterprise Storage Service - 2024		$2,500	$0	$2,500	0.0%	$0	$2,500	$0	$0	2027
Fleet Patrol Vehicle Replacement - 2024		$1,597	$1,567	$30	98.1%	$570	$0	$0	$0	2027
Niagrara Regional Police Services NG - 2019		$1,979	$1,924	$56	97.2%	$895	$0	$0	$0	2025
Information Technology Continuity Plan		$1,500	$1,117	$383	74.5%	$200	$270	$0	$0	2024
Vehicles - 2021 (Note 2)		$1,328	$1,323	$4	99.7%	$0	$0	$0	$4	2024
Vehicles - 2022 (Note 2)		$1,716	$1,708	$8	99.6%	$36	$0	$0	$8	2025
Vehicles - 2023		$2,305	$2,026	$279	87.9%	$294	$150	$0	$0	2026
Voice Radio System (Note 2)		$13,296	$13,293	$3	100.0%	$0	$0	$0	$9	2024
Total Niagara Regional Police Services Board		**$34,403**	**$24,185**	**$10,218**	**70.3%**	**$1,997**	**$9,770**	**$0**	**$128**	
12 Hybrid Buses - St.Catharines Transit		$7,000	$6,512	$488	93.0%	$0	$7,000	$0	$0	2026
19 40' Convential Diesel Bus Replacement - 2024		$15,843	$13,852	$1,991	87.4%	$0	$15,802	$0	$0	2027
2 40' Convential Diesel Bus Replacement - 2024		$1,668	$1,625	$43	97.4%	$0	$1,668	$0	$0	2027
2 Fare Payment Technology - Niagara Region		$3,008	$2,360	$648	78.5%	$150	$300	$198	$0	2026
8 Fare Payment Technology - St.Catharines Transit		$3,728	$0	$3,728	0.0%	$250	$1,200	$2,278	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Accessible Bus Replacement - 2024		$1,999	$0	$1,999	0.0%	$0	$1,999	$0	$0	2027
Bus Stops and Shelters		$2,100	$0	$2,100	0.0%	$0	$1,500	$600	$0	2026
Camera Upgrades - St.Catharines Transit		$2,127	$1,351	$777	63.5%	$538	$500	$0	$0	2026
Conventional Diesel Bus Refurbishment - 2024		$1,071	$0	$1,071	0.0%	$500	$571	$0	$0	2027
Niagara Falls Parking and Storage Extension		$3,850	$0	$3,850	0.0%	$0	$0	$3,850	$0	2026
Scheduling Software - 2024		$1,000	$999	$1	99.9%	$500	$500	$0	$0	2027
St.Catharines Transit Facility Phase 1		$1,722	$690	$1,033	40.0%	$0	$0	$1,033	$0	2026
St.Catharines Transit Facility Phase 2		$4,000	$0	$4,000	0.0%	$0	$0	$4,000	$0	2026
St.Catharines Transit Facility Phase 3		$2,182	$0	$2,182	0.0%	$0	$0	$2,182	$0	2026
Welland Transit Garage Phase 1 and 2		$12,320	$0	$12,320	0.0%	$0	$0	$12,320	$0	2026
Total Niagara Transit Commission		**$63,618**	**$27,388**	**$36,230**	**43.1%**	**$1,938**	**$31,040**	**$26,460**	**$0**	
Ambulance & Equipment - 2019		$2,301	$2,141	$161	93.0%	$161	$0	$0	$0	2024
Ambulance & Equipment - 2020 (Note 2)		$3,302	$2,810	$492	85.1%	$0	$0	$0	$492	2024
Ambulance & Equipment - 2022		$1,452	$1,231	$221	84.8%	$221	$0	$0	$0	2025
Ambulance & Equipment Replacement - 2023		$3,262	$2,912	$350	89.3%	$2,010	$350	$0	$0	2026
Ambulance & Equipment Replacement - 2024		$2,991	$2,830	$160	94.6%	$0	$2,156	$0	$0	2027
Ambulances - 2023		$1,133	$1,102	$31	97.2%	$503	$31	$0	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Emergency Medical Services Stretcher and Loader		$2,818	$2,342	$476	83.1%	$476	$0	$0	$0	2025
Laptop & iMedic Replacement - 2024		$1,730	$720	$1,010	41.6%	$661	$1,037	$0	$0	2027
Total Public Health		**$18,989**	**$16,088**	**$2,901**	**84.7%**	**$4,030**	**$3,574**	**$0**	**$492**	
16 Mile Creek Structure Rehabilitation - 2021		$3,175	$198	$2,977	6.2%	$500	$2,555	$0	$0	2025
7th Street Bridge Structure Rehabilitation - 2019		$3,150	$2,606	$544	82.7%	$2,000	$994	$0	$0	2026
81-Vinhaven/23rd - Lincoln		$2,420	$1,016	$1,404	42.0%	$956	$729	$0	$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		$2,617	$2,526	$91	96.5%	$534	$250	$0	$0	2023
Annual - Fleet & Vehicle Replacement Program - 2022		$2,163	$1,665	$498	77.0%	$801	$600	$0	$0	2024
Annual - Fleet Snowplow Replacement - 2024		$2,697	$2,290	$407	84.9%	$0	$0	$2,697	$0	2026
Annual - Fleet Snowplow Replacement Program - 2022 (Note 6)		$3,690	$3,612	$78	97.9%	$0	$1,402	$2,768	- $480	2025
Annual - Roads Resurfacing - 2019		$8,939	$8,939	$1	100.0%	$1	$0	$0	$0	2024
Annual - Roads Resurfacing - 2020		$8,417	$8,412	$5	99.9%	$5	$0	$0	$0	2024
Annual - Roads Resurfacing - 2021		$10,000	$9,898	$102	99.0%	$232	$0	$0	$0	2025
Annual - Roads Resurfacing - 2022		$12,500	$12,388	$112	99.1%	$2,288	$0	$0	$0	2025
Annual - Roads Resurfacing - 2023		$4,550	$2,960	$1,590	65.1%	$2,861	$0	$0	$0	2026
Annual - Roads Resurfacing Program - 2024		$12,000	$6,759	$5,241	56.3%	$11,940	$0	$0	$0	2027
Annual - Storm Sewer & Culvert Program - 2020		$1,154	$994	$160	86.1%	$160	$0	$0	$0	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Storm Sewers & Culverts - 2023		$2,500	$2,338	$162	93.5%	$437	$0	$0	$0	2026
Annual - Storm Sewers & Culverts - 2024		$1,450	$0	$1,450	0.0%	$1,000	$450	$0	$0	2027
Annual - Structural Rehabilitation - 2016 Program		$3,460	$3,447	$13	99.6%	$91	$0	$0	$0	2023
Annual - Structural Rehabilitation - 2019 Program		$1,000	$998	$2	99.8%	$63	$0	$0	$0	2025
Annual - Structural Rehabilitation - 2020 Program		$1,000	$999	$1	99.9%	$126	$0	$0	$0	2025
Annual - Structural Rehabilitation - 2021 Program		$1,500	$684	$816	45.6%	$532	$650	$0	$0	2028
Annual - Structural Rehabilitation - 2022 Program		$2,000	$24	$1,976	1.2%	$498	$1,477	$0	$0	2025
Annual - Structural Rehabilitation - Beaver Creek Bridge		$1,750	$424	$1,326	24.2%	$50	$1,361	$100	$0	2026
Annual - Traffic Signal Program		$2,945	$94	$2,851	3.2%	$2,877	$0	$0	$0	2027
Capacity Improvements - Charnwood/McLeod		$11,750	$1,458	$10,292	12.4%	$1,400	$2,000	$8,329	$0	2030
Capacity Improvements - New Escarpment Crossing		$4,700	$1,278	$3,422	27.2%	$500	$1,000	$2,129	$0	2028
Capacity Improvements - New Escarpment Crossing	Uninitiated	$1,000	$0	$1,000	0.0%	$0	$0	$1,000	$0	2026
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		$1,460	$727	$733	49.8%	$0	$0	$733	$0	2029
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		$15,096	$14,472	$624	95.9%	$1,643	$624	$0	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		$13,886	$13,452	$435	96.9%	$225	$1,001	$0	$0	2025
Capacity Improvements - RR10 Livingston/QEW-GR		$35,830	$23,828	$12,002	66.5%	$500	$20,000	$12,954	$0	2028
Capacity Improvements - RR98 Montrose Road		$46,122	$35,667	$10,456	77.3%	$9,120	$3,792	$0	$0	2025
Environmental Assessment - RR 42 Ontario Street		$22,721	$18,277	$4,445	80.4%	$9,307	$0	$0	$0	2026
Four Mile Pond Culvert - 2024		$1,000	$5	$995	0.5%	$600	$395	$0	$0	2027
Griffin Street RR 20 Rehabilitation - 2019		$9,700	$474	$9,226	4.9%	$9,348	$0	$0	$0	2027
Highway 20 Structure Rehabilitation - 2020		$2,500	$458	$2,042	18.3%	$500	$2,000	$0	$0	2024
Illumination Program - 2020		$1,000	$654	$346	65.4%	$355	$0	$0	$0	2024
Intersection - RR20 Industrial Park to Townline Phase 2		$3,681	$3,638	$42	98.9%	$64	$0	$0	$0	2024
Intersection - RR20 Roundabout at S Grimsby Rd		$5,262	$4,962	$299	94.3%	$301	$0	$0	$0	2024
Intersection Improvement - RR 100 Four Mile Creek - 2019		$1,000	$868	$132	86.8%	$500	$228	$0	$0	2025
Intersection Improvement - RR 49 McLeod Road - 2020		$1,700	$2	$1,698	0.1%	$400	$1,100	$198	$0	2026
Intersection Improvement - RR 55 Niagara St - 2020		$4,450	$283	$4,167	6.4%	$500	$3,908	$0	$0	2025
Intersection Improvement - RR24 Victoria Ave		$3,700	$1,723	$1,977	46.6%	$50	$2,181	$50	$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection Improvement - RR46 Geneva Street		$1,000	$967	$33	96.7%	$33	$0	$0	$0	2024
Intersection Improvement -RR81 King St at Main & Nineteenth		$1,400	$4	$1,396	0.3%	$0	$1,396	$0	$0	2025
JR Stork Structure - 2018		$1,500	$622	$878	41.5%	$1,096	$0	$0	$0	2026
Roads Facility Program - Patrol Yard Improvement - 2019		$1,000	$989	$11	98.9%	$100	$160	$0	$0	2025
Roads Facility Program - Patrol Yard Improvement - 2020		$1,000	$736	$264	73.6%	$0	$448	$0	$0	2025
Roads Reconstruction - RR20 Station/Rice		$3,793	$3,478	$315	91.7%	$0	$315	$0	$0	2025
Roads Reconstruction - RR38 QEW/Fourth (Note 2)		$20,942	$20,104	$838	96.0%	$507	$0	$0	$332	2023
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		$5,800	$17	$5,783	0.3%	$2,500	$3,283	$0	$0	2025
Roads Rehabilitation - RR 43 Bridge Street - 2019		$4,808	$3,158	$1,651	65.7%	$2,500	$1,738	$0	$0	2025
Roads Rehabilitation - RR 67 Pine St		$1,150	$0	$1,150	0.0%	$0	$1,150	$0	$0	2025
Roads Rehabilitation - RR 72 Louth St - 2019 (Note 5)		$1,100	$443	$657	40.2%	$35	$400	$250	$7	2026
Roads Rehabilitation - RR1 Albert/Lakeshore		$8,059	$7,522	$538	93.3%	$417	$417	$0	$0	2025
Roads Rehabilitation - RR20 Lundy's Lane		$4,200	$441	$3,759	10.5%	$500	$500	$2,783	$0	2027
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		$4,750	$4,600	$150	96.8%	$159	$0	$0	$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR45 RR4/RR63		$1,775	$693	$1,082	39.0%	$1,096	$0	$0	$0	2030
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		$6,600	$658	$5,942	10.0%	$1,500	$3,500	$1,086	$0	2026
Roads Rehabilitation - RR529 Webber to River		$3,350	$2,436	$914	72.7%	$300	$893	$0	$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension		$25,300	$18,105	$7,195	71.6%	$3,500	$4,370	$0	$0	2027
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		$7,622	$7,194	$428	94.4%	$597	$700	$0	$0	2025
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		$8,000	$5,432	$2,568	67.9%	$875	$1,000	$1,140	$0	2024
Roads Rehabilitation - RR81 Durham to Lincoln		$9,745	$1,911	$7,834	19.6%	$8,971	$0	$0	$0	2025
Roads Rehabilitation - RR87 Third/Seventh		$2,800	$2,649	$151	94.6%	$189	$0	$0	$0	2024
Roads Rehabilitation - RR87 Townline/Four Mile Creek		$9,900	$9,854	$46	99.5%	$195	$0	$0	$0	2024
Roads Rehabilitation Miscellaneous Construction Program		$1,000	$312	$688	31.2%	$223	$250	$250	$0	2026
RR102 Bridge Structure - 2024		$4,000	$0	$4,000	0.0%	$450	$3,550	$0	$0	2027
RR19 Gilmore Intersection Improvement - 2023		$1,000	$340	$660	34.0%	$0	$850	$0	$0	2024
RR512 Livingston Capacity Improvement - 2020		$1,237	$1,064	$172	86.1%	$200	$200	$806	$0	2031
RR69 - Victoria to Rosedene		$6,800	$294	$6,506	4.3%	$250	$6,024	$250	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		$2,360	$2,303	$57	97.6%	$120	$57	$0	$0	2024
Structural Rehabilitation - 045205 Oswego Creek		$8,425	$5,842	$2,583	69.3%	$5,969	$2,206	$0	$0	2030
Structural Rehabilitation - East Main St. Bridge West of RR84		$4,800	$3,038	$1,762	63.3%	$2,000	$500	$163	$0	2026
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		$8,500	$1,071	$7,429	12.6%	$500	$0	$7,693	$0	2027
Structural Rehabilitation - Hydro Canal North		$6,877	$2,877	$4,001	41.8%	$3,496	$3,076	$0	$0	2025
Structural Rehabilitation - Niagara St. Bridge		$1,600	$415	$1,185	25.9%	$300	$700	$185	$0	2026
Structural Rehabilitation - RR 81 Retaining Wall - 22 (Note 6)		$1,550	$373	$1,177	24.1%	$200	$500	$521	$0	2026
Structural Rehabilitation - RR12 Mountain St Retaining Wall		$4,500	$242	$4,258	5.4%	$381	$3,992	$0	$0	2025
Structural Rehabilitation - RR81 St Paul West CNR Bridge		$34,655	$23,022	$11,633	66.4%	$10,455	$10,455	$10,455	$0	2028
Structural Rehabilitation Hwy20		$6,000	$5,020	$980	83.7%	$750	$300	$100	$0	2026
Structural Replacement - RR81 20 Mile Arch Bridge		$10,020	$8,288	$1,732	82.7%	$7,473	$2,067	$0	$0	2024
Thorold Yard Interior - 2024		$1,800	$124	$1,676	6.9%	$250	$1,538	$0	$0	2027
Transporation Master Plan - 2024		$1,000	$0	$1,000	0.0%	$0	$750	$250	$0	2026
Public Works - Roads & Fleet		**$523,354**	**$342,135**	**$181,219**	**65.4%**	**$121,350**	**$105,981**	**$56,890**	**- $141**	
GO Transit		$24,442	$12,227	$12,215	50.0%	$0	$12,811	$0	$0	2027
GO Transit	Uninitiated	$8,402	$0	$8,402	0.0%	$0	$8,402	$0	$0	2027
St.Catharines Go Precinct - 2020		$4,800	$4,600	$200	95.8%	$1,435	$1,435	$1,435	$0	2028
Total GO Transit		**$37,644**	**$16,827**	**$20,817**	**44.7%**	**$1,435**	**$22,649**	**$1,435**	**$0**	

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Total Public Works - Levy		**$560,998**	**$358,963**	**$202,036**	**64.0%**	**$122,786**	**$128,630**	**$58,325**	**- $141**	
15-Bridge-Drop-Off Depot (Note 6)		$3,594	$3,230	$364	89.9%	$1,650	$200	$0	- $200	2025
Annual - Miscellaneous Enhancements and Replacements - 2024		$1,360	$134	$1,226	9.9%	$650	$450	$258	$0	2027
Brock Lands Road Expansion (Note 4)		$2,000	$0	$2,000	0.0%	$0	$0	$0	$2,000	2025
Glenridge - Leachate Collection System		$2,175	$2,100	$75	96.6%	$200	$264	$0	$0	2025
Glenridge - Passive Gas System		$4,484	$4,168	$316	93.0%	$3,400	$470	$0	$0	2025
Humberstone - Infrastructure Upgrades		$11,476	$9,902	$1,574	86.3%	$200	$200	$1,338	$0	2026
Humberstone Landfill Gas Collection and Control System Phase 3 (Note 3)		$3,642	$3,444	$198	94.6%	$100	$0	$0	$139	2024
Mountain - Leachate Collection System Upgrade		$4,102	$457	$3,645	11.1%	$30	$3,000	$734	$0	2026
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation (Note 3)		$3,830	$3,775	$55	98.6%	$0	$0	$0	$55	2024
Quarry Site Improvements		$3,385	$650	$2,735	19.2%	$1,200	$1,350	$186	$0	2025
Total Waste Management		**$40,048**	**$27,861**	**$12,187**	**69.6%**	**$7,430**	**$5,934**	**$2,516**	**$1,993**	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		$1,500	$626	$874	41.7%	$911	$574	$0	$0	2026
Bal Harbor Sewer Pump Statation Electrical - 2020		$2,200	$154	$2,046	7.0%	$30	$1,000	$1,024	$0	2025
Bender Hill Sewage Pump Station Upgrade - 2017 (Note 6)		$8,911	$548	$8,363	6.2%	$308	$3,800	$5,980	- $1,618	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Dain City SPS Upgrade - 2019 (Note 7)		$4,471	$529	$3,942	11.8%	$12	$5,000	$2,550	- $3,612	2025
Decommission Grassy Brook Sewage Pump Station	Uninitiated	$1,139	$0	$1,139	0.0%	$0	$0	$1,139	$0	2024
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		$2,700	$860	$1,840	31.9%	$650	$1,590	$0	$0	2026
Digester & Sludge Management Program - 2024		$2,500	$0	$2,500	0.0%	$1,000	$100	$1,400	$0	2026
Digester & Sludge Program - 2020		$2,450	$715	$1,735	29.2%	$0	$1,940	$0	$0	2025
Digester & Sludge Program - 2021		$2,300	$2,086	$214	90.7%	$338	$0	$0	$0	2024
Digester Management - CB, WE, PW - 2023		$4,000	$644	$3,356	16.1%	$2,864	$1,000	$0	$0	2026
Forcemain Replacement Beaverdams Sewage Pump Station		$9,015	$6,614	$2,401	73.4%	$2,903	$2,903	$0	$0	2024
Forcemain Replacement Bridgeport Sewage Pump Station		$3,645	$3,599	$46	98.7%	$327	$0	$0	$0	2024
Forcemain Replacement Campden Sewage Pump Station		$1,120	$1,104	$16	98.6%	$140	$0	$0	$0	2024
Forcemain Replacement Carleton Pump Station (Note 3)		$1,185	$1,184	$1	99.9%	$1	$0	$0	$11	2024
Forcemain Replacement East Side Sewage Pump Station (Note 5)		$1,975	$854	$1,121	43.2%	$500	$621	$0	$9	2025
Forcemain Replacement Jordan Valley Sewage Pump Station		$3,175	$632	$2,543	19.9%	$40	$2,148	$603	$0	2026
Generator Replacement - Seaway Wastewater Treatment Plant (Note 5)		$3,375	$667	$2,708	19.8%	$20	$3,000	$0	$15	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Lagoon Upgrade program - Stevensville/Douglastown		$9,300	$8,274	$1,026	89.0%	$2,500	$1,851	$0	$0	2024
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 5)		$3,100	$239	$2,861	7.7%	$20	$2,000	$848	$5	2027
Mill St Area Sanitary - 2021		$1,650	$1,278	$372	77.4%	$1,445	$25	$0	$0	2025
Miscellaneous Program - Chemical System Upgrades - 2017		$2,100	$1,975	$125	94.0%	$125	$0	$0	$0	2024
Miscellaneous Program - Chemical System Upgrades - 2018		$2,450	$1,504	$946	61.4%	$1,894	$0	$0	$0	2025
Niagara Falls Overflow Diversion - McLeod	Uninitiated	$1,891	$0	$1,891	0.0%	$0	$0	$1,891	$0	2024
Ontario St PS Upgrades - 2021		$2,100	$1,856	$244	88.4%	$400	$1,000	$492	$0	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville		$1,700	$1,495	$205	87.9%	$300	$300	$90	$0	2024
Pump Station Improvement Program - Catharine St (Note 5)		$2,088	$990	$1,098	47.4%	$992	$383	$20	$49	2025
Pump Station Improvement Program - Cole Farm		$5,450	$5,421	$29	99.5%	$3,005	$0	$0	$0	2025
Pump Station Improvement Program - Design		$5,711	$5,700	$11	99.8%	$54	$0	$0	$0	2024
Pump Station Improvement Program - East Side Port Colborne		$5,500	$560	$4,940	10.2%	$0	$0	$4,940	$0	2025
Pump Station Improvement Program - George St (Note 2)		$2,850	$2,434	$416	85.4%	$296	$0	$0	$159	2024
Pump Station Improvement Program - Hunters Pointe (Note 2)		$1,170	$1,083	$87	92.6%	$16	$0	$0	$77	2024
Pump Station Improvement Program - Lakeshore Road		$7,400	$860	$6,540	11.6%	$52	$5,000	$1,567	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Laurie Ave		$7,200	$4,503	$2,697	62.5%	$1,350	$5,399	$0	$0	2026
Pump Station Improvement Program - Mewburn		$8,735	$784	$7,951	9.0%	$202	$1,500	$6,270	$0	2027
Pump Station Improvement Program - NOTL, Garrison Rd, William St		$3,285	$3,140	$145	95.6%	$0	$0	$145	$0	2024
Pump Station Improvement Program - Shirley Road (Note 5)		$3,900	$2,162	$1,738	55.4%	$400	$3,000	$0	$35	2024
Pump Station Improvement Program - Woodsview		$2,920	$499	$2,421	17.1%	$125	$501	$1,877	$0	2027
Renown SPS Upgrade - 2019 (Note 5)		$1,750	$570	$1,180	32.6%	$40	$480	$713	$4	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 5)		$2,950	$392	$2,558	13.3%	$1,950	$600	$0	$20	2025
Sewer & Forcemain Program - Dain City		$12,252	$12,025	$227	98.1%	$1,000	$348	$0	$0	2025
Sewer & Forcemain Program - Tupper Dr Trunk (Note 9)		$6,410	$3,974	$2,436	62.0%	$403	$986	$256	$1,325	2025
Sewer Relining Program (Note 5)		$1,361	$1,346	$14	99.0%	$0	$0	$0	$15	2028
Sewer Trunk Rehabilitation - Thundering Waters (Note 5)		$11,300	$9,699	$1,601	85.8%	$1,500	$9,500	$45	$1	2026
Sludge Septic Haulage Program - 2021		$2,000	$474	$1,526	23.7%	$50	$200	$1,683	$0	2026
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		$600	$0	$600	0.0%	$0	$0	$600	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	$5,312	$0	$5,312	0.0%	$0	$0	$5,312	$0	2028
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	$3,322	$0	$3,322	0.0%	$0	$0	$3,322	$0	2024
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	$5,921	$0	$5,921	0.0%	$0	$0	$5,921	$0	2024
South Niagara Falls Wastewater Treatment Plant Outfall		$780	$0	$780	0.0%	$0	$0	$780	$0	2030
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	$4,962	$0	$4,962	0.0%	$0	$0	$4,962	$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk		$6,264	$5,364	$900	85.6%	$200	$4,000	$1,942	$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	$101,557	$0	$101,557	0.0%	$0	$0	$101,557	$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	$19,612	$0	$19,612	0.0%	$0	$0	$19,612	$0	2028
Spring Gardens Sewer Pump Station Upgrade - 2021		$13,026	$443	$12,583	3.4%	$184	$12,508	$50	$0	2026
SPS & FM Upgrade at City Hall - Port Colborne - 2018 (Note 7)		$3,439	$584	$2,855	17.0%	$100	$4,000	$1,444	- $2,595	2025
Storage Facility Upgrade - Garner Road (Note 5)		$6,590	$693	$5,897	10.5%	$220	$3,000	$2,900	$6	2026
Streamside SPS Upgrade - 2023 (Note 8)		$1,314	$10	$1,304	0.8%	$100	$3,176	$60	- $2,032	2026
Supervisory Control and Data Acquisition Upgrades - 2024 (Note 2)		$1,000	$534	$466	53.4%	$210	$0	$0	$256	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Trunk Sewer Quaker Road - 2020 (Note 10)		$12,198	$11,866	$332	97.3%	$6,559	$1,110	$0	$1,459	2025
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018		$2,150	$1,099	$1,051	51.1%	$40	$500	$1,427	$0	2027
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		$47,895	$47,544	$351	99.3%	$0	$0	$492	$0	2024
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		$31,076	$28,087	$2,989	90.4%	$0	$0	$15,162	$0	2029
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	$216,582	$0	$216,582	0.0%	$0	$0	$216,582	$0	2028
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 5)		$1,295	$147	$1,148	11.4%	$0	$15	$1,143	$27	2025
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 7)		$4,895	$443	$4,452	9.1%	$1,000	$7,000	$2,000	- $5,530	2024
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		$39,500	$38,377	$1,123	97.2%	$1,057	$100	$1,023	$0	2028
Wastewater Treatment Plant Upgrade - Niagara Falls		$62,031	$58,205	$3,825	93.8%	$14,324	$9,549	$0	$0	2026
Wastewater Treatment Plant Upgrade - Port Weller (Note 2)		$5,900	$4,370	$1,530	74.1%	$1,945	$500	$0	$730	2026
Wastewater Treatment Plant Upgrade - Welland		$24,373	$23,748	$625	97.4%	$750	$673	$0	$0	2025
Wastewater Treatment Plant Upgrade - Welland Phase 2		$2,400	$642	$1,758	26.7%	$800	$958	$0	$0	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021		$5,900	$5,112	$788	86.6%	$257	$3,385	$1,991	$0	2026
Total Wastewater		**$804,077**	**$321,324**	**$482,754**	**40.0%**	**$55,907**	**$107,222**	**$421,813**	**- $11,185**	
Bemis ET Replacement - 2021		$2,500	$309	$2,191	12.4%	$1,117	$1,191	$0	$0	2028
Decew High Lift Pump Sizing		$2,731	$2,534	$197	92.8%	$620	$0	$0	$0	2025
DeCew Low Lift Booster - 2019		$14,707	$12,201	$2,506	83.0%	$2,106	$4,984	$5,284	$0	2027
DeCew Plant 1 Mixing System - 2021		$1,850	$180	$1,670	9.7%	$60	$20	$1,675	$0	2028
DeCew UV Upgrade - 2019		$1,550	$1,394	$156	90.0%	$1,363	$0	$0	$0	2024
DeCew Water Treatment Plant Intake Building		$5,449	$5,319	$129	97.6%	$405	$129	$0	$0	2024
Elevated Tank - Corrosion Protection - Virgil (Note 3)		$2,414	$2,384	$30	98.7%	$10	$0	$0	$28	2024
Elevated Tank - New - Fort Erie (Note 6)		$23,755	$914	$22,841	3.8%	$313	$12,740	$10,171	- $209	2026
Elevated Tank - New - Pelham		$2,820	$1,028	$1,792	36.5%	$1,370	$1,000	$0	$0	2025
Elevated Tank Replacement - Lundy's Lane (Note 5)		$3,000	$280	$2,720	9.3%	$90	$240	$2,475	$7	2024
Glendale Watermain Valves - 2023 (Note 5)		$1,000	$0	$1,000	0.0%	$50	$949	$0	$1	2026
Granular Activated Carbon Replacement Program - 2021		$2,500	$2,452	$48	98.1%	$501	$0	$0	$0	2024
Meter Replacement Program (Note 5)		$3,900	$3,855	$45	98.8%	$132	$132	$0	$5	2025
Miscellaneous Program - System Storage - Grimsby		$20,914	$19,971	$943	95.5%	$50	$1,000	$93	$0	2026
New Transm Main in Smithville - 2021		$7,463	$16	$7,447	0.2%	$20	$20	$7,407	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pumping Station Upgrades - Shoalts Drive		$1,400	$863	$537	61.6%	$1,055	$337	$0	$0	2025
Reservoir & Storage Program - 2021		$3,000	$773	$2,227	25.8%	$2,497	$0	$0	$0	2024
Reservoir and Storage Program - 2019 (Note 7)		$2,450	$2,127	$323	86.8%	$10	$3,724	$0	- $1,421	2024
St.Davids Chlorination Facility Upgrade - 2020		$2,750	$212	$2,538	7.7%	$1,538	$1,007	$0	$0	2025
Transmission Main over Welland River		$4,080	$6	$4,074	0.2%	$2,000	$2,074	$0	$0	2025
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022		$5,800	$498	$5,302	8.6%	$347	$2,500	$2,768	$0	2025
Valve Rehabilitation - Drummond Road		$3,200	$176	$3,024	5.5%	$100	$2,969	$0	$0	2025
Water Treatment Plant Expansion - Grimsby		$6,500	$684	$5,816	10.5%	$375	$2,500	$3,338	$0	2025
Water Treatment Plant Raw Water Intake - Niagara Falls		$4,771	$2,629	$2,142	55.1%	$2,000	$801	$0	$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 3)		$2,130	$2,109	$21	99.0%	$21	$0	$0	$5	2025
Water Treatment Plant Upgrade - Decew Falls - 2016 (Note 5)		$45,350	$42,667	$2,683	94.1%	$5,802	$14,004	$10,482	$3	2027
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		$2,000	$267	$1,733	13.4%	$30	$1,817	$0	$0	2028
Water Treatment Plant Upgrade - Niagara Falls - 2015		$4,867	$4,723	$143	97.1%	$342	$0	$0	$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018 (Note 5)		$6,815	$4,945	$1,870	72.6%	$2,275	$2,053	$25	$749	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Port Colborne		$11,700	$11,351	$349	97.0%	$878	$296	$0	$0	2025
Water Treatment Plant Upgrade - Rosehill - 2017		$2,686	$1,027	$1,659	38.2%	$200	$1,000	$960	$0	2024
Water Treatment Plant Upgrade - Rosehill (Note 2)		$15,000	$14,463	$537	96.4%	$547	$0	$0	$1	2024
Water Treatment Plant Upgrade - Welland - 2017		$5,000	$3,816	$1,184	76.3%	$2,000	$250	$940	$0	2026
Watermain Program - Along CNR Grimsby		$23,425	$23,073	$353	98.5%	$300	$1,000	$1,125	$0	2024
Watermain Program - Barrick Road		$1,965	$435	$1,530	22.2%	$1,306	$1,000	$0	$0	2025
Watermain Program - Downing Street		$2,931	$2,923	$8	99.7%	$279	$0	$0	$0	2024
Watermain Program - Welland Canal Extension		$9,420	$984	$8,436	10.4%	$4,792	$4,436	$0	$0	2025
Watermain Program - Welland East and West		$4,800	$4,627	$173	96.4%	$173	$0	$0	$0	2024
Watermain Replacement - Vineland 19th Street and Glen Road		$1,472	$1,019	$453	69.2%	$453	$0	$0	$0	2024
Watermain Replacement Ontario St Lincoln - 2020		$18,336	$15,823	$2,513	86.3%	$8,513	$3,549	$1,250	$0	2026
Watermain Replacement Victoria Ave King - 2020		$2,350	$2,272	$78	96.7%	$200	$400	$500	$0	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		$3,500	$926	$2,574	26.5%	$1,319	$2,074	$0	$0	2028
York Road Watermain Replace - 2021		$11,800	$436	$11,364	3.7%	$6,364	$5,025	$0	$0	2025
Total Water Works		**$306,051**	**$198,690**	**$107,360**	**64.9%**	**$53,922**	**$75,221**	**$48,493**	**- $831**	
Total Projects with remaining budgets greater than $1 million		**$2,350,606**	**$1,440,555**	**$910,051**	**61.3%**	**$304,211**	**$404,682**	**$560,195**	**- $7,184**	

Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed through either requesting extra budget dollars from the Capital Variance Project (CVP), or by transferring excess capital project budget dollars to the CVP through a budget reduction.

Transfers to the CVP do not require approval. Requests less than $250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of $250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q1 and Q2 2024, 77% of projects closed with a surplus.

The excess funds in the Levy and Water CVPs have been identified as a funding source for the 2025 Capital Budget and will be transferred to the reserve at year-end. Remaining excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2023	**$5,699**	**$1,000**	**$4,261**	**$11,354**	**$22,314**
Transfer to Active Capital Projects	- $1,220	- $160	- $835	- $2,071	- $4,287
Budget Reductions on Active Capital Projects	$190	$950	$4,699	$8,989	$14,828
Transfers from Closed Capital Projects	$0	$294	$1,520	$3,373	$5,187
Balance at July 26, 2024	**$4,669**	**$2,084**	**$9,645**	**$21,645**	**$38,043**
Committed to 2025 capital budget				- $6,687	- $6,687
Uncommitted Balance at July 26, 2024	**$4,669**	**$2,084**	**$9,645**	**$14,958**	**$31,356**

Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per budget control policy 2017-63.

Department	Adjustment Amount	Adjustment Description
Original Budget Revenue & Expenditures	**$1,345,007**	
Community Services	1,398	To record one time funding from MCCSS (Ministry of Children, Community and Social Assistance) to Ontario Works delivery partners to support extraordinary costs related to Asylum Seeker and Project Management staffing and discretionary program spending per COM 7-2024.
Community Services	1,256	To record one-time funding for the Reaching Home program to support homelessness initiatives per COM 6-2024 detailing the allocation of the funds to Emergency Shelter Solutions, Outreach Support, and Minor Capital for shelters to enhance capacity.
Community Services	100	To record one-time funding from Ontario Works in 2024 to support technology refreshes in the Social Assistance and Employment Opportunities division of community services. The refresh will support an enhanced workflow and life stabilization supports for clients as well as a Data Analyst temporary position.
Community Services	467	To record funding received from the Preceptor Resource and Education Program in Long-Term Care (PREP) for the period April - June 2024 and to re-align the budgets of the long-term Care Homes of Gilmore Lodge and Upper Canada Lodge due to a delay in the opening of the Gilmore Lodge. PREP funding will be used to offset the costs of the operational delay.
Community Services	577	To recognize deferred revenue from the Niagara Childrens Planning Committee (NCPC) and the Laidlaw Foundation to be used for workforce initiatives. Adjustment also recognizes deferred revenue from the Canada-wide Early Learning and Child Care grant carried forward from 2023 commitments.
Community Services	13,181	To record in year funding from the Ministry of Education (MEDU) per COM 3-2024 to support the Canada-wide Early Learning Child Care (CWELCC) program including a CWELCC compliance position and a licensed Home Child Care Advisor. Additional funding is also recorded from MEDU to support Niagara's Early Years and Child Care System.
Corporate Services	28,254	To record 2024 encumbrance adjustment as detailed in the 2023 Year-End Results and Transfer Report as per CSD 10-2024
Niagara Regional Police Services	693	To record in year funding from the Victim Support Grant, Mobile Crisis Response Team Enhancement Grant, Preventing Auto Theft Grant, and fully funded secondment for one Detective Constable to the Organized Crime Towing and Auto Theft Team.

Operating Budget Amendments & Adjustment Summary (in thousands of dollars) - Continued

Department	Adjustment Amount	Adjustment Description
Niagara Transit Commission	772	To record one-time funding from the Investing in Canada Infrastructure Program (ICIP) for Project NIR-07 relating to zero emissions operating costs. Funding to be spent on consulting and salary costs related to the project for 2024.
Public Health	280	To recognize deferred revenue from the Ministry of Natural Resources in Emergency Management to support legacy gas well capping. Funds will be used for additional temporary staff and operating program supplies.
Total Budget Adjustment	**46,977**	
December 31, 2024 Adjusted Budget	**1,391,984**	

Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

At December 31, 2024 the Region's forecasted consolidated and uncommitted reserve balance was $220,721 ($245,780 at December 31, 2023). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio stands at 61% (63% at December 31, 2023)

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at June 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Wastewater Capital	$12,204	$14,725	$0	-$20,560	$261	$6,630	$22,414	$0	$261	-$2,301	$27,004	$0	$27,004
Water Capital	$30,987	$12,045	$0	-$20,298	$495	$23,229	$12,468	$0	$495	$0	$36,192	$0	$36,192
Waste Management	$24,577	$890	$0	-$1,883	$219	$23,803	$890	$0	$219	$0	$24,912	$0	$24,912
General Capital Levy [1]	$27,292	$40,759	-$255	-$63,184	$0	$4,612	$13,592	-$255	$0	$0	$17,949	-$650	$17,299
Infrastructure Deficit	$1,555	$4,053	$0	-$5,500	$0	$108	$0	$0	$0	$0	$108	$0	$108
Court Services Facility Renewal	$4,101	$100	$0	$0	$0	$4,201	$100	$0	$0	$0	$4,301	$0	$4,301
NRH Owned Units	$8,810	$1,458	$0	-$10,124	$0	$144	$1,458	$0	$0	$0	$1,602	$0	$1,602
NRPS Long-Term Accommodation (LTA)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ontario Police Video Training Alliance	$80	$0	$0	$0	$0	$80	$0	$0	$0	$0	$80	$0	$80
Police Capital Levy	$647	$965	$0	-$1,883	$0	-$271	$965	$0	$0	$0	$694	$0	$694
Police Vehicle and Equipment Replacement	$78	$1,128	$0	-$2,243	$0	-$1,037	$1,128	$0	$0	$0	$91	$0	$91
Transit Capital	$1,460	$1,083	$0	-$2,059	$0	$484	$1,083	$0	$0	$0	$1,567	$0	$1,567
Total Capital Reserves	**$111,791**	**$77,206**	**-$255**	**-$127,734**	**$975**	**$61,983**	**$54,098**	**-$255**	**$975**	**-$2,301**	**$114,500**	**-$650**	**$113,850**
Wastewater Stabilization	$2,017	$0	-$647	$0	$22	$1,392	$0	-$647	$22	-$680	$87	$0	$87

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at June 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Water Stabilization	$3,479	$0	-$330	$0	$50	$3,199	$0	-$330	$50	$1,050	$3,969	$0	$3,969
Waste Management Stabilization	$7,562	$0	$0	$0	$845	$8,407	$0	$0	$845	$1,159	$10,411	$0	$10,411
Transit Stabilization	$2,087	$0	$0	$0	$0	$2,087	$0	$0	$0	$426	$2,513	$0	$2,513
Encumbrance	$14,358	$0	-$7,240	$0	$0	$7,119	$0	-$7,061	$0	$0	$58	$0	$58
Investment Income Stabilization	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxpayer Relief	$36,600	$46	-$4,462	$0	$0	$32,184	$46	-$4,400	$0	-$4,754	$23,076	$0	$23,076
Police Contingency	$3,114	$125	-$250	$0	$0	$2,989	$125	-$250	$0	$0	$2,864	$0	$2,864
Police Services Board Contingency	$242	$0	$0	$0	$0	$242	$0	$0	$0	$0	$242	$0	$242
Total Corporate Stabilization Reserves	**$69,459**	**$171**	**-$12,929**	**$0**	**$917**	**$57,619**	**$171**	**-$12,688**	**$917**	**-$2,799**	**$43,220**	**$0**	**$43,220**
Ambulance Communication	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Circle Route Initiatives	$1,133	$0	$0	$0	$0	$1,133	$0	$0	$0	$0	$1,133	$0	$1,133
Hospital Contribution	$12,750	$1,107	$0	$0	$0	$13,857	$1,107	$0	$0	$0	$14,964	$0	$14,964
Housing Services	$8,027	$0	-$210	$0	$0	$7,817	$0	-$210	$0	$0	$7,607	$0	$7,607
Total Specified Contribution Reserves	**$21,910**	**$1,107**	**-$210**	**$0**	**$0**	**$22,807**	**$1,107**	**-$210**	**$0**	**$0**	**$23,704**	**$0**	**$23,704**
Future Benefit Costs	$24,704	$0	-$125	$0	$0	$24,579	$0	-$125	$0	$0	$24,454	$0	$24,454
Self Insurance	$2,270	$0	$0	$0	$0	$2,270	$0	$0	$0	$0	$2,270	$0	$2,270
Smart Growth	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Landfill Liability	$5,399	$1,401	$0	-$4,277	$84	$2,607	$1,401	$0	$84	$0	$4,092	$0	$4,092
Police Accumulated Sick Leave	$430	$0	-$100	$0	$0	$330	$0	-$100	$0	$0	$230	$0	$230
Police Future Benefit Cost	$4,152	$0	$0	$0	$0	$4,152	$0	$0	$0	$0	$4,152	$0	$4,152

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at June 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Police WSIB	$4,070	$100	$0	$0	$0	$4,170	$100	$0	$0	$0	$4,270	$0	$4,270
Transit Future Benefit	$1,595	$0	$0	$0	$0	$1,595	$0	-$1,116	$0	$0	$479	$0	$479
Total Future Liability Reserves	**$42,620**	**$1,501**	**-$225**	**-$4,277**	**$84**	**$39,703**	**$1,501**	**-$1,341**	**$84**	**$0**	**$39,947**	**$0**	**$39,947**
Total (Excluding Deferred Revenues)	**$245,780**	**$79,985**	**-$13,619**	**-$132,011**	**$1,976**	**$182,112**	**$56,877**	**-$14,494**	**$1,976**	**-$5,100**	**$221,371**	**-$650**	**$220,721**

'1 Housing as a Priority Lens strategy was endorsed by Council in November 2023 through PDS 29-2023. Staff are tracking the funds generated and spent as a subset of activity through the general capital levy reserve.

The strategy allows Council the opportunity to utilize net land sales directly for housing opportunities as these arise. Below is a summary of the projects where funds were committed under this strategy. As of June 30, 2024 there have been no proceeds from land sales generated yet to offset this investment. When sales occur the net proceeds would be reported here to offset the related investments made per the strategy. There would be no future expenditure under the strategy until proceeds are realized. Staff are working on forecasting future proceeds and investments that will be a part of this strategy in the future.

Project Number & Name	Opening Project Balance - 2024	Year to Date Project Transfers	Forecast Year to Go Project Transfers	Forecast Closing Project Balance - 2024
20001466 - 21-NRPS 68 Church Demolition	$ -	$3,000	$ -	$3,000

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2024	Forecast Transfers from Revenue	Forecast Interest	Committed to Capital *	Committed to Operating **	**Balance Available at December 31, 2024**
Development Charges-General Government	$2,436	$124	$22	$25	-$92	$0	$61	$2,575	$128	$0	$0	-$132	**$2,571**
Development Charges-Police Services	$1,264	$480	$90	$109	-$441	-$548	$28	$982	$456	-$4	-$361	-$441	**$632**
Development Charges-Roads	$97,058	$13,318	$2,615	$2,991	$0	-$7,121	$2,557	$111,418	$15,157	-$754	-$76,909	$0	**$48,912**
Development Charges-Sewer	$101,932	$9,924	$1,429	$2,171	-$617	-$5,046	$2,629	$112,421	$11,481	-$600	-$60,681	-$250	**$62,371**
Development Charges-Water	$50,735	$5,557	$813	$1,207	$0	$161	$1,356	$59,829	$6,176	-$252	-$27,081	$0	**$38,672**
Development Charges-Emergency Medical	$3,038	$273	$61	$61	$0	-$136	$79	$3,375	$407	-$4	-$805	$0	**$2,972**
Development Charges-LT Care	$1,680	$1,331	$285	$286	$0	-$2,087	$39	$1,534	$1,903	-$13	-$3,881	$0	**-$457**
Development Charges-POA	$413	$3	$0	$0	$0	$0	$10	$427	$0	$0	$0	$0	**$427**
Development Charges-Health	$2,331	$10	$0	$0	$0	$0	$58	$2,399	$0	$0	$0	$0	**$2,399**

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2024	Forecast Transfers from Revenue	Forecast Interest	Committed to Capital *	Committed to Operating **	**Balance Available at December 31, 2024**
Development Charges-Social Housing****	$2,915	$80	$0	$0	$0	-$894	$62	$2,163	$0	-$13	-$1,093	$0	**$1,057**
Development Charges-Waste Division	$5,426	$153	$32	$29	-$15	-$1,035	$124	$4,713	$269	-$12	-$1,292	-$15	**$3,663**
Development Charges-Transit Services	$2,907	$747	$154	$191	$0	-$33	$85	$4,051	$776	$4	-$504	$0	**$4,327**
Development Charges-Public Works (Facilities & Fleet)	$847	$468	$87	$108	$0	$0	$29	$1,539	$439	-$18	-$1,831	$0	**$130**
Subtotal Development Charges	**$272,981**	**$32,467**	**$5,587**	**$7,177**	**-$1,166**	**-$16,738**	**$7,119**	**$307,428**	**$37,192**	**-$1,667**	**-$174,438**	**-$839**	**$167,676**
Federal Gas Tax	$50,980	$0	$0	$0	$0	-$7,749	$1,170	$44,401	$15,027	-$6	-$55,002	$0	**$4,420**
Provincial Gas Tax	$12,010	$5,159	$0	$0	-$807	-$1,620	$722	$15,464	$1,711	-$2	-$12,957	-$807	**$3,410**
Subtotal Gas Tax	**$62,990**	**$5,159**	**$0**	**$0**	**-$807**	**-$9,369**	**$1,892**	**$59,865**	**$16,738**	**-$8**	**-$67,959**	**-$807**	**$7,830**
Total	**$335,971**	**$37,626**	**$5,587**	**$7,177**	**-$1,973**	**-$26,107**	**$9,010**	**$367,293**	**$53,931**	**-$1,675**	**-$242,397**	**-$1,646**	**$175,505**

Deferred Revenue Summary (in thousands of dollars) - Continued

* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly. Note that Development Charges - Police Services and Development Charges - Sewer both have committed to development charge debt repayment.

** The operating commitments included represent all approved operating projects budgeted to be funded by development charges. Each quarter and/or year end a review of the status of the respective operating projects is completed and revenue earned is allocated accordingly.

Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2023)

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1	Q2					
Mandatory Exemptions:							
Bill 23 Phase-In (M)	$5,561	$1,598	$7,159	$1,074	$8,233		
Bill 23 Purpose-Built Rental Discounts	$0	$19	$19	$19	$37		
Intensification RDC Reductions - (M)	$634	$2,235	$2,869	$2,869	$5,738		
Board of Education - (M)	$0	$0	$0	$0	$0		
Subtotal - Mandatory Exemptions	**$6,196**	**$3,851**	**$10,046**	**$3,961**	**$14,008**	**$11,685**	**-$2,323**
Brownfield - (D)	$381	$178	$559	$4,842	$5,401	$4,820	-$581
Smart Growth Niagara - (D)	$20	$0	$20	$372	$393	$76	-$317
Agriculture - (D)	$353	$875	$1,228	$1,228	$2,455	$5,225	$2,770
Place of Worship - (D)	$0	$125	$125	$0	$125	$96	-$29
Non-Profit Housing (Bill 23) - (M)	$0	$0	$0	$618	$618	$618	$0
Afford. Rental Housing - (D)	$0	$0	$0	$948	$948	$948	$0
Other - (D)	$0	$0	$0	$0	$0	$0	$0
Subtotal - Other Economic Incentives	**$6,950**	**$5,028**	**$11,978**	**$11,970**	**$23,948**	**$23,467**	**-$480**
Non-Profit - (D)	**$0**	**$0**	**$0**	**$50**	**$50**	$50	$0
50% Industrial Expansion - (M)	$0	$12	$12	$12	$23		
Industrial and Gateway - (D)	$0	$795	$795	$6,231	$7,026		
Subtotal - Industrial and Gateway	**$0**	**$807**	**$807**	**$6,243**	**$7,050**	**$1,452**	**-$5,598**
Total	**$6,950**	**$5,835**	**$12,785**	**$18,262**	**$31,047**	**$24,969**	**-$6,078**

Note: (D) – Discretionary, (M) – Mandatory

Deferred Revenue Summary (in thousands of dollars) - Continued

Details for Application Based Regional Development Charge Grants (2024)

2024 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2024
Grants Application Prior to 2022[1,2]				$50,429	$11,025	$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	$27,869	$2,377	$559
Total				**$78,299**	**$13,401**	**$559**

[1]Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

[2]Conditional grant awarded pending submission of final information from applicant.

2024 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Q1-Q2 Applications:					
Total				**$0**	**$0**

Deferred Revenue Summary (in thousands of dollars) - Continued

2024 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Applications:					
18 Seapark Dr	Aug 28, 2023	Manufacturer of pool liners and safety covers	St. Catharines	$66	$66
6159 Spring Creek Rd	Mar 7, 2024	Custom metal fabrication and structural steel framework facity	West Lincoln	$191	$191
1555 Elm St	Dec 18, 2023	Manufacturer of xantham gum for food and industrial applications	Port Colborne	$462	$462
2626 Winger Rd	Sep 25, 2023	Manufacturing facility for power restoration equipment	Fort Erie	$75	$75
Total				**$795**	**$795**

Operating Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year-to-date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	**- $81,310**	**- $38,516**	**- $119,826**	
Additional operating reserve transfers (to)/from reserves:				
2023 Encumbrances	$7,163	$7,037	**$14,200**	2023 Encumbrances (CSD 10-2024) reduced by amounts included in the 2024 budget related to Niagara Transit Commission.
Capital Levy	$3,077	$3,077	**$6,154**	Reversal of budgeted transfer to capital levy reserve so funds can be redirected to Geneva Street Project.
Capital Levy	$2,728	$2,750	**$5,478**	Reversal of budgeted transfer of the proceeds from the sale of surplus properties. Properties are now expected to be sold in 2025 and 2026.
Capital Levy	$0	- $11,767	**- $11,767**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Water Capital	$0	- $423	**- $423**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	$0	- $7,689	**- $7,689**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Tax Payer Relief	$0	$42	**$42**	Forecasted transfer for the installation of gas detection system at the Welland Transit Facility.
Tax Payer Relief	$0	$14	**$14**	Forecasted transfer for Transportation patrols at the Region's yards
Transit Future Benefit	$0	$1,116	**$1,116**	Transfer from reserve of balance received from legacy transit agencies to fund employee future benefits
Net operating transfers to reserves	**- $68,342**	**- $44,358**	**- $112,700**	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2023 Budget	**$133,053**	**$0**	**$133,053**	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2023 or prior Budget		$650	**$650**	2023 or prior uninitiated capital projects
Q1 and Q2 additional capital reserve transfers:				
Transit Capital	- $36	$0	**- $36**	Returning unused funds to reserve for Project 20001871 bus replacements.
NRH Owned Units	- $9	$0	**- $9**	To close project 20001533 returning unused funds to reserve
NRH Owned Units	- $314	$0	**- $314**	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized.
NRH Owned Units	- $683	$0	**- $683**	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized. Original transfers being reversed were from 2023
Net capital transfers	**$132,011**	**$650**	**$132,661**	

Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to $3,318, which is comprised of investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Unfavourable investment income in Q2 of $5,094 is a result a change in reporting related to principal protected notes (PPNs) held within the Region's investment portfolio. Actual investment income before transfers for 2024 is forecasted to unfavourable by $6,625 due to lower than budgeted return on investments resulting from this change in PPN reporting. The 2024 budget was based on our previous methodology for recognizing interest related to PPN investments, therefore overall investment income is unfavourable at Q2 and forecasted to be unfavourable at year end as a result of this change

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	$8,389	$8,412	$8,837	$9,283	$34,921
Actual	$5,998	$3,318	$7,035	$11,945	$28,296
Variance	-$2,391	-$5,094	-$1,802	$2,662	-$6,625

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.7%	2.47%	N/A	N/A

Investment Income After Transfers to Reserves:

Investment income is unfavourable by $7,043 in Q2 after allocations to deferred revenues and rate reserves. Investment income after transfers for 2024 compared to budget is forecasted to be unfavourable by $605 as a result of a change in reporting related to PPNs resulting in lower than budgeted investment income forecasted. This is offset by forecasted lower than budgeted transfers to deferred revenues resulting from a lower than budgeted portfolio rate and forecasted revenue related to the anticipated call of several PPNs.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	$8,389	$8,412	$8,837	$9,283	$34,921
Net Budget Transfers	-$4,266	-$4,267	-$4,265	-$4,267	-$17,065
Budget (Net)	$4,123	$4,145	$4,572	$5,016	$17,856
Actual	$5,998	$3,318	$7,035	$11,945	$28,296
Net Actual Transfers	-$4,596	-$6,216	$2,436	-$2,669	-$11,045
Actual (Net)	$1,402	-$2,898	$9,471	$9,276	$17,251
Variance	-$2,721	-$7,043	$4,899	$4,260	-$605

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities.

Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	$71,331	7.2%
2 Year	$72,860	7.3%
3 Year	$60,232	6.1%
4 Year	$89,970	9.1%
5+ Year	$551,776	55.5%
Subtotal (Investments)	$846,169	85.2%
Cash	$120,200	12.1%
Sinking Fund (Incl.Cash)	$26,967	2.7%
Total Portfolio	**$993,336**	**100.0%**

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	$71,000	8.14%	15.00%
Bank of Nova Scotia	Corporate	$75,000	8.60%	15.00%
Canadian Imperial Bank of Commerce	Corporate	$105,983	12.15%	15.00%
National Bank of Canada	Corporate	$73,132	8.39%	15.00%
Royal Bank of Canada	Corporate	$146,400	16.79%	15.00%
Total	**Corporate****	**$471,515**	**54.07%**	**50.00%**
City of Hamilton	Municipal	$9,174	1.05%	5.00%
City of Montreal	Municipal	$16,849	1.93%	5.00%
City of Ottawa	Municipal	$5,346	0.61%	5.00%
City of Toronto	Municipal	$8,256	0.95%	5.00%
County of Wellington	Municipal	$852	0.10%	5.00%
Quebec City	Municipal	$10,280	1.18%	5.00%
Region of Halton	Municipal	$1,520	0.17%	5.00%
Region of Peel	Municipal	$3,508	0.40%	5.00%
Region of Waterloo	Municipal	$15,666	1.80%	5.00%
Region of York	Municipal	$7,752	0.89%	5.00%
Region of Durham	Municipal	$2,234	0.26%	5.00%
Ville de Laval	Municipal	$5,941	0.68%	5.00%
York Sinking Fund Debenture	Municipal	$1,782	0.20%	5.00%
Total	**Municipal**	**$89,160**	**10.22%**	**25.00%**
Newfoundland and Labrador Hydro	Provincial	$8,902	1.02%	25.00%
Ontario Hydro	Provincial	$23,015	2.64%	25.00%
Province of Alberta	Provincial	$6,149	0.71%	25.00%
Province of British Columbia	Provincial	$3,395	0.39%	25.00%
Province of Manitoba	Provincial	$36,737	4.21%	25.00%
Province of New Brunswick	Provincial	$2,558	0.29%	25.00%
Province of Newfoundland	Provincial	$64,558	7.40%	25.00%
Province of Nova Scotia	Provincial	$7,715	0.88%	25.00%
Province of Ontario	Provincial	$43,842	5.03%	25.00%
Province of Prince Edward Island	Provincial	$1,708	0.20%	25.00%
Province of Quebec	Provincial	$89,308	10.24%	25.00%
Province of Saskatchewan	Provincial	$4,995	0.57%	25.00%
Quebec Hydro	Provincial	$15,205	1.74%	25.00%
Total	**Provincial**	**$308,085**	**35.33%**	**75.00%**
Region of Niagara Debentures	**Municipal**	**$3,339**	**0.38%**	**100.00%**
Total Niagara Region Investments (excl Cash)		**$872,099**	**100.00%**	**100.00%**
General Chequing **	Cash	$20,541		
Savings	Cash	$99,659		
NRH	Cash	$0		
Sinking Fund	Cash	$1,037		
Total		**$121,237**		
TOTAL including Cash		**$993,336**		

*The percentage of the Region's portfolio held in Corporate Investments at Q2 is temporarily higher than our policy percentage limits. The Region's Investment Policy is currently under review pending Council approval. The proposed policy increases the policy limit for corporate investments to 60%. The Region has several corporate investments maturing in Q3 2024 which will bring the percentage of corporate investments below the threshold, therefore if the policy recommendations are not approved the Region will be once again onside our policy limits within 180 days

** Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.3226.

Debt Report (in thousands of dollars)

On October 26, 2022, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor's Assessment	1	3	2	2	1	2

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2024 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
General Government	$18,687	$0	-$650	-$64	$17,973	-$1,428	$0	$16,546	
Police	$75,886	$0	-$963	-$239	$74,684	-$3,707	$9,010	$79,987	
Transportation	$108,602	$0	-$661	-$276	$107,665	-$12,225	$45,691	$141,131	
Public Health	$8,874	$0	-$83	$0	$8,791	-$392	$3,037	$11,436	
Community Services	$22,863	$0	-$736	$0	$22,127	-$877	$135,183	$156,431	
NRH	$33,254	$0	-$278	$0	$32,976	-$6,715	$6,742	$33,003	
Planning	$0	$0	$0	$0	$0	$0	$0	$0	
Total Levy	**$268,166**	**$0**	**-$3,371**	**-$579**	**$264,216**	**-$25,344**	**$199,663**	**$438,534**	
NRT	$12,931	$0	-$161	$0	$12,770	-$1,743	$0	$11,027	
Waste Management									
Waste Management	$0	$0	$0	$0	$0	$0	$0	$0	
Waste Diversion	$0	$0	$0	$0	$0	$0	$0	$0	
Waste Disposal	$0	$0	$0	$0	$0	$0	$0	$0	
Waste Management	$0	$0	$0	$0	$0	$0	$0	$0	
Total Special Levy	**$12,931**	**$0**	**-$161**	**$0**	**$12,770**	**-$1,743**	**$0**	**$11,027**	

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2024 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
Wastewater	$62,982	$0	-$1,931	-$1,223	$59,828	-$480	$287,023	$346,371	
Water	$22,480	$0	-$251	-$304	$21,925	-$331	$6,644	$28,238	
Total Rate	**$85,462**	**$0**	**-$2,182**	**-$1,527**	**$81,753**	**-$811**	**$293,667**	**$374,609**	
Total Niagara Region	**$366,559**	**$0**	**-$5,714**	**-$2,106**	**$358,739**	**-$27,898**	**$493,330**	**$824,170**	**5.81%**
Fort Erie	$6,186	$0	-$300	$0	$5,886	-$520	$0	$5,366	1.61%
Grimsby	$1,658	$0	-$197	$0	$1,461	-$200	$0	$1,261	1.23%
Lincoln	$25,786	$0	-$372	$0	$25,414	-$375	$0	$25,039	2.99%
Niagara-on-the-Lake	$6,324	$0	-$194	$0	$6,130	-$338	$0	$5,792	2.18%
Niagara Falls	$71,295	$0	-$2,129	$0	$69,166	-$2,835	$0	$66,331	4.03%
Pelham	$26,498	$0	-$335	$0	$26,163	-$1,888	$0	$24,275	10.17%
Port Colborne	$26,123	$0	-$426	$0	$25,697	-$728	$0	$24,969	5.83%
St. Catharines	$98,099	$0	-$1,106	-$286	$96,707	-$12,446	$0	$84,261	9.10%
Thorold	$440	$0	-$70	$0	$370	-$71	$0	$299	1.08%
Wainfleet	$933	$4,645	$0	$0	$5,578	-$147	$0	$5,431	7.10%
Welland	$61,009	$0	-$1,045	$0	$59,964	-$7,877	$0	$52,087	10.29%
West Lincoln	$19,301	$0	-$428	$0	$18,873	-$428	$0	$18,445	7.90%
NPCA	$0	$0	$0	$0	$0	$0	$0	$0	
Separate School Board	$0	$0	$0	$0	$0	$0	$0	$0	
Debt Assumed for Others (External)	**$343,652**	**$4,645**	**-$6,602**	**-$286**	**$341,409**	**-$27,853**	**$0**	**$313,556**	
Total Niagara Region & External	**$710,211**	**$4,645**	**-$12,316**	**-$2,392**	**$700,148**	**-$55,751**	**$493,330**	**$1,137,726**	

*Unissued debt information from the local area municipalities is not provided to Niagara Region
**2023 FIR data used for ARL calculation where available and 2022 FIR data used where 2023 FIRs were not available

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than $25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q2 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	$75	Amount of $43 is balance of Jan. 2022 invoice for contribution to Canada Summer Games; discussions with staff are ongoing. Additional $32 is Transit invoice for 2023 finance support to be paid when ICIP funding is received by the City.	Collection to continue
City of Welland	$150	In Feb. 2021 Welland deducted $546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another $605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the $1,151 deducted, $1,000 is resolved and $150 remains in dispute regarding Transportation project cost sharing; discussions with Welland staff continue.	Collection to continue
Cosby Septic Service	$32	Hauled Sewage customer; financial hardship experienced in 2022 but is committed to paying the balance. Company still operating and generating revenue. Payments have been received monthly towards arrears with most recent being Jun. 2024.	Collection to continue
Town of Grimsby (RDC)	$445	Amount of $401 is 2018 RDC invoice; litigation has been commenced to pursue recovery. Short-paid invoices amounting to $44 are due to 2022 rates being collected by the Town on 2023 permits; the Town has sent letters to the developer requesting the shortfall amounts.	Collection to continue
Go Green Fibre	$89	Recycling end market customer; litigation has been commenced to pursue recovery of 2022 invoices.	Collection to continue
Third Party Vehicle Owner – (MVA causing Regional Infrastructure Damage)	$34	Motor vehicle accident cost recovery invoice. Insurance information not available therefore owner of the vehicle is responsible for charges. Multiple attempts to contact were unsuccessful therefore the account was sent to third party collections agency in Jul. 2024.	Collection to continue
Long Term Care Resident (32807336)	$33	Resident passed away Mar. 2024. Public Guardian and Trustee took over guardianship in Aug. 2023. The arrears accumulated prior to their involvement, and we have been advised that there are no funds available in the Estate to pay same. Account will be included in 2024 year-end write off report to Regional Council.	Account to be written off

Accounts Receivable Aging Report (in thousands of dollars) - Continued

Customer Name	Amount Over 120	Explanation of Account	Status
Long Term Care Resident (32707253)	$72	Resident is still active but not making any regular payments. In Jan. 2024 resident was going to have pensions redirected to the Long Term Care site as they do not want Public Guardian and Trustee involved. In Apr. 2024 resident refused assistance from local MP office therefore pensions have not been redirected. Long Term Care staff continue to work in collaboration with Social workers to get the resident to complete the necessary paperwork.	Collection to continue
TOTAL	**$930**		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at August 16, 2024.

	Jun. 30, 2024	Dec. 31, 2023
FINANCIAL ASSETS		
Cash	**$ 109,245**	$ 107,166
Investments (page 106)	**846,169**	845,442
Accounts receivable	**122,470**	125,519
Other current assets	**477**	630
Tangible capital assets held for sale Debt	**400**	400
Recoverable from others (page 109)	**341,409**	343,472
	1,420,170	1,422,629
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	**185,883**	217,859
Employee future benefits and post-employment liabilities	**140,995**	140,995
Deferred revenue	**412,276**	386,326
Unfunded contaminated sites	**576**	576
Asset Retirement Obligation	**151,110**	151,110
Long-term liabilities	**700,148**	709,742
Capital lease obligation	**4,050**	4,082
	1,595,038	1,610,690
Net debt	**(174,868)**	(188,061)
NON-FINANCIAL ASSETS		
Tangible capital assets	**2,436,536**	2,396,341
Inventory	**13,310**	13,702
Prepaid expenses	**24,514**	26,848
Other investment	**875**	875
	2,475,235	2,437,766
Accumulated surplus	**$ 2,300,367**	$ 2,249,705

ACCUMULATED SURPLUS RECONCILIATION:

	Jun. 30, 2024	Dec. 31, 2023
Invested in tangible capital assets	**$ 2,073,747**	$ 2,025,989
Capital fund – unexpended capital financing	**266,364**	185,558
Operating fund	**(24,758)**	(10,523)
Canada Games Park	**24,416**	24,416
Unfunded asset retirement obligation	**(81,392)**	(81,392)
Unfunded contaminated sites liability	**(576)**	(576)
Unfunded employee future benefits & post-employment liabilities	**(139,546)**	(139,546)
Total surplus	**2,118,255**	2,003,925
Total reserves and reserves funds(page 98)	**182,112**	245,780
Total accumulated surplus	**$ 2,300,367**	$ 2,249,705

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of December 31, 2021. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region's operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

Definition of Column Headings

Year-to-date Budget - the portion of the annual budget expected to be realized from January through September.

Year-to-date Actual - actual costs incurred and revenues earned from January to June. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

Year-to-date Budget vs Actual Variance Favourable/(Unfavourable) - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

Annual Budget - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

Annual Forecast - the year to date actual plus the year to go forecast. It is intended to project expected organization results at the end of the current year based on information available. As noted, actual operating results may vary from the forecasted information presented (not applicable for quarter 4).

Annual Budget vs Forecast Variance Favourable/(Unfavourable) - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

Definition of Report Rows – Expenditures

Labour related Costs – salaries, benefits and personnel related allowances (meals, clothing, training, etc).

Administration – costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

Operational & Supply – program specific costs including: chemical, medical, waste management supplies and purchased services.

Occupancy & Infrastructure – costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

Equipment, Vehicles, Technology – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

Community Assistance – Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

Explanation of Statement of Operations - Continued

Financial Expenditures – interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments though indirect allocations & debt.

Partnership, Rebate, Exemption – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

Definition of Report Rows – Revenues

Taxation – revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

Federal & Provincial Grants – funds received from the provincial and federal governments.

By-law Charges & Sales – shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

Other Revenue – shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

Definition of Report Rows – Intercompany Charges

Intercompany Charges – direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). This includes the allocation of the costs of staffing resources that have been strategically redeployed due to the COVID-19 pandemic from one department to another. The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

Definition of Report Rows – Transfers

Transfer to Reserves – includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

Transfer from Reserves – transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

Expense Allocation to Capital – eligible costs recorded and managed in the operating program allocated to the capital program.

Definition of Report Rows – Indirect Allocation & Debt

Indirect Allocation – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

Capital Financial Allocation – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.

Q2 Financial Update

2024

Niagara Region | Growing Better Together

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Quarterly Achievements Report

Q2:2024 Highlights

Introduction

Since 2023, Niagara Region has aligned many projects, programs, and services to support the implementation of the Council Strategic Priorities. In addition to aligning current business, Niagara Region also continues to deliver core, essential services to its residents and businesses.

We are committed to being transparent and accountable, while continuing to improve services and programs for all Niagara residents and businesses. Part of this commitment includes reporting back to Regional Council on corporate milestones, successes, and challenges.

The Quarterly Achievements Report compiles highlights across the corporation on Council priority actions and business plan activities. This Q2:2024 report showcases key milestones and accomplishments achieved between April and June of 2024.

Each project indicates whether it is connected to a council priority action using the ‘Growing Better Together’ icon along with a status, ‘on track’ or ‘completed’. An ‘on track’ status means the project is progressing as expected with regards to timing, capacity, and resourcing.

Effective Region

Asset Management Policy Update

Council Priority Project

Annual Budget and Long-Term Forecast Planning

Status: Completed

An asset management policy update was proposed and accepted by the Corporate Services Committee. The purpose of this policy is to guide the development and implementation of the Regions asset management framework, plans and strategy.

Debt Strategy

Council Priority Project

Annual Budget and Long-Term Forecast Planning

Status: On Track

A presentation was made to Niagara's Local Area Municipality's Chief Administrative Officer (CAO) and Treasurers group supporting education and awareness of our Debt program, and an information report was shared with Regional Council and Local Area Municipalities in Q2. Next steps include a meeting with the CAO and Treasurers. The 2025 budget to include financial ask to enhance our debt program to support the forecasted debt requirements.

DeGroote Capstone

Business Plan Project

Status: Completed

Twenty leaders completed the McMaster DeGroote's Leadership program. Leader's capstone presentations supported the implementation of the Council Strategic Priorities by exploring how to integrate the guiding principles and strategic lenses.

Employee Engagement Survey

Council Priority Project

Human Resource Plan

Status: Completed

The employee engagement survey was launched with a 71 per cent participation rate and a 65 per cent engagement score. The results have been shared departmentally, focusing on communication; performance and career growth; diversity, equity, and inclusion; and leadership.

Hauled Sewage Rate

Council Priority Project

Water and Wastewater Asset Sustainability

Status: On Track

Staff completed an analysis on the new hauled sewage rate. A Council report was prepared and circulated to internal partners for consideration by Committee/Council in Q3 2024.

Incentive Review and Implementation

Business Plan Project

Status: On Track

Staff engaged with Local Area Municipalities, development industry personnel, and service providers on the incentive review project. Council has received information through an education workshop.

Niagara Open Data Portal

Business Plan Project

Status: Completed

The Niagara Open Data portal, featuring a new ArcGIS online Open data hub, was launched. This website was awarded the BeSpatial 2024 Gold Award for Best Open-Source GIS. As well, staff published the 2023 Aerial photographs for all the Niagara region.

Niagara Utility Benefit

Business Plan Project

Status: On Track

The Niagara Utility Benefit has streamlined administration and improved access to this critical support for the most vulnerable people. The program had adjudicated over 1,450 applications and approved more than 700 to prevent utility disconnections.

Procurement By-Law Update

Council Priority Project

Service, Effectiveness and Accountability Reviews

Status: On Track

The latest draft of the Modernizing Procurement By-Law, including a social procurement process framework, was shared with the Commissioner Leadership Team and staff for review and comment.

Public Health Strategic Review

Council Priority Project

Service, Effectiveness and Accountability Reviews

Status: On Track

Staff completed the assess and forecast phase of the Public Health Strategic Review and shared the preliminary results with the Chief Administrative Officer and Deputy Chief Administrative Officer. Next steps include completing the design and implementation phases.

Shared Used Model Project

Business Plan Project

Status: On Track

The Shared Use Model project is looking to maximize building utilization throughout the Region's existing administrative space. Corporate Services staff participated in the project's pilot launch, those results and feedback are now being analyzed.

Green and Resilient Region

Conservation Demand Management Plan

Council Priority Project

Energy Conservation and Demand Management Plan

Status: On Track

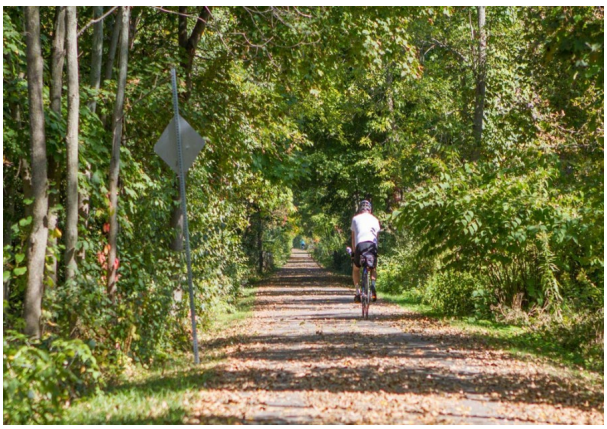
The Energy Conservation and Demand Management plan was completed, endorsed by the Chief Administrative Officer, and published. The Federation of Canadian Municipalities has awarded the Niagara Region $200,000 towards the development of a greenhouse gas emission reduction strategy.

Road Resurfacing Program

Business Plan Project

Status: On Track

Staff has tendered and awarded the first two major road resurfacing programs and are coordinating with external parties, such as the airport, to extend the economy of scale.



Vulnerability Assessment

Council Priority Project

Climate Adaptation Plan

Status: On Track

Staff identified data indicators for the climate change vulnerability assessment, which will help inform the Climate Adaptation Plan. Next steps include analyzing the indicators, creating visuals, and drafting the assessment report.

Waste Management Strategic Plan

Council Priority Project

Waste Management Strategic Plan

Status: On Track

The engagement phase of developing the Waste Management Strategic Plan was completed and the mission, vision, and goals of the plan were presented to the Waste Management Planning Steering Committee and the Public Works Committee. Staff was recognized for their continuous engagement efforts by the Municipal Waste Association, with the bronze Social Media and Online Strategy award.

Equitable Region

Accessibility Multi-Year Plan

Business Plan Project

Status: On Track

Engagement for the Multi-Year Accessibility Plan was completed, including in-person sessions, an online survey, a virtual community meeting, and feedback from the local municipal advisory committees.

Emergency Medical Services Outreach Program

Business Plan Project

Status: On Track

The Emergency Medical Services Street Outreach Community Paramedic program resumed full operations. A Street Outreach Working Group was also assembled to gather social service and health partners to maximize resources and better coordinate efforts for serving common clients.

EvokeHealth

Business Plan Project

Status: On Track

A self-service portal, EvokeHealth, was implemented in Long-Term Care Homes to offer family members timely information about resident's health status and introduces greater efficiencies for the care team.

Flexible Assertive Community Treatment

Business Plan Project

Status: On Track

The Flexible Assertive Community Treatment team collaborated with community partners to pilot a new intake process system. This system aims to ensure clients are referred to the most appropriate case management service.

Housing Focused Shelter Expansion

Business Plan Project

Status: On Track

Construction was completed on the temporary shelter site in St. Catharines. The search for a potential permanent homeless shelter site in St. Catharines continues. Establishment of a South Niagara site is currently moving through the approval process.

Indigenous Cultural Training

Council Priority Project

Indigenous Relations Action Plan

Status: On Track

Indigenous history and culture training has been finalized and plans for rollout will begin in Q3.

Niagara Week

Council Priority Project

Growth Management and Staging of Infrastructure Strategy

Status: Completed

A business case for the South Niagara Water Treatment Site was created, including letters of support from community partners and local municipalities. During Niagara Week, staff and Councillors met with the Premier and various Ministers to discuss the need for provincial partnership. Preparations are currently underway for federal advocacy.

Solar Eclipse

Business Plan Project

Status: Completed

Niagara Region staff prepared for the Solar Eclipse, which drew a large crowd to Niagara Falls to see this once-in-a-lifetime event. The Emergency Operations Committee effectively safeguarded the health and safety of residents and visitors.

Vision Zero Road Safety Implementation and Complete Streets Guidelines

Council Priority Project

Vision Zero Road Safety Implementation and Complete Streets Guidelines

Status: On Track

The Vision Zero Road Safety Strategic Plan initial outline has been shared with the Commissioner of Public Works. Staff have also integrated the Complete Streets Design Manual into operational services and plan to present the final guidelines to Council in Q3.

Prosperous Region

EarlyON Service Enhancement Strategy

Business Plan Project

Status: On Track

Thirteen pilot projects were funded through the EarlyON Service Enhancement Strategy. This strategy aims to increase access to and diversity of services in EarlyON centres, as well as extend programming hours.

Foreign Direct Investment: Asahi Kasei

Business Plan Project

Status: On Track

Niagara celebrated the announcement of a Wet Battery Separator Plant in Port Colborne; a $1.56 billion investment in the region's economy. The Workforce Coalition started collaborating with Asahi Kasei to advocate for Electric Vehicle training.

Signature Site Tool

Council Priority Project

Signature Site Strategy

Status: On Track

The Signature Sites tool was launched to promote development opportunities. Staff have prepared a report and presentation to be shared with Council in Q3/Q4.

Permanent Transit Fund Opportunities

Council Priority Project

Niagara Region Transit Service Support and Growth

Status: On Track

Niagara Region received the 2024 Award for Collaboration within Municipalities for consolidating our transit system. The Government of Canada announced that The Canada Public Transit Fund (CPTF) will provide $3 billion annually to support public transit and active transportation infrastructure across Canada beginning 2026-27. Niagara Region and Niagara Transit are reviewing the funding opportunity to submit expressions of interests for capital investment.

Zero Emissions Vehicle Blueprint

Council Priority Project

Core and Emerging Sector Focus

Status: On Track

A Zero Emissions Vehicle Blueprint was submitted and approved by FedDev Ontario. The blueprint outlines clear opportunities and strategies for leveraging the electric vehicle industry and establishes a strong foundation for future economic initiatives.

Quarterly Achievements Report

Q2:2024 Highlights

Subject: Corporate Non-Competitive Procurement Activities Exceeding $100,000

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That Report CSD 40-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to identify all Corporate non-competitive procurement activities between April 1, 2024 and June 30, 2024, by all Departments, which exceeded $100,000.
- Council approval of PW 47-2021 (August 10, 2021) directed Staff to provide information reports to the Corporate Services Committee each quarter identifying all corporate non-competitive procurement activities that exceed $100,000 in the intervening period.
- Niagara Region's Procurement By-law 02-2016 as amended February 28, 2019, identifies non-competitive appropriate criteria, procedures and Schedule "B" defines the approval authorities required for any non-competitive procurement activity.

Financial Considerations

The intent of the Procurement By-law is to ensure the appropriate balance of effective approval control and efficient utilization of resources to ensure "best value for the Corporation". All Corporate non-competitive procurement activities must have approved funding in place from either Capital or Operating budgets.

Analysis

Report PW 47-2021 presented at the August 10, 2021, Public Works Committee and approved by Council on August 26, 2021, recommended that:

- Staff provide information reports to the Corporate Services Committee each quarter identifying all corporate non-competitive procurement activities that exceeded $100,000 in the intervening period.

This report details twenty-two (22) corporate non-competitive procurement activities with a total change value of $6,227,328, which exceeded $100,000 between April 1, 2024 and June 30, 2024.

As Director of Procurement & Strategic Acquisitions, I attest that every Purchase Order identified herein is compliant with the Council approved Procurement By-law and further affirm that Appendices 1 and 2 which detail the non-competitive purchases processed in accordance with the approved criteria, procedures and approval authorities required for any non-competitive procurements meet the appropriate criteria as outlined in Procurement By-law 02-2016 as amended February 28, 2019.

Appendix 1: Straight Single Source

Eleven (11) new non-competitive purchases totalling $2,385,522 in value were identified as **"Single Source"** (Section 18) meaning that no competitive procurement process was utilized to acquire Goods and/or Service from the named Supplier even though there may be other Suppliers capable of delivery of the same.

These non-competitive purchases may include acquisitions which were considered Sole Source in that there is an absence of competition for technical reasons and only one supplier is capable of delivery of the same.

Appendix 2: Change PO Single Source

Eleven (11) amendments (Change PO) to the original Purchase Order totalling $3,841,806 (Single Source change value only). These amendments break down as follows:

a) Eight (8) amendments (Change PO) to original **"Formal"** Purchase Orders totalling $4,905,126 where $2,204,270 were Single Source (as defined above).
b) Two (2) amendments (Change PO) to original **"Single Source"** Purchase Orders totalling $809,900 were Single Source (as defined above).
c) One (1) amendment (Change PO) to original **"Special Circumstance**" Purchase Orders totalling $827,636 were single source (as defined in above).

   Ref: "Special Circumstances" (Section 17), whereby a non-competitive procurement process was utilized to acquire Goods and/or Services from a specific supplier when certain conditions apply.

Alternatives Reviewed

None, though the Committee can suggest amendments to the reporting content and format.

Relationship to Council Strategic Priorities

This report aligns with Sustainable and Engaging Government, specifically objective 4.1: High Quality, Efficient and Coordinated Core Services.

Other Pertinent Reports

- PW 47-2021 Special Procurement Rules for Public Works Single Source Exceeding $100,000

  (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=46ed041a-c04d-4224-b80b-42b6b942c5ed&Agenda=Agenda&lang=English&Item=20&Tab=attachments)

Prepared by:
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Director
Procurement & Strategic Acquisitions

Recommended by:
Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

Appendices

Appendix 1	Listing of Non-Competitive Procurement Activity by Single Source
Appendix 2	Listing of Non-Competitive Procurement Activity by Change PO

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-04-02	133180	Community Services	SNG	$ 112,688.20	YWCA Niagara Region - St. Catharines

PO Justification
Transitional costs to support wind down of previously awarded RFP for Shelter programs, ending March 31, 2024 as program is being redesigned. 18.(a)(iv) an unforeseeable situation of urgency exists and the Goods and/or Services cannot be obtained in time by means of open procurement procedures.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-05-02	134525	Corporate Services	SNG	$ 161,132.75	Aurea Software, LLC

PO Justification
This purchase is related to the annual SaaS maintenance and support costs for use of our Bonzai software that runs on our internal, corporate SharePoint environment (The Vine). Aurea is the only vendor that sells this product and thus we are bound to procure from them directly. 18.(a)(I) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-05-09	134750	Corporate Services	SNG	$ 111,180.00	Chamberlain Building Services Inc.

PO Justification

Emergency repair of the Campbell West Chiller. The chiller was found to be leaking refrigerant from both compressors and is unable to run in its current state. One compressor is repairable, and the other needs replacement. It is the primary source of cooling for the Campbell West Building and with summer approaching there is not enough time to tender the work.
Chamberlain Inc. is our awarded HVAC contractor for the preventative maintenance services. Given the knowledge and expertise of Chamberlain Inc. working on this equipment for the past three years, it is recommended that they complete the emergency repairs. 18.(a)(iv) an unforeseeable situation of urgency exists and the Goods and/or Services cannot be obtained in time by means of open procurement procedures.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-06-05	135890	Corporate Services	SNG	$ 345,555.60	Design Electronics

PO Justification

Replacing old and non supported AV equipment in the council chambers. Most of the equipment in the room is no longer supported by the vendors and has been breaking down with more frequency. Some items can't be replaced without replacing almost all of the existing equipment. All of the new AV equipment must work with our current Creston system and not change the design and feel that the councilors and clerk staff are used to using. The equipment and services are being single sourced to Design technologies because they have intimate knowledge of how our systems work and the programming required for it to function. 18.(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-05-31	135632	Public Health & Emergency Services	SNG	$ 320,000.00	Lighthouse Medical Ltd.

PO Justification

To purchase Raizer II patient lifting devices for all vehicles. This was originally RFP 2023-RFP-223 but there was only 1 bidder who did not meet the criteria. After follow up debrief with plan takers and bidder it was determined that only 1 vendor could meet the needs for the lifting device required. 18.(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-04-11	133619	Public Works	SNG	$ 141,891.81	Gerrie Electric

PO Justification

In December 2020, Rockwell Automation discontinued a few of their PLCs. These controllers were supported until December 2022. Currently these controllers, and their firmware are not supported by the manufacturer. This purchase will upgrade these controllers to a supported platform, allowing us to apply up to date firmware to strengthen our cybersecurity on our Operational networks. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; these new PLCs are upgrading existing obsolete PLCs that currently pose a cyber security threat to Niagara's W-WW SCADA systems; and 18(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier a Sole Source is being recommended; Gerrie Electric is the only appointed distributor authorized to sell Allen Bradley products, along with related services, in our geographical area.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-04-15	133679	Public Works	SNG	$ 519,893.70	Gerrie Electric

PO Justification

In December 2020, Rockwell Automation discontinued a few of their PLCs. These controllers were supported until December 2022. Currently these controllers, and their firmware are not supported by the manufacturer. This purchase will upgrade these controllers to a supported platform, allowing us to apply up to date firmware to strengthen our cybersecurity on our Operational networks. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; these new PLCs are upgrading existing obsolete PLCs that currently pose a cyber security threat to Niagara's W-WW SCADA systems; and 18(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier a Sole Source is being recommended; Gerrie Electric is the only appointed distributor authorized to sell Allen Bradley products, along with related services, in our geographical area.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-06-07	135974	Public Works	SNG	$ 342,125.00	Jenoptik Smart Mobility Solutions LLC

PO Justification

This is PO is for monthly fixed leasing cost for the Red Light Camera Program as approved part of the Vision Zero Budget. 18.(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; The supplier is fixed and universal across province requiring compatibility for processing of all cost and ticketing via joint processing center; and 18.(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier; Schedule A agreement with MTO for ASE and RLC programs.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-06-19	136419	Public Works	SNG	$ 118,946.03	GE Intelligent Platforms Canada

PO Justification

The software being supported is for our existing SCADA software installations of iFix and Historian. This software is critical to the operations of our Water-Wastewater facilities. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; This support agreement is for our existing licensed software used throughout the Water-Wastewater Division's SCADA systems.; and 18(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier a Sole Source is being recommended; GE Intelligent Platforms is the sole Developer, Licensor, and Support Service Provider for our SCADA Software.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-06-19	136421	Public Works	SNG	$ 109,312.50	Haudenosaunee Development Institute

PO Justification

As per corporate policy, archaeology services are required from Indigenous stakeholders, for the Catherine St. SPS Upgrade project. Indigenous consultations are required under various policies established by the Province of Ontario. Indigenous engagement/consultation must be conducted with a recognized Territorial First Nations, largely for the purposes of completing archaeological or environmental assessments related to Regional capital infrastructure projects. 18(a)(iii): there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier.

PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
2024-06-26	136721	Public Works	SNG	$ 102,796.80	SPD Sales Limited

PO Justification

The chemical feed pumps at the Decew WTP are nearing end of life. These chemicals are the crucial part of the disinfection process to provide safe drinking water to the residents of the Decew WTP System. Frequency of service required and the availability of repair/replacement parts, they are exceedingly difficult to obtain if at all. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; these new chemical feed pumps are upgrading existing pumps nearing end of life; and 18(a)(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier; SPD Sales Limited is the only appointed distributor authorized to sell Grundfos Dosing Pumps products, along with related services, in our geographical area.

*NRPS, NRH and NTC are not included in the datasets outlined herein as these agencies operated under their own Procurement By-law and/or Governing Bodies

PO DATE/ PO LAST CHANGE DATE	PO #	*REGION DEPARTMENT	ORIGINAL PO TYPE/ CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE **	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
2021-11-08 2024-04-05	98167	Public Works	FRM - SNG	GM BluePlan Engineering Limited	2021-RFP-152 - 2021 Biosolids Management Master Plan	$ 491,449.00	$ 607,767.00	$ 116,318.00	$491,449.00	$ 116,318.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

In 2010, Niagara Region initiated a Biosolids Management Master Plan (BMMP), to provide direction for management of biosolids and water treatment residuals, generated by its current water (6) and wastewater (10) treatment plants, to the year 2031. Regulatory and environmental changes have occurred, including risk management in biosolids management, relative to long-term investment, and considerations of the Nutrient Management Act, watershed source protection, water quality, and public expectations. GM BluePlan (GMBP) was initially retained through competitive bid process 2021-RFP-152 and awarded the 2021 Biosolids Management Master Plan Update. Due to additional efforts required throughout the project review period, and to now finalize the report, as well as opportunities to now incorporate additional relevant information for more holistic recommendations, there is a need to increase the scope of the assignment. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; this scope of work is a continuation of and directly related to GMBP's current scope assignment.

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2022-03-21 2024-06-12	103517	Public Works	FRM - SNG	SPAND CONSTRUCTION LTD.	2021-T-288 - Line 2 SPS Upgrade - Tender	$ 618,088.00	$ 747,770.46	$ 129,682.46	$618,088.00	$ 129,682.46

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

SPAND Construction Ltd. was initially retained through a competitive bid process 2021-T-288 Line 2 SPS Upgrade and awarded the contract on March 21, 2022. Due to additional findings during construction and requests from the Niagara Region, there is a need to increase the scope of the project. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; SPAND Construction Ltd is familiar with this immediate area and this work is directly related to the system that is being upgraded as part of the project.

PO DATE/ PO LAST CHANGE DATE	PO #	*REGION DEPARTMENT	ORIGINAL PO TYPE/ CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE **	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
2019-11-01 2024-04-12	67115	Public Works	FRM - SNG	R.J. Burnside & Associates Limited	2019-RFP-243 - Garner Road Dewatering Facility Upgrade Design	$ 148,260.18	$ 377,398.68	$ 229,138.50	$148,260.18	$ 229,138.50

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

R.J. Burnside was retained through a competitive bid process (2019-RFP-243) and awarded the detailed design and tendering of the Garner Road Dewatering Facility Upgrade Design Project on Nov. 1, 2019. There is a need to increase the scope of the assignment due to additional SUE investigation, design of the Administrative building in the front of the property, and dump pad investigation for the ECA Amendment. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; as R.J. Burnside is familiar with this immediate area and this work is directly related to the system that is being upgraded as part of the project.

PO DATE/ PO LAST CHANGE DATE	PO #	*REGION DEPARTMENT	ORIGINAL PO TYPE/ CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE **	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
2021-04-14 2024-04-16	90653	Public Works	FRM - SNG	Associated Engineering (Ont.) Ltd.	2021-RFP-17 - RR34 Seventh St Bridge RFP for Detailed Design	$ 116,780.00	$ 414,895.00	$ 298,115.00	$116,780.00	$ 298,115.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

The original purchase underwent a competitive procurement process. The Contract Administration, Inspection, Geotechnical Materials Testing and Post Construction documentation was included as a Provisional Section in 2021-RFP-17 and was evaluated competitively at that time. However, due to budget allocation timing the anticipated construction timing of this project was delayed and the consultant is seeking additional fees based on this variance.18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; continuation of the current consulting assignment in order to maintain quality and control to ensure the designs being completed during construction, meet the required Regional, Provincial and Municipal standards.

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2023-01-06 2024-04-04	114606	Public Works	FRM - SNG	Elite Group(10739685 Canada Inc.)	2022-T-206 Port Dalhousie Boiler Replacement RFT/ 2022-T-206 Port Dalhousie Boiler Replacement RFT	$ 635,900.00	$ 943,583.00	$ 307,683.00	$635,900.00	$ 307,683.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

The Elite Group was retained through a competitive bid process RFT 2022-T-206 and awarded construction of the Port Dalhousie Boiler Upgrade. However due to additional findings during construction and requests from the Niagara Region, there is a need to increase the scope of the project. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; as The Elite Group is familiar with this immediate area and this work is directly related to the system that is being upgraded as part of the project.

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2021-04-09 2024-05-23	90421	Public Works	FRM - SNG	GM BluePlan Engineering Limited	2020-RFP-205 - Lakeshore Rd SPS - EA and Conceptual Design	$ 154,531.00	$ 595,956.00	$ 441,425.00	$154,531.00	$ 441,425.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

GM BluePlan (GMBP) was retained through competitive bid process (2020-RFP-205) and awarded Consulting Services for an Environmental Analysis and Enhanced Conceptual Design for the Lakeshore Road Sewage Pump Station on April 9, 2021. Assignment was for the completion of an Environmental Assessment (EA) and enhanced conceptual design of the preferred alternative, with potential for facility relocation. During completion of the EA, it was determined that expedited detailed design and tendering was required. During the ongoing design assignment, GMBP was asked to revisit design of the inlet valve chamber. Due to site limitations, this will now require further scope to complete the necessary design modifications. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; as GM BluePlan is familiar with the immediate area and has an in-depth knowledge of the station as a result of the ongoing Municipal Class EA and can complete the detailed design assignment in a timely manner meeting the project constraints and challenges; and 18(a)(iv) a situation of urgency exists; it is in the best interest of the project to single source this assignment as a competitive procurement process will extend the project schedule which would cause project delays and increase the risk of station failure impacting local residents, maintenance staff and the surrounding environment.

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2020-04-28 2024-04-17	76050	Public Works	FRM - SNG	Palmer Environmental Consulting Group Inc.	2020-RFP-20 - NFWWTP Secondary Treatment Upgrades - Geotechnical	$ 145,065.00	$ 577,060.00	$ 431,995.00	$145,065.00	$ 431,995.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

Palmer Environmental Consulting Group (PECG) was initially retained through competitive bid process 2020-RFP-20, and awarded the 2020 Niagara Falls Wastewater Treatment Plant Geotechnical and Hydrogeological Investigation, for the Niagara Falls Wastewater Treatment Plant Secondary Treatment Upgrades project, on April 28, 2020. PECG was subsequently awarded provisional construction services. The plant has experienced ongoing operational issues which have led to issue of MECP provincial orders and a federal government warning letter. Due to discovery of significant soil and groundwater contamination during design, additional sampling and analysis during construction will be required, and there is corresponding need to increase the scope of the project in conjunction with the award of the provisional services. This work is critical and needs to be completed as soon as possible as the MECP has issued a compliance order related to the NFWWTP site.18(a)(i), the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; as PECG is familiar with this immediate area having supported previous site design and construction activities.

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2020-12-16 2024-04-11	85727	Public Works	FRM - SNG	Morrison Hershfield	2020-RFP-142 - Ontario Street Watermain Replacement - Town of Lincoln	$ 170,256.80	$ 640,695.40	$ 470,438.60	$390,782.40	$ 249,913.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

Morrison Hershfield was initially retained through a competitive bid process 2020-RFP-142 and awarded to complete the detailed design, tendering and contract administration and inspection services for the Ontario Street Sanitary Sewer & Watermain Replacement project on December 14th, 2020. Due to additional findings during construction, there is a need to increase the scope of the assignment. It was determined a realignment of the proposed infrastructure would reduce the amount of watermain and sanitary bypassing that would be required by the contractor in order to install the new watermain and sanitary sewer infrastructure as per the tendered drawings. Provisional CA&I was awarded, but with heightened public engagement, additional hours of CA&I were required. This increase in support provides the Region with proper oversight and inspection during construction to ensure that the project is constructed in compliance with the drawings and specifications. 18(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration; as Morrison Hershfield is familiar with this immediate area having completed the design and tendering process for the Ontario Street Sanitary & Watermain Replacement project.

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2023-12-21 2024-06-12	128594	Public Works	SNG - SNG	Rush Truck Centres of Canada Ltd.	2024 Rush Truck International - OEM Parts/ Rush Truck International - OEM Services & Repairs	$ 19,999.00	$ 330,000.00	$ 310,001.00	$0.00	$ 330,000.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

Rush Truck Centre of Canada is the OEM (Original Equipment Manufacturer) dealer and sole distributor in Niagara of International Truck Goods and Services for Niagara Region vehicles. Original requested values based on 2021 spend. Change orders processed as need increased. 18.(a)(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration.

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2023-03-01 2024-05-27	117164	Public Works	SNG - SNG	Atlas Dewatering Corporation	Stevensville Douglastown Lagoon Pumping	$ 162,450.00	$ 479,900.00	$ 317,450.00	$0.00	$ 479,900.00

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

Rehabilitation is required to address operational and sustainability concerns for the Stevensville-Douglastown lagoons. The lagoons were constructed in 1982 and have not had any significant upgrades since. This project is in two phases. The scope of this phase (phase 2) is the draining of Cell #1 to remove the accumulated sludge, and rehabilitate the berms to original specifications. Removing cell #1 from service during Construction, resulted in reduced capacity of the lagoons and caused the ammonia results to be out of compliance.A temporary pumping set-up needs to be re-installed in order to recirculate the contents of Cell #2. Without this the lagoons risk continuing to be out of compliance. Due to delays in executing Phase 2 and to keep the lagoons in compliance with the MECP, pumping requirements are needed for an extended period of time. 18(a)(iv) an unforeseeable situation of urgency exists and the Goods and/or Services cannot be obtained in time by means of open procurement procedures; Atlas Dewatering Corporation are familiar with the Region's wastewater operations, and is already mobilized and running on site. Few service providers are able to offer this service, and extra time spent on competitive procurement can put the Region at risk of continued non-compliance.

PO DATE/ PO LAST CHANGE DATE	PO #	*REGION DEPARTMENT	ORIGINAL PO TYPE/ CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE **	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
2019-05-29 2024-04-08	60072	Public Works	SPE - SNG	Kerry T Howe Engineering Limited	Dain City Forcemain Replacement- Contract Administration/ Change PO	$ 186,399.36	$ 827,635.66	$ 641,236.30	$0.00	$ 827,635.66

SCOPE CHANGE, JUSTIFICATION, BY-LAW REF and RATIONALE FOR INCREASE IF SINGLE SOURCE

Kerry T. Howe Engineering (KTH) was initially retained under special circumstances and awarded detailed design, tendering, contract administration, and inspection (CA&I) of the Dain City Emergency Forcemain Replacement (Project) on May 29, 2019. Due to an extended construction duration, additional unforeseen work, and requests from the Niagara Region, there is a need to increase the scope of the assignment. 18(a)(i) as KTH is familiar with this immediate area as they are currently performing contract administration and inspection duties for Phase 4B and have already completed the detailed design for each phase along with the contract administration and inspection for each of the previous phases.

*NRPS, NRH and NTC are not included in the datasets outlined herein as these agencies operated under their own Procurement By-law and/or Governing Bodies

**Existing system reports are generated at a point in time and POs may have multiple change orders over the reporting period. As such, it is difficult to distinguish dollar values where Change POs (amendments) were formally procured and those which were additional in scope (Single Source); the totals in the reports represent the cumulative of both amounts.

***All Purchase Orders referenced herein were created with a minimum mandatory reference to the applicable By-law section and exception and a detailed and appropriate justification which supported the referenced exception; staff implemented they were created in alignment with initiatives which addressed control deficiencies outlined in the previous audit (as evidenced in the findings outlined in Report AC-C 16-2023), and all were approved in accordance with the authorities for non-competitive procurement as outlined in the Procurement By-law.

Minute Item No. 6.1
PDS 23-2024
Recommendation Report – Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension

That Report PDS 23-2024, dated September 11, 2024, respecting Recommendation Report – Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Official Plan Amendment, Law Quarry Extension **BE APPROVED** (attached as Appendix 2 to Report PDS 23-2024);
2. That Township of Wainfleet Official Plan Amendment No. 4 **BE APPROVED** (attached as Appendix 3 to Report PDS 23-2024);
3. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with Planning Act requirements;
4. That Staff **BE DIRECTED** to inform the Ministry of Natural Resources of the decision of Regional Council, 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision, to inform the licencing process under the Aggregate Resources Act; and
5. That Report PDS 23-2024 **BE CIRCULATED** to the Township of Wainfleet and Niagara Peninsula Conservation Authority (NPCA).

Minute Item No. 6.2
ED 12-2024
Niagara Gateway Application from City of Port Colborne – E-Materials Canada

That Report ED 12-2024, dated September 11, 2024, respecting Niagara Gateway Application from City of Port Colborne – E-Materials Canada Corporation, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Gateway CIP Tax Increment Grant Application for E-Materials Canada Corporation **BE APPROVED**; and
2. That notice of the approval decision **BE CIRCULATED** to the City of Port Colborne.

Minute Item No. 7.1
ED 11-2024
Niagara Electric Vehicle Blueprint – EV Sector Development

That Report ED 11-2024, dated September 11, 2024, respecting Niagara Electric Vehicle Blueprint – EV Sector Development, **BE RECEIVED**.

THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES

PEDC 8-2024
Wednesday, September 11, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bateman, Bradley (Regional Chair)*, Campion*, Davies (Committee Vice Chair), Ganann*, Huson (Committee Chair), Jordan*, Junkin*, Kaiser*, Morocco, Redekop*, Rigby, Seaborn*, Siscoe, Steele*, Ugulini
Absent/Regrets:	Foster, Witteveen
Staff:	E. Acs, Manager, Community Planning, D. Carnegie*, Deputy Chief Administrative Officer, F. Chinen, Electric Mobility Industry Specialist, R. Hill, Legislative Assistant, S. Madder, Manager, Corporate Strategy*, M. Marino, Associate Director, Economic Development, D. Morreale, Director, Development Approvals, R. Muzzell, Manager, Program Financial Support*, S. Norman, Senior Planner, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works*, M. Robinson, Director, Strategic Transformation Office, M. Sergi, Commissioner, Growth Strategy & Economic Development, G. Spezza, Director, Economic Development, J. Spratt, Legislative Coordinator, A. Stea, Director, Community & Long Range Planning, R. Tripp, Chief Administrative Officer, D. Turner, Manager, Strategic Growth Services * indicates members who participated electronically, all other members participated in person

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1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Huson read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

5.1 Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension (PDS 23-2024, Agenda Item 6.1)

5.1.1 Caitlin Port, MHBC Planning, Urban Design & Landscape Architecture

Caitlin Port, MHBC Planning, Urban Design and Landscape Architecture, appeared on behalf of Waterford Sand and Gravel, in support of the Regional Official Plan Amendment respecting the proposed Law Quarry extension.

6. ITEMS FOR CONSIDERATION

6.1 PDS 23-2024

Recommendation Report – Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension

Sean Norman, Senior Planner, provided information respecting Recommendation Report - Regional Official Plan Amendment Proposed Law Quarry Extension, Township of Wainfleet. Topics of the presentation included:

- Regional Official Plan Amendment (ROPA)
- Supporting Information
- Timeline of ROPA Application
- Concurrent Applications
- Approval Process
- Joint Agency Review Team (JART) Report
- Consideration of Key Issues
- Policy Review
- Staff Recommendation

Moved by Councillor Rigby
Seconded by Councillor Ugulini

That Report PDS 23-2024, dated September 11, 2024, respecting Recommendation Report – Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Official Plan Amendment, Law Quarry Extension **BE APPROVED** (attached as Appendix 2 to Report PDS 23-2024);
2. That Township of Wainfleet Official Plan Amendment No. 4 **BE APPROVED** (attached as Appendix 3 to Report PDS 23-2024);
3. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with Planning Act requirements;
4. That Staff **BE DIRECTED** to inform the Ministry of Natural Resources of the decision of Regional Council, 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision, to inform the licencing process under the Aggregate Resources Act; and
5. That Report PDS 23-2024 **BE CIRCULATED** to the Township of Wainfleet and Niagara Peninsula Conservation Authority (NPCA).

Carried

6.2 ED 12-2024

Niagara Gateway Application from City of Port Colborne – E-Materials Canada Corporation

Moved by Councillor Davies
Seconded by Councillor Steele

That Report ED 12-2024, dated September 11, 2024, respecting Niagara Gateway Application from City of Port Colborne – E-Materials Canada Corporation, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Gateway CIP Tax Increment Grant Application for E-Materials Canada Corporation **BE APPROVED**; and
2. That notice of the approval decision **BE CIRCULATED** to the City of Port Colborne.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 ED 11-2024

Niagara Electric Vehicle Blueprint – EV Sector Development

Daniel Turner, Manager, Strategic Growth Services, provided information respecting Niagara Zero Emissions Vehicle Blueprint. Topics of the presentation included:

- Niagara Zero Emissions Vehicle (ZEV) Blueprint
- Background
- FedDev Funding
- Electric Mobility Sector Specialist
- Creating the ZEV Blueprint
  - Supply Chain Development Analysis
  - Workforce Analysis
  - Skills Development Analysis
  - Support Analysis
  - Indigenous Inclusion Analysis
  - Community Coordination Analysis
- Prosperous Region
- Effective Region

Moved by Councillor Steele
Seconded by Councillor Junkin

That Report ED 11-2024, dated September 11, 2024, respecting Niagara Electric Vehicle Blueprint – EV Sector Development, **BE RECEIVED**.

Carried

8. OTHER BUSINESS

There were no items of other business.

9. NEXT MEETING

The next meeting will be held on Wednesday, October 9, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 1:41 p.m.

Councillor Huson
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

From: Niagara Region Website
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 4, 2024 12:21:58 PM

Request to Speak at a Standing Committee or Regional Council

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Caitlin Port

Address
540 Bingemans Centre Drive

City
Kitchener

Postal
N2B 3X9

Phone
519-576-3650

Email
[redacted]

Organization
MHBC Planning

standing committee
Planning and Economic Development Committee

Presentation Topic
Law Quarry Extension

Presentation includes slides
No

Previously presented topic
Yes

Presentation only new info
Yes

Presentation Details
On behalf of the Applicant, Waterford Sand & Gravel Limited, request to speak very briefly on the Regional Official Plan Amendment Application (PDS 23-2024) for the proposed Law Quarry Extension. No Powerpoint presentation. Approximately 2min presentation.

Video Consent
Yes

Recommendation Report

Regional Official Plan Amendment
Proposed Law Quarry Extension, Township of Wainfleet

Report No. PDS 23-2024

Planning and Economic Development Committee

September 11, 2024

Niagara Region | Growing Better Together

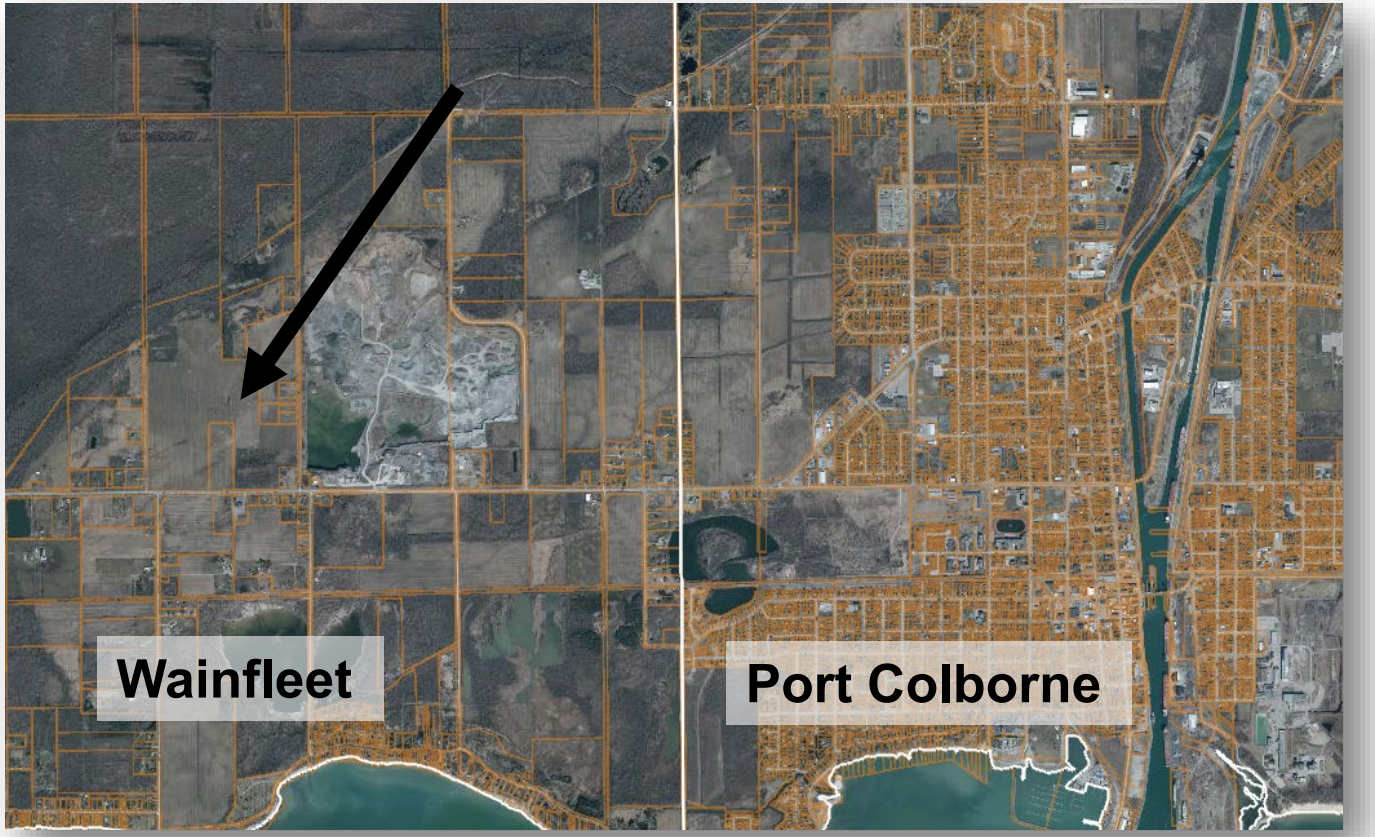
Regional Official Plan Amendment

Applicant:

- MHBC on behalf of Waterford Sand and Gravel Ltd.

Location:

- Township of Wainfleet
- North of Highway 3, east of Greybiel Road, and west of the existing quarry operation

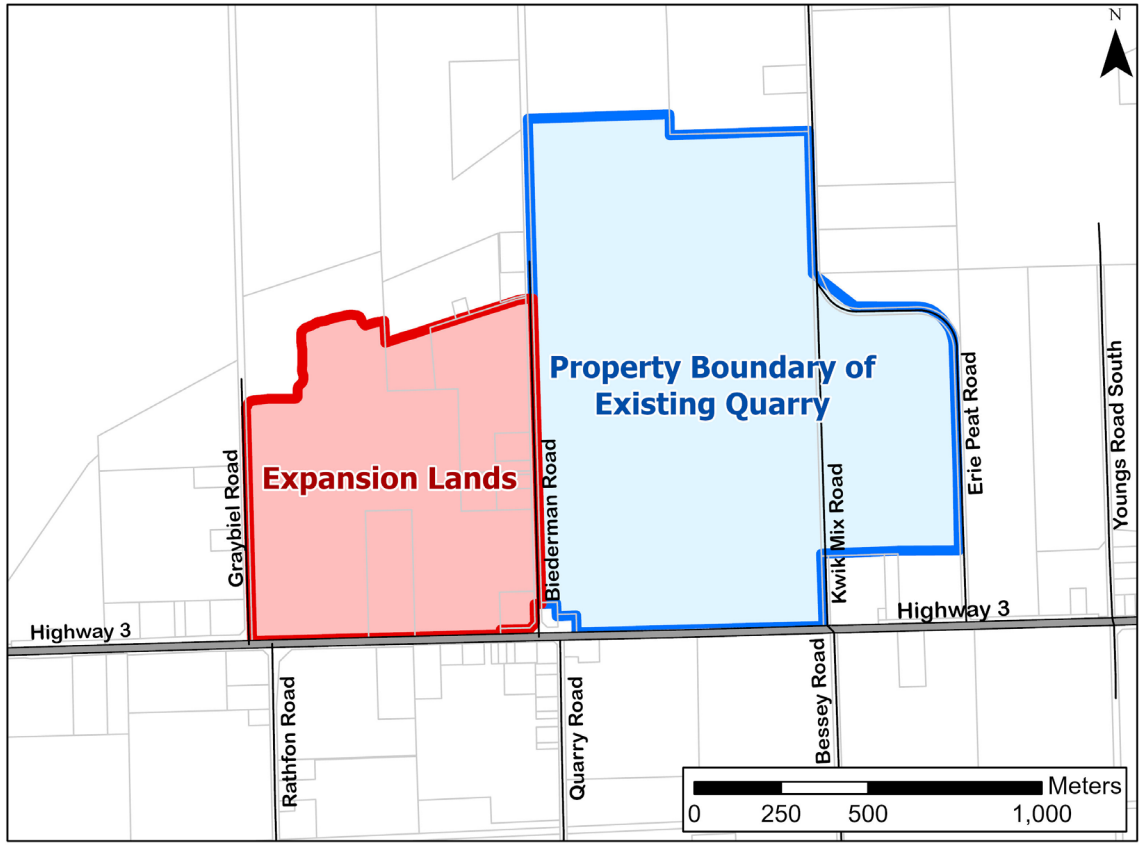


Niagara Region | Growing Better Together

Regional Official Plan Amendment

Purpose of Application:

- Add a site-specific policy and map to the Regional Official Plan to permit the proposed quarry extension
- Add the subject lands on Schedule H – “Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations” as “Licensed Aggregate Operations”.



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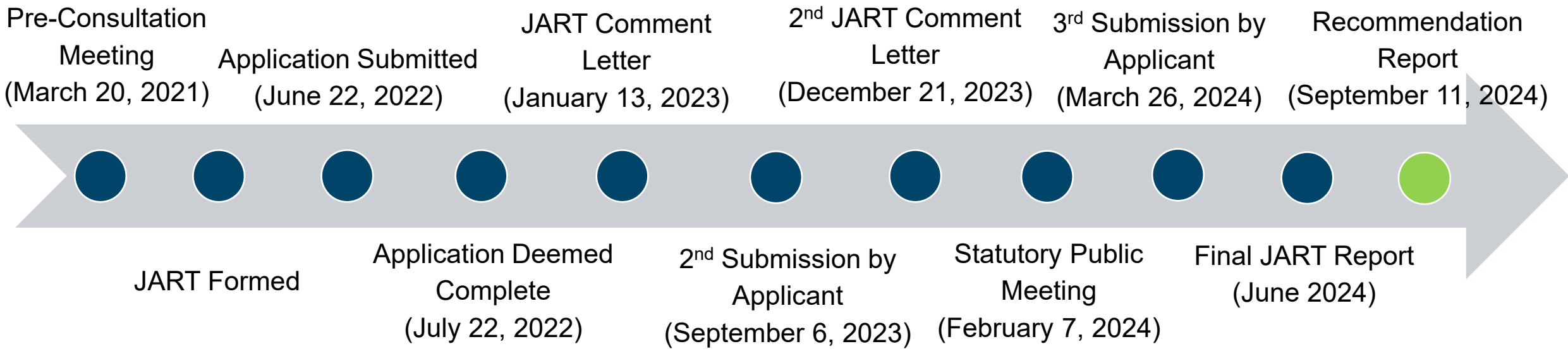
Supporting Information

- Planning Justification
- Consultation Plan
- Scoped Agricultural Impact Assessment
- Archaeological Assessments
- Noise Impact
- Blasting Impact
- Air Quality Impact
- Financial Impact / Economic Benefits
- Water Resources Study
- Natural Environment / EIS
- Visual Impact
- Traffic Impact
- Cultural Heritage
- ARA Site Plan Drawings

The application, studies, site plans, and other supporting information are available for review on the Region's website: (https://www.niagararegion.ca/official-plan/amendments.aspx)

Timeline of ROPA Application



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Concurrent Applications

Township of Wainfleet

- Applications for a Local Official Plan Amendment and a Zoning By-law Amendment were also submitted to the Township of Wainfleet

Aggregate Resources Act

- An application was also filed by the applicant for a licence under the Aggregate Resources Act (ARA)
- The Province is the approval authority for the ARA Licence – which cannot be granted until the municipal Planning Act approvals are in place

- A Joint Agency Review Team (JART) was formed. Region, Township, and NPCA Staff worked together to review all the applications concurrently.

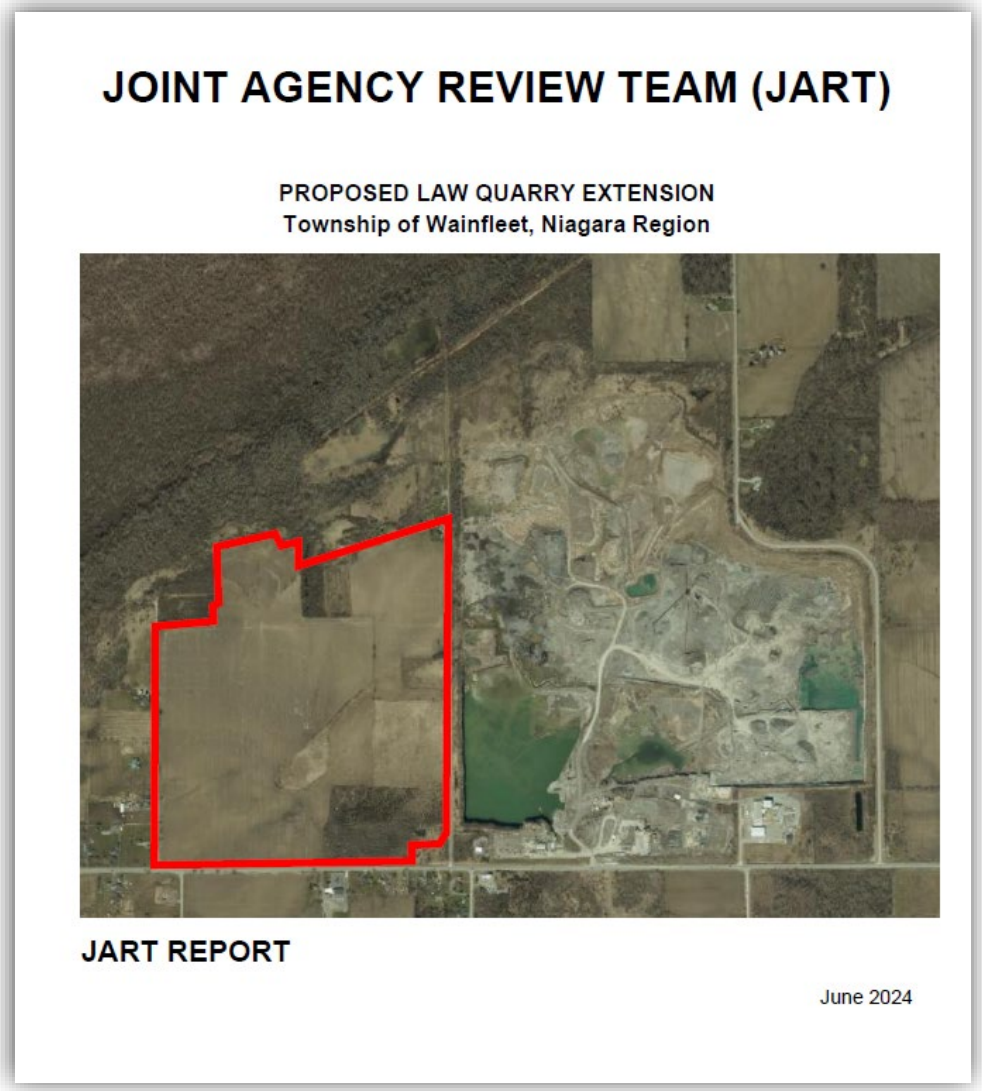
Approval Process

- **Regional Council** is the approval authority for the Regional Official Plan Amendment (ROPA)
- **Regional Council** is the approval authority for the Township of Wainfleet Official Plan Amendment (LOPA)
  - Township Council adopted the LOPA on July 9, 2024
  - Township Council requested Regional Council approve the LOPA
- **Township of Wainfleet Council** is the approval authority for the Zoning By-Law Amendment (ZBLA)
  - Township Council approved the ZBLA on July 9, 2024

JART Report

- The JART Report includes:
  - Overview of key legislation
  - Description of the application
  - Submission and review process
  - Key issues of the application
  - Details of the consultation process

- JART Report is available on the Region's website



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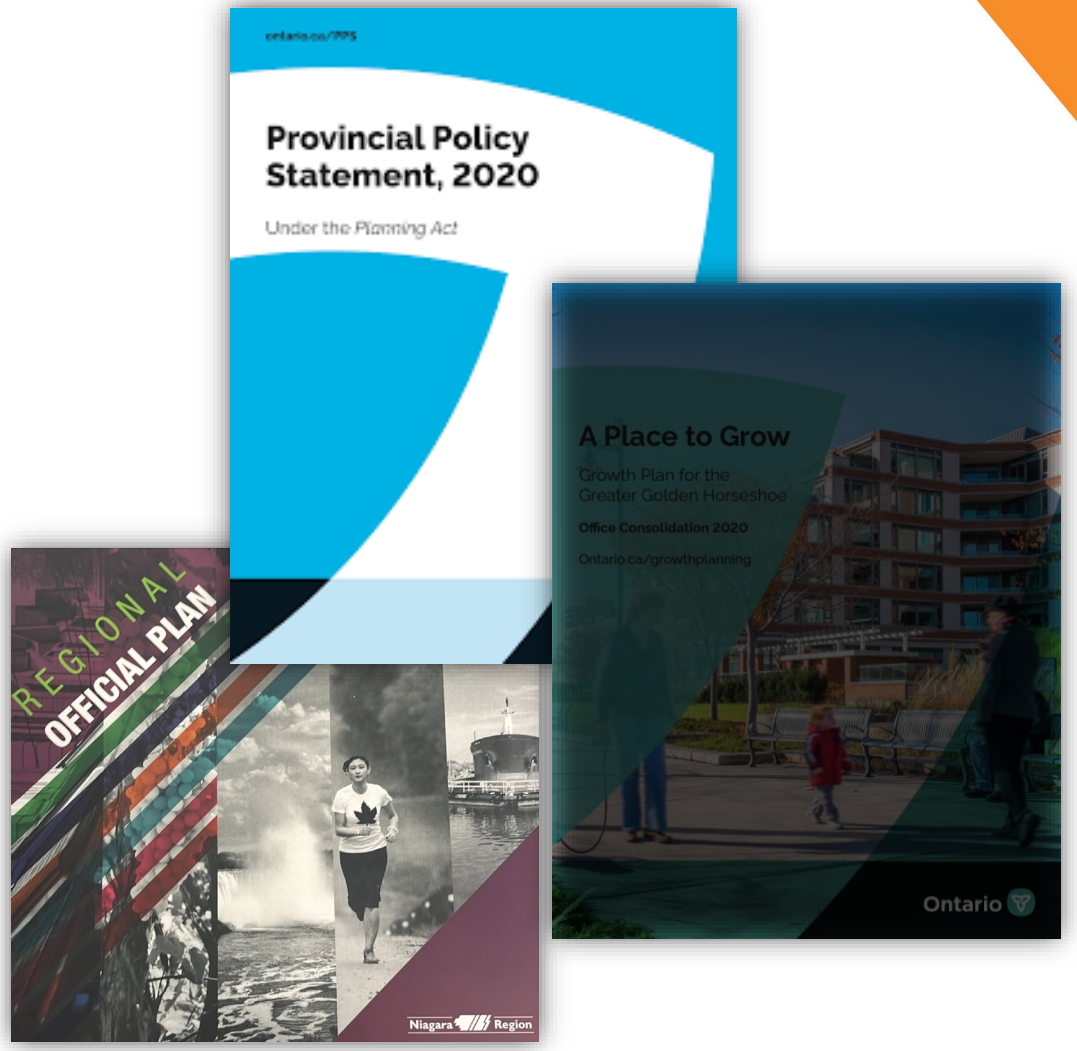
Consideration of Key Issues

Several key issues were identified through the application process. These issues were subsequently resolved as part of the iterative commenting and resubmission process.

- Archeological Resources
- Biederman Road
- Wainfleet Bog
- Groundwater Quality and Quantity

Policy Review

- Planning Act – Section 2: Matters of Provincial Interest
- Provincial Policy Statement (PPS, 2020)
- A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan, 2020)
- Regional Official Plan (ROP, 2014)



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Staff Recommendation

- Regional Official Plan Amendment be **approved**.
- Township of Wainfleet Official Plan Amendment No. 4 be **approved.**
- **Notice** be given in accordance with the requirements of the Planning Act.
- Ministry of Natural Resources (MNR) be **notified** to inform the ARA licencing process.

Subject: Recommendation Report – Approval of Regional Official Plan Amendment and Approval of Local Official Plan Amendment, Law Quarry Extension

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That Regional Official Plan Amendment, Law Quarry Extension **BE APPROVED** (attached as Appendix 2 to Report PDS 23-2024);
2. That Township of Wainfleet Official Plan Amendment No. 4 **BE APPROVED** (attached as Appendix 3 to Report PDS 23-2024);
3. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with Planning Act requirements;
4. That Staff **BE DIRECTED** to inform the Ministry of Natural Resources of the decision of Regional Council, 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision, to inform the licencing process under the Aggregate Resources Act; and
5. That Report PDS 23-2024 **BE CIRCULATED** to the Township of Wainfleet and Niagara Peninsula Conservation Authority (NPCA).

Key Facts

- The purpose of this report is to provide a recommendation for approval of Regional Official Plan Amendment (ROPA), Law Quarry Extension and Township of Wainfleet Official Plan Amendment No. 4 (LOPA No. 4).
- On behalf of Waterford Sand and Gravel Ltd. (Waterford), MHBC submitted an application for a ROPA to permit the westward expansion of the existing Law Quarry operation located on Highway #3 in the Township of Wainfleet. A Location Map is included as Appendix 1.
- In addition to the ROPA, applications were also submitted to amend the Township of Wainfleet Official Plan and Zoning By-Law. The applications were reviewed concurrently by Region and Township Planning staff. Regional Council is the approval authority for the Township of Wainfleet Official Plan Amendment (LOPA).

- A Statutory Public Meeting for the ROPA was held in accordance with the requirements of the Planning Act on February 7, 2024. All comments received on this matter have been reviewed and considered in staff's recommendation.
- Region staff together with the Township of Wainfleet and the Niagara Peninsula Conservation Authority (NPCA) established a Joint Agency Review Team (JART). The members of the JART worked together with the technical peer review consultants to assess and evaluate all matters related to the application.

Financial Considerations

There are no direct financial implications arising from this report as the cost of work associated with application processing and review is recovered through planning fees in accordance with the Council-approved Schedule of Rates and Fees. In addition, the Region entered into a Cost Acknowledgement Agreement on behalf of the JART with the applicant to cover other costs associated with the review (i.e. aggregate advisor and peer review fees).

Under Section 17 of the *Planning Act*, Council's decision is subject to appeal within 20 days after the day that the written notice of approval is issued by Niagara Region. An appeal of Regional Council's decision would result in the need for resources to support an Ontario Land Tribunal (OLT) hearing. Should there be appeals of Regional Council's decision, a further report on financial implications will be provided.

In support of the application a Financial Impact Assessment / Economic Benefits (FIA) study was submitted. The analysis generated estimates for employment (direct and indirect), municipal tax revenues and licence fees, transportation and provincial revenues for education. Key conclusions of the study included:

- Annual revenue (Aggregate Fees and Property Taxes) of $82,987 for the Township of Wainfleet and $28,530 for Niagara Region over a period of 38 years
- Creation of direct and indirect employment (temporary during the site preparation and ongoing for quarry operations and trucking as well as employment for monitoring and archaeological clearances)
- Indirect benefits from close to market supply reducing transportation costs of aggregate, and provincial taxes generated from the project.

Analysis

Background

An application for a ROPA to permit the westward extension of the existing Law Quarry operation in the Township of Wainfleet was submitted by Waterford Sand and Gravel Ltd. (Waterford) on June 22, 2022. The application was deemed complete on July 22, 2022. A Joint Agency Review Team (JART) was formed to coordinate the review of the application including the technical peer reviews. Given the complexity of this application, including the technical reports and the resubmissions made by the applicant, the review process was ongoing from July 2022 through the spring of 2024. A Statutory Public Meeting for the ROPA was held in accordance with the requirements of the Planning Act on February 7, 2024. A complete chronology of the submission and review process is included as Section 6.1 of the JART Report (Appendix 4).

The proposed quarry extension is located immediately to the west of Waterford's existing Law Quarry on Highway #3 in the Township of Wainfleet. The extension lands include Part of Lots 6 and 7, Concession 2, and Part of the Road Allowance between Lots 5 and 6, Concession 2. A site location map is included as Appendix 1.

Decision of Local Council

In addition to being the approval authority for the ROPA, Regional Council is also the approval authority for the Local Official Plan Amendment (LOPA).

The Township of Wainfleet held a Statutory Public Meeting for the LOPA and Zoning By-Law Amendment (ZBLA) applications on February 20, 2024.

On July 9, 2024, Township Planning staff presented a report to Township Council recommending approval of LOPA No. 4 and the ZBLA. Township Council voted to adopt the LOPA including a recommendation "that Township Council requests that the Niagara Region Council approve Official Plan Amendment 04 for the Township of Wainfleet." The Township of Wainfleet Council adopted LOPA No. 4 is included as Appendix 3 to this report.

Township Council is the approval authority for the associated ZBLA, which was approved on July 9, 2024, on the condition the ROPA and LOPA being approved. The ZBLA does not require Regional approval.

Regional Official Plan

The new Niagara Official Plan (NOP, 2022) was approved, with modifications, by the Minister of Municipal Affairs and Housing and came into effect on November 4, 2022. Policy 7.12.2.5 of the NOP, 2022 states that development applications deemed complete prior to the date of the NOP, 2022 approval shall be permitted to be processed and a decision made under the 2014 Regional Official Plan (ROP, 2014) policies. The Law Quarry Extension ROPA application was deemed complete on July 22, 2022, and is therefore being processed under the 2014 ROP.

Pursuant to ROP, 2014 Policy 6.C.13 an amendment to the ROP, 2014 is required because the entirety of the Law Quarry Extension lands are not identified on Schedule D4 as a “Possible Aggregate Area”. The staff recommended ROPA is included as Appendix 2 to this report.

Aggregate Resources Act

Waterford has also filed an application for a Quarry Below Water - Class A Licence to the Ministry of Natural Resources (MNR) under the Aggregate Resources Act (ARA). The ARA application process included a separate public consultation and notification process.

Under the ARA the Region is a commenting agency, staff have been reviewing the ARA application and providing comments to the applicant and MNR concurrently with the Planning Act submissions. The ARA legislation prevents the Minister from granting a licence under the ARA until the municipal land use approvals are in place. To date, Regional staff have responded to notices under the ARA indicating that the Region was opposed to the granting of a licence on the basis the municipal land use approvals were not in place. If the ROPA is approved, staff would inform the MNR and withdraw the objection.

Joint Agency Review Team (JART) Process

Aggregate applications are complex, involving multiple review agencies and the consideration of a broad range of technical issues including water resources, natural environment, archaeology, air quality, noise, blasting, traffic, and others. To coordinate the agency review process for the Law Quarry extension applications, Region staff together with the Township of Wainfleet and the Niagara Peninsula Conservation Authority (NPCA) established a JART. The members of the JART worked together with

the technical peer review consultants and Aggregate Advisor to assess and evaluate all matters related to the application.

The purpose of the JART was to share information, resources, and expertise so that the application and the associated studies could be reviewed in a streamlined and coordinated manner. The JART itself did not make a recommendation on the application, rather the JART worked to:

- ensure that the required range of studies and work was completed by the applicant;
- ensure that the studies were sufficient in terms of their methodology and technical content;
- coordinate the review of the studies and work of the applicant either by internal technical staff or by external peer reviewers;
- ensure a coordinated public and interest holder consultation and engagement process; and
- prepare a technical JART Report on the application once all reviews were complete.

This JART Report was then used independently by planning staff at the Region and Township as the technical basis to develop a planning recommendation report. The work of the JART also helped to inform comments made to the Province and applicant under the ARA. The JART Report is included as Appendix 4.

Planning Framework

The ROPA is proposing to add a site-specific policy and map to permit the proposed quarry expansion. Schedule H of the NOP is proposed to be updated to show the site as “Licenced Aggregate Operation”. The complete extent of the proposed ROPA is included as part Appendix 2**.** Given the complexity of aggregate applications there are a range of provincial and regional land use policies that need to be considered, including the Planning Act, Provincial Policy Statement (PPS, 2020), A Place to Grow: Growth Plan for Greater Golden Horseshoe (Growth Plan, 2020), and the Regional Official Plan (ROP, 2014).

The PPS, 2020 provides policy direction on matters of provincial interest related to land use planning and development. The PPS, 2020 provides for the long-term protection of known deposits of mineral aggregate resources and existing mineral aggregate operations. The PPS, 2020 establishes the policy framework that must be met for applications for new mineral aggregate operations.

While Section 2.5 (Mineral Aggregate Resources) of the PPS, 2020 is the primary section regarding aggregate resources, it is important to note that the policies of the PPS, 2020 are to be read in their entirety and applied and the relevant policies are to be applied to each situation.

The Growth Plan, 2020, builds upon the policy framework provided by the PPS, 2020 and provides more specific land use planning policies to address issues facing the Greater Golden Horseshoe (GGH) region. The policies of the Growth Plan, 2020, take precedence over the policies of the PPS, 2020 to the extent of any conflict, except where the relevant legislation provides otherwise. In accordance with Section 3 of the Planning Act all decisions of Council in respect of the exercise of any authority that affects a planning matter shall conform to the Growth Plan, 2020.

Consideration of Key Issues

Several key issues were identified through the application process. These issues were subsequently resolved as part of the iterative commenting and resubmission process. A complete discussion on key issues is included as Section 7 of the JART Report (Appendix 4). A summary is as follows:

Long-term Protection of Archaeological Resources

Through the pre-consultation process Waterford and their consulting team advised that the long-term protection of archeological resources was to be a major component of the application and review process. Stage 1 and 2 Archaeological Assessments were identified as requirements in support of a complete application.

The Stage 1 and 2 Archaeological Assessments confirmed the presence of 34 Indigenous lithic or historical Euro-Canadian sites that were determined to require further Stage 3 and possible Stage 4 Archaeological Assessments. At the time of initial submission the proposed site design included the avoidance and permanent protection of several clusters of archaeological sites which, by virtue of the proposed below water extraction, would become “islands” within the rehabilitated quarry footprint.

Upon first review by the JART, it was noted that this was a unique mitigation plan. It was determined that discussions with representatives from the Provincial Ministry of Citizenship and Multiculturalism (MCM) would be required to better understand the Province’s position on the proposed approach. The JART needed to ensure that the proposed “islands” and other proposed mitigation and monitoring was acceptable to

MCM, in order to confirm that the Provincial and municipal land use planning policies related to the long-term conservation of archaeological resources could be satisfied.

A meeting was held with MCM staff and JART members on October 30, 2023. Based on discussions with MCM, it was confirmed the proposal to protect archaeological sites that would eventually become nearly inaccessible was unique. MCM advised that the review of the applications was ongoing and that additional information would be provided at a later date. In April 2024, MCM provided two separate clearance letters related to the completed and proposed archeological work on the site. The letters indicated that the work completed to date and proposed mitigation measures (subject to several conditions) was acceptable. Based on these clearance letters it could be concluded by the Region and Township that the provincial and municipal land use planning requirements could be satisfied.

Partial Closure and Conveyance of Biederman Road

Biederman Road is between the existing Law Quarry and the proposed extension area. The first submission of the Planning Act applications included the road right-of-way in the proposed extraction area. However, at that time, the road was still owned by the Township and no formal offer for purchase had been made by the applicant.

The 1st JART comment letter advised that ownership of the road right-of-way was a major technical issue of the proposal and needed to be resolved prior to the application continuing to be processed. An offer to purchase a portion of the Biederman Road allowance was submitted to the Township of Wainfleet by Waterford in the spring of 2023. Subsequently, a legal survey, appraisal report, and offer to purchase was also submitted to the Township.

On June 11, 2024 Township Council passed By-law No. 026-2024 authorizing the stopping up, closing and conveyance of a portion of Biederman Road. Township staff are working with their solicitor to finalize the Agreement of Purchase and Sale of the road allowance that will form part of the extension area in the ARA and Planning Act applications.

Proximity to Wainfleet Bog

The Wainfleet Bog Provincially Significant Wetland (PSW) is located to the north of the proposed quarry. The boundary of the PSW was confirmed in the field with staff from the Ministry of Natural Resources in 2018. Given the size and ecological sensitivity of

the bog, ensuring that it would not be negatively impacted by the application was a priority of the review process.

The PSW bounded on its south edge by the Onondaga Escarpment and underlain by approximately 25 metres of low permeability clay. Previous studies have indicated that the existing quarry has minimal effect on the Bog due to the aquitard function of the clay.

As shown on the Rehabilitation Page of the ARA Site Plan drawings, surface water from the rehabilitated areas of the site will flow towards the rehabilitated lake area and not overland towards the Wainfleet Bog. As outlined in the Water Report, there will be no hydrogeological connection between the quarry lake and the Bog to the north. Therefore, the water quality in the quarry lake will have no impact on water resources in the Bog.

The analysis submitted in support of the application concluded no negative impact on the ecological function of the Bog. A 30 metre setback is included from the limit of the PSW. Through the peer review process, additional notes have been incorporated into the ARA Site Plans that require exclusion fencing along the north limit of the licensed area to prevent turtles and other wetland-dwelling wildlife from entering the extraction area.

Groundwater Quality and Quantity

During the Region's Statutory Public Meeting on February 7th, 2024, there were questions raised regarding the protection of groundwater resources and the predicted impacts from the proposed quarry extension. Region Planning staff advised that an expanded discussion on groundwater would be included as part of the JART and staff recommendation report. The JART connected with the applicant and their hydrogeologist and provide the following additional information:

The South Niagara Aquifer – what is it?

The 'South Niagara Aquifer' is the informal term used to refer to the broad carbonate bedrock plain with thin soil cover south of the Onondaga Escarpment along the shore of Lake Erie. The Niagara Peninsula Source Protection Area Updated Assessment Report refers to this area as the "Onondaga Formation bedrock water supply aquifer" and the applicants' water resources report refers to this area as the "shallow bedrock aquifer". Like many areas with thin soil cover in southern Ontario, this aquifer responds rapidly to

infiltration from rain and snow melt but is therefore also susceptible to impacts from urbanization, agricultural runoff, and other forms of development and land-use.

Analysis that was completed in support of the application

In support of the application, Waterford was required to prepare a Level 1 and 2 Water Resources Study. The water study was required to consider both surface water and groundwater (hydrogeology). The hydrogeological study methodology is outlined in Section 1.6 of the report. It included a water well survey of all properties within a 1 kilometre radius of the site, a drilling program with monitoring well installations in the shallow and deep bedrock aquifers, a hydraulic testing program to estimate the properties of the bedrock, continuous groundwater and surface water monitoring with data loggers, and the construction of a groundwater flow model to simulate baseline conditions and to make predictions regarding potential impacts from the proposed dewatering.

Predicted impacts of the proposed quarry extension

Section 3 of the Water Resources Study is the impact assessment for the proposed quarry extension. In summary, there is minimal impact predicted in the shallow bedrock aquifer which some residents use as a source of drinking water. Greater drawdown is predicted within the deep bedrock aquifer where poor quality (i.e., sulfurous) water exists. These predictions are further supported by the fact that the existing Law Quarry has been continuously dewatered for nearly 100 years with no known interference to local residential wells.

Proposed mitigation measures

The proposed mitigation measures are provided in Section 4 of the water study. In summary they include a long-term groundwater monitoring program, a quarry dewatering management plan, a well interference mitigation plan, and a spills contingency program. All of the mitigation measures will be enforceable as conditions of a future license under the Aggregate Resources Act.

Long-term monitoring

A long-term groundwater monitoring program is provided in Table 1 and Figure 18 of the water study. The program includes a network of 27 monitoring wells and 2 private wells, all of which are equipped with dataloggers for continuous automatic water level monitoring. Results and analysis will be documented in annual reports prepared in

accordance with the site's permit-to-take-water (PTTW) and Environmental Compliance Approval (ECA) submitted to the Ministry of the Environment Conservation and Parks.

Public and Agency Consultation

Opportunities for public consultation on the proposed Law Quarry extension were available through both the Aggregate Resources Act (ARA) and Planning Act processes. The public consultation program included public information sessions as required by the Aggregate Resources Act and Statutory Public Meetings as required by the Planning Act.

- November 24, 2022 - ARA Public Information Session
- February 7, 2024 - Statutory Planning Act Public Meeting, Region of Niagara
- February 20, 2024 - Statutory Planning Act Public Meeting, Township of Wainfleet

In addition to the public meetings, written comments were also accepted through the entirety of the application and review process. Appendix D of the JART Report (Appendix 4) includes a copy of all public comments received. Section 8.3 of the JART Report summarizes comments received as well as the responses prepared by the JART.

Planning Analysis and Staff Recommendation

Region staff have reviewed the ROPA application and LOPA No. 4 in respect to the applicable policies of the Planning Act (1990), the Provincial Policy Statement (PPS, 2020), A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan, 2020), and the Regional Official Plan (ROP, 2014). An overview of this policy analysis is included below:

Planning Act – Matters of Provincial Interest:

The policy framework for managing aggregate resources is governed by numerous policy requirements at the provincial, regional, and local levels. The consideration of matters of provincial interest as outlined in Section 2 of the Planning Act is an important part of this analysis. The Law Quarry extension proposal has regards to matters of Provincial interest in Section 2 a, b, c, d, h, k, l, m, n, o, p, q, and s as follows:

- The Wainfleet Bog PSW and Significant Woodland features to the north of the property are excluded from the limits of extraction and protected with a 30 metre buffer. Significant Wildlife Habitat (SWH) has been identified through the study

process and excluded. Two Species-at-Risk (SAR) have been identified. There are conditions in the ARA Site Plans requiring a setback from the SAR until the appropriate provincial permits are obtained.

- Mineral aggregate extraction is a permitted use on agricultural lands. The lands are not within a prime agricultural area.
- The proposal represents an efficient use of aggregate resources and ensures a long-term supply to support anticipated growth in Niagara.
- The application was supported by archaeological assessments. There are several “islands” which will conserve identified archaeological resources for the long term. The site plan notes require additional archaeological assessments prior to disturbance of the land for other identified resources. Clearance letters related to the archaeological assessments and archaeological mitigation plans have been received from the provincial MCM.
- Ensuring the continuation of a source of local aggregate material supports a range of growth, development, infrastructure renewal, and construction activities in the Region.
- The quarry expansion supports the continuation of direct and indirect jobs.
- In support of the application a Financial Impact Assessment / Economic Benefits study was submitted. No negative financial impacts are anticipated to the Province, Region, or Township.
- The review of the application was coordinated by a JART consisting of Region, Township, and NPCA staff.
- Ensuring an ongoing source of aggregate material close to market limits the distance that aggregate material must travel, therefore limiting GHG emissions from transportation of the material.

Aggregate Resources:

There are mineral aggregate resource specific policies in the PPS, 2020 (Section 2.5), Growth Plan, 2020 (Section 4.2.8) and ROP, 2014 (Section 7.C). The application and LOPA No. 4 are consistent with the policies of the PPS and conform to the Growth Plan and ROP, 2014 based on the following:

- The proposed extension will allow the Law Quarry operation to continue, which is an important local source of aggregate material.

- A range of studies were required in support of the application including environmental and water resource studies, a financial impact assessment, and noise, air quality, and blasting studies to ensure that impacts were minimized to the extent possible. A range of notes are included on the ARA Site Plans to ensure the conclusions and recommendations of these studies can be enforced through the ARA licencing process.
- A comprehensive consultation process was undertaken in support of the application process, this included consultation on the Planning Act applications by JART and consultation on the ARA applications by the applicant. The review of the application was done in coordination with Township of Wainfleet staff.

Archaeology:

There are archaeological resources specific policies in the PPS, 2020 (Section 2.6.2), Growth Plan, 2020 (Section 4.2.7) and ROP, 2014 (Section 10.C.2.1). The application and LOPA No. 4 are consistent with the policies of the PPS and conform to the Growth Plan, 2020 and ROP, 2014 based on the following

- The definition of cultural heritage resources in the Growth Plan includes archaeological resources.
- The application was supported by archaeological assessments. There are several “islands” which will conserve identified archaeological resources for the long term. Clearance letters related to the archaeological assessments and archaeological mitigation plans have been received from MCM.
- The ARA Site Plan conditions require additional archaeological assessments prior to disturbance of the land for other identified resources.
- There is also the requirement for a 70 metre buffer (50 metre monitoring and 20 metre protection) and fencing around the areas of archaeological potential. This requirement is included as part of the ARA Site Plans.

Natural Heritage:

Section 2.2 of the PPS, 2020, Section 4.2 of the Growth Plan, 2020, and Section 7.B of the ROP, 2014 have policies which require the consideration and protection of natural heritage systems and natural heritage features. The application and LOPA No. 4 are consistent with the policies of the PPS, 2020 and conform to the Growth Plan, 2020 and ROP, 2014 based on the following:

- A Natural Environment Report / Environmental Impact Study (NER/EIS) was prepared and submitted as part of the application. Natural environment features and their adjacent lands were evaluated to ensure that there would be no significant negative impact over the long term. The NER/EIS was peer reviewed.
- The Wainfleet Bog PSW is to the north of the site. The potential ecological and hydrologic impacts of the quarry were studied as part of the application process. No development or site alternation is proposed in the PSW. A minimum of a 30 metre setback is required as a condition of the ARA Site Plans.
- Significant Woodland has been identified coincident with the Wainfleet Bog PSW. Development and site alternation is not permitted and a 30 metre buffer is identified.
- There is a large area of Significant Wildlife Habitat (SWH) identified to the northwest of the site (Eastern Wood-peewee and Wood Thrush). Development and site alternation is not proposed within the identified SWH.
- Whip-Poor-Will and Spoon-Leaved Moss were both identified in the study area. Both are classified as “threatened” species. A 50 metre setback has been established, and there is a requirement to obtain any necessary permits through the Species-at-Risk Act before any development or site alternation can occur.
- No direct or indirect impacts to fish habitat have been identified.
- There are detailed requirements for sediment and erosion control on the ARA Site Plan drawings – especially as it relates to the protection of the Wainfleet Bog PSW to the north.
- The northern portion of the proposed Law Quarry extension is mapped as Growth Plan Natural Heritage System (GPNHS). The application has demonstrated conformance with the additional policies that apply related to mineral aggregate operations in the GPNHS.

Water Resources:

Section 2.2 of the PPS, 2020, Section 4.2 of the Growth Plan, 2020, and Section 7.A.2 of the ROP, 2014 have policies that require the protection of surface and groundwater resources and the inclusion of mitigation measures in development applications. The application and LOPA No. 4 are consistent with the policies of the PPS, 2020 and conform to the Growth Plan, 2020 and ROP, 2014.

- A Level 1 and 2 Water Resources Study (groundwater & surface water) was submitted in support of the applications. Potential impacts to water resources are an

important consideration of both the Planning Act and Aggregate Resource Act processes. Additional information is provided above in regard to potential impacts to groundwater.

- The Water Resources Study was subject to technical peer reviews and concluded that the proposal is acceptable in regard to provincial and technical standards.
- Included as part of the ARA Site Plans are a number of conditions regarding groundwater testing and monitoring. As well as a range of other conditions to implement the recommendations of the Water Resources Study.

Rehabilitation:

Section 2.5.3 of the PPS, 2020, Section 4.2.8 of the Growth Plan, 2020, and Section 6.C of the ROP, 2014 have policies which provide direction for the rehabilitation of mineral aggregate operations. The application and LOPA No. 4 are consistent with the policies of the PPS, 2020 and conform to the Growth Plan, 2020 and ROP, 2014 based on the following:

- The proposed rehabilitation plan is to allow the extracted area to fill with water and become a lake, which is consistent with a below water table quarry of this type. The proposed lake is considered a compatible land use and is not anticipated to negatively impact surrounding land uses.
- As the extension is adjacent to the existing Law Quarry operation the consideration of comprehensive rehabilitation was required. The post-use rehabilitation plan for both is a lake.
- The proposed extension is not part of a speciality crop area and will extract below the water table, therefore rehabilitation back to an agricultural condition is not required.
- The rehabilitation plan includes the creation of aquatic habitat at several locations across the site. The EIS and peer review process have confirmed that the aquatic areas will be representative of the natural ecosystem. The ARA Site Plans includes notes requiring all planted material to locally native and non-invasive species.

Need for and Considerations in Evaluating the Regional Official Plan Amendment:

In accordance with ROP, 2014, Policy 6.C.13, the entirety of the Law Quarry extension is not within a “Possible Aggregate Area”, therefore a Regional Official Plan Amendment (ROPA) was required. Appropriate engagement was undertaken and notices were given

in accordance with the requirements of Section 14.D of the ROP, 2014. Policy 14.D.5 are the criteria that must be considered when evaluating a ROPA. Staff considered these criteria as follows:

i. This planning analysis has considered the vision, objectives, and policies of the Plan as documented above. The application conforms to the intent of the Regional Official Plan.

ii. As per the policies of the PPS, 2020, applications for new or expanding mineral aggregate operations are not required to demonstrate 'need'. A ROPA is required for any new or expanded mineral aggregate operation that is outside of a "Possible Aggregate Area" as identified in the ROP, 2014.

iii. The ROPA was processed concurrently with a Township of Wainfleet Official Plan Amendment and Zoning By-Law Amendment. Other local municipalities are anticipated to be impacted by the continuation of a local source of aggregate material.

iv. This planning analysis has considered the implications of other parts of the plan. The application conforms to the intent of the Regional Official Plan.

v. No adverse effects on Regional services or infrastructure are anticipated. The Law Quarry extension will continue to use the existing point of access onto Highway #3, which is a Provincial road.

vi. The Core Natural Heritage System (CNHS) has been considered by the application and supporting studies. Natural features and their associated buffers are protected through the application.

vii. Ontario Ministry of Farming, Agriculture and Agribusiness (formerly Ministry of Agriculture, Food and Rural Affairs) confirmed that a portion of the lands are prime agricultural lands but the lands are not within a prime agricultural area as defined by the PPS. A scoped Agricultural Impact Assessment was submitted in support of the application to satisfy the policies of the ROP.

viii. In support of the application a FIA study was submitted. The stated purpose of the FIA is to demonstrate that the proposed quarry extension will have minimal negative financial, social, economic, and environmental impact on the Niagara Region, Township of Wainfleet or their taxpayers, and to illustrate any direct or indirect financial benefits/costs to the affected municipalities.

ix. This planning analysis has confirmed that the application is consistent with the PPS, 2020 and conforms to the Growth Plan, 2020.

x. No adverse effects on adjacent municipalities were identified through the review process. Other local municipalities are anticipated to be impacted by the continuation of a local source of aggregate material.

Based on the planning analysis completed and summarized above, and the consideration of all input received through public and agency consultation process, Regional staff is of the opinion that the ROPA and LOPA No. 4, have appropriate regard for matters of Provincial Interest as set out in Section 2 of the Planning Act; is consistent with the PPS, 2020; conforms, or does not conflict, with the Growth Plan, 2020; conforms to the intent of the ROP, 2014; represents good planning; and, is in the public interest. It is the recommendation of Planning staff that the Regional Official Plan Amendment and Township of Wainfleet LOPA No. 4, included as Appendix 2 and Appendix 3 respectively be approved by Regional Council.

Alternatives Reviewed

The Planning Act (1990) requires that all complete applications be processed and that public consultation be conducted as part of all proposed amendments to municipal official plans.

Regional Council could choose to not approve the ROPA and LOPA No. 4. This alternative is not recommended as staff are satisfied that the application has met the Provincial and Regional policy requirements and that the applicant has provided sufficient justification in its technical materials and planning justification report to support the proposed land use change. Should Council choose not to approve the ROPA and LOPA No. 4, Council's decision could be appealed to the Ontario Land Tribunal (OLT).

Relationship to Council Strategic Priorities

The work of the JART and the coordinated review of the application supports Regional Council's Strategic Priority for an Effective Region ensuring improved service delivery through shared services.

Other Pertinent Reports

PDS 22-2022 Initiation Report for Law Quarry Regional Official Plan Amendment

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=42d6e096-a192-4622-825a-45baffa1f725&Agenda=Merged&lang=English&Item=17&Tab=attachments)

PDS 3-2024 Statutory Public Meeting for Regional Official Plan Amendment Application – Proposed Law Quarry Expansion, Township of Wainfleet

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=9c807db4-a7c4-4d76-a5b6-fc2c85338b50&Agenda=Agenda&lang=English&Item=22&Tab=attachments)

CWCD 2022-253 Notice of ARA Public Open House – Law Quarry Expansion (Available upon request)

Prepared by:
Sean Norman, PMP, MCIP, RPP
Senior Planner
Growth Strategy and Economic Development

Recommended by:
Michelle Sergi, MCIP, RPP
Commissioner
Growth Strategy and Economic Development

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was reviewed by Erik Acs, MCIP, RPP, Manager of Community Planning, Scott Crocco, Legal Counsel, and Angela Stea, MCIP, RPP, Director of Corporate Strategy and Community Sustainability.

Appendices

Appendix 1 Site Location Map

Appendix 2 Regional Official Plan Amendment

Appendix 3 Township of Wainfleet Official Plan Amendment No. 4

Appendix 4 Joint Agency Review Team (JART) Report [available electronically]

- JART Report

  (https://www.niagararegion.ca/official-plan/pdf/ropa-22-0001/jart-report.pdf)

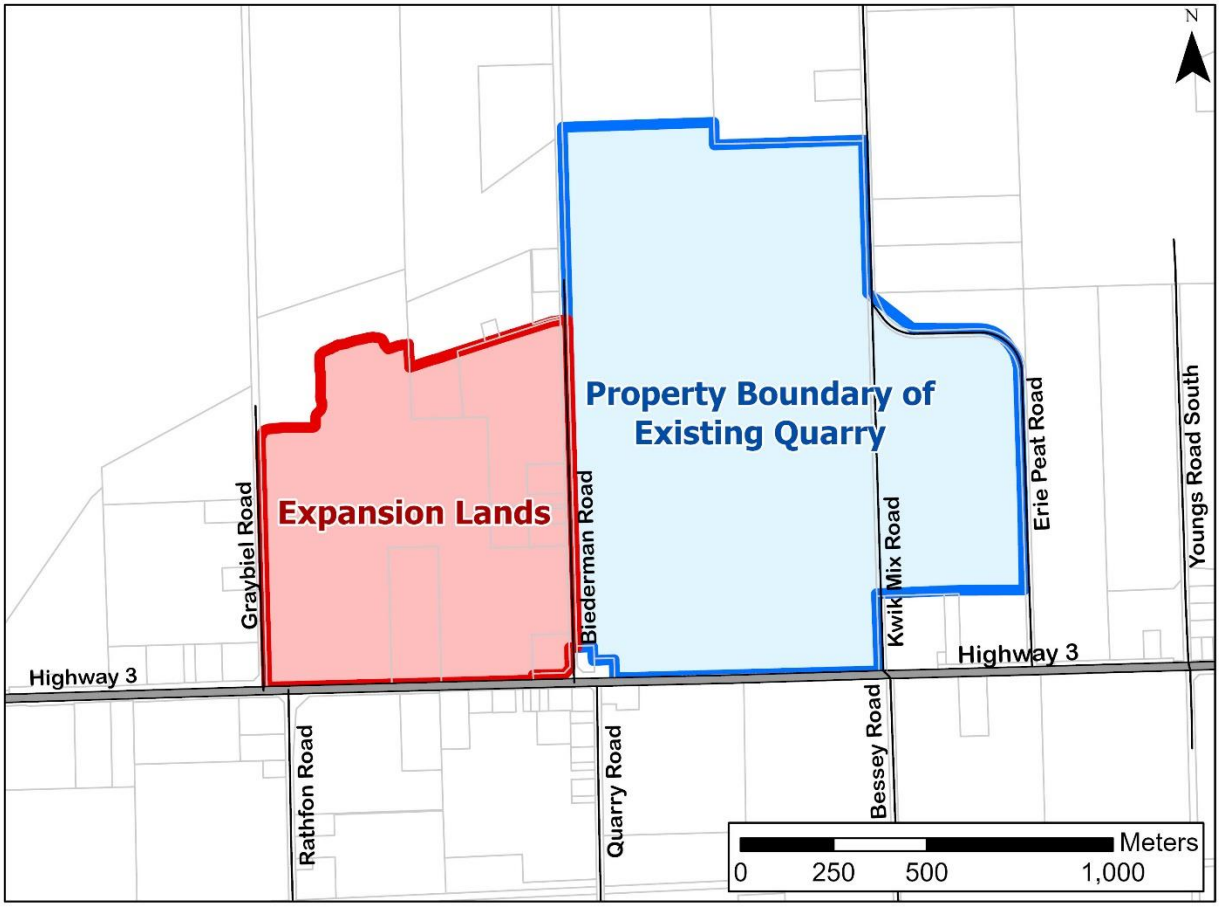
Appendix 1

PDS 23-2024

Site Location Map

Proposed Law Quarry Extension

Township of Wainfleet



Amendment No. XX

To the Official Plan for the Regional Municipality of Niagara

PART “A” – THE PREAMBLE

The preamble provides an explanation of the Amendment including the purpose, location, background, and basis of the policies and implementation, but does not form part of this Amendment.

- Title and Components
- Purpose of the Amendment
- Location of the Amendment
- Background
- Basis for the Amendment
- Implementation

PART “B” – THE AMENDMENT

The Amendment describes the additions and/or modifications to the Official Plan for the Regional Municipality of Niagara, which constitute Official Plan Amendment No. XX.

- Text Changes
- Schedule Changes

PART “C” – THE APPENDICES

The Appendices provide information regarding public comments relevant to the Amendment, but do not form part of this Amendment.

DRAFT

PART "A" – THE PREAMBLE

TITLE AND COMPONENTS:

This document, when approved in accordance with Section 17 of the Planning Act, 1990, shall be known as Amendment XX to the Official Plan of the Regional Municipality of Niagara.

- Part "A" – The Preamble, contains background information and does not constitute part of this Amendment.
- Part "B" – The Amendment, consisting of text and schedule changes constitutes Amendment XX to the Official Plan of the Regional Municipality of Niagara.
- Part "C" – Does not constitute part of the Amendment. A copy of all individual comments is available as part of the Joint Agency Review Team (JART) Report prepared as part of the Amendment review process.

PURPOSE OF THE AMENDMENT:

The purpose of this Amendment is to permit the extension of the existing Law Quarry in the Township of Wainfleet. The amendment will:

- add to Section 8.11 (Wainfleet Site Specific policies), a new site-specific policy to permit the quarry extension;
- add a site-specific location map to Chapter 8 following the new Policy 8.8.3 showing the subject lands; and
- add the subject lands on Schedule H – "Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations" as "Licensed Aggregate Operations".

LOCATION OF THE AMENDMENT:

The amendment area is within the Township of Wainfleet and on lands described as Part of Lots 6 & 7, Concession 2, Part of Road Allowance between Lots 5 & 6, Concession 2 (Geographic Township of Wainfleet), and Township of Wainfleet in the Regional Municipality of Niagara.

These lands are bound by the existing Law Quarry operation (Licence #4464 & 607541) to east, Provincial Highway 3 to the south, Graybiel Road to the West, and the Wainfleet Bog to the north.

BACKGROUND:

DRAFT

The subject lands are identified by the Niagara Official Plan as being within a Stone Resource Area.

The applicant (Waterford Sand and Gravel) participated in pre-submission consultation and subsequently submitted an application to amend the Regional Official Plan, which was received on June 22, 2022. The requested and prescribed material, including planning justification and technical reports to satisfy numerous planning instruments including the Provincial Policy Statement (2020), A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), Regional Official Plan (2014), and the Township of Wainfleet Official Plan were submitted and the application was deemed complete by Niagara Region on July 22, 2022.

A new Niagara Official Plan was approved, with modifications, by the Minister of Municipal Affairs and Housing and came into effect on November 4, 2022. Policy 7.12.2.5 of the new plan states that development applications deemed complete prior to the date of the approval shall be permitted to be processed and a decision made under the 2014 Regional Official Plan (ROP) policies. The application was deemed complete on July 22, 2022, and is therefore reviewed under the policies of the 2014 ROP.

The site-specific policy to permit the Law Quarry extension, site-specific map, and all required updates to the schedules would be reflected in the new Niagara Official Plan.

DRAFT

BASIS FOR THE AMENDMENT:

a) Policy 6.C.13 of the 2014 Regional Official Plan requires an amendment to the plan for expansions of existing mineral aggregate operations outside of a “possible aggregate area”. Only a portion of the Law Quarry extension lands are within a “possible aggregate area”, and therefore a Regional Official Plan amendment is required.

b) The Amendment was the subject of a Statutory Public Meeting held under the Planning Act, 1990 on February 7, 2024. Public and agency comments were addressed as part of the preparation of this Amendment.

c) The Amendment will allow for the proper conservation and management of source of high quality aggregate resource.

d) The Amendment is consistent with provincial policy that aims to protect a long term supply of mineral aggregate resources by making available as much mineral aggregate resource as is realistically possible as close to markets as possible.

e) The Regional Official Plan Amendment will allow the adopted Township of Wainfleet Official Plan Amendment to be approved by Regional Council and the rezoning of the lands to take effect. The rezoning of the lands will allow the Minister of Natural Resources to make a decision on the quarry licence under the Aggregate Resources Act.

f) Based on the Region’s review of the Planning Act, 1990, the Provincial Policy Statement (2020), the Growth Plan for the Greater Golden Horseshoe (2020), the Regional Official Plan (2014), and public and agency consultation, Regional staff is of the opinion that the Amendment has appropriate regard for matters of Provincial Interest as set out in S. 2 of the Planning Act; is consistent with the Provincial Policy Statement; conforms, or does not conflict, with Provincial Plans; conforms to the intent of the Regional Official Plan; represents good planning; and, is in the public interest.

IMPLEMENTATION:

Section 7, Implementation, of the Official Plan for the Regional Municipality of Niagara, shall apply where applicable.

DRAFT

PART "B" – THE AMENDMENT

Amendment XX

To the Official Plan for the Regional Municipality of Niagara

The Official Plan for the Regional Municipality of Niagara is amended as follows:

Text Changes:

1. Add a new Policy 8.11.3 to the Township of Wainfleet site specific policies in Chapter 8 to permit the Law Quarry extension:

   Notwithstanding any other policy in this Plan, a mineral aggregate operation (quarry) and ancillary uses and facilities are permitted west of the existing licensed area on an approximately 72.3 hectare site located on the lands bounded by Highway 3 to the south, Graybiel Road to the West, and the Wainfleet Bog to the north, on lands described as Part of Lots 6 & 7, Concession 2, Part of Road Allowance between Lots 5 & 6, Concession 2 (Geographic Township of Wainfleet).

   The entirety of the total site area, 72.3 hectares, is proposed to be licensed under the Aggregate Resources Act of which 51.2 hectares is proposed to be extracted. The operation of the mineral aggregate operation shall be in accordance with any license issued under the Aggregate Resources Act by the Ministry of Natural Resources.

DRAFT

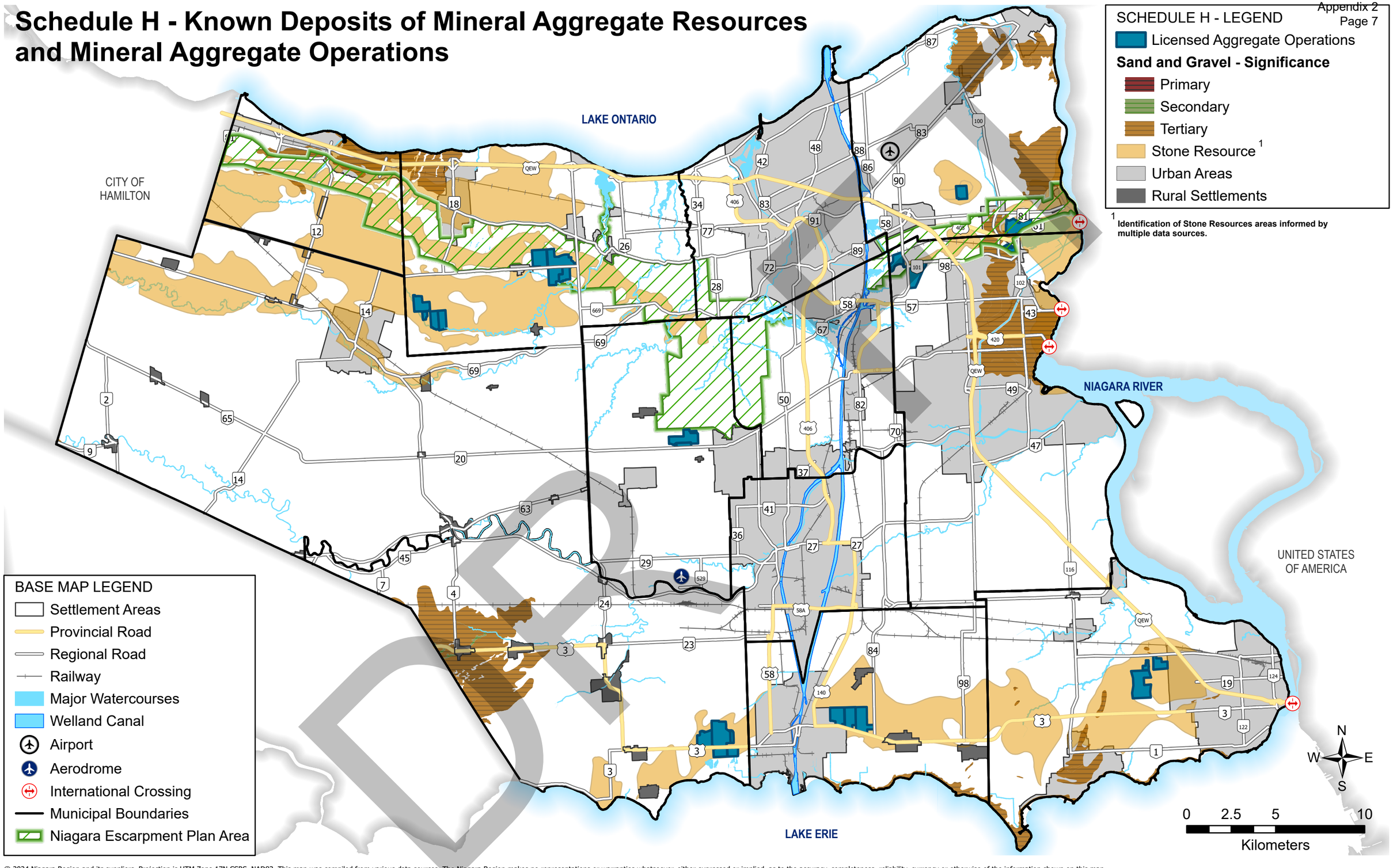
2. A site-specific location map will be added to Chapter 8 following the new Policy 8.11.3 showing the subject lands as follows:

Schedule Changes:

1. Schedule H – “Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations” is amended to add and the subject lands as “Licensed Aggregate Operations” as per the corresponding legend.

DRAFT

Schedule H - Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations



© 2024 Niagara Region and its suppliers. Projection is UTM Zone 17N CSRS, NAD83. This map was compiled from various data sources. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.

CORPORATION OF THE

TOWNSHIP OF WAINFLEET

BY-LAW NO. 030-2024

Being a by-law to adopt Amendment No. 04 to the Official Plan for the Township of Wainfleet with respect to those lands forming Part of Lots 6 & 7, Concession 2 and Part of Road Allowance Between Lots 5 & 6, Concession 2, Township of Wainfleet, Region of Niagara.

WHEREAS the Planning Act, R.S.O. 1990, c.P.13, as amended, authorizes the Township of Wainfleet to pass by-laws for the adoption or repeal of Official Plans and amendments thereto;

AND WHEREAS it is deemed expedient to further amend the Official Plan, adopted by Council of the Corporation of the Township of Wainfleet Planning Area;

NOW THEREFORE the Council of the Corporation of the Township of Wainfleet **HEREBY ENACTS AS FOLLOWS**:

THAT Amendment No. 04 to the Township of Wainfleet Official Plan, consisting of the attached map and explanatory text is hereby adopted.

THAT the Clerk of the Township of Wainfleet is hereby authorized and directed to forward the adopted Official Plan Amendment No. 04 to the Regional Municipality of Niagara for final approval of the aforementioned amendment to the Official Plan for the Wainfleet Planning Area.

THAT this By-law shall come into force, take effect upon the final approval of Official Plan Amendment No. 04 by the Council of the Regional Municipality of Niagara.

BY-LAW READ AND PASSED THIS 9TH DAY OF JULY, 2024.

B. Grant, MAYOR

A. Chrastina, DEPUTY CLERK

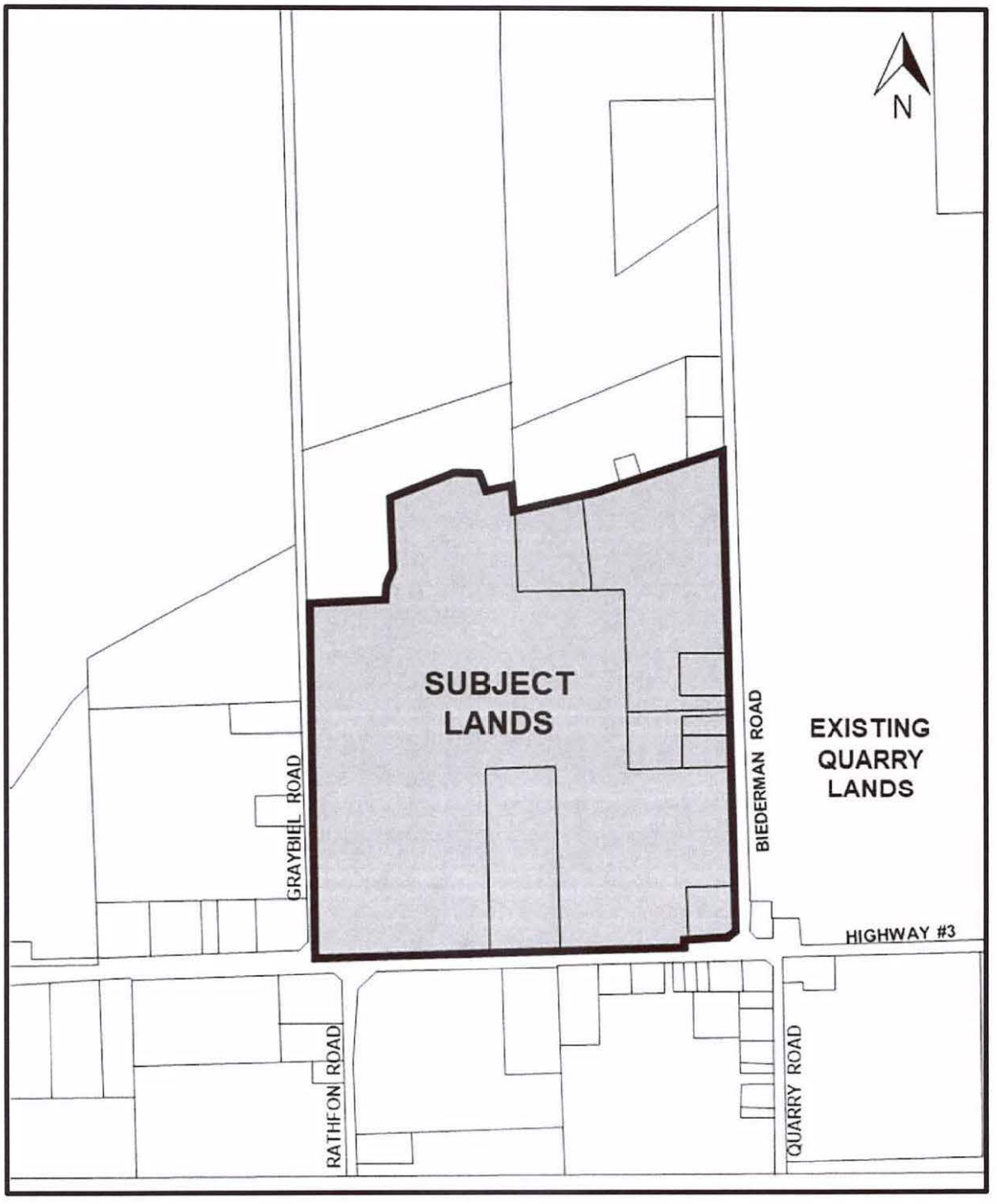
Amendment No. 04 to the Township of Wainfleet Official Plan

Purpose and Effect	The purpose of this Official Plan Amendment is to amend Schedule B of the Township of Wainfleet Official Plan to redesignate the lands, as described below and shown on Schedule "A" attached to this Amendment from "Rural Area, Possible Extractive Industrial and Environmental Protection Area" to "Extractive Industrial" to support the approval of the Law Quarry Expansion.
Location:	Part of Lots 6 & 7, Concession 2 and Part of Road Allowance Between Lots 5 & 6, Concession 2 (geographic Township of Wainfleet), Township of Wainfleet, Region of Niagara.
Basis:	a) The Amendment was the subject of a Public Meeting held under the Planning Act, 1990 on February 20, 2024. Public and agency comments were addressed as part of the preparation of this Amendment. b) The Amendment will allow for the proper management of an identified provincial source of high-quality aggregate resources. The Amendment will support provincial policy that aims to protect a long-term supply of mineral aggregate resources by making available as much mineral aggregate resource as is realistically possible as close to markets as possible. The Amendment will also support the Council of the Township of Wainfleet to make a decision on the concurrent zoning by-law amendment application and subsequently allow the Minister of Natural Resources and Forestry to make a decision to issue a quarry license under the Aggregate Resources Act. c) Based on the Townships review of the Planning Act, 1990, the Provincial Policy Statement (2020), the Growth Plan (2020) the Regional Official Plan, the Township Official Plan and public and agency consultation, Township staff are of the opinion that the Amendment is consistent with the Provincial Policy Statement, is in conformity and does not conflict with the Provincial Plans that are in effect, is in conformity with Provincial, Regional and Local policies and represents good planning.
Amendment:	Schedule B of the Township of Wainfleet Official Plan is hereby amended by redesignating the subject lands from "Rural Area, Possible Extractive Industrial and Environmental Protection

	Area" to "Extractive Industrial" as shown in Schedule A to this Official Plan Amendment.
Implementation:	This Official Plan Amendment shall be implemented in accordance with Section 8, Implementation of the Official Plan of the Township of Wainfleet and an amendment to the Township's zoning by-law to rezone the subject lands.
Interpretation:	This Official Plan Amendment shall be interpreted in accordance with Section 1.5, Interpretation of the Official Plan of the Township of Wainfleet.

SCHEDULE "A" to Official Plan Amendment No. 04

MAP OF SUBJECT LANDS



Subject: Niagara Gateway Application from City of Port Colborne – E-Materials Canada Corporation

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That Report ED 12–2024 **BE RECEIVED;** and
2. That the Gateway CIP Tax Increment Grant Application for E-Materials Canada Corporation **BE APPROVED**; and
3. That notice of the approval decision **BE CIRCULATED** to the City of Port Colborne.

Key Facts

- E-Materials Canada Corporation has submitted an application under the Niagara Gateway Economic Zone and Centre Community Improvement Plan (Gateway CIP) for a Tax Increment Grant (TIG) to support a significant facility expansion at 5088 Highway 140 City of Port Colborne, ONT L3K 5V5.
- The Gateway CIP is a collaborative program between the City of Port Colborne and Niagara Region, with the City considering E-Materials Canada Corporation's application for approval at their September 10th, 2024, Council Meeting.
- The Parent Company, Asahi Kasei was founded in 1922 with their global headquarters located in Tokyo, Japan. The company employs nearly 46,000 worldwide, and more than 11,000 in North America.
- The project is a manufacturing facility which will manufacture lithium-ion battery separators to support electric vehicle manufacturing.
- The proposed development will significantly improve the vacant land and enhance the company's production capacity, contributing to job creation and economic growth within the City of Port Colborne and the Niagara Region.
- E-Materials Canada Corporation is applying to commence Phase 1 of their development later this year, with the potential for a second and third phase in the future, contingent upon company approval. Each subsequent phase will be considered based on the success and strategic alignment of the ongoing project. Phase 1’s construction value is estimated to be $841,441,624, resulting in an

estimated annual grant of $2,462,455 per year for 10 years, resulting in a total grant amount of $24,624,550

Financial Considerations

As part of the annual budget process staff try to align budget approval of tax increment grants (TIGs) to the timing of when the actual grants will be paid out. To accomplish this, staff work with area municipalities to determine the anticipated date of reassessment on these properties and budget for the tax increment grant beginning in the budget year of estimated reassessment. Per the Budget Planning By-law (By-law 2019-79) TIGs are funded from net assessment growth which is prioritized for TIGs first prior to being utilized to offset the overall annual budget increase on the levy.

The Gateway CIP Tax Increment Grant (TIG) for E-Materials Canada Corporation is structured to be equal to the increased taxation that results from the increase in the MPAC assessment of the property following the completion of each phase of development. The project is planned to occur in three distinct phases, each triggering its own MPAC reassessment. As a result, three separate grants would be calculated, one for each phase, contingent upon the successful completion and assessment of each phase.

Economic Performance:

E-Materials Canada Corporation’s significant investment in construction value surpasses the highest threshold of $40,000,000+, securing the maximum 4 points for construction value. In terms of job creation, the project’s employment impact is substantial, with 350 full-time jobs estimated in phase 1 with an additional estimated 400 jobs in phase 2, and 260 jobs in phase 3. The hiring commitment exceeds the 100+ jobs threshold, which grants the company an additional 11 points.

Environmental Design Performance:

E-Materials Canada Corporation has committed to achieving the highest standards of sustainability by conforming with all six of the Niagara Region’s Smart Growth Design Criteria, earning the full 5 points available in this category.

By meeting these criteria, E-Materials Canada Corporation’s project may receive the full 100% rebate on the property tax increment. The annual grant payment for each phase will only be disbursed if the company pays its property taxes in full and provides

satisfactory verification that it continues to meet the construction value, employment, and design criteria as outlined above.

The grant payments for each phase would commence after the first full year in which 12 months of taxes at the new, higher assessment rate have been collected. Importantly, the annual grant payment amount for each phase would remain constant throughout the grant period. This means that as property taxes increase over time due to rising assessments and tax rates, the amount of the grant does not increase. Consequently, the net taxes collected by the City and the Region (taxes collected minus grants dispersed) will increase over time, providing a growing financial benefit to the City and the Region as the project progresses.

This structured approach ensures that while E-Materials Canada Corporation receives the financial incentives necessary to proceed with their development, the City and the Region also benefit from increased tax revenues and the achievement of strategic economic and environmental objectives.

Given that E-Materials Canada Corporation’s development is located within a Strategic Location for Investment, it qualifies for a 10-year Tax Increment Grant (TIG). The current assessment of the property stands at $1,833,000. Upon the completion of Phase 1, the estimated post-construction assessment is expected to increase to $118,000,000. This increase would yield a regional tax increment grant of approximately $2,462,455 per year for 10 years, resulting in a total of $24,624,550 for Phase 1.

Should the company proceed with a Phase 2, the post-construction assessment is projected to reach $235,000,000, which would generate a regional tax increment grant of $2,480,112 per year over a 10 year period, amounting to $24,801,120. Similarly, should the company proceed with a Phase 3, the estimated post-construction assessment of $352,000,000 would yield a grant estimate of $2,480,112 per year, totaling $24,801,120 over a 10-year period.

Analysis

The application by E-Materials Canada Corporation meets the eligibility criteria set forth in the Gateway CIP, including the projected economic and environmental benefits. The project supports strategic growth in the designated Gateway Project Area, aligning with the City's and the Region’s goals to attract private sector investment and promote industrial development. The approval of this TIG will facilitate the timely progression of the project, ensuring that E-Materials Canada Corporation can proceed with building permit applications and adhere to project timelines.

E-Materials Canada Corporation is actively preparing to begin construction on Phase 1 of their development by the end of 2024. The company is currently undergoing significant site preparation activities daily, ensuring that the site will be ready for construction later this year. Phase 1 is planned to be a substantial 650,000 square feet facility that will be complete by 2027, marking the initial stage of this major investment in the region.

Should the company decide to commit to additional phases of construction, Phase 2, would add an additional 700,000 square feet to the development and Phase 3 would result in an additional 650,000 square feet.

The project is expected to have a significant positive impact on the local economy, including job creation, increased tax revenues, and the stimulation of further investment in the region. The partnership between the City of Port Colborne and Niagara Region is essential to ensuring the successful implementation of this project, with ongoing monitoring and compliance checks to safeguard public investment.

Alternatives Reviewed

Not approving or delaying the grant approval may jeopardize the development, potentially leading E-Materials Canada Corporation to cancel their investment and sending a negative signal to other potential investors, indicating that Niagara may not be open to supporting large-scale business opportunities that require incentives.

Relationship to Council Strategic Priorities

- **Effective Region:** The approval of the Gateway CIP Tax Increment Grant for E-Materials Canada Corporation directly supports the strategic objective of an Effective Region by fostering collaborative efforts between the City of Port Colborne, Niagara Region, and private sector partners. This project exemplifies the efficient use of resources by leveraging public incentives to attract substantial private investment, thereby maximizing economic output and job creation in a manner that aligns with regional growth strategies. The structured partnership ensures that the development proceeds in a manner that meets all regulatory and strategic goals, contributing to a more effective and well-coordinated regional development process.

  Green and Resilient Region: E-Materials Canada Corporation’s commitment to meeting all six of Niagara Region’s Smart Growth Design Criteria underscores the alignment of this project with the Council’s objective of a Green and Resilient

Region. By prioritizing sustainable development practices, the project not only enhances the environmental performance of the region but also ensures long-term resilience against climate challenges. The project's adherence to these criteria demonstrates a proactive approach to environmental stewardship, reducing the carbon footprint of industrial activities and contributing to the broader regional goal of sustainability. This investment in green infrastructure positions the region as a leader in environmentally responsible development.

- **Equitable Region:** The significant job creation resulting from E-Materials Canada Corporation's development is a key contributor to the strategic goal of an Equitable Region. With the potential for a projected 1,010 full-time equivalent jobs created across three phases, this project will provide ample employment opportunities for residents, promoting economic inclusion and reducing disparities within the community. The equitable distribution of economic benefits, through the creation of high-quality jobs and the stimulation of related industries, ensures that all segments of the population can participate in and benefit from the region's economic growth. This aligns with the Council's commitment to fostering an inclusive and fair economic environment.

- **Prosperous Region:** The substantial investment by E-Materials Canada Corporation is a significant driver of economic prosperity for the region. By securing a 100% tax increment rebate through the Gateway CIP, the project will catalyze further economic activity, attracting additional investments and enhancing the region's competitiveness. The potential creation of over 1,000 jobs not only boosts the local economy but also strengthens the region's industrial base, ensuring sustained economic growth. This development aligns with the strategic objective of a Prosperous Region by fostering long-term economic stability, increasing tax revenues, and enhancing the overall quality of life for residents through expanded economic opportunities.

Other Pertinent Reports

There are no other pertinent reports.

Prepared by:
Daniel Turner
Manager, Strategic Growth Services
Economic Development

Recommended by:
George Spezza, CEcD EcD
Director of Economic Development

Recommended by:
Michelle Sergi, MCIP, RPP
Commissioner, Growth Strategy and
Economic Development

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Marco Marino, Associate Director of Economic Development, and Blair Hutchings, Manager of Revenue Planning and Strategy

Appendices

Appendix 1	5088 Highway 140 City of Port Colborne - Tax Increment Grant Estimate

NIAGARA ECONOMIC GATEWAY & COMMUNITY IMPROVEMENT PLANS
TAX INCREMENT GRANT PROGRAM ESTIMATE

Municipality: Port Colborne
Address: 5088 Highway 140 City of Port Colborne, ONT L3K 5V5

	Industrial - Vacant and Excess Land	Residential	Industrial	Total Pre-Project Taxes	Industrial2	New Multi-residential	Commercial	Total Post Project Taxes	Tax Increment	Annual Grant amount
Class Code	IX	RT	IT		IT	NT	CT			
Assessment Value	$1,833,000	$0	$0		$118,000,000	$0	$0			
Municipal Taxes	$52,030	$0	$0	$52,030	$3,349,431	$0	$0	$3,349,431	$3,297,401	$3,297,401
Regional Taxes	$38,855	$0	$0	$38,855	$2,501,310	$0	$0	$2,501,310	$2,462,455	$2,462,455
Provincial Taxes	$16,130	$0	$0	$16,130	$1,038,400	$0	$0	$1,038,400	N/A	
					Total				$5,759,856.09	
					% of Tax Increment Year 1				100.00%	
					Annual Grant Payment				$5,759,856.09	

This estimates the completed project being assessed at $118,000,000 based on cost of land and construction costs; actual assessment will be completed by MPAC following the project completion. Existing assessment value is based on estimated 2024 MPAC assessment. These calculations reflect the grant percentage that would be received based on a project score of 20. These results are estimated using the 2024 tax rates. Actual annual amount will be based on the grant percentage applied to the incremental taxes paid each year for the duration of the grant however may be subject to a reduction should the taxes owing be reduced in any given year due to a assessment appeal. This is an estimate only and does not constitute any guarantee or assurance of a grant and should not be relied upon as such.

SUMMARY FORECAST (excluding education)

Event	Year	Grant %	Municipal Grant Estimate	Regional Grant Estimate	Total Grant Estimate
Base year	0				
Grant Year 1	2026	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 2	2027	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 3	2028	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 4	2029	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 5	2030	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 6	2031	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 7	2032	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09

Event	Year	Grant %	Municipal Grant Estimate	Regional Grant Estimate	Total Grant Estimate
Grant Year 8	2033	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 9	2034	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Grant Year 10	2035	100%	$ 3,297,401.46	$ 2,462,454.63	$ 5,759,856.09
Total Estimate	Total Estimate		$ 32,974,014.60	$ 24,624,546.30	$ 57,598,560.90

Niagara ZEV Blueprint
Niagara Economic Development

Presented by Daniel Turner

Wednesday, September 11, 2024

Niagara Region | Growing Better Together

Niagara ZEV Blueprint
Zero Emissions Vehicle

Introduction

- An analysis of activities related to the Niagara ZEV Transition Blueprint.
- The Niagara ZEV Transition Blueprint aims to guide the region through the transition from internal combustion engine (ICE) supply chain production and to zero emission vehicle production (ZEV) supply chain development.
- The blueprint covers critical areas including supply chain development, workforce and skills development, infrastructure investment, indigenous inclusion, and community coordination.

Background:

- **March 2023:** Minister responsible for the Federal Economic Development Agency for Southern Ontario, Filomena Tassi hosts EV Roundtable with Niagara Region.
- **Discussion:** Industry and Business representatives were asked how they were preparing for the ZEV transition
- **Support:** There was a need for support from various levels of government in learning about the opportunities in the ZEV transition.

FedDev Funding:

- **August 2023:** Government of Canada supports electric vehicle (EV) sector in Niagara Region
- **Announcement:** “Regional Municipality of Niagara to receive a $300,000-Government of Canada investment to support growth of Niagara’s EV sector”
- **"**The Regional Municipality of Niagara is bringing together the right people and organizations to strengthen and grow the EV sector in Niagara” - Minister Tassi

Electric Mobility Sector Specialist

- Felix is a business professional with a keen interest in advancing the electric mobility ecosystem and promoting the use of renewable energy to decarbonize the global economy.
- Felix is dedicated to fostering economic growth and development in the region's Electric Vehicle (EV) and energy storage sector.
- With over 15 years of industry experience, Felix has worked with businesses across North America, South America, and the Middle East, primarily in manufacturing, aviation, and metals and minerals industries.

Niagara Region | Growing Better Together

Creating the ZEV Blueprint

March 2024:

With the recent hiring of Niagara's EV Specialist, FedDev requested the creation of a Niagara Region ZEV Transition Blueprint

Comprehensive Analysis:

The Niagara ZEV Transition Blueprint provides a strategic framework to leverage Niagara's strategic location, existing automotive ecosystem, and investment potential to become a key player in the global ZEV market.

ZEV Blueprint Creation:

In May 2024, the ZEV Blueprint was created and presented to FedDev Ontario's Policy team. This document will be updated periodically as the industry continues to evolve.

1. Supply Chain Development Analysis

- Niagara is well-positioned to integrate into the global ZEV supply chain, leveraging its proximity to 11 vehicle assembly plants, 4 engine plants, and 5 upcoming battery cell/pack manufacturers in Ontario.
- Retooling of existing manufacturing processes is essential to meet the specific needs of the EV demand. Support in parts design and retooling capabilities is necessary. Small businesses in Niagara need to scale their operations to meet the increasing demand from large manufacturing complexes.
- Investment attraction efforts focus on developing the EV battery pack supply chain, which represents ~40% of EV value. Recent successful investments highlight the potential for future growth. The growing EV market in North America presents significant opportunities for Niagara, supported by governmental policies and investments in EV infrastructure.

Niagara EV Supply Chain	Operating Companies		Future Development		Total	
	No. Companies	No. Jobs	No. Projects	No. Jobs	No. Companies	No. Jobs
Body Structure	25	616	1	200	26	816
Chassis Components	26	1055	0	0	26	1055
Engine System	1	1216	0	0	1	1216
E-drive and Electronic Components	1	7	1	500	2	507
Battery Pack	0	0	3	1200	3	1200

2. Workforce Analysis

- An estimated 1,500 people are needed to directly support ZEV investments, plus an additional 2,160 to support the resulting supply chain.
- Niagara's current labor force of 232,000 will require extensive training and educational opportunities to upskill for EV manufacturing.
- The EV transition poses risks to the automotive labor market, with an estimated 700 jobs potentially affected by the long-term shift from ICE to electric drive units.

3. Skills Development Analysis

- The EV and battery manufacturing sector requires various technical and engineering positions. Training programs and collaborations with educational institutions are crucial.
- Further analysis will provide estimates on the number of workers required under each identified skill set. Upskilling and reskilling workers will address the lack of trained skilled workers in the EV sector.
- Support from Niagara College and Brock University will be sought to develop training programs for the ZEV supply chain. Immigration will play a role in attracting skilled workers, with mentorship and support services critical for their integration into the ZEV labor force.

4. Support Analysis

- Key infrastructure needs include serviceable land for production and R&D facilities, housing for workers, and transportation infrastructure.
- Funding support from provincial and federal levels is essential.
- The Signature Sites Tool identifies industrial and commercial properties available for development. Collaboration among local municipalities, the Niagara Region, and private realtors enhances the region's investment potential.

5. Indigenous Inclusion Analysis

- Engagement with the Six Nations of the Grand River and Mississaugas of the Credit First Nation highlighted opportunities for collaboration in ZEV infrastructure development and job creation.
- Integrating Indigenous suppliers into the ZEV supply chain and developing transportation infrastructure to connect Indigenous communities with job opportunities are crucial steps.

6. Community Coordination Analysis

- Effective leadership and cross-collaboration among key stakeholders, including Niagara Economic Development, local municipalities, Invest Ontario, Invest Canada, NPCA, land and real estate developers, builders, academic institutions, and Indigenous communities, are essential for the successful development of the ZEV supply chain ecosystem in Niagara.
- The Niagara Workforce Coalition has been launched to leverage existing business and employment service connections in Niagara, identify gaps, and enhance the local labor market.
- Addressing challenges such as high unemployment, newcomers' employment inequities, and low education levels, the coalition aims to re-engage workers, improve educational resources, and support employers in adapting to modern hiring and employee relations practices.

Prosperous Region

- The blueprint's focus on supply chain development and investment attraction aligns with the Prosperous Region priority by promoting economic growth and job creation.
- Workforce and skills development initiatives ensure that the local labor force is prepared for new opportunities in the EV sector, driving regional prosperity.
- Collaborative efforts with educational institutions and support for small businesses underscore the blueprint's commitment to building a robust, prosperous regional economy.

Effective Region

- The Niagara ZEV Transition Blueprint emphasizes the retooling of manufacturing processes and infrastructure investment, fostering an Effective Region through enhanced production capabilities.
- The strategic engagement with Indigenous communities and stakeholders enhances regional inclusivity and effectiveness in economic development.
- Coordinated efforts among various entities, including local municipalities and economic development agencies, ensure that Niagara operates as an Effective Region, efficiently leveraging resources for maximum impact.

QUESTIONS & CONTACT

Daniel Turner
Manager, Strategic Growth Services | Economic Development
daniel.turner@niagraregion.ca

Subject: Niagara Electric Vehicle Blueprint – EV Sector Development

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2024

Recommendations

1. That Report ED 11-2024 **BE RECEIVED** for information.

Key Facts

- This report provides an update on key activities related to the Niagara Zero Emission Vehicle (ZEV) transition blueprint.
- The Niagara ZEV Transition Blueprint aims to guide the region through the transition from internal combustion engine (ICE) supply chain production and to zero emission vehicle production supply chain development.
- The blueprint covers critical areas including supply chain development, workforce and skills development, infrastructure investment, indigenous inclusion, and community coordination.

Financial Considerations

The activities described in this report are primarily funded by the Federal Economic Development Agency of Southern Ontario (FedDev Ontario) through the Electric Mobility Sector Development Grant.

This funding supports various initiatives to enhance Niagara's capacity to transition to zero emission vehicles, including supply chain enhancements, workforce training, and infrastructure development. A significant portion of this funding is allocated to hiring our Electric Mobility Sector Specialist. The specialist serves as a liaison between FedDev Ontario and the Niagara manufacturing sector, including automotive supply chain companies. This role involves researching funding opportunities for companies wishing to transition to the EV sector and attending EV-related conferences to enhance investment attraction efforts in the EV sector.

Analysis

The Niagara ZEV Transition Blueprint provides a strategic framework to leverage Niagara's strategic location, existing automotive ecosystem, and investment potential to become a key player in the global ZEV market.

1. Supply Chain Development Analysis

Niagara is well-positioned to integrate into the global ZEV supply chain, leveraging its proximity to 11 vehicle assembly plants, four (4) engine plants, and five (5) upcoming battery cell/pack manufacturers in Ontario.

Retooling of existing manufacturing processes is essential to meet the specific needs of the EV demand. Support in parts design and retooling capabilities is necessary. Small businesses in Niagara need to scale their operations to meet the increasing demand from large manufacturing complexes.

Work is in progress with the Federal Economic Development Agency for Southern Ontario to connect small and mid-size businesses with business opportunities in the EV supply chain (e.g., Honda opportunity) and inform about funding options to revamp their platform to better participate in the growing EV sector.

Investment attraction efforts focus on developing the EV battery pack supply chain, which represents ~40% of EV value. Recent successful investments highlight the potential for future growth. The growing EV market in North America presents significant opportunities for Niagara, supported by governmental policies and investments in EV infrastructure.

To further enhance Niagara Region as the next business address for EV related investments we have been participating in key trade shows and invertors roundtables in North America and Europe where we have identified a growing interest of companies to expand operations into the North American market. Also, these EV events allowed us to connect local business with multinational companies to forge potential business partnerships in the future.

2. Workforce Analysis

An estimated 1,500 people are needed to directly support ZEV investments, plus an additional 2,160 to support the resulting supply chain. Niagara's current labor force of 232,000 will require extensive training and educational opportunities to upskill for EV manufacturing.

The EV transition poses risks to the automotive labor market, with an estimated 700 jobs potentially affected by the long-term shift from ICE to electric drive units.

3. Skills Development Analysis

The EV and battery manufacturing sector requires various technical and engineering positions. Training programs and collaborations with educational institutions are crucial.

Further analysis will provide estimates on the number of workers required under each identified skill set. Upskilling and reskilling workers will address the lack of trained skilled workers in the EV sector.

Support from Niagara College and Brock University will be sought to develop training programs for the ZEV supply chain. Immigration will play a role in attracting skilled workers, with mentorship and support services critical for their integration into the ZEV labor force.

4. Support Analysis

Key infrastructure needs include serviceable land for production and R&D facilities, housing for workers, and transportation infrastructure. Funding support from provincial and federal levels is essential.

The Signature Sites Tool identifies industrial and commercial properties available for development. Collaboration among local municipalities, the Niagara Region, and private realtors enhances the region's investment potential.

5. Indigenous Inclusion Analysis

Engagement with the Six Nations of the Grand River and Mississaugas of the Credit First Nation highlighted opportunities for collaboration in ZEV infrastructure development and job creation.

Integrating Indigenous suppliers into the ZEV supply chain and developing transportation infrastructure to connect Indigenous communities with job opportunities are crucial steps.

6. Community Coordination Analysis

Effective leadership and cross-collaboration among key interested parties, including Niagara Economic Development, local municipalities, Invest Ontario, Invest Canada, NPCA, land and real estate developers, builders, academic institutions, and Indigenous communities, are essential for the successful development of the ZEV supply chain ecosystem in Niagara.

Alternatives Reviewed

The strategies and actions outlined in the Niagara ZEV Transition Blueprint are consistent with accepted economic development practices.

Relationship to Council Strategic Priorities

Economic development activities described in this report directly support two of Council's Growing Better Together 2023-2026 Strategic Priorities:

Effective Region:

- The Niagara ZEV Transition Blueprint emphasizes the retooling of manufacturing processes and infrastructure investment, fostering an Effective Region through enhanced production capabilities.
- The strategic engagement with Indigenous communities and community partners enhances regional inclusivity and effectiveness in economic development.
- Coordinated efforts among various entities, including local municipalities and economic development agencies, ensure that Niagara operates as an Effective Region, efficiently leveraging resources for maximum impact.

Prosperous Region:

- The blueprint's focus on supply chain development and investment attraction aligns with the Prosperous Region priority by promoting economic growth and job creation.
- Workforce and skills development initiatives ensure that the local labor force is prepared for new opportunities in the EV sector, driving regional prosperity.
- Collaborative efforts with educational institutions and support for small businesses underscore the blueprint's commitment to building a robust, prosperous regional economy

Other Pertinent Reports

Economic Development Strategy 2023-2033

(https://niagaracanada.com/about-us/economic-development-strategy/)

Prepared by:
Daniel Turner
Manager, Strategic Growth Services
Economic Development

Recommended by:
George Spezza, CEcD EcD
Director of Economic Development

Recommended by:
Michelle Sergi, MCIP, RPP
Commissioner, Growth Strategy and Economic Development

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Marco Marino, Associate Director of Economic Development, Felix Chinen, Electric Mobility Sector Specialist, Economic Development.

Appendices

N/A

Minute Item No. 6.1
CSD 46-2024
2025 Capital Budget

That Report CSD 46-2024, dated September 12, 2024, respecting 2025 Capital Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2025 Capital Budget for Niagara Regional Departments and Agencies, Boards and Commissions and Special Levies of $376,112,038 **BE APPROVED** to the projects in Appendix 1 of Report CSD 46-2024, pending final By-law approval anticipated to be on December 12, 2024;
2. That the following incremental transfers as utilized in the Capital Budget and forecast **BE CONSIDERED** in the 2025 Operating Budgets;
    a. General Capital Levy – $12,075,960 or 2.5% of the levy;
    b. Water & Wastewater Capital Reserves – $11,160,869 or 7.22% of the net Water & Wastewater requisition;
    c. Niagara Transit Commission (NTC) – $2,166,667;
    d. NRPS - $320,000;
3. That $290,900 for the incremental operating costs related to capital projects funded with the General Capital Levy as per Appendix 2 of Report CSD 46-2024 **BE CONSIDERED** as part of the 2025 Operating Budget to be funded from Assessment Growth;
4. That financing in the amount of $333,872,038 gross and $174,157,666 net **BE INITIATED u**pon approval of the 2025 Capital Budget and **BE ALLOCATED t**o the projects as summarized in Appendix 1 of Report CSD 46-2024;
5. That development charge (DC) funding for the Barrick Road Trunk Watermain **BE INCREASED f**rom 40% to 50% as per the Region's policy approach to identifying benefit to existing (BTE) for projects;
6. That the WTP Upgrade – Welland Upgrade – Phase 2 **BE FUNDED** 50% with DCs and 50% with non-DC sources as per the Region's policy approach to identifying BTE for projects; and
7. That the necessary By-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

Minute Item No. 7.1
BRC-C 1-2024
Capital Budget Submissions – Niagara Regional Housing, Niagara Regional Police Service and Niagara Transit Commission

That Memorandum BRC-C 1-2024, dated September 12, 2024, respecting Capital Budget Submissions- Niagara Regional Housing, Niagara Regional Police Service and Niagara, **BE RECEIVED** for information.

THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
MINUTES

BRCOTW 2-2024
Thursday, September 12, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bateman, Bradley (Regional Chair), Campion*, Chiocchio, Craitor*, Davies*, Easton, Foster, Ganann, Grant, Heit, Insinna, Junkin*, Kaiser, Morocco, Redekop (Committee Chair), Rigby, Seaborn, Siscoe, Sorrento*, Steele*, Ugulini, Villella, Whalen (Committee Vice-Chair), Witteveen
Absent/Regrets:	Diodati, Gale, Huson, Ip, Jordan, Secord, Zalepa
Staff:	C. Banach, Chief Executive Officer, Niagara Regional Housing/Director, Housing Services, B. Brens, Associate Director, Budget Planning & Strategy, D. Carnegie, Deputy Chief Administrative Officer, S. Eickmann, Emergency Medical Services Logistics Program Manager*, R. Ferron, Chief/Director, Emergency Medical Services, L. Gigliotti, Associate Director, Human Resource Operations and Systems*, C. Habermebl, Director, Waste Management Services*, P. Hamilton, Supervisor, Corporate Budgets, S. Hendrie, Chief Information Officer, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health*, H. Koning, Director, Senior Services, P. Lambert, Director, Water Wastewater Services, K. Lotimer, Deputy Clerk, P. Maposa, Director, Asset Management*, A. Niece, Program Financial Specialist*, A.-M. Norio, Regional Clerk, B. Ray, Associate Director, Facilities Projects, Assets and Energy*, M. Sergi, Commissioner, Growth Strategy & Economic Development, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, D. Szymkow, Senior Budget Analyst, F. Tassone, Director, Transportation Services, N. Wolfe, Director, Construction, Energy and Facilities Management*
Others Present:	C. Stout, General Manager, Niagara Transit Commission*
	* indicates participants who attended the meeting electronically, all others participated in person

1. CALL TO ORDER

Committee Chair Redekop called the meeting to order at 6:31 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Kaiser read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 CSD 46-2024
2025 Capital Budget

Beth Brens, Associate Director, Budget Planning & Strategy, provided information respecting the 2025 Capital Budget. Topics of the presentation included:

- 2025 Key Drivers
- Financing Strategy
- 2025 Capital Budget Outcomes
- Risks & Considerations
- Next Steps

Moved by Councillor Foster
Seconded by Councillor Ugulini

That Report CSD 46-2024, dated September 12, 2024, respecting 2025 Capital Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2025 Capital Budget for Niagara Regional Departments and Agencies, Boards and Commissions and Special Levies of $376,112,038 **BE APPROVED** to the projects in Appendix 1 of Report CSD 46-2024, pending final By-law approval anticipated to be on December 12, 2024;

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6. That the WTP Upgrade – Welland Upgrade – Phase 2 **BE FUNDED** 50% with DCs and 50% with non-DC sources as per the Region's policy approach to identifying BTE for projects; and

7. That the necessary By-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

Moved by Councillor Rigby
Seconded by Councillor Steele

That the question **BE CALLED**.

Defeated

As the motion to call the question was defeated, discussion continued.

The Committee Chair called the vote on the motion, and declared it

Carried

Councillor Information Request(s):

Provide information respecting the legal obligations of Council under the Safe Drinking Water Act. Regional Chair Bradley.

7. CONSENT ITEMS FOR INFORMATION

7.1 BRC-C 1-2024
Capital Budget Submissions – Niagara Regional Housing, Niagara Regional Police Service and Niagara Transit Commission

Moved by Councillor Whalen
Seconded by Councillor Heit

That Memorandum BRC-C 1-2024, dated September 12, 2024, respecting Capital Budget Submissions- Niagara Regional Housing, Niagara Regional Police Service and Niagara, **BE RECEIVED** for information.

Carried

8. OTHER BUSINESS

There were no items of other business.

9. NEXT MEETING

The next meeting will be held on Thursday, October 17, 2024, at 6:30 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 8:07 p.m.

Councillor Redekop
Committee Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

2025 Capital Budget

Budget Review Committee of the Whole

September 12, 2024

Niagara Region | Growing Better Together

2025 Capital Budget

Key Themes
2025 Capital Budget

1. Asset Management Plan (AMP) reaffirmed that backlog exists as funding available is less than funding required
2. Projects prioritized based on risk
3. Internal funding available has been assigned to projects using the approved Capital Financing Policy
   - Development Charge funding has been applied to all growth projects
   - No new debt
4. Projects considered in alignment with Council's strategic priorities

Committed to Our Core Services
75% of capital budget for sustainability

2025 Capital Budget

What we're going to cover:

- 2025 Key Drivers
- Financing Strategy
- 2025 Capital Budget Outcomes
- Risks & Considerations
- Next Steps

2025 Key Drivers

Average Annual Renewal Investment (AARI)

- Average renewal investment required per year to sustain existing assets and the current level of service
- Incorporates end-of-life and major capital lifecycle activities
  - Addresses $2.4B capital backlog
- Includes future renewal of growth-related assets
  - Acquisition funded through DCs
- 10 Year AARI is $444M
- Current Replacement Value is $9.8 billion

Determines what we need, not what we have

2025 Key Drivers

AARI Capital Contributions & Financing Strategy

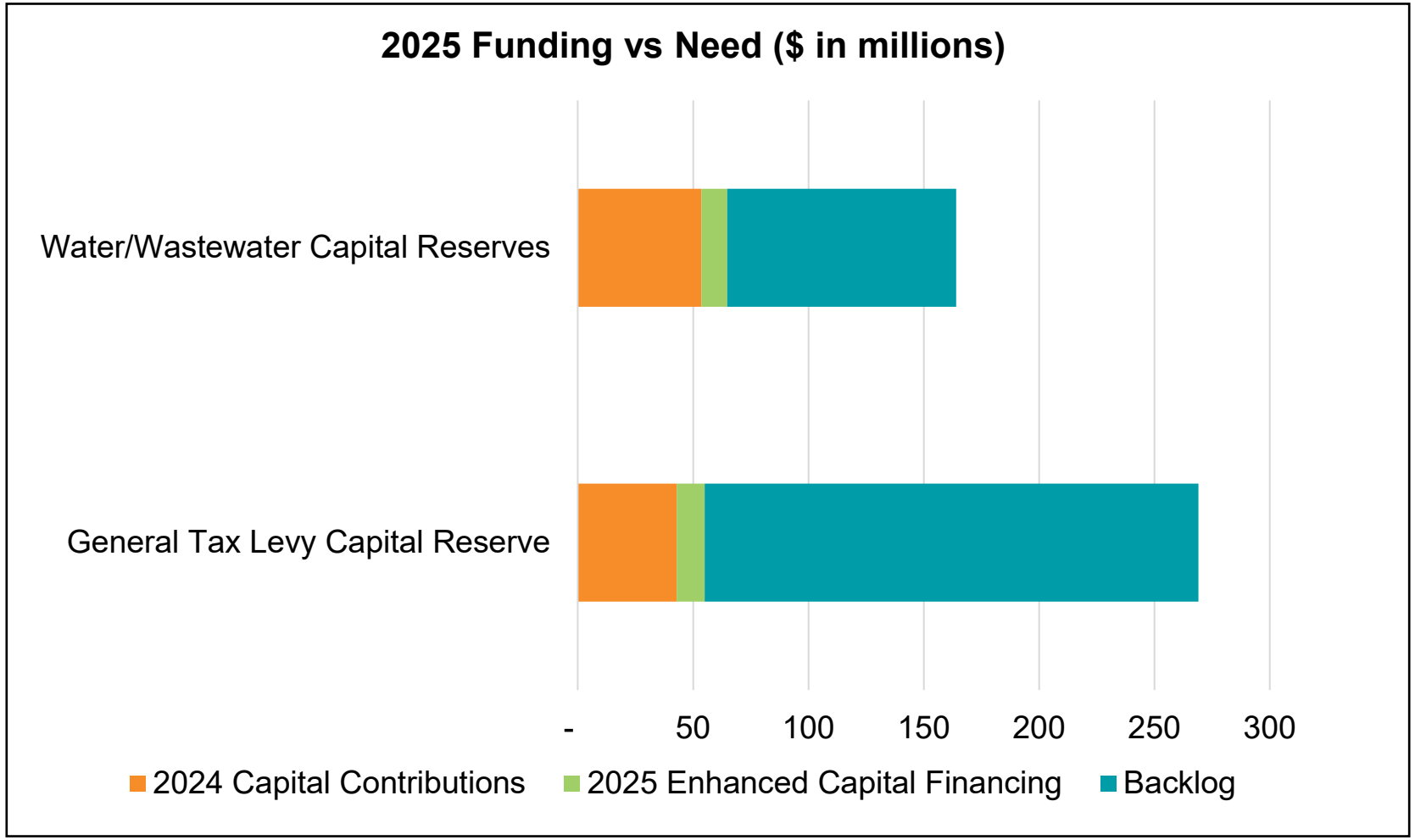
Operating Budgets	2024 Capital Contributions	2025 Proposed Capital Contributions	10-year AARI + Backlog Strategy	50-year AARI Strategy
General Tax Levy	$42.9	$55.0	$269	$158
Water/ Wastewater Rates	$53.6	$64.7	$164	$122
Waste Management Special Tax Levy	$1.8	$1.8	$5	$10
Transit Special Tax Levy	$2.2	$4.4	$6	n/a
Total	$100.5	$125.9	$444	$290

($ in millions)

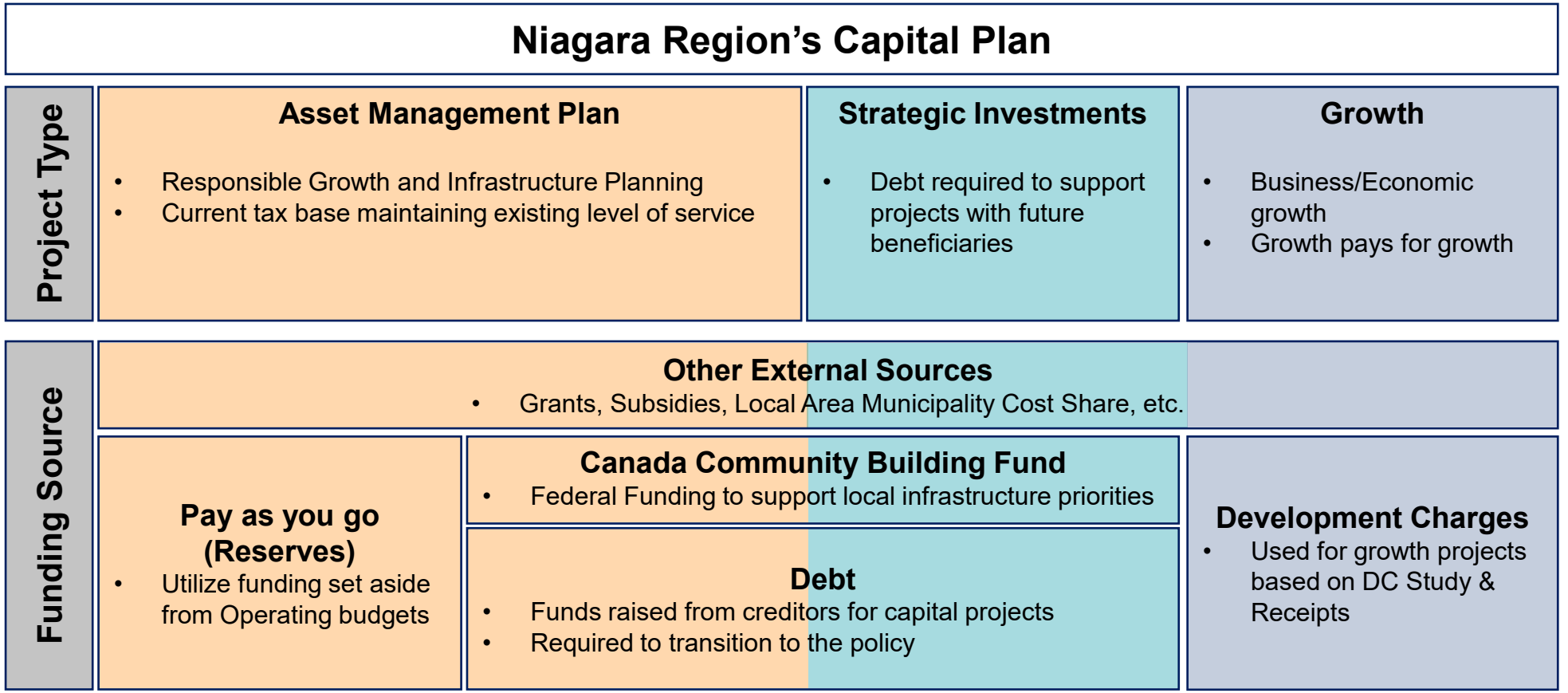
Total of **$25.4M** + **$1.4M** for Landfill Liability + **$0.3M** for NRPS = **$27.1M**

2025 Key Drivers

AARI Capital Contributions & Financing Strategy

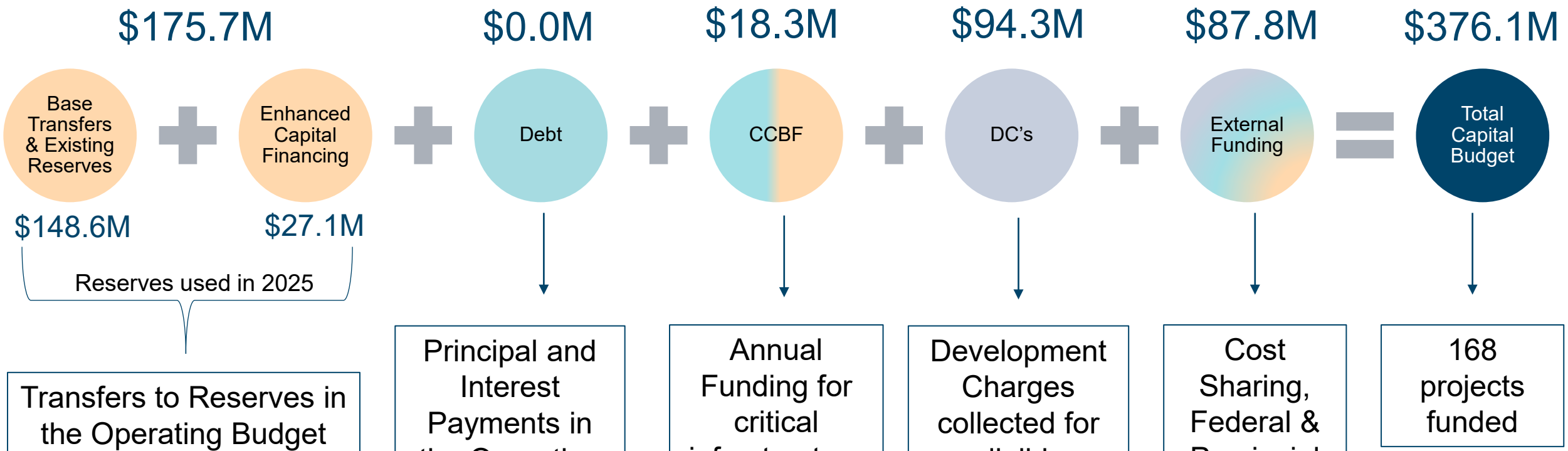


Financing Strategy
Capital Financing Policy

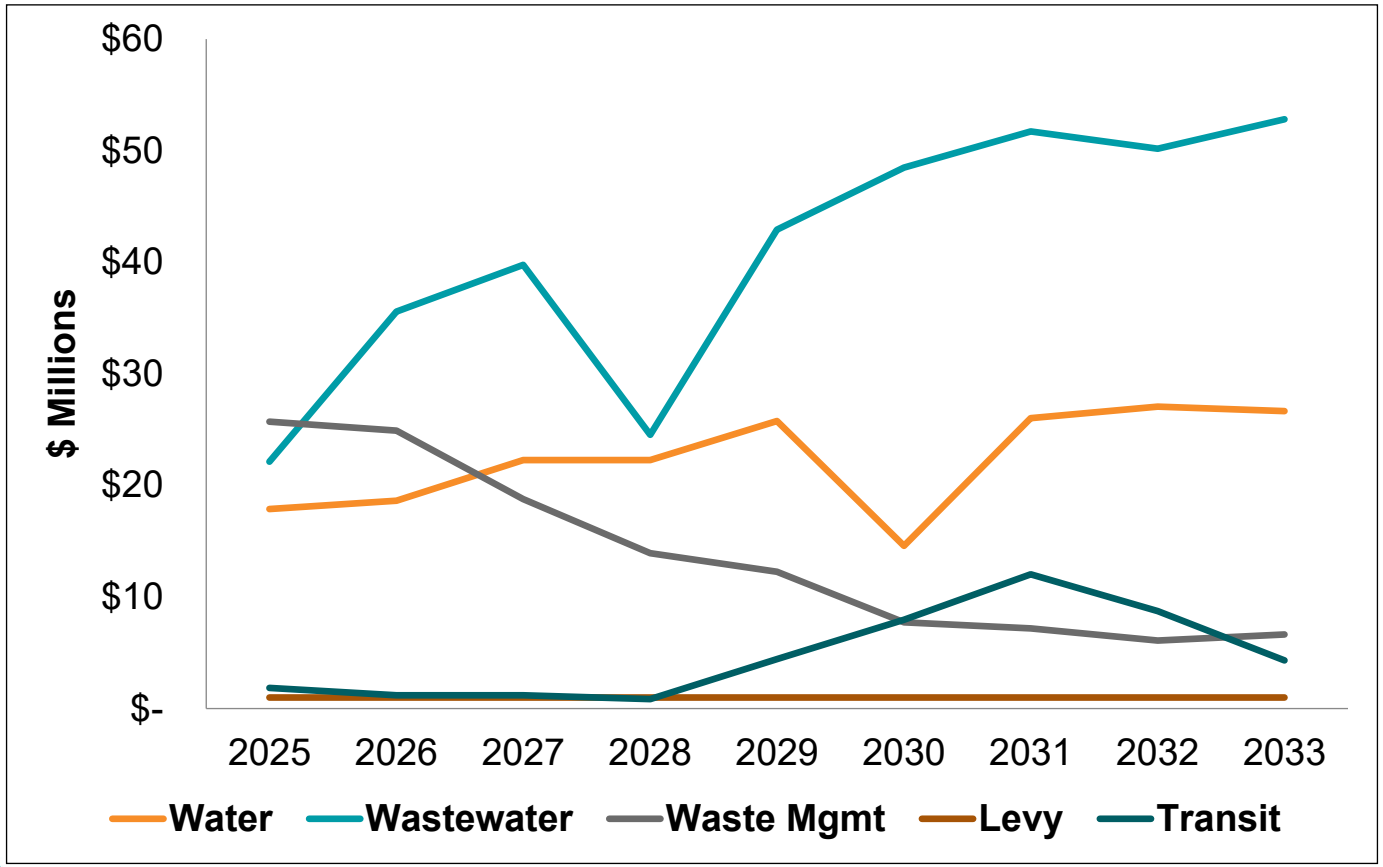


Financing Strategy

Recommended Capital Funding - $376.1M

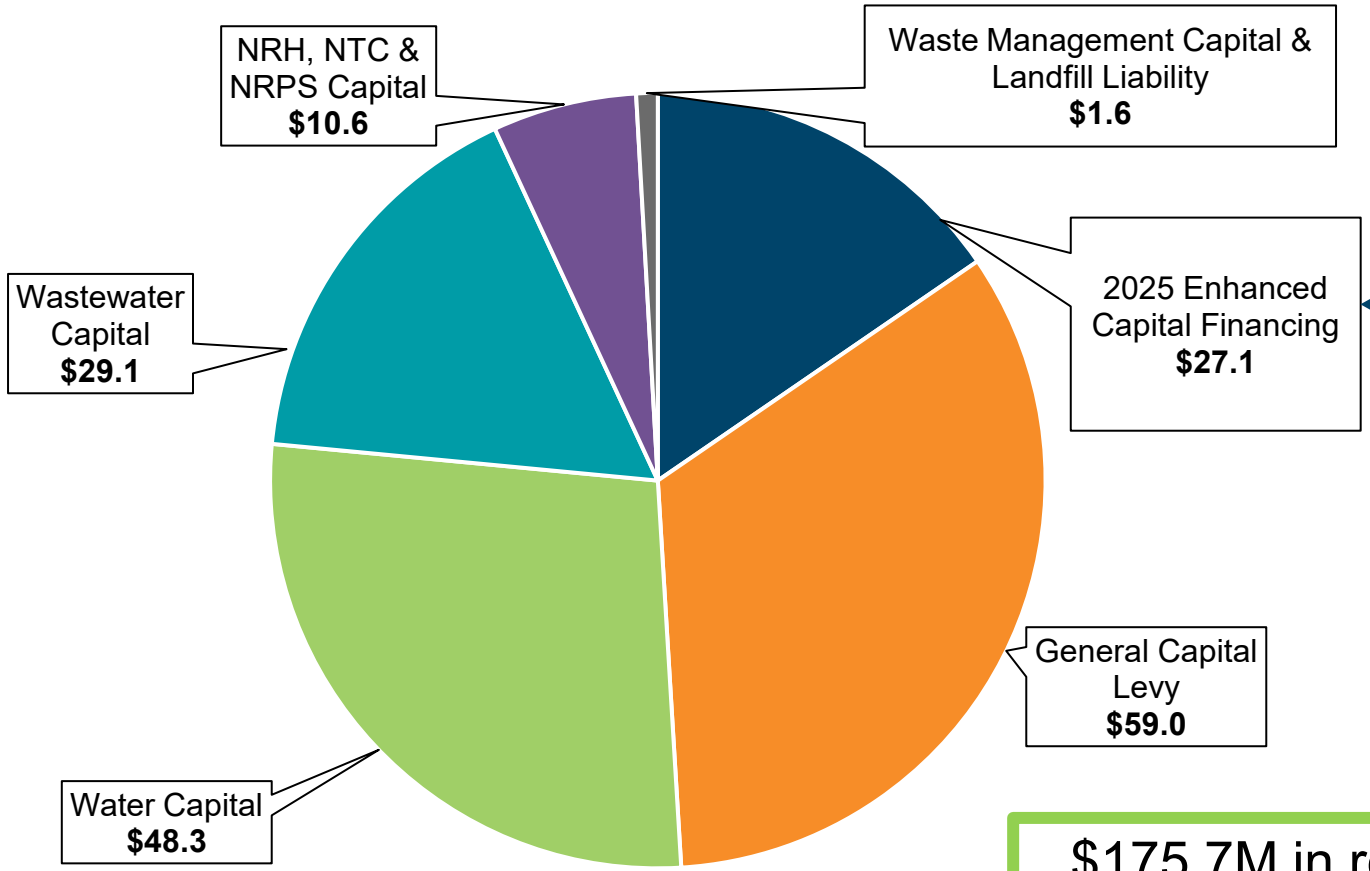


Financing Strategy
Reserve Forecast



- Levy – fully utilized each year to address backlog
- Waste Management (excluding Landfill Liability) – capital is at targeted balance
- Water/Wastewater – progressing towards targeted balances in the Safe Drinking Water Act (SDWA) financial plan
- Transit – strategy in progress to aim for a target balance

Financing Strategy
Reserve Funding - $175.7M



2025 Enhanced Capital Financing $27.1M

- General Capital Levy – $12.1M
- Water & Wastewater – $11.1M
- NTC – $2.2M
- Landfill Liability Reserve – $1.4M
- NRPS – $0.3M

$175.7M in reserve funding available for 2025 capital

Financing Strategy

Debt

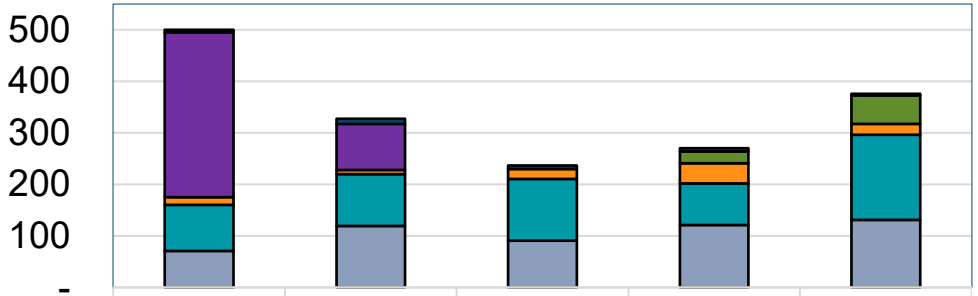
Metric	Key Threshold	Average of Comparable Regions[3]	Current State	2025 Forecast[5]
Consolidated Debt Outstanding/Operating Revenues[1]	60.0%[2]	42.1%	62.0%[4]	63.4%
Annual Repayment Limit (ARL)	25.0%	4.1%	5.8%	7.5%
Debt Servicing Costs as % of Total Revenues	N/A	2.5%	3.3%	4.0%
Debt per Capita (upper tier)	N/A	$920	$705	$909

[1] Referred to as the Standard & Poor's (S&P) Debt Ratio
[2] 120.0% is the S&P upper limit, however, S&P recommends that the Region remain under 60.0% to maintain current credit rating
[3] Comparable regions include York, Peel, Halton, Durham and the City of Hamilton
[4] Per 2023 S&P Rating Report
[5]Assumes issuance of $100.0 million for lower tiers and a previously approved $51.9 million for the upper tier

No new debt planned for 2025 capital projects

2025 Capital Budget Outcomes

Recommended 2025 Capital Budget and Historical Trend



	2021	2022	2023	2024	2025
Waste Management	4.90	10.50	6.60	6.16	2.97
Transit	-	-	-	23.02	55.25
Strategic Projects	320.20	88.85	-	-	
ABC	14.72	8.14	19.50	38.99	21.27
Rate	89.50	100.60	120.00	80.67	165.10
Levy	71.04	119.77	90.83	121.44	131.52
Total	500.35	327.86	236.93	270.28	376.11

In millions ($)
Strategic Projects include the South Niagara Wastewater Treatment Solution (SNWWTS) and Gilmore Lodge/Linhaven Long Term Care homes

- 5 year historical average of renewal and growth investments is $342.2M
- 5 year historical average excluding strategic projects is $228.5M

2025 Capital Budget Outcomes

10-Year Plan Historical Trend

Increase of $979 million

Historical 10-Yr Plan (Millions)	2021	2022	2023	2024	2025
10 Year Capital Plan	$3,028	$2,979	$3,466	$4,278	$5,257
Funded Capital	$2,204	$2,034	$2,696	$2,349	$2,581
Deficit	$824	$945	$770	$1,929	$2,676

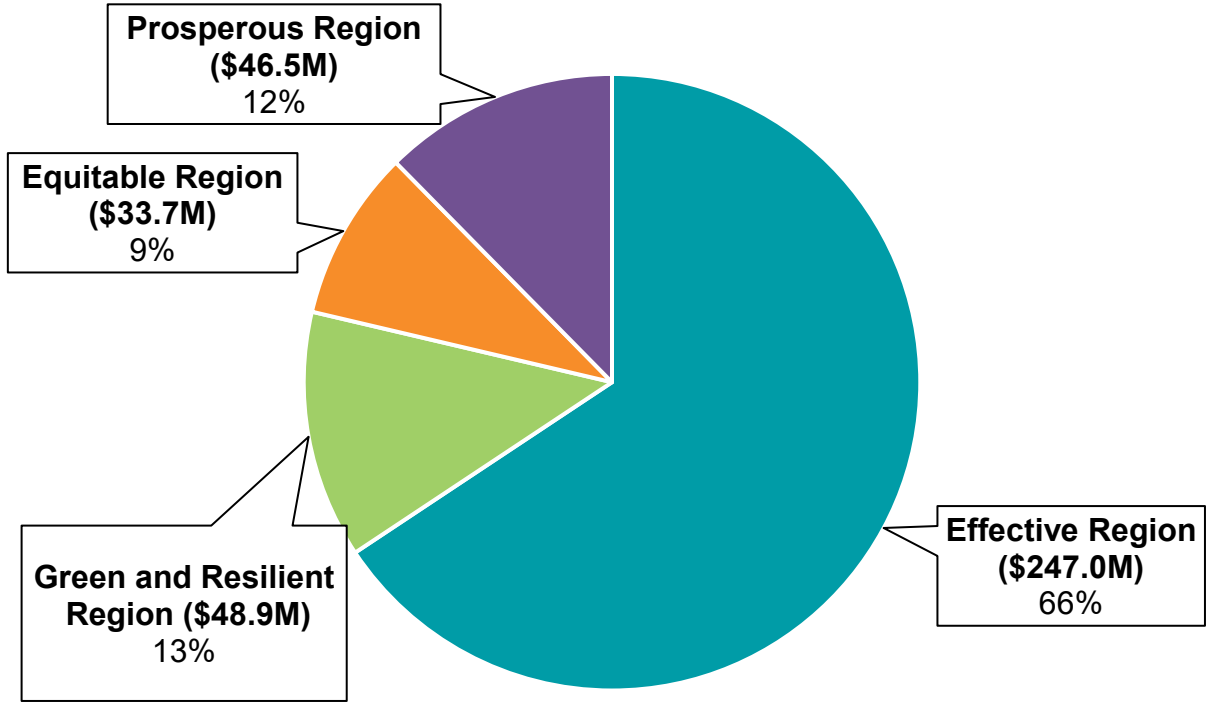
2025 Capital Budget Outcomes
Budget Planning By-Law Principles

Sustainability
- 75% of the 2025 budget focuses on sustainability/renewal investment
- Funding allocated per the Capital Financing Policy

Transparency
- Highest ranked projects based on risk and alignment to corporate/council strategic priorities

Affordability
- Funding of backlog uses the 50-year AARI (Levy) and 10-year AARI (Rate)
- 2.5% Levy budget strategy and 7.22% WWW budget strategy in alignment with 2021 AMP

2025 Capital Budget Outcomes
Alignment to Council Strategic Priorities



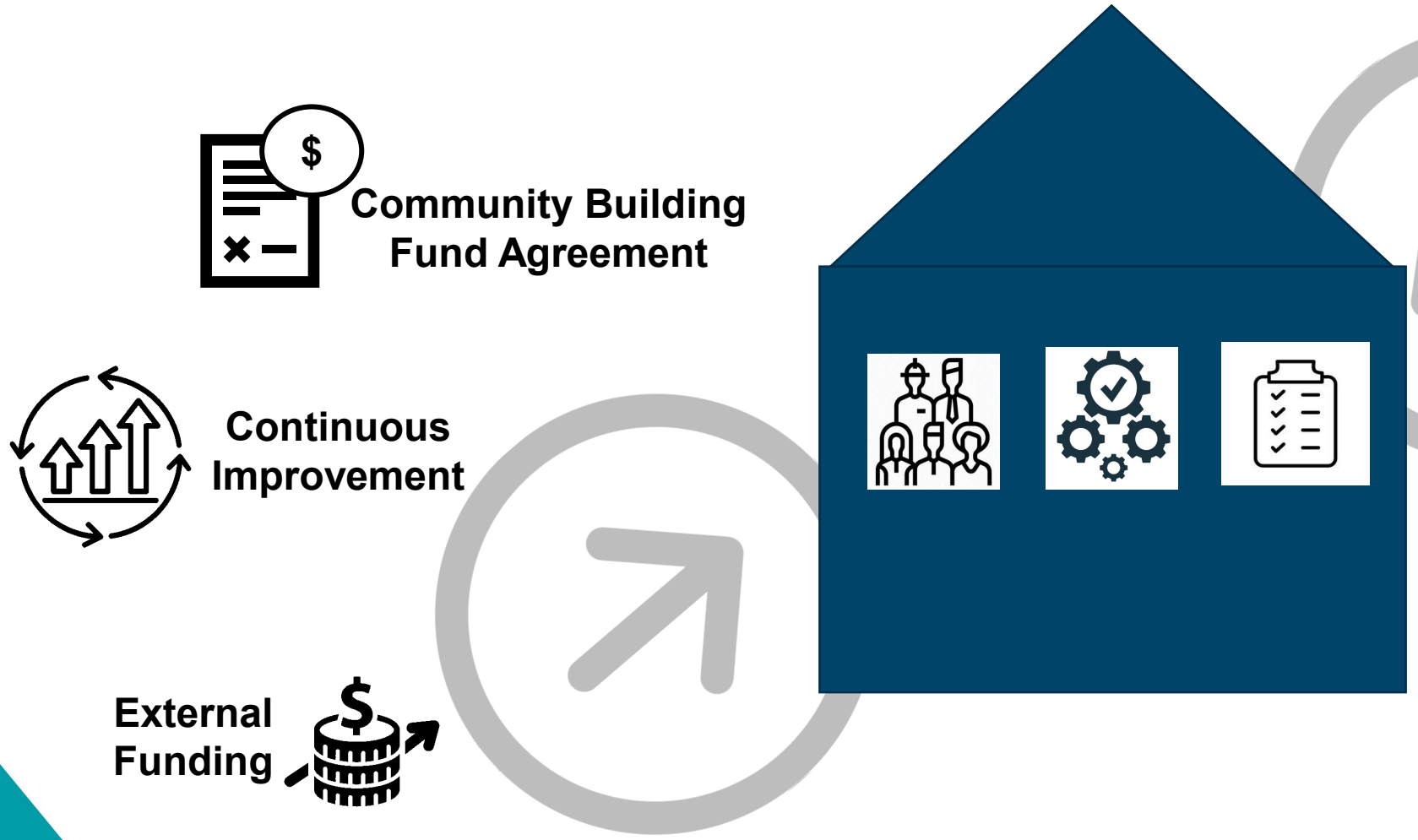
Projects align with Council's strategic priorities

Risks and Considerations

Bond Rating & Interest Rates

Community Building Fund Agreement

Inflation & Construction Index



Continuous Improvement

External Funding Confirmation for SNWWTS

External Funding

Extreme Weather Events

Next Steps

- CSD 46-2024 recommends approval of the 2025 Capital Budget in principle
  - Initiating all but four NTC projects ($42.2M)
- Operating Budget will consider recommendation for incremental capital transfers:
  - $12.1M (General Levy), $11.1M (Rate), $2.2M (NTC), $1.4M (Waste Management Landfill Liability) and $0.3M (NRPS)
- If incremental transfers not approved by Council, the capital program will have to be modified (See CSD 46-2024 Appendix 3)
- Capital Budget By-law to be approved concurrent with Operating Budget By-law in December

Questions?

Subject: 2025 Capital Budget

Report to: Budget Review Committee of the Whole

Report date: Thursday, September 12, 2024

Recommendations

1. That the 2025 Capital Budget for Niagara Regional Departments and Agencies, Boards and Commissions and Special Levies of $376,112,038 **BE APPROVED** to the projects in **Appendix 1** of Report CSD 46-2024, pending final By-law approval anticipated to be on December 12, 2024;

2. That the following incremental transfers as utilized in the Capital Budget and forecast **BE CONSIDERED** in the 2025 Operating Budgets;
    a. General Capital Levy – $12,075,960 or 2.5% of the levy
    b. Water & Wastewater Capital Reserves – $11,160,869 or 7.22% of the net Water & Wastewater requisition
    c. Niagara Transit Commission (NTC) – $2,166,667
    d. NRPS - $320,000

3. That $290,900 for the incremental operating costs related to capital projects funded with the General Capital Levy as per **Appendix 2** of Report CSD 46-2024 **BE CONSIDERED** as part of the 2025 Operating Budget to be funded from Assessment Growth;

4. That financing in the amount of $333,872,038 gross and $174,157,666 net **BE INITIATED** upon approval of the 2025 Capital Budget and **BE ALLOCATED** to the projects as summarized in **Appendix 1** of Report CSD 46-2024.

5. That development charge (DC) funding for the Barrick Road Trunk Watermain **BE INCREASED** from 40% to 50% as per the Region's policy approach to identifying benefit to existing (BTE) for projects.

6. That the WTP Upgrade – Welland Upgrade – Phase 2 **BE FUNDED** 50% with DCs and 50% with non-DC sources as per the Region's policy approach to identifying BTE for projects.

7. That the necessary By-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

Key Facts

- The purpose of this report is to recommend the 2025 Capital Budget of $376.1 million with 168 projects that have been prioritized through the Corporate Asset Management Resource Allocation (CAMRA) Model.
- The 2025 Capital Budget is supporting investment in our core services by allocating $281.8 million or 75% in funding towards the sustainment of our assets.
- All recommended capital projects are supported by business cases included in the Budget Detail. As outlined in **Appendix 1**,164 ($333.9 million) of the 168 projects will be initiated concurrently with the approval of the 2025 Capital Budget and the remaining four capital projects ($42.2 million) will be brought forward for initiation at a later date once external funding is confirmed.
- Capital funding was allocated to projects in alignment with the principles of the Capital Financing Policy and relies on a $12.1 million (2.5%) increase in the levy budget, $11.2 million (7.22%) increase on the water and wastewater rate and a $2.2 million increase in the transit budget in accordance with the 2025 Budget Strategy report. The allocation also relies on a $0.3 million increase in the NRPS budget. Should these amounts not be approved projects listed in **Appendix 3** would be removed from the budget.

Financial Considerations

The proposed 2025 Capital Budget of $376.1 million ($152.8 million Levy Capital Budget, $165.1 million Water and Waste Water Rate Capital Budget, $2.9 million Waste Management Capital Budget and $55.3 million Transit Capital Budget is included in **Appendix 1.** The capital budgets by funding source for the General Tax Levy, Water and Wastewater Rates and Special levies for both the approved 2024 capital budget and proposed 2025 capital budget is outlined in the two tables below.

Table 1: General Tax Levy and Water and Wastewater Rate Capital Funding Sources 2024 vs 2025 (in millions)

	General Tax Levy	General Tax Levy	Water and Wastewater Rate	Water and Wastewater Rate
	2024	**2025**	**2024**	**2025**
Regional Funding:				
Reserves	84.4	80.1	40.9	88.5
Debt	21.9	0	0	0
	106.3	80.1	40.9	88.5
External Funding:				
Municipalities (LAM)	4.3	2.4	2.2	24.2
Community Building Fund	10.8	18.3	4.0	0
Other External	19.3	2.7	0	10.7
	34.4	23.4	6.2	34.9
Development Charges	19.7	49.3	33.6	41.7
Total	**160.4**	**152.8**	**80.7**	**165.1**

Table 2: Special Levy Capital Funding Sources 2024 vs 2025 (in millions)

	Waste Management	Waste Management	Niagara Transit Commission	Niagara Transit Commission
	2024	**2025**	**2024**	**2025**
Regional Funding:				
Reserves	6.2	2.9	2.1	4.0
External Funding:				
Provincial Gas Tax	0	0	5.3	7.8
Other External	0	0	15.1	40.2
	0	0	20.4	48.0
Development Charges	0	0	0.5	3.3
Total	**6.2**	**2.9**	**23.0**	**55.3**

The Capital Financing Policy is a strategy for establishing adequate levels of funding for capital projects that address sustainment, growth and new strategic investments. This policy was utilized to allocate available funding to support the 2025 Capital Budget as outlined below.

- **Use of Reserves** – As per **Appendix 1**, $175.7 million reserve usage for capital projects is made up of a combination of the reserve balance, new transfers from the operating budget, and closures or budget reductions of existing projects. The use of reserves is a balance between funding critical infrastructure and maintaining reserve balances to manage in-year and future price fluctuations.

  The General Tax Levy Capital Reserve is forecasted to maintain a nominal reserve balance in order to progress towards reducing the backlog; however, the Water & Wastewater Rate Capital Reserves are projected to maintain approximately 1% of asset value in reserves in accordance with the Safe Drinking Water Act financial plan. For Waste Management, the capital reserve for open landfills is at its target balance, however, the landfill liability reserve is not adequately funded and the target balance is still under review. The Niagara Transit Commission has a similar strategy in progress to aim for a target balance to remain in reserves.

  These reserves have been allocated to infrastructure renewal projects in accordance with the Capital Financing Policy. The 9-year forecast of capital reserve balances is included in **Appendix 4**.

- **Capital Reserve Strategy** – In addition to the existing reserves, a general tax levy increase of 2.5% ($12.1 million), water and wastewater rate increase of 7.22% ($11.2 million), Niagara Transit Commission increase of $2.2 million and NRPS increase of $0.3 million was recommended in the 2025 budget planning strategy. This is in order to support the infrastructure deficit in accordance with the Asset Management Plan and Capital Financing Strategy. If these increases are not approved, the capital projects in **Appendix 3** will be deferred to future year's budgets.
- **Debt –** Debt is recommended to be used for strategic or growth projects as identified within the Development Charge (DC) background study and in alignment with the Region's Capital Financing Policy. The Niagara Region has limited capacity to take on additional debt as per Infrastructure Ontario (IO)'s sector limit and impact on the Niagara Region's Standard & Poor's (S&P) bond rating detailed in CSD 37-2024. As a result, no new debt for the 2025 Capital Budget is being proposed.

  In an effort to reduce the Regional debt burden and maintain the Region's current AA+ stable credit rating, staff are also proposing a debt substitution strategy as part of the 2025 Budget. There is approximately $3.1 million in savings available from the levy debt charge budget to be transferred to the General Capital Levy Reserve. $2.7 million will be used to substitute the unissued but approved debt for the low dollar

value debt funding projects listed in **Appendix 5**. The remaining funds will be left in the General Capital Levy Reserve to fund future capital projects.

The impacts to the debt metrics and trends are identified in **Appendix 6**. While Niagara is the highest compared to the average of comparable Regions in 7 debt metrics, it is still below the Municipal Act debt threshold of an annual repayment limit of 25% (2023 – 5.8%).

- **Local Area Municipality (LAM) –** Contributions from LAM's of $26.6 million are used to fund capital projects in which Niagara Region projects incorporate some element of LAM owned infrastructure. As per Table 3 below, $24.2 million of this total relates to the Port Colborne East Employment Lands projects.

- **Canada Community Building Fund (CCBF) –** Formerly known as Federal Gas Tax, the CCBF is an annual allocation from the Federal Government and is provided to the Region to fund infrastructure projects in accordance with the transfer payment agreement. The 2025 allocation was confirmed as $15.7 million. Excess funds of $2.6 million which were accumulated as result of project closures and annual interest allocations were also used to fund the 2025 Capital Budget. Total of $18.3 included in the 2025 recommended capital program.

- **Other External** – Confirmed contributions from third parties, provincial and federal governments for capital projects are leveraged and budgeted where possible but only initiated when confirmed. $53.4 million of other external funding is included in the 2025 recommended capital program.

- **Development charges** - $94.3 million is recommended in accordance with the current Development Charge (DC) background study for growth related projects. Due to changes in project scope DC funding as outlined in the DC Background Study related to the Barrick Road Trunk Watermain and WTP Update-Welland Update – Phase 2 are recommended to be updated. The current DC Background Study includes the Barrick Road Trunk Watermain as being funded 40% with DCs and 60% from non-DC sources. The DC background study does not include any DC funding for the WTP Update-Welland Update-Phase 2. The scope of these projects have changed and due to this change these projects will service a greater proportion of growth. Appendix F, section F.2, page F-8 of the DC background study outlines the Region's policy approach to identifying benefit to existing (BTE) for projects. In review of this information, due to the change in scope of these the totality of the project will address growth and existing issues. Therefore, for the Barrick Road

Trunk Watermain it is recommended that overall BTE for this project would be reduced from 60% to 50% and funding from DCs is recommended to increase from 40% to 50%. For the WTP Update-Welland Update – Phase 2 it is recommended that this project now be funded with 50% DCs.

Capital Budget Trend

Appendix 7 provides the trend in total capital budgets approved since 2021. These budgets have incorporated significant strategic investments. Highlighted in the purple bars for 2021 to 2022 are the consolidated costs for the South Niagara Waste Water Treatment Solution (SNWWTS) and the Long-Term Care Redevelopments. The five-year average of capital budgets excluding strategic projects is $228.5 million and $342.19 including strategic projects. The 2025 increase is recommended to address the backlog and projects identified in the Asset Management Plan.

Operating costs of capital

Operating costs of capital include both financing as well as the costs of operating assets. The Budget Planning By-law outlines that the approval of capital projects that result in a change in operating costs are to be budgeted in the year the project is approved. Some common examples of asset operating costs are incremental licensing, maintenance and staffing costs. This information is reported on the capital business cases within the Budget Detail. Operating impacts are summarized in **Appendix 2.**

The operating costs of the levy capital projects are recommended to be funded through assessment growth. Preliminary estimates of assessment growth revenue amount to 1.50% or $7.2 million. Assessment growth revenue will be allocated based on the Budget Planning Bylaw’s methodology when the operating budget is presented to the Budget Review Committee of the Whole in December. The assessment growth will be recommended for the projected 2025 operating costs of capital related to projects funded with General Capital Levy of $290,900. Special levy and rate supported programs will need to accommodate operating costs of capital in their operating budgets.

The above costs exclude the $1,000,000 in incremental operating expenses resulting from the South Niagara Emergency Shelter capital project which was approved in-year in COM 29-2024, the report recommended that the incremental operating expenses related to the shelter be considered in the 2025 budget. The incremental funding required will be included in the 2025 Operating Budget submission to Council.

Port Colborne East Employment Lands

The Barrick Road Trunk Watermain (20000623) and East Side Sewage Pumping Station (20000711) projects were prioritized for funding in 2025 in response to the announcement of Asahi Kasei's investment in an Electric Vehicle (EV) battery separator plant in Port Colborne. Both projects were originally included in the 2026 multi-year budget and were ultimately critical with or without Asahi Kasei's investment.

The announcement of Asahi Kasei's investment has placed additional growth pressures on development of the Port Colborne East Employment lands. This has resulted in scope changes associated with three water/wastewater projects the Barrick Road Trunk Watermain, WTP Update-Welland Update-Phase 2 and Seaway WWTP Influent Channel. These scope changes have resulted in a review of the DC funding allocation for these projects. As previously mentioned, the Region uses a policy approach to identifying BTE for projects. Per review of the project details and policy as outlined in the DC background study it was determined that the totality of the projects will address growth and existing issues and therefore should be funded 50% with DCs and 50% with non-DC sources. Through PW 23-2024 Council approved a gross capital budget increase related to the Seaway WWTP Influent Channel Upgrade and corresponding change in DC funding percentage from 40% to 50%. This report seeks to obtain similar approval for the Barrick Road Trunk Watermain project to increase DC funding percentage from 40% to 50% and from 0% to 50% for the WTP Update-Welland Update-Phase 2.

Table 3: Port Colborne East Employment Lands Project Budgets (in millions)

	Barrick Road Trunk Watermain	**East Side Sewage Pumping Station**	
	Water	**Wastewater**	**Total**
Regional Funding:			
Reserves	24.6	16.0	40.6
Development Charges	24.6	0	24.6
IO Provincial Funding*	0	10.6	10.6
Subtotal – Regional Cost	49.2	26.6	75.8
Port Colborne - Cost Sharing	0	24.2	24.2

	Barrick Road Trunk Watermain	East Side Sewage Pumping Station	
	Water	**Wastewater**	**Total**
Total Cost	**49.2**	**50.8**	**100.0**

*Investing in Ontario Fund

9 Year Forecast Financing Strategy

Appendix 8 provides the 10-year capital program is $5.3 billion ($4.3 billion 2024) with an estimated funding deficit of $2.7 billion ($1.9 billion 2024). The 10-year capital program increased by $979 million of which $380 million relates to the Emergency Medical Services (EMS) Master Plan and $109 million relates to the Long Term Care Future Campus. The capital forecast changes every year due to the timing of projects, new funding assumptions as well as any incremental transfers to reserves that may be approved in the budget. Assumptions used in the 10-year capital forecast include:

- Use of development charges in accordance with the 2022 DC Bylaw and Background Study.
- Reserve assumptions are based on the requested 2025 contributions and do not include the on-going recommended increases for the balance of the 10 years. Increase will be incorporated as approved.
- No new debt is recommended in the forecast in alignment with S&P guidance and to manage the approved but unissued debt of $135M for Linhaven and Gilmore Lodge Long Term Care homes as well as $242.8M for the South Niagara Waste Water Treatment Solution. Outstanding debt as of June 30, 2024 is $358.7 million and the projects noted above almost double the debt level.
- The Housing Master Plan and detailed corresponding financial strategy is being prepared. In the interim, the forecast includes an estimate of $95.6 million in total for housing development which is an average of $9.6 million per year.

Analysis

Corporate Prioritization Process

The capital project risk-based prioritization process known as the Corporate Asset Management Resource Allocation (CAMRA) was again executed by the departments in

preparation for the 2025 Capital Budget. The methodology utilizes risk calculated return on investment, total risk reduced from the project, alignment to Council/corporate priorities and other risks and externalities (legal commitments, industry standards, best practice, etc.) as the means for prioritizing projects. The available financial resources are then allocated to each of the above categories based on the Capital Asset Management Steering Team approved distribution.

In co-ordination with the principles of the Capital Financing Policy, the model optimized the allocation of available funding to projects with the highest scores in each category.

Health Equity Informed Planning

A cross sectional interdepartmental team of staff have been guiding the Health Impact Assessment (HIA) process at the Niagara Region. This is aligned with the Health Equity Informed Planning (HEIP) project, part of the Council Strategic Priority, an equitable region. This project involves incorporating HIA's into planning processes at the Region. The initial stages of an HIA involves screening projects for information to aid in the understanding of what social determinants of health (SDOH) the capital project may have. Four projects were selected for screening based on the following criteria:

- Projects in design/planning phases that can address potential HIA recommendations.
- Projects with large budget impacts.
- Projects that provide a new/incremental level of service.

These SDOH summarized with their positive/negative impacts are in **Appendix 9**. This appendix highlights potential health considerations for projects that will be discussed in depth through the completion of a full HIA. The recommendations from a full HIA will amplify positive health impacts of a project and mitigate negative health outcomes.

Capital Financing Sustainability and Asset Management Plan

On June 23, 2022 Council approved Report CSD 7-2022 - 2021 Asset Management Plan (AMP). The AMP is a plan to improve asset utilization, manage asset life cycle risk, adhere to compliance and legislative requirements and improve accuracy of inventory. This plan has updated the replacement value of all Region's assets to $9.8 billion (2016 - $7.4 billion) and the backlog of projects to $2.4 billion (2016 - $0.5 billion). The AMP also provides funding targets known as the Annual Average Renewal Investment (AARI), which is the basis for developing a capital financing strategy. The AARI is

calculated as the average annual capital expenditures required to achieve sustainability over a specified time horizon. The 2021 AMP provides a 10, 50, and 100-year AARI.

For the purposes of the 2025 Capital Budget staff proposes that we continue with the levy strategy adopted in 2023 of using the 50 year AARI time horizon rather than the AMP recommended 10 year AARI due to the need to balance sustainability with affordability. For rate departments, staff proposes that we adopt the 10 year AARI for 2025 which requires an increase of 7.22% on the combined rate requisition. The operational risk and impacts of not maintaining these asset types in a state of good repair are significant. Staff have begun working on the 2025 AMP revisions and early indications show a continued decline in the state of these assets along with increased renewal costs since the previous 2021 plan. The requirement to continue to increase investment to adequately sustain the water and wastewater system are real and present. A summary of the recommended Capital Financing Strategy contributions is illustrated below.

Table 4: Capital Financing Strategy Contributions (in millions)

Program	Current State (2025 Proposed Budget)	10-year AARI + Backlog Strategy	50-year AARI Strategy
General Tax Levy	$55.0	$269.0	$158.0
Water/ Wastewater Rates	$64.7	$164.0	$122.0
Waste Management Special Tax Levy	$1.8	$5.0	$10.0
Transit Special Tax Levy	$4.4	$6.0	n/a
Total	**$125.9**	**$444.0**	**$290.0**

The AMP will be updated in 2025, and revised estimates will be reflected in future budgets, in tandem with Councils approval of the new proposed levels of service and financing strategies by July 1, 2025 (per legislation).

For the waste management budget, no separate increases are required as the current capital contributions adequately fund the current capital forecast for open landfills. However, commitment to the multi-year budget and reserve strategy adopted in 2021 continues to be required to achieve sustainability in alignment with the landfill liability reserve needs.

For NTC, the Commission will continue with the sustainability capital strategy which called for three years of incremental capital contribution of $2.2 million, 2025 being the second year.

For NRPS, the Service will continue with the strategy approved by the Board in 2022 which called for an incremental $0.3 million contribution per annum until a $5.6 million contribution is reached in 2029.

Supporting Growth

In the 2025 Capital Budget, $94.3 million or 25% (2024 - $53.7 million or 20%) of the gross request is growth related, therefore eligible to be financed through DCs. This is reflective of the continued investment in growth. Support for future growth capital projects is contingent on collection of development charges and directly impacted by the 2022 Development Charge By-law.

Alternatives Reviewed

As the Rate, Special Levy, ABC and Operating Budgets continue to be considered by Budget Review Committee, Council will have the opportunity to consider the required incremental budget funding. If the incremental funding is not approved the projects identified in **Appendix 3** would be deferred. The risk associated with not funding these increased capital contributions may be increased maintenance costs due to potential asset failures and is not in line with the AMP.

Relationship to Council Strategic Priorities

Projects proposed are in alignment with master plans, the asset management plan and growth strategies. The 2025 Capital Budget aligns with the Niagara Region's 2023 – 2026 Council Strategic Plan with 66% supporting an effective region, 13% supporting a green and resilient region, 12% supporting a prosperous region and the remaining 9% supporting an equitable region.

Other Pertinent Reports

CSD 07–2022-2021 Asset Management Plan

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=26dba92f-aa45-4497-b245-07dde32d7a94&Agenda=Merged&lang=English)

CSD 29-2024 -2025 Budget Strategy

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5ea2c44e-e03a-4ef1-91b8-f5f6a188db45&Agenda=Agenda&lang=English)

RDCPTF – C 7-2022 -Regional Development Charges and Proposed By-law

(Report available upon request)

PDS 17-2022 - Niagara Official Plan

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=92ff3518-4a22-46e4-94c8-3f1cb4b1f745&Agenda=Merged&lang=English)

CAO 10-2023 -2023-2026 Council Strategic Priorities

(Report available upon request)

CSD 34-2024 - Health Equity Informed Planning Update

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5ea2c44e-e03a-4ef1-91b8-f5f6a188db45&Agenda=Agenda&lang=English)

PW 23-2024 - Gross Budget Increase for Seaway Wastewater Treatment Plan Influent Channel Upgrade

(Report available upon request)

CSD 37-2024 - Debt Strategy Update

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5ea2c44e-e03a-4ef1-91b8-f5f6a188db45&Agenda=Agenda&lang=English)

CSD 38-2024 - Investing in Ontario Fund Update

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5ea2c44e-e03a-4ef1-91b8-f5f6a188db45&Agenda=Agenda&lang=English)

COM 29-2024 - South Niagara Shelter Expansion

(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e3fc6604-2535-403e-9bf7-4a86812072d8&Agenda=Merged&lang=English)

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Appendices

Appendix 1	2025 Capital Recommended
Appendix 2	Operating Impacts of 2025 Capital Budget
Appendix 3	Projects Allocated Incremental Operating Budget Funding
Appendix 4	Forecasted Capital Reserve Balances
Appendix 5	Debt Substitution Projects
Appendix 6	Debt Information
Appendix 7	2021-2025 Capital Budget Trend
Appendix 8	2025 Capital Budget and 9-Year Forecast
Appendix 9	Health Equity Informed Planning

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002167	25-Print Shop Equipment	Headquarters	65,000	65,000							65,000
Office of Deputy CAO Reporting			**65,000**	**65,000**	**0**	**0**	**0**	**0**	**0**	**0**	**65,000**
J_20002093	People Soft Licensing Model Upgrade	Region Wide	401,150	401,150							401,150
Corporate Administration Reporting			**401,150**	**401,150**	**0**	**0**	**0**	**0**	**0**	**0**	**401,150**
J_20002080	25 - LTC Homes - Resident Care Equipment	Region Wide	461,000	461,000							461,000
J_20002222	25 - LTC Homes - Annual Capital Improvements/Replacements	Region Wide	1,390,000	1,390,000							1,390,000
Community Services Reporting			**1,851,000**	**1,851,000**	**0**	**0**	**0**	**0**	**0**	**0**	**1,851,000**
J_20002147	25-IT-WiFi Access Replacement	Region Wide	60,000	60,000							60,000
J_20002148	25-IT-Backup Storage Expansion	Region Wide	320,000	320,000							320,000
J_20002149	25-IT-Print Management Software	Region Wide	235,000	235,000							235,000
J_20002150	25-IT-SQL Upgrade	Region Wide	825,000	825,000							825,000
J_20002151	25-IT-Infrastructure Server Replacement	Region Wide	225,000	225,000							225,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002152	25-IT-Corporate Intranet Replacement	Region Wide	250,000	250,000							250,000
J_20002153	25-IT-Low-Code Development Platform	Region Wide	320,000	320,000							320,000
J_20002154	25-IT-Privileged Account Management Licenses	Region Wide	375,000	375,000							375,000
J_20002159	25-Building Utilization Improvement	Region Wide	1,500,000	1,500,000							1,500,000
J_20002160	25-Annual-Code & Leg Compliance	Region Wide	1,000,000	1,000,000							1,000,000
J_20002155	25-IT-End of Life Computer Replacement and Operating System Upgrade	Region Wide	2,250,000	2,250,000							2,250,000
J_20002156	25-IT-HQ and Remote Site Support Enterprise Storage (SAN) Replacement	Region Wide	2,500,000	2,500,000							2,500,000
J_20002157	25-IT-Hardware Inventory	Region Wide	100,000	100,000							100,000
J_20002158	25-IT-Data Management Platform	Region Wide	875,000	875,000							875,000
J_20002162	25-HQ Campbell West-Geothermal Field	Headquarters	1,000,000	1,000,000							1,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002166	25-Children's Centre Niagara Falls/Branscombe-Elevator Refurbishment	Niagara Falls	300,000	300,000							300,000
J_20002168	25-EMS Virgil Station - Land and Building Design	Niagara-on-the-Lake	4,530,000	4,530,000							4,530,000
J_20002163	25-Children's Centre Welland-HVAC Replacement	Welland	340,000	340,000							340,000
J_20002164	25-Children's Centre Fort Erie-HVAC Replacement	Fort Erie	350,000	350,000							350,000
J_20002204	25-Adult Day Grimsby-Leasehold Buildout	Grimsby	500,000	500,000							500,000
Reporting			**17,855,000**	**17,855,000**	**0**	**0**	**0**	**0**	**0**	**0**	**17,855,000**
J_20002092	25-NRH Annual New Development Planning	Region Wide	200,000	200,000							200,000
J_20002090	25-NRH Annual Grounds Capital	Region Wide	1,525,000	1,067,500						457,500	1,525,000
J_20002089	25-NRH Annual Building Capital	Region Wide	2,545,000	1,781,500						763,500	2,545,000
J_20002088	25-NRH Annual Mech-Electrical	Region Wide	1,041,000	728,700						312,300	1,041,000
J_20002087	25-NRH Annual Unit Capital	Region Wide	1,989,000	1,392,300						596,700	1,989,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002091	25-NRH Emergency Capital	Region Wide	200,000	140,000						60,000	200,000
J_20002203	NRH-Geneva St Development Phase 2	St. Catharines	1,500,000	1,500,000							1,500,000
J_20002220	NRH St. Catharines Permanent Shelter	St. Catharines	5,500,000	5,500,000							5,500,000
Niagara Regional Housing Reporting			**14,500,000**	**12,310,000**	**0**	**0**	**0**	**0**	**0**	**2,190,000**	**14,500,000**
J_20002107	25-NRPS Radio Sys MicroReplace	Region Wide	1,122,000	1,122,000							1,122,000
J_20002103	25-NRPS CEW Replacements	Region Wide	140,000	140,000							140,000
J_20002104	25-NRPS Use of Force Update	Region Wide	1,205,000	1,205,000							1,205,000
J_20002098	25-NRPS Repl Vessel Electronic	Region Wide	110,000	110,000							110,000
J_20002099	25-NRPS Remotely Operated Veh	Region Wide	380,000	380,000							380,000
J_20002094	25-NRPS Fleet Patrol Veh Repl	Region Wide	1,413,000	1,413,000							1,413,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002095	25-NRPS Fleet Special Veh Repl	Region Wide	340,000	340,000							340,000
J_20002101	25-NRPS Night Vision Replaceme	Region Wide	110,000	110,000							110,000
J_20002100	25-NRPS Mobile Radar Repl	Region Wide	49,000	49,000							49,000
J_20002105	25-NRPS Network Servers & WStn	Region Wide	575,000	575,000							575,000
J_20002106	25-NRPS Desktops/Laptops/Monit	Region Wide	350,000	350,000							350,000
J_20002096	25-NRPS Investigative Veh Repl	Region Wide	461,000	461,000							461,000
J_20002097	25-NRPS Increase Fleet Quant'	Region Wide	500,000			500,000					500,000
J_20002102	25-NRPS Resp Mask Fit Tester	Region Wide	16,000	16,000							16,000
Niagara Regional Police Reporting			**6,771,000**	**6,271,000**	**0**	**500,000**	**0**	**0**	**0**	**0**	**6,771,000**
J_20002115	2025 EMS New Emergency Response Vehicles (ERV)	Region Wide	182,316			182,316					182,316

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002116	2025 EMS Ambulance & Eqpt Repl	Region Wide	3,230,344	3,230,344							3,230,344
J_20002117	2025 EMS ERV Signal Pre-emption	Region Wide	147,000	147,000							147,000
J_20002118	2025 EMS Training Laptops	Region Wide	25,000	25,000							25,000
J_20002120	2025 EMS Offload Stretcher Rep	Region Wide	130,000	130,000							130,000
J_20002121	2025 EMS New Ambulances	Region Wide	1,228,068			1,228,068					1,228,068
J_20002122	2025 EMS Emergency Response Vehicle (ERV) Replacement	Region Wide	551,773	551,773							551,773
Public Health & Emergency Services Reporting			**5,494,501**	**4,084,117**	**0**	**1,410,384**	**0**	**0**	**0**	**0**	**5,494,501**
J_20002108	25 Fleet Pickup Trucks	Region Wide	1,005,000	1,005,000							1,005,000
J_20002109	25 Fleet Dump Plow Trucks	Region Wide	3,858,000	3,858,000							3,858,000
J_20002110	25 Fleet Crew Dump Trucks	Region Wide	1,802,500	1,802,500							1,802,500

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002111	25 Fleet Utility Trailers	Region Wide	634,100	634,100							634,100
J_20002112	25 Fleet Line Striper	Region Wide	62,000	62,000							62,000
J_20002113	25 Fleet Tractor	Region Wide	315,200	315,200							315,200
J_20001321	22 - Annual Fleet & Vehicle Replacement	Region Wide	690,300	690,300							690,300
J_20002131	RR87 Lakeshore Rd at Read Rd	Niagara-on-the-Lake	325,000			325,000					325,000
J_20000895	Int Imprv-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	West Lincoln	2,000,000			2,000,000					2,000,000
J_20002129	25 Ann-Roads Eng for Future	Region Wide	500,000			500,000					500,000
J_20002145	RR39 North Service Rd at RR24 Victoria Ave	Lincoln	1,000,000			1,000,000					1,000,000
J_20001415	Int Imprv-RR81 St Paul W at Vansickle	St. Catharines	1,500,000			1,500,000					1,500,000
J_20000928	Int Impr - RR100 Four Mile Creek at York Rd, NOTL	Niagara-on-the-Lake	2,000,000			2,000,000					2,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_10RC1150	West End Facility Upgrade	West Lincoln	1,000,000			1,000,000					1,000,000
J_20002128	25 Ann-Development Projects	Region Wide	500,000							500,000	500,000
J_20002143	Rds Fac Prgm-Brine Station Rehabilitation	Region Wide	400,000	400,000							400,000
J_20002130	25 Ann-Road Property Acquis	Region Wide	200,000	30,000		170,000					200,000
J_20001926	24 Ann-RWIS Enhancement Program / Pavement Sensors	Region Wide	80,000	80,000							80,000
J_20002138	Grade Crossing Assesment	Region Wide	60,000	60,000							60,000
J_20002134	25 Ann-Traffic Signal Software License	Region Wide	90,000	90,000							90,000
J_20002136	Cap_Impr Prgm-RR55 Niagara Stone Rd from Line 1 Rd to East West Line	Niagara-on-the-Lake	6,400,000	960,000		5,440,000					6,400,000
J_20002141	25 Ann-Railway Crossing Imprv	Region Wide	230,000	230,000							230,000
J_20001773	Rds Rehab-RR81 York Rd Four Mile Creek to Queenston	Niagara-on-the-Lake	1,000,000	750,000		250,000					1,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002139	Small Tool Replacement	Region Wide	10,000	10,000							10,000
J_20002144	25 Ann-Intersection Control Studies	Region Wide	100,000	10,000		90,000					100,000
J_20001625	Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	Fort Erie	750,000	450,000		300,000					750,000
J_20001184	20-Struc Rehab-RR12 Mountain St Retaining Wall	Grimsby	1,000,000	1,000,000							1,000,000
J_20002146	25 Ann-Roads Resurfacing	Region Wide	13,000,000	3,000,000			10,000,000				13,000,000
J_20001191	Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	Niagara Falls	29,100,000	4,365,000		24,735,000					29,100,000
J_20000665	Struc Rehab - JR Stork Bridge - Bridge Rehab Str. 038205	St. Catharines	10,500,000	2,662,750		1,629,250	4,283,000		1,925,000		10,500,000
J_20002125	25-Ann-Fleet Small Tools	Region Wide	40,000	40,000							40,000
J_10RC1565	Struc Rehab - Niagara St. Bridge - Bridge Replacement	Welland	1,000,000	1,000,000							1,000,000
J_20002127	25 Ann-Rds Rehab Emerg Const	Region Wide	1,000,000	900,000		100,000					1,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20001624	Rds Rehab Caistorville Rd from Boundary to Conc 1	West Lincoln	1,000,000	750,000		250,000					1,000,000
J_20002140	25 Ann-Guide Rail Imprv	Region Wide	550,000	550,000							550,000
J_20001938	Cpcty Imprv - 102 Stanley Ave Murray St to Peer Lane	Niagara Falls	1,000,000	150,000		850,000					1,000,000
J_20001405	Struc Rehab - 16 Mile Creek Bridge - Struc No. 039215	Lincoln	750,000	750,000							750,000
J_20000491	Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	Thorold	1,000,000	150,000		850,000					1,000,000
J_10RC1448	Rds Rehab-RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin	Niagara-on-the-Lake	2,000,000	1,200,000		800,000					2,000,000
J_20002126	Transportation Time Management Scanner	Region Wide	300,000	300,000							300,000
J_20001412	20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold	Welland	1,000,000	150,000		850,000					1,000,000
J_20001192	Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	St. Catharines	8,000,000	2,417,500		1,132,500	4,000,000		450,000		8,000,000
J_20001408	Struc Rehab - Stevensville Bridge (116215)	Fort Erie	1,000,000	1,000,000							1,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20001182	20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	Grimsby	500,000	500,000							500,000
J_20001941	Rds Rehab-RR20 Hwy 20 Canborough to Station	Pelham	750,000	675,000		75,000					750,000
J_20002132	Rds Rehab - RR21 Bowen Rd Ridgemount to QEW	Fort Erie	750,000	450,000		300,000					750,000
J_20000488	Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St	St. Catharines	1,000,000	750,000		250,000					1,000,000
J_20002135	25 Ann-Intelligent Transportation System	Region Wide	500,000	500,000							500,000
J_20001777	25-Ann-Field Inspection Devices	Region Wide	55,000	55,000							55,000
J_20000930	Rds Fac Prog-Traf Cntrl Cntre	Region Wide	300,000	60,000		240,000					300,000
J_20001924	24 Ann-Storm Sewer Asset Management Program	Region Wide	150,000	150,000							150,000
J_20002137	Forestry Tree Inventory Program	Region Wide	150,000	150,000							150,000
J_20001765	Cpcty Imprv - Hwy 20 Smithville Bypass	West Lincoln	500,000			500,000					500,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20001939	24-Ann-Road Safety Strategic Plan	Region Wide	1,000,000	1,000,000							1,000,000
J_20002124	Pavement Climate change study	Region Wide	150,000	150,000							150,000
J_20002205	25 Ann-Structural Engineering Study Future Bridges	Region Wide	300,000	300,000							300,000
J_20002206	Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	Niagara Falls	1,000,000	750,000		250,000					1,000,000
Transportation Reporting			**105,857,100**	**37,312,350**	**0**	**47,386,750**	**18,283,000**	**0**	**2,375,000**	**500,000**	**105,857,100**
J_10GL1515	Mountain Road - End Use Works	Niagara Falls	1,100,000	1,100,000							1,100,000
J_20001954	24-Well Decommissioning	Region Wide	340,000	340,000							340,000
J_20002082	25-Annual State of Good Repair	Region Wide	450,000	450,000							450,000
J_20002083	25-Property Acquisition	Region Wide	180,000	180,000							180,000
J_20002084	25 - Supervisory Control and Data Acquisition (SCADA) Upgrade	Region Wide	350,000	350,000							350,000
J_20002085	25-Geoware Upgrade	Region Wide	110,000	110,000							110,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002086	Bridge Asphalt Work	Fort Erie	440,000	440,000							440,000
Waste Management Reporting			**2,970,000**	**2,970,000**	**0**	**0**	**0**	**0**	**0**	**0**	**2,970,000**
J_20002182	Alliston Ave SPS Upgrade	Fort Erie	300,000			300,000					300,000
J_20002183	Lister Road Trunk Sewer	Lincoln	600,000	60,000		540,000					600,000
J_20001157	Victoria Avenue Pumping Station Upgrades	Lincoln	7,500,000	1,500,000		6,000,000					7,500,000
J_20002184	2025 - Wastewater Sustainability Upgrades Program	Region Wide	4,000,000	4,000,000							4,000,000
J_20001743	SCADA Server Replacement	Region Wide	1,300,000	1,300,000							1,300,000
J_20002185	2025 - IT Hardware and Software Program (Wastewater)	Region Wide	75,000	75,000							75,000
J_20000729	Catherine Street Pumping Station Upgrades	Fort Erie	600,000	360,000		240,000					600,000
J_20002194	Smithville Trunk Upgrade	Grimsby	1,000,000	100,000		900,000					1,000,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002195	West Main Street Sanitary improvement Phase 2	Welland	2,500,000	2,500,000							2,500,000
J_20000857	Dain City Pump Station Upgrade	Welland	3,700,000	1,110,000		2,590,000					3,700,000
J_20002196	2025 - Wastewater Vehicles	Region Wide	230,000	230,000							230,000
J_20002197	2025 - WW SCADA Cybersecurity Upgrades	Region Wide	450,000	450,000							450,000
J_20002186	2025 - Wastewater Instrumentation Upgrade Program	Region Wide	92,000	92,000							92,000
J_20000475	2017-Stevensville-Douglastown Lagoon Upgrade	Fort Erie	3,000,000	3,000,000							3,000,000
J_20002198	Baker Road WWTP Gas Controllers Replacement	Grimsby	360,000	360,000							360,000
J_20002199	2025 - WWTP Digester / Sludge Management Program	Region Wide	4,000,000	4,000,000							4,000,000
J_20002200	2025 - Flow Meter Installation and Replacement	Region Wide	130,000	65,000		65,000					130,000
J_20000706	Port Colborne City Hall SPS and Forcemain Upgrade	Port Colborne	2,600,000	2,600,000							2,600,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20000711	East Side Pump Station Forcemain Replacement	Port Colborne	50,810,000	15,993,049					24,200,000	10,616,951	50,810,000
J_20002201	Stevensville SPS Upgrade	Fort Erie	500,000	100,000		400,000					500,000
J_20002202	Omer Ave SPS Upgrade	Port Colborne	500,000	100,000		400,000					500,000
Wastewater Reporting			**84,247,000**	**37,995,049**	**0**	**11,435,000**	**0**	**0**	**24,200,000**	**10,616,951**	**84,247,000**
J_20002187	2025 - Water Sustainability Upgrades Program	Region Wide	4,000,000	4,000,000							4,000,000
J_20001738	SCADA Server Replacement	Region Wide	700,000	700,000							700,000
J_20002188	2025 - Water Vehicle	Region Wide	30,000	30,000							30,000
J_20001989	UV Disinfection System Replacement at Niagara Falls WTP	Niagara Falls	2,500,000	2,500,000							2,500,000
J_20002189	2025 - Water SCADA Cybersecurity Upgrades	Region Wide	300,000	300,000							300,000
J_20000466	WTP Upgrade - Welland Upgrade - Phase 2	Welland	10,000,000	5,000,000		5,000,000					10,000,000
J_20001389	Watermain Replacement Martindale Rd - JR Stork Bridge	St. Catharines	3,200,000	3,200,000							3,200,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002190	2025 - IT Hardware and Software Program (Water)	Region Wide	75,000	75,000							75,000
J_20000838	Reservoir & Storage Program (Port Colborne WTP)	Port Colborne	1,600,000	1,600,000							1,600,000
J_20001385	New Niagara Falls Elevated Tank and Trunk Watermain	Niagara Falls	500,000	50,000		450,000					500,000
J_20002191	2025 - Water Instrumentation Upgrade Program	Region Wide	253,000	253,000							253,000
J_20001175	20-Watermain Replacement Ontario St (Greenlane) - Phase 2	Lincoln	4,000,000	4,000,000							4,000,000
J_20000623	New Barrick Road Watermain	Port Colborne	49,242,000	24,621,000		24,621,000					49,242,000
J_20001992	Decommissioning - Fielden Avenue Reservoir and Booster Station	Port Colborne	100,000	70,000		30,000					100,000
J_20001396	Roof Replacement Program – Niagara Falls WTP High Lift/ Low Lift Roof Replacement	Niagara Falls	3,700,000	3,700,000							3,700,000
J_20002192	New Separate Set of High Lift Pumps at Welland WTP	Welland	500,000	300,000		200,000					500,000
J_20002193	Water Lighting Upgrades	Region Wide	150,000	150,000							150,000
Water Reporting			**80,850,000**	**50,549,000**	**0**	**30,301,000**	**0**	**0**	**0**	**0**	**80,850,000**

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002175	25-40' Conventional Bus Power Train Refurb	Region Wide	600,000	600,000							600,000
J_20002176	25-Annual - Replace 40' Conventional Buses	Region Wide	9,355,797					2,495,191		6,860,606	9,355,797
J_20002177	25-Replacement of Specialized/Para Transit Buses	Region Wide	1,274,490	114,000				225,906		934,584	1,274,490
J_20002178	25-8 Electric Buses	St. Catharines	13,200,000			3,300,000		3,300,000		6,600,000	13,200,000
J_20002179	25-9 Electric Buses	St. Catharines	14,850,000							14,850,000	14,850,000
J_20002180	25-Electrification Equipment & Infrastructure First St. Louth	St. Catharines	9,395,000	1,500,000				1,800,000		6,095,000	9,395,000
J_20002181	25-Electrification Phased Equipment & Infrastructure Downtown Terminal	St. Catharines	4,795,000							4,795,000	4,795,000
J_20002174	25-Cargo Van	Region Wide	80,000	80,000							80,000
J_20002172	25-Shuttle Vehicles	Region Wide	225,000	225,000							225,000
J_20002173	25-Transmission Jack	Region Wide	40,000	40,000							40,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002171	25-Employee Sign-In Stations	Region Wide	200,000	200,000							200,000
J_20002169	25-NTC Welland Fleet Building-Garage Repair	Welland	340,000	340,000							340,000
J_20002170	25-NTC Welland Fleet Building-Parking Lot	Welland	895,000	895,000							895,000
Niagara Transit Commision Reporting			**55,250,287**	**3,994,000**	**0**	**3,300,000**	**0**	**7,821,097**	**0**	**40,135,190**	**55,250,287**
Total 2025 Recommended Capital Budget			**376,112,038**	**175,657,666**	**0**	**94,333,134**	**18,283,000**	**7,821,097**	**26,575,000**	**53,442,141**	**376,112,038**

2025 Recommended Capital Budget: Initiation Recommendation
Listing of 2025 Uninitiated Capital Projects

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002178	25-8 Electric Buses	St. Catharines	13,200,000			3,300,000		3,300,000		6,600,000	13,200,000
J_20002179	25-9 Electric Buses	St. Catharines	14,850,000							14,850,000	14,850,000
J_20002180	25-Electrification Equipment & Infrastructure First St. Louth	St. Catharines	9,395,000	1,500,000				1,800,000		6,095,000	9,395,000

2025 Capital Recommended

Project ID	Project Name	Municipality	Gross Request	Reserves	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Local Area Municipality	Other External	Total Funding
J_20002181	25-Electrification Phased Equipment & Infrastructure Downtown Terminal	St. Catharines	4,795,000							4,795,000	4,795,000
Total of 2025 Uninitiated Capital Projects			**42,240,000**	**1,500,000**	**0**	**3,300,000**	**0**	**5,100,000**	**0**	**32,340,000**	**42,240,000**
Total of 2025 Initiated Concurrent with Budget Approval Capital Projects			**333,872,038**	**174,157,666**	**0**	**91,033,134**	**18,283,000**	**2,721,097**	**26,575,000**	**21,102,141**	**333,872,038**
Total 2025 Recommended Capital Budget			**376,112,038**	**175,657,666**	**0**	**94,333,134**	**18,283,000**	**7,821,097**	**26,575,000**	**53,442,141**	**376,112,038**

Operating Impacts of 2025 Capital Budget

The following are capital projects that will have impacts on the operating budget.

General Tax Levy Operating Costs (Savings) of Capital for Departments

Project ID	Project Name	Description	Operating Impact
20002158	25-IT-Data Management Platform	Other Program Specific Support	$200,000
20002115	25-New Emergency Response Vehicles	Maintenance, Insurance & Fuel	15,700
20002121	25-New Ambulances	Maintenance, Insurance & Fuel	75,200
Total			**$290,900**

Waste Management Special Levy Operating Costs (Savings) of Capital

Project ID	Project Name	Description	Operating Impact
20001954	24-Well Decommissioning	Monitoring & Operational support	($50,000)
Total			**($50,000)**

Water & Wastewater Rate Operating Costs (Savings) of Capital

Project ID	Project Name	Description	Operating Impact
20002196	Wastewater Vehicle	Maintenance, Insurance & Fuel	$15,000
20002188	Water Vehicle	Maintenance, Insurance & Fuel	3,000
20000623	New Barrick Road Watermain	Repair & Maintenance	10,000
Total			**$28,000**

Capital Levy Projects Allocated Incremental 2.5% Operating Budget Funding

The following are capital levy projects financed with the 2.5% levy budget increase strategy:

Project ID	Project Name	2.5% Budget Strategy	Gross Capital Request
20002122	2025 Emergency Response Vehicle Replacement	$551,772	$551,772
20002117	2025 Emergency Response Vehicle (ERV) Traffic Signal Preempt	147,000	147,000
20002118	2025 EMS Training Laptops	25,000	25,000
20002120	2025 Off Load Delay Stretchers	130,000	130,000
20002108	25 Fleet Pickup Trucks	859,900	1,005,000
20002109	25 Fleet Dump Plow Trucks	28,000	3,858,000
20002099	25-NRPS Remotely Operated Vehicle	380,000	380,000
20002127	Annual Miscellaneous Construction	900,000	1,000,000
20002166	Childrens Services - Elevator Refurbishment at Branscombe	300,000	300,000
20002205	Engineering Studies for Future Bridge Projects	300,000	300,000
20001182	Forty Mile Creek Bridge Str. 081205 Over Forty Mile Creek	500,000	500,000
20002140	Guide Rail Improvement Program	550,000	550,000
20002204	LTC Adult Day Program Grimsby - New Lease Buildout	500,000	500,000

Project ID	Project Name	2.5% Budget Strategy	Gross Capital Request
20000930	Public Works - Traffic Operations Centre Design	60,000	300,000
20001938	RR102 Stanley Ave from Murray St to Peer Lane	150,000	1,000,000
20001624	RR2 Caistorville Rd from Regional Boundary to Concession 1	750,000	1,000,000
20001941	RR20 Hwy 20 from Canborough to Station	675,000	750,000
20000491	RR37 Merritt Rd from Hwy 406 to Rice Rd	150,000	1,000,000
20000665	RR38 JR Stork Bridge Str. 038205 over Francis Creek	2,374,288	10,500,000
10RC1565	RR50 Niagara St Bridge Str. 050205 Over Welland River	1,000,000	1,000,000
20001412	RR54 Rice Road Merritt Rd to Thorold Rd	150,000	1,000,000
20002125	Small Tool Replacement	40,000	40,000
20002126	Time Management Scanner	300,000	300,000
20001777	Transportation Field Inspection Devices	55,000	55,000
20001939	Road Safety Strategic Plan	1,000,000	1,000,000
20002124	Pavement Climate Change Study	150,000	150,000
Total		**$12,025,960***	**$27,341,772**

*$50,000 of the total $12,075,960 General Capital Levy incremental transfer is not at risk of deferral.

Water & Wastewater Projects Allocated Incremental 7.22% Operating Budget Funding

The following are capital Water & Wastewater projects financed with the 7.22% rate budget increase strategy**:**

Project Type	Project ID	Project Name	7.22% Budget Strategy	Gross Capital Funding
Water	20001396	NF WTP HL/LL Roof Replacement	$1,021,255	$3,700,000
Water	20002192	New separate set of high lift pumps at Welland WTP	300,000	500,000
Water	20002193	Lighting Upgrade Program	150,000	150,000
Wastewater	20002199	WWTP Digester / Sludge Management Program	3,624,753	4,000,000
Wastewater	20002200	Flow Meter Installation and Replacement	65,000	130,000
Wastewater	20000706	City Hall SPS Upgrade	2,600,000	2,600,000
Wastewater	20002201	Stevensville SPS Upgrades	100,000	500,000
Wastewater	20002202	Omer PS Upgrade	100,000	500,000
Total			**$7,961,008***	**$12,080,000**

*$3,199,861 of the Water & Wastewater incremental transfer of $11,160,869 will remain in reserves to progress towards target balances.

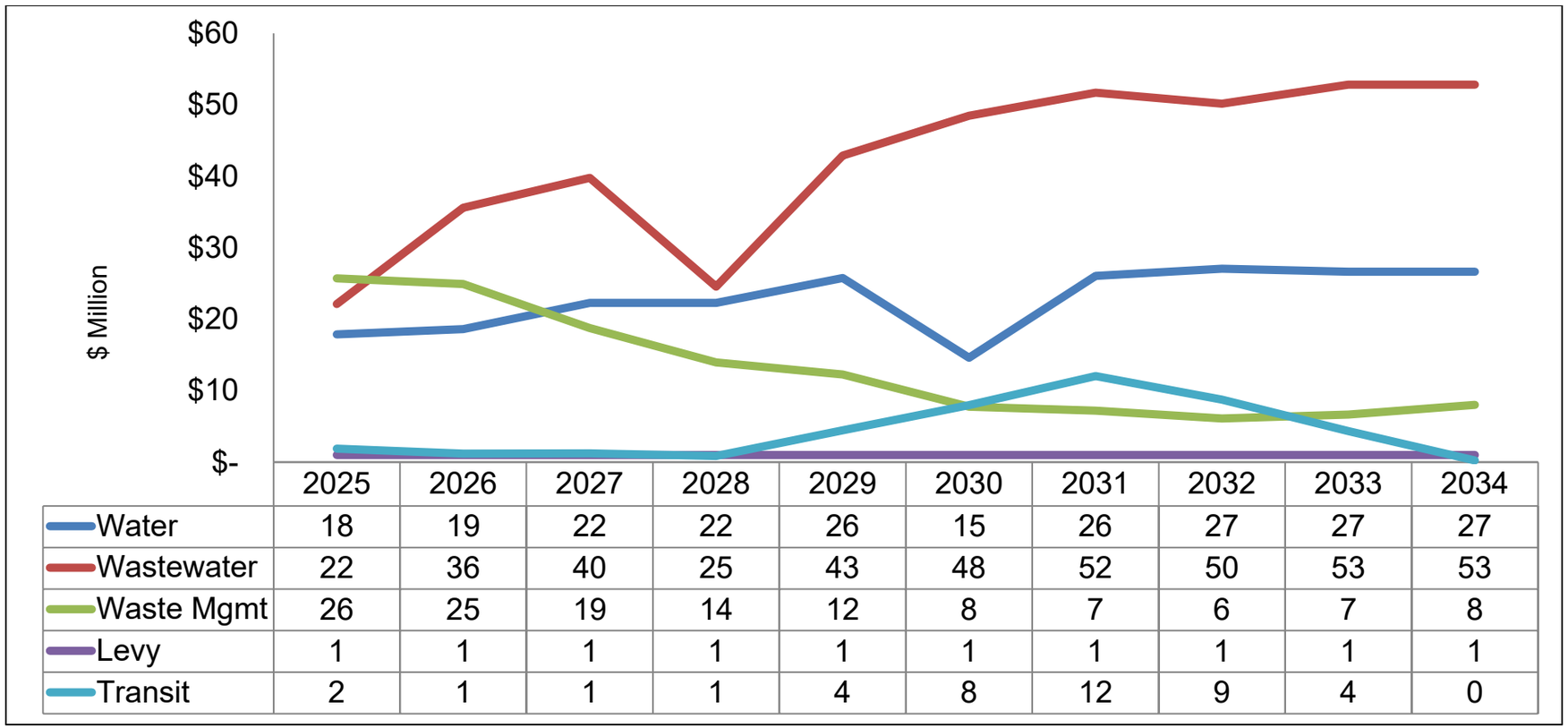
Niagara Transit Commission (NTC) Projects Allocated Incremental $2.2M Operating Budget Funding

The following NTC project is financed with the $2.2M transit budget increase strategy:

Project Type	Project ID	Project Name	$2.2M Budget Strategy	Gross Capital Funding
Transit	20002170	NTC Welland Fleet Building Parking Lot	$895,000	$895,000
Total			**$895,000**	**$895,000**

*$1,271,667 of the NTC incremental transfer of $2,166,667 will remain in reserves to progress towards a target balance.

Forecasted Capital Reserve Balances



	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water	18	19	22	22	26	15	26	27	27	27
Wastewater	22	36	40	25	43	48	52	50	53	53
Waste Mgmt	26	25	19	14	12	8	7	6	7	8
Levy	1	1	1	1	1	1	1	1	1	1
Transit	2	1	1	1	4	8	12	9	4	0

- Water and wastewater reserves are progressing towards the targeted balances in the Safe Drinking Water Act Financial Plan
- Waste Management capital (excluding landfill liability) is at its targeted balance
- Levy funding is fully utilized to address the backlog
- Transit strategy in progress to aim for a target balance

Debt Substitution Projects

Project	Project ID	Total Budget	Debt Funding to be Substituted
New Escarpment Crossing	10RC1236	$5,700,000	$150,000
Casablanca Blvd Widening	10RC1329	29,830,000	312,000
JR Stork Bridge Rehabilitation	20000665	1,500,000	500,000
RR81 Forty Mile Creek Bridge Structural Rehabilitation	20001182	100,000	100,000
RR12 Mountain St Retaining Wall Structural Rehabilitation	20001184	4,500,000	500,000
Thompson Rd Bridge Structural Rehabilitation	20001190	100,000	100,000
Glendale Ave Bridge Structural Rehabilitation	20001192	950,000	200,000
Thompson Rd Bridge Structural Rehabilitation	20001195	100,000	100,000
Lakeport Road and Frank Weir Structural Rehabilitation	20001196	100,000	100,000
Prince Charles Dr Bridge Structural Rehabilitation	20001197	150,000	150,000

Project	Project ID	Total Budget	Debt Funding to be Substituted
New Escarpment Crossing	10RC1236	$5,700,000	$150,000
Casablanca Blvd Widening	10RC1329	29,830,000	312,000
Hwy 20 CPR Subway Structural Rehabilitation	20001198	2,500,000	500,000
Total			**$2,712,000**

Debt Information

The following is a comparison of the Region's debt-related metrics compiled from the Financial Information Return (FIR) compared to our upper tier municipal peers. The information from the FIR outlined in the column "Current state" below represents actual debt issued. All other information presented in the table are based on forecasted timing of debt issuances.

Metric	Current State	2025 Forecast[5]	Average of Comparable Regions[1]	Estimated Maximum over 10 Years	Key thresholds
S&P Ratio of Total Region and lower tier Debt to Operating Revenue[2,5,6]	62.0%	63.4%	42.1%	74.4%	60.0%[3]
Annual Repayment Limit (ARL)[6]	5.8%	7.5%	4.1%	7.5%	25.0%[4]
Debt as a % of Operating Revenues	25.3%	35.2%	33.4%	37.3%[6,7]	N/A
Debt Servicing Costs as a % of Total Revenues	3.3%	4.0%	2.5%	4.0%[6,8]	N/A
Debt per Capita	$705	$909	$920	$1,065[6,9]	N/A
Debt per Household (upper tier)	$1,738	$2,241	$2,760	$2,625[6,9]	N/A

Metric	Current State	2025 Forecast[5]	Average of Comparable Regions[1]	Estimated Maximum over 10 Years	Key thresholds
Debt per Household (upper & lower tier)	$3,469	$4,029	$3,500	$5,264[6,9]	N/A
Total Reserves and Discretionary Reserves Funds as a % of Municipal Expenditure	19.2%	N/A	112.1%	N/A	N/A

Source: Ministry of Municipal Affairs Financial Information Return

1 - The comparable regions are York, Peel, Halton, Durham and the City of Hamilton in alignment with the Standard & Poor's (S&P) Report.

2 – The Region's current state S&P ratio is calculated as of September 20, 2023.

3 - 120.0% is the S&P upper limit, however, S&P recommends that the Region remain under 60.0% to maintain current credit rating.

4 - Legislated maximum ratio set by the Province is 25%.

5 - Assumes issuance of $100.0 million for lower tiers and a previously approved $51.9 million for the upper tier.

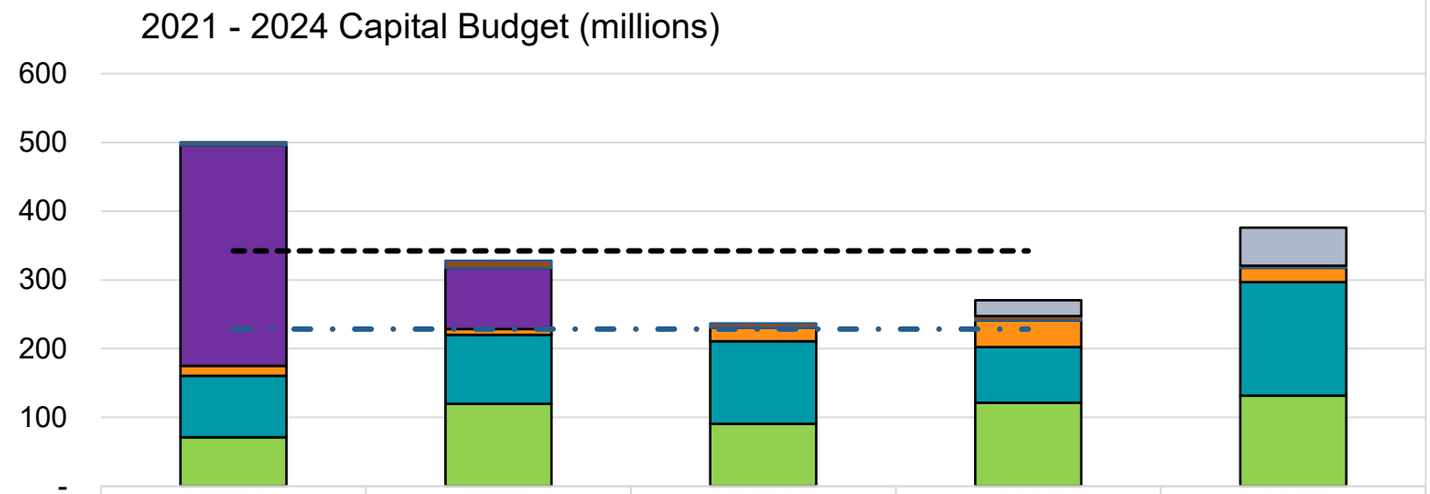
6 – Based on S&P adjusted forecasted revenue in 2023 updated for 2023 FIR

7 - Operating revenues estimated to increase by 3.5% annually.

8 - Reserve funds estimated to increase by 2% annually.

9 - Capita and Household growth estimated at 2% annually based on PDS 17-2022 Niagara Official Plan: Recommendation Report for Adoption.

2021 – 2025 Capital Budget Trend (millions)



	2021	2022	2023	2024	2025
Transit	-	-	-	23.02	55.25
Waste Management	4.90	10.50	6.60	6.16	2.97
Strategic Projects	320.20	88.85	-	-	
ABC	14.72	8.14	19.50	38.99	21.27
Rate	89.50	100.60	120.00	80.67	165.10
Levy	71.04	119.77	90.83	121.44	131.52
Total	500.35	327.86	236.93	270.28	376.11
Average With Strategic Projects	342.19	342.19	342.19	342.19	
Average without Strategic Projects	228.50	228.50	228.50	228.50	

2025 Capital Budget and 9-Year Forecast

Year	Gross Capital Request	Reserves*	Debt	Development Charges	Canada Community Building Fund	Provincial Gas Tax	Area Municipality	Other External	Funding Gap
2025	**$376,112,038**	$175,657,666	-	$94,333,134	$18,283,000	$7,821,097	$26,575,000	$53,442,141	-
2026	**1,132,913,111**	120,532,329	-	113,849,190	15,652,628	3,051,421	19,485,000	9,547,305	850,795,238
2027	**826,776,153**	132,454,276	-	211,773,359	16,278,733	9,526,056	-	10,859,595	445,884,134
2028	**808,313,372**	144,633,197	-	124,538,261	16,278,733	5,899,860	-	11,993,809	504,969,512
2029	**514,279,064**	108,758,697	-	51,404,015	16,000,000	6,531,898	-	13,731,620	317,852,834
2030	**418,693,004**	133,207,472	-	36,305,952	16,000,000	6,152,376	-	12,688,111	214,339,093
2031	**293,518,558**	115,570,372	-	57,336,720	16,000,000	8,115,890	-	2,573,365	93,922,211
2032	**439,257,494**	138,885,083	-	162,547,181	16,000,000	7,000,000	-	500,000	114,325,230
2033	**219,056,010**	126,957,486	-	13,276,632	16,000,000	6,266,400	-	500,000	56,055,492
2034	**228,495,912**	127,370,932	-	514,881	16,000,000	6,683,232	-	500,000	77,426,867
Grand Total	**$5,257,414,716**	**$1,324,027,510**	**-**	**$865,879,325**	**$162,493,094**	**$67,048,230**	**$46,060,000**	**$116,335,946**	**2,675,570,611**

*Reserve assumptions are based on the requested 2025 contributions and do not include the on-going recommended increases for the balance of the 10 years.

Health Equity Informed Planning – 2025 Capital Projects

The following table provides the summary results related to potential social determinants of health (SDOH) and priority population impacted for 2025 Capital projects screened in the initial stages of a Health Impact Assessment (HIA). The breakdown of the scoring guidance is as follows. For each determinant of health, a score was assessed ranging from - 3 to + 3 to assess a positive / negative impact for significance. (1 – Minor, 2 – Moderate, 3 – Significant). Please note, all positive and negative health considerations identified are subject to change based on project actions and should be considered to be potential at this point.

The cumulative score of all SDOH is totaled to determine whether a HIA is required and if so, the level of HIA required (rapid, intermediate or comprehensive). It is important to consider both positive and negative impacts when completing the screening tool. The consideration of positive impacts allows for recommendations in subsequent phases of the HIA that will ensure the largest positive influence on the target population.

The capital project for the construction of a 50-bed permanent homeless shelter in St. Catharines ($5,500,000) will also be screened for a Health Impact Assessment once more information becomes available.

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
RR20 Hwy 20 Smithville Bypass	Public Works (Transportation Services)	Intermediate	The project was said to have potential negative Impacts on: Environment - Air, Noise, Odour; Environment – Water, Soil, Waste; Natural Environment – Climate change, Land attributes	n/a	$500,000	$3,500,000

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			and topography, Habitat and animals, Protected lands (i.e. wetlands) The project was said to have potential positive impacts on: Transportation - Active transport, Public transit, Road safety, Others; Housing – Access, Healthiness, Safety, Others; Access to public services - Social services, Emergency services, Public works,			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			Recreation, Community services & Access to Public Health and Health Services- Primary and acute health care services, Tobacco and alcohol cessation support, Support for healthy eating and exercise, Support for safe sexual behaviours; Built environment – Landscaping, Urban design, Green spaces, Connectivity, Safe			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			environments, Road networks, Others, Accessibility; Economic development – Job creation, Increased business, Distribution of wealth, Income and Income Distribution, Others			
RR20 Hwy 20 from Canborough to Station	Public Works (Transportation Services)	Rapid	The project was said to have potential negative Impacts on:Natural Environment – Climate change, Land attributes and topography, Habitat and animals,	n/a	$750,000	$6,250,000

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			Protected lands (i.e. wetlands) The project was said to have potential positive impacts on: Transportation - Active transport, Public transit, Road safety, Others; Education - Access to education, Level of education, Skills development, Literacy, Others; Access to public services - Social			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			services, Emergency services, Public works, Recreation, Community services & Access to Public Health and Health Services- Primary and acute health care services, Tobacco and alcohol cessation support, Support for healthy eating and exercise, Support for safe sexual behaviours; Built environment – Landscaping, Urban			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			design, Green spaces, Connectivity, Safe environments, Road networks, Others, Accessibility; Social supports - Social connection/ Community support, Community Structure, Self-esteem, Acculturation, Sense of security, Discrimination due to race, ethnicity, sexuality, gender, Others; Food security - Access to healthy and			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			nutritious food choices, Others;			
Intersection Improvements at RR24 Victoria Ave and RR39 North Service Rd. includes portion of North Service Rd for major development	Public Works (Transportation Services)	Rapid	The project was said to have potential negative Impacts on: Environment - Air, Noise, Odour; Environment – Water, Soil, Waste; Natural Environment – Climate change, Land attributes and topography, Habitat and animals,	n/a	$1,000,000	$1,000,000

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			Protected lands (i.e. wetlands) The project was said to have potential positive impacts on: Transportation - Active transport, Public transit, Road safety, Others; Housing – Access, Healthiness, Safety, Others; Built environment – Landscaping, Urban design, Green spaces, Connectivity, Safe environments, Road			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			networks, Others, Accessibility; Economic development – Job creation, Increased business, Distribution of wealth, Income and Income Distribution, Others			
Stanley Ave. Hwy 420 to Peer Lane	Public Works (Transportation Services)	Rapid	The project was said to have potential negative Impacts on: Transportation - Active transport, Public transit, Road safety, Others; Working conditions –	Individuals working low-Income jobs	$1,000,000	$9,000,000

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			Physical and/or mental conditions of existing or new employment; Neighbourhood safety - Crime rates, Neighbourhood violence and drug use, Access to alcohol, tobacco, marijuana, and other substances; Built environment – Landscaping, Urban design, Green spaces, Connectivity, Safe environments, Road			

Project Name	Department & Division	Level of HIA Required	Potential Social Determinants of Health Considerations	Priority Populations Impacted	2025 Capital Budget Request	Total Forecasted Project Cost
			networks, Others, Accessibility; The project was said to have potential positive impacts on: Economic development – Job creation, Increased business, Distribution of wealth, Income and Income Distribution, Others			

Niagara Region

Administration
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

BRC-C 1-2024

Subject: Capital Budget Submissions – Niagara Regional Housing, Niagara Regional Police Service, and Niagara Transit Commission

Date: September 12, 2024

To: Budget Review Committee of the Whole

From: Ann-Marie Norio, Regional Clerk

The Clerk's Office is in receipt of the 2025 Proposed Capital Budget Submissions from Niagara Regional Housing, Niagara Regional Police Service Board, and Niagara Transit Commission as approved by their respective Boards. Given that these submissions are not considered individually but rather as part of the overall proposed 2025 Capital Budget for Niagara Region that Committee will consider, they have been attached for information.

Respectfully submitted and signed by

_____

Ann-Marie Norio
Regional Clerk

Niagara Regional Housing

Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Street Address:
Campbell East
1815 Sir Isaac Brock Way
Thorold ON

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

August 12, 2024

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

Dear Ms. Norio,

At their August 8, 2024 special meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 6-2024:

Recommendations

1) That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross capital budget submission of $17,340,400 as presented in Appendix 1; and

2) That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on September 12, 2024, for consideration as part of the 2025 capital budget deliberations.

Your assistance is requested in moving report NRH 6-2024 through proper channels to the Budget Review Committee of the Whole.

Sincerely,

Councillor Gary Zalepa
Chair

Niagara Regional Housing

Subject: Proposed Niagara Regional Housing 2025 Capital Budget Submission

Report to: Board of Directors of Niagara Regional Housing

Report date: Thursday, August 8, 2024

Recommendations

1) That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross capital budget submission of $17,340,400 as presented in Appendix 1; and

2) That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on September 12, 2024, for consideration as part of the 2025 capital budget deliberations.

Key Facts

- This report outlines the proposed NRH 2025 capital budget submission for the NRH-owned units and new development capital programs and provides the NRH Board with an updated ten (10)-year capital plan.
- The 2025 gross and net capital request is $17.3 million and $10.9 million, respectively.
- Niagara Region has received a total of $16.4 million in funding from the Canada Mortgage and Housing Corporation (CMHC) to support 30% of rehabilitation and upgrade costs for NRH-owned housing stock, as endorsed by the Board on December 9, 2022 through report number 22-211-5.2 (NRH 11-2022). $14.2 million of this funding has been applied to 2021 through 2024 capital projects, with the remaining $2.2 million proposed in 2025. The capital budget proposed for owned units is in alignment with this funding strategy to maximize the use of the CMHC funds and will reduce NRH's capital backlog by 80% by the end of 2025.
- The work proposed in the annual capital program budget submission is based on building condition assessments (BCAs) completed in 2023 by WT Infrastructure Solutions Inc. in support of NRH asset management planning.
- Given Niagara Region's capital levy funding gap for 2025, the Corporate Asset Management Resource Allocation (CAMRA) model prioritized capital investments, which was used to recommend what projects should move forward given limits on funding available. There were no project deferrals through the CAMRA process for

NRH for 2025 to prioritize capital investments that will leverage and maximize the CMHC funding.

- The proposed capital budget includes a request for funding of $1.5 million for preliminary site planning and environmental work for Phase II of the Geneva Street community housing development. Construction costs for the development of a 36-unit stacked townhouse, currently estimated at $13.1 million, is included in the capital budget forecast for 2026.
- The proposed capital budget also includes a request for funding for construction of two 50-bed emergency shelters (one in St. Catharines and one in South Niagara), to support the homeless population, addressing both the demand in Niagara and encampment pressures.
- Should the board approve the capital budget submission, it will be consolidated with the Niagara Region's total capital budget and presented to Budget Review Committee of the Whole (BRCOTW) for consideration on September 12, 2024.
- If the Board and Council approve report SPEC 2-2024-4.1 regarding the in-year request for funding for the South Niagara Shelter, the 2025 proposed budget for this project of $2.8 million will be removed from the capital budget submission to be presented to BRCOTW.

Financial Considerations

This report has been developed under the advisement of the Corporate Services and Asset Management Office (AMO) 2025 Capital Budget Planning and CAMRA model. The 2025 NRH capital budget submission includes nine (9) projects for a gross request of $17.3 million and a net request of $10.9 million.

$7.3 million of the gross request is for the owned-units annual capital program. Proposed funding includes 56% or $4.1 million through the NRH Owned Units reserve and 30% or $2.2 million through external funding from CMHC. The net capital request for the owned-units capital program is $1 million. The proposed capital budget for owned units is in alignment with the financial strategy outlined in NRH 11-2022 and will maximize the available CMHC funding.

The balance of the capital request relates to the annual program for new development planning, preliminary site planning and environmental work for Phase II of the Geneva Street community housing development, and construction of emergency shelters, with a total gross and net request of $10.0 million and $9.8 million, respectively. The listing of projects and funding is included in Appendix 1 of this report, and details of these projects are included in Appendix 3.

The Niagara Region's capital financing policy recommends that capital replacements be funded fully with pay-as-you-go reserve contributions, and that debt be prioritized for new or strategic projects. The NRH Owned Units reserve is funding a significant portion ($4.3 million) of the 2025 annual capital request in alignment with the strategy approved to leverage the CMHC funding. Contributions to the NRH Owned Units reserve are being reviewed as part of the 2025 operating budget process.

The proposed capital plan included in Appendix 2 of this report forecasts a $202.3 million gross and $171.6 million net capital request over the next ten (10) years. The projected ten (10)-year net capital requirement is $10.2 million higher than the $161.4 million presented with the 2024 capital budget, primarily as a result of the addition of the emergency shelters in the 2025 budget to help address the demand in Niagara and the encampment pressures.

Analysis

The key goals of the 2025 capital program include replacement of expiring and inefficient building components to increase overall building lifespan, ensure legislative compliance, improve system efficiency, and ensure health and safety of residents. In addition, funds have been proposed to support planning and assessment work on prospective development sites that become available for purchase that are identified as suitable for affordable housing to ensure that the property is shovel-ready to strengthen business cases for external funding. The 2025 NRH capital program and nine (9)-year capital plan have been prepared with reference to these key goals and the most recent BCAs.

The 2025 capital budget request is the final year that leverages CMHC funding made available to the Niagara Region to support the cost for the rehabilitation and upgrade of NRH's owned units. The funding strategy approved by the Board and Council through NRH 11-2022 includes use of the NRH Owned-Units reserve and the Region's General Capital Levy reserve to support Niagara Region's 70% share of the costs required in order to leverage the 30% CMHC funding. This funding permits a significant capital investment that reduces the existing NRH capital backlog by 80% that has arisen because of the deferral of required capital work due to capital funding limitations over the years within the Niagara Region and corporate prioritization of projects through the CAMRA process.

The annual programs are budgeted based on the expected timelines from the BCAs that were completed in 2023. The Capital Works team reviews the owned units in

conjunction with the BCA to ensure the portfolio remains in good condition and is constantly reviewing the ten (10)-year projection, in conjunction with the availability of funding and resources, to maintain a consistent capital request. The BCA indicated the Local Housing Corporate (LHC) portfolio is in generally good condition; however, maintaining the good condition is highly dependent on building components being replaced once they reach the end of their useful life. Failure to do so would lead to more expensive capital costs, increased risk, and a significant increase in operating costs.

The NRH-Owned Units Capital Program provides for long-term planning to ensure NRH's physical assets will be preserved to an acceptable standard and values are maintained. Replacement costs will fluctuate based on the number of repairs and the types of repairs required each year. NRH will continue to leverage any available Provincial or Federal funding opportunities to participate in programs that target capital improvements or efficiencies.

2025 New Development

The property at 320 Geneva Street was acquired from the City of St. Catharines in 2023 for the purpose of an affordable housing development. Phase One of the development, which is a single 4-storey building consisting of 36 bridge housing units and 12-14 supportive housing units, is currently underway with construction funding approved through the 2024 capital budget and anticipated to be substantially complete by the end of 2025. Phase Two of the development will be a 36-unit stacked townhouse construction of community housing units on the same property. The 2025 capital budget includes a request of $1.5 million for preliminary work to be done on the land for Phase Two and Three related to remediation of the land, selection of the design team, survey plans, building permits, site plan approvals and preparation of plans, details and specifications. The funds to construct the development, currently estimated at $13.1 million, is included in the capital budget forecast for 2026.

The proposed 2025 capital budget also includes a request for funding related to two (2) 50-bed emergency homeless shelters (one in St. Catharines and one in South Niagara) in order to address homeless shelter supply constraints and encampment pressures, providing temporary housing to individuals in need. These shelters will be owned by NRH, including project management for construction and capital upkeep of the buildings, and will be operated by Niagara Region Community Services through service funding approved within the Homelessness Services division.

The first shelter will be the permanent shelter site in St. Catharines, replacing the current modular shelter site developed on Riordon Street and operational since February 2024, as this was planned to be a temporary solution and is required to be removed from the property within two (2) years, with the intention that the structure be relocated to another area in need. The project budget of $5.5 million includes an estimate for the acquisition of land, in addition to construction costs for a 50-bed building/shelter, although consideration will be given to the potential renovation of an existing building if there is an opportunity to do so.

The second shelter project will be a 50-bed modular-style construction shelter, with a project budget estimated at $2.8 million, including an on-site centralized hygiene, food and support centre, similar to the temporary emergency shelter constructed in St. Catharines on Riordon Street. This shelter is anticipated to be built on land leased or donated to NRH. The operating costs related to this new build will be included in and considered for approval with the 2025 Community Services operating budget through a program change business case.

The ten (10)-year capital plan for 2025 includes a forecast for new build construction, projects related to increasing the supply of new affordable housing units, in alignment with the Consolidated Housing Master Plan update that was presented to PHSSC on June 14, 2022, which identifies a need for an additional 479 new units per year within Niagara over the next 25 years to meet the increased demand for housing. Given that the Housing Master Plan is complete but the roadmap on how to move forward with implementation is in progress, the forecast has been prepared based on the Development Charge Study update that was done in 2021, which identified a need for an additional 289 units over the next ten years to meet the current average level of service given anticipated growth. It is important to note that there are likely to be potential external funding opportunities for which business cases will be prepared to secure such funding, but this has not been incorporated into the forecast, as this is unknown at this time.

Alternatives Reviewed

NRH is engaged in the corporate CAMRA prioritization process to establish the budget request. NRH also relies heavily on the Niagara Region’s capital financing policy that establishes the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency, and legislative compliance of its capital funding program. As a result, no alternatives to the capital budget request have been presented.

Niagara's strategies to address the affordable housing crisis were presented to the Niagara Region's Public Health and Social Services Committee on June 14, 2022 through the Consolidated Housing Master Plan update presentation. Increasing owned-unit housing stock through the capital budget is only one strategy to increase the supply of affordable housing. A number of interconnected strategies and upcoming decision points around increasing supply were presented to committee including potential development incentive programs as well as options to provide support to community partners to assist them in developing.

Relationship to Council Strategic Priorities

The proposed NRH 2025 capital budget submission is aligned to the Council Priorities of "Equitable Region" and "Effective Region." The capital program relates to the comprehensive asset management planning for efficient and cost-effective maintenance of Regionally owned assets to ensure continued access to NRH's affordable housing units. Additionally, this plan is aligned with Regional Council's commitment to "improve access to affordable and attainable housing" to meet the needs of the community by "transforming service delivery in a way that is innovative, collaborative and fiscally responsible."

Other Pertinent Reports

NRH 11-2022	Proposed Revised Niagara Regional Housing 2023 Capital Budget Submission including CMHC Funding
CSD 29-2025	2025 Budget Strategy
SPEC 2-2024-4.1	Acquisition of Modular South Niagara Shelter
Confidential NRH 4-2023	Acquisition of Property–320 Geneva, St. Catharines

Submitted by:

Cameron Banach
Chief Executive Officer

Approved by:

Gary Zalepa, Chair

This report was prepared by Sara Mota, Program Financial Specialist, in consultation with Fred Elbe, Capital Works Manager and Donovan D'Amboise, Manager Program Financial Support.

Appendices

Appendix 1	2025 Capital Submission
Appendix 2	Proposed 10-Year Capital Plan
Appendix 3	2025 Capital Program Breakdown

2025 Capital Submission

Project Name	Gross Capital Request	Own Source Reserves	External Funding	Net Capital Request
NRH 2025 Annual Unit Capital	$1,989,000	$1,103,749	$596,700	$288,551
NRH 2025 Annual Mechanical and Electrical	1,041,000	577,679	312,300	151,021
NRH 2025 Annual Building Capital	2,545,000	1,412,289	763,500	369,211
NRH 2025 Annual Grounds Capital	1,525,000	846,263	457,500	221,237
NRH 2025 Annual Emergency Capital	200,000	140,000	60,000	0
Total Owned-Units Annual Capital Program *	**7,300,000**	**4,079,980**	**2,190,000**	**1,030,020**
NRH 2025 Annual New Development Planning	200,000	200,000	0	0
NRH Geneva Street Development Phase II	1,500,000	0	0	1,500,000
NRH St. Catharines Permanent Shelter	5,500,000	0	0	5,500,000
NRH South Niagara Shelter	2,840,400	0	0	2,840,400
Total New Development	**10,040,400**	**200,000**	**0**	**9,840,400**
Total NRH 2024 Capital Request	**$17,340,400**	**$4,279,980**	**$2,190,000**	**$10,870,420**

*2025 Annual Program Capital requests based on Building Condition Assessments completed in 2023

Proposed 10-Year Capital Plan

Annual Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Owned-Units Capital Program:											
Unit Capital	$1,989,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,989,000
Building Capital	2,545,000	0	0	0	0	0	0	0	0	0	2,545,000
Grounds Capital	1,525,000	0	0	0	0	0	0	0	0	0	1,525,000
Accessibility	0	484,000	253,000	319,000	92,000	70,000	272,000	7,000	0	50,000	1,547,000
Exterior Wall Systems	0	741,000	779,000	512,000	319,000	175,000	815,000	670,000	500,000	1,584,000	6,095,000
Mechanical and Electrical Systems	1,041,000	1,895,000	2,135,000	1,642,000	1,405,000	1,315,000	2,871,000	2,860,000	400,000	1,306,000	16,870,000
Life Safety and Security Systems	0	464,000	350,000	312,000	137,000	86,000	369,000	25,000	50,000	200,000	1,993,000
Roof Systems	0	242,000	254,000	167,000	104,000	57,000	266,000	380,000	500,000	250,000	2,220,000
Asphalt, Paving and Concrete Replacement	0	1,216,000	727,000	1,119,000	748,000	219,000	791,000	970,000	400,000	507,000	6,697,000
Kitchen and Bathroom Replacements	0	1,820,000	1,138,000	1,096,000	1,267,000	1,254,000	2,637,000	2,600,000	400,000	1,496,000	13,708,000
Playground Equipment Replacement	0	72,000	28,000	47,000	9,000	9,000	31,000	40,000	0	80,000	316,000
Structural and Foundation Repairs	0	1,288,000	1,380,000	1,235,000	1,270,000	923,000	1,966,000	350,000	700,000	480,000	9,592,000
Elevators	0	230,000	400,000	900,000	400,000	400,000	825,000	100,000	50,000	216,000	3,521,000
Interior Components	0	100,000	650,000	335,000	700,000	475,000	190,000	2,500,000	250,000	250,000	5,450,000
Doors and Windows	0	475,000	1,220,000	470,000	480,000	1,170,000	150,000	700,000	150,000	900,000	5,715,000
Emergency Capital	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Gross Budget – Owned Units	**$7,300,000**	**$9,227,000**	**$9,514,000**	**$8,354,000**	**$7,131,000**	**$6,353,000**	**$11,383,000**	**$11,402,000**	**$3,600,000**	**$7,519,000**	**$81,783,000**
Capital Reserve Funding ~	4,079,980	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	26,579,980
CMHC Funding	2,190,000	0	0	0	0	0	0	0	0	0	2,190,000
Net Capital Budget – Owned Units	**$1,030,020**	**$6,727,000**	**$7,014,000**	**$5,854,000**	**$4,631,000**	**$3,853,000**	**$8,883,000**	**$8,902,000**	**$1,100,000**	**$5,019,000**	**$53,013,020**
New Development:											
New Development – Planning	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$2,000,000
Geneva Street Development Phase II	1,500,000	13,100,000	0	0	0	0	0	0	0	0	14,600,000
St. Catharines Permanent Shelter	5,500,000	0	0	0	0	0	0	0	0	0	5,500,000
South Niagara Shelter	2,840,400	0	0	0	0	0	0	0	0	0	2,840,400
New Build Construction	0	0	0	22,500,000	0	23,409,000	0	24,355,000	0	25,339,000	95,603,000
Gross Capital Budget – New Development	**$10,040,400**	**$13,300,000**	**$200,000**	**$22,700,000**	**$200,000**	**$23,609,000**	**$200,000**	**$24,555,000**	**$200,000**	**$25,539,000**	**$120,543,400**
Capital Reserve funding ~	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
External Funding	0	0	0	0	0	0	0	0	0	0	0
Net Capital Budget – New Development	**$9,840,400**	**$13,100,000**	**$0**	**$22,500,000**	**$0**	**$23,409,000**	**$0**	**$24,355,000**	**$0**	**$25,339,000**	**$118,543,400**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Total Gross NRH Capital Budget	**$17,340,400**	**$22,527,000**	**$9,714,000**	**$31,054,000**	**$7,331,000**	**$29,962,000**	**$11,583,000**	**$35,957,000**	**$3,800,000**	**$33,058,000**	**$202,326,400**
Total Net NRH Capital Budget	**$10,870,420**	**$19,827,000**	**$7,014,000**	**$28,354,000**	**$4,631,000**	**$27,262,000**	**$8,883,000**	**$33,257,000**	**$1,100,000**	**$30,358,000**	**$171,556,420**

~ Reserve funding is assumed at $2.7 million for the annual capital program starting in 2026 after CMHC capital funding ends in 2025; including 100% for Emergency Capital and New Development - Planning projects.

2025 Capital Program Breakdown

Project Name	Gross Capital Request	% of Budget	Description of Costs
Annual Unit Capital	$1,989,000	11%	This project includes work to tenant units, such as kitchen, bathroom and appliance replacements, more efficient lighting, heating systems, etc. It does not include regular repairs to existing fixtures or flooring, but would include total floor replacements if needed. This project is required to maintain the units in proper working order. Project cost breakdown: - Flooring and painting - 3 projects, based on life expectancy dates - Kitchen replacements – 3-4 total-building projects, based on life cycle and safety requirements - Bathroom replacements – 3-5 total-building projects, to eliminate water leaks that cause mold and water damage, increase water savings - Fire alarm, security and lighting upgrades - 7-9 projects
Annual Mechanical and Electrical	$1,041,000	6%	This project includes replacements and upgrades of HVAC equipment and furnaces, plumbing upgrades, elevator replacements, and mechanical and electrical upgrades. It does not include day-to-day repairs to any of these items. Project cost breakdown: - Upgrades to mechanical systems - 5 projects - Upgrades to electrical systems – 2-4 projects - Elevator replacements - 4 projects

Project Name	Gross Capital Request	% of Budget	Description of Costs
Annual Building Capital	$2,545,000	15%	This project includes roof replacements and exterior protection of the building through replacement/extensive repairs to cladding systems, masonry, foundations and structures. In addition, it includes component replacements, doors and windows, balconies, energy-efficiency improvements, etc. It does not include day-to-day repairs to any of these items. Project cost breakdown: - Balcony and exterior wall systems – 2-4 projects - Roof replacement and maintenance – 4-7 projects - Foundation waterproofing and structural – 4-6 projects - Door and window replacement – 7-9 projects
Annual Grounds Capital	$1,525,000	9%	This project includes concrete walkway and asphalt pavement replacement, landscaping work, perimeter/privacy fencing, steps, patios, accessibility ramps and various site improvements (estimated 8-12 individual projects).
Emergency Capital	$200,000	1%	This capital project is used for emergency situations that are unforeseeable and require immediate attention (e.g. red-tagged furnaces, elevator breakdowns in seniors' buildings, fire safety equipment replacement, emergency heating system replacement, etc.). These funds are used for emergencies that put NRH's residents and/or assets at risk, including but not limited to: health and safety concerns, preservation of assets, non-compliance with legislation.

Project Name	Gross Capital Request	% of Budget	Description of Costs
New Development Planning	$200,000	1%	The Multi-Residential New Development Planning project will ensure that the Niagara Region has the ability to expeditiously evaluate prospective lands and existing buildings within the Region. This will allow Niagara Regional Housing (NRH) to prepare a comprehensive plan and business case, and implement an efficient, sound and effective approach to providing for a significant need for housing within the Region. This will also help to ensure that NRH can leverage external funding opportunities when they arise with relatively short timelines, by providing sites that are ready for development.
Geneva Street Development – Phase 2	$1,500,000	9%	This capital budget request is for the estimated costs for the preliminary work to be done for Phase 2 and Phase 3 on the Geneva Street property intended for affordable housing development, which will include remediation of the land, selection of the design team, survey plans, building permits, site plan approvals and preparation of plans, details and specifications. The 2026 capital budget will include a request for construction costs, currently estimated at $13.1 million, to develop a 36-unit stacked townhouse community housing building to address core housing need in Niagara.
St. Catharines Permanent Shelter	$5,500,000	32%	This capital budget request is for a new 50-bed permanent homeless shelter construction in St. Catharines, which is expected to be built on land to be acquired by NRH. The projected cost is for a building/shelter, although consideration will be given to potential renovation if an opportunity arises. The shelter will be owned by NRH and operated by Niagara Region's Homelessness division within Community Services.

Project Name	Gross Capital Request	% of Budget	Description of Costs
South Niagara Shelter	$2,840,400	16%	This capital budget request is for a new 50-bed homeless shelter construction in Welland, which is expected to be built on either vacant land or occupied land donated to NRH. The projected cost is for a modular-style construction shelter, including an on-site centralized hygiene, food and support centre, similar to the temporary emergency shelter constructed in St. Catharines that has been operational since February 2024. The shelter will be owned by NRH and operated by Niagara Region's Homelessness division within Community Services.

REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD
5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011
E-mail: psb@niagarapolice.ca
Website: www.niagarapolice.ca

July 29, 2024

SENT BY EMAIL
Ann-marie.Norio@niagararegion.ca

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON
L2V 4T7

Dear Ms. Norio**:**

Re: 2025 Capital Budget and 9-Year Capital Forecast

At its Public Meeting held July 25, 2024 the Niagara Police Service Board considered Service report dated June 27, 2024 requesting the Board approve the proposed 2025 Police Service Capital Budget and 9-Year Capital Forecast. (*A copy of the NRPS 2025 budget presentation is attached to the report.*)

The following motion was passed:

'That, subject to approval by Regional Council of the consolidated Capital Budget, the Board approve the 2025 Capital Budget and Forecast as follows:

1. **That the 2025 Capital Budget of the Niagara Regional Police Service of $6,771,000.00, as summarized in Appendix 1, be approved.**
2. **That financing in the amount of $6,771,000.00 be initiated upon approval of the 2025 Capital Budget and be allocated to the projects as summarized in Appendix 1. (*Financing for the 2025 Capital Budget is from the Police Capital Levy Reserve in the amount of $2,555,000.00; Police Vehicles and Equipment Reserve Fund in the amount of $2,214,000.00; Region Capital Levy Reserve in the amount of $1,502,000.00 and Development Charges in the amount of $500,000.00*).**
3. **That the 9-Year Capital Forecast be received as a guideline for the development of future Capital Budgets.**

Carried.'

Further to Board direction, I would ask that you take the appropriate action. I have enclosed a copy of the report.

Yours truly,

Deb Reid
Executive Director

:dc

Encl.

c. D. Carnegie, A/Commissioner of Corporate Services, Niagara Region
Chief of Police B. Fordy, Niagara Regional Police Service

NIAGARA REGIONAL POLICE SERVICE

2025 Capital Budget & 9-Year Forecast

Police Service Board Meeting
Thursday July 25, 2024

Capital Budget Process:

23 projects for a total of $8.1M submitted for consideration

All projects evaluated using the Region's Capital Asset Management Resource Assessment (CAMRA) tool

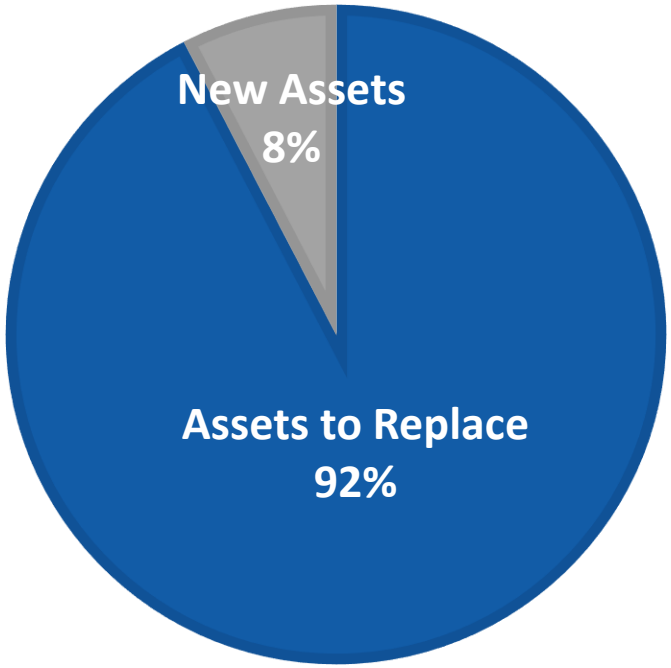
Executive Leadership Team evaluated projects using criteria such as CAMRA, operational necessity, and the Board's Strategic Plan

14 capital projects for a total of $6.8M submitted for 2025

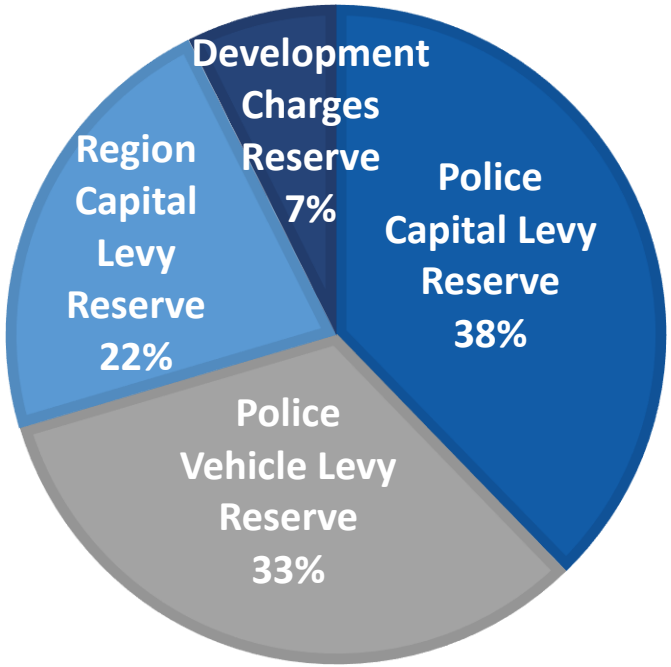
2025 Capital Budget Overview:

- Decrease of $303K from 2024 forecast of $7,073,500
- 2025 Capital Budget = $6,771,000
- Assets to Replace $6,255,000 and New Assets $516,000

BY PROJECT CATEGORY



BY FUNDING TYPE



Capital Assets to Replace:

Project Description	Amount	Funding Source
Vehicle Replacement – Patrol	$1,413,000	Police Vehicle Levy
Vehicle Replacement – Investigative	461,000	Police Vehicle Levy
Vehicle Replacement – Specialty	340,000	Police Vehicle Levy
IT – Servers & Workstations	575,000	Police Capital Levy
IT – Desktops & Monitors	350,000	Police Capital Levy
P25 Radio Microwave Network System	1,122,000	Region Capital Levy
Conductive Energy Weapon (CEW)	140,000	Police Capital Levy
Use of Force Update	1,205,000	Police Capital Levy
Remotely Operated Vehicle (ROV)	380,000	Region Capital Levy
Police Vessel Electronics	110,000	Police Capital Levy
Night Vision Devices	110,000	Police Capital Levy
Mobile Radar Units	49,000	Police Capital Levy
Total Capital Assets to Replace	**$6,255,000**	

New Assets – Patrol Vehicles:

Increase Patrol Fleet;
$500,000

Funded from
Development
Charges

- Increase Patrol Fleet by 5 vehicles each year for 3 years (2023, 2024, 2025)
- To support the increase to the authorized strength for frontline uniform officers in 1, 2 and 3 Districts, approved in 2020 and 2021.
- Requires the addition of $108,500 to the Operating Budget to support fuel, maintenance, and repair costs for these new vehicles.

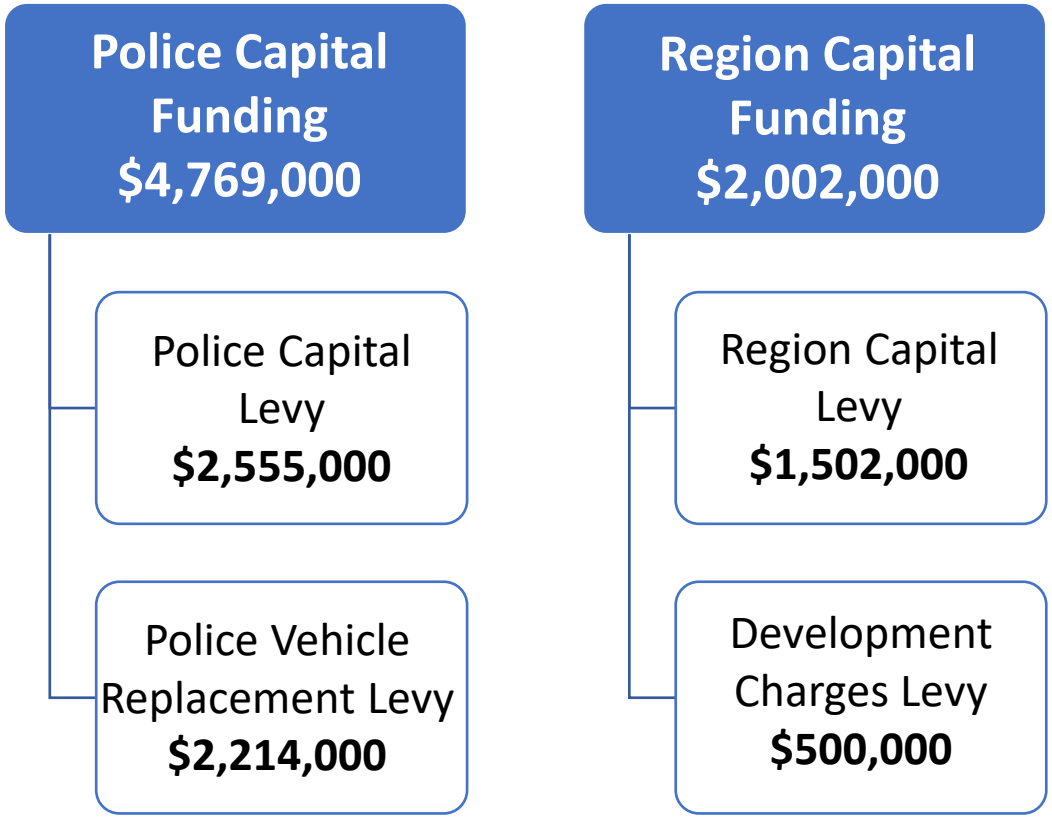
New Assets – Respiratory Mask Fit Tester:

Mask Fit Tester;
$16,000

Funded from Police Capital Levy

- Purchase of a quantitative respirator fit tester to determine the fit and seal of N95 and full-face masks
- Replaces the current method of testing which is a manual process reliant on an individual's sense of smell and taste
- It is estimated that using the current method approximately 30% of leaks may go undetected, which puts member safety at risk.

2025 Financing Sources:



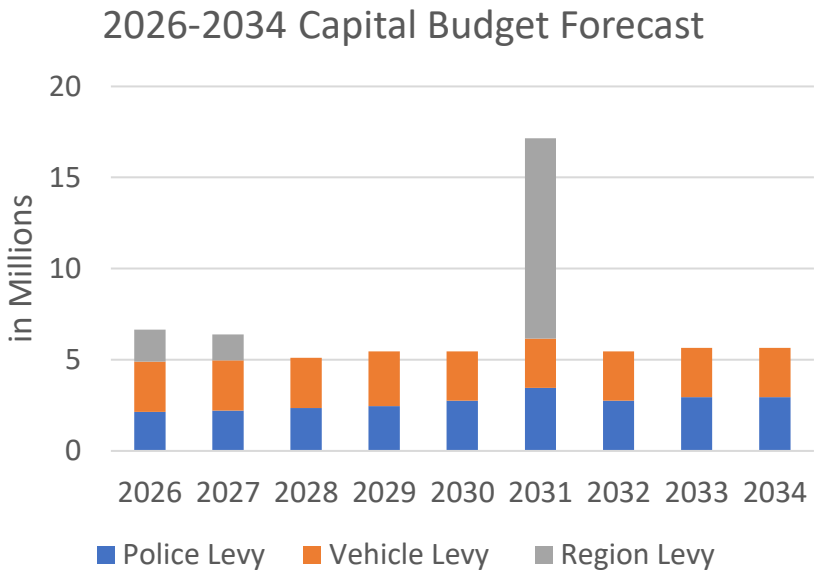
2025 Police Capital Reserves:

2025 Police Capital Reserve Opening Balance	**$785,345**
2024 Approved Base Budget Reserve Transfer	4,185,000
2025 Additional Capital Reserve Transfer	320,000
Total Capital Reserve Transfer from 2025 Operating Budget	**5,290,345**
2025 Proposed Capital Projects	**(4,769,000)**
2025 Police Capital Reserve Ending Balance	**521,345**

9-Year Capital Forecast 2026-2034

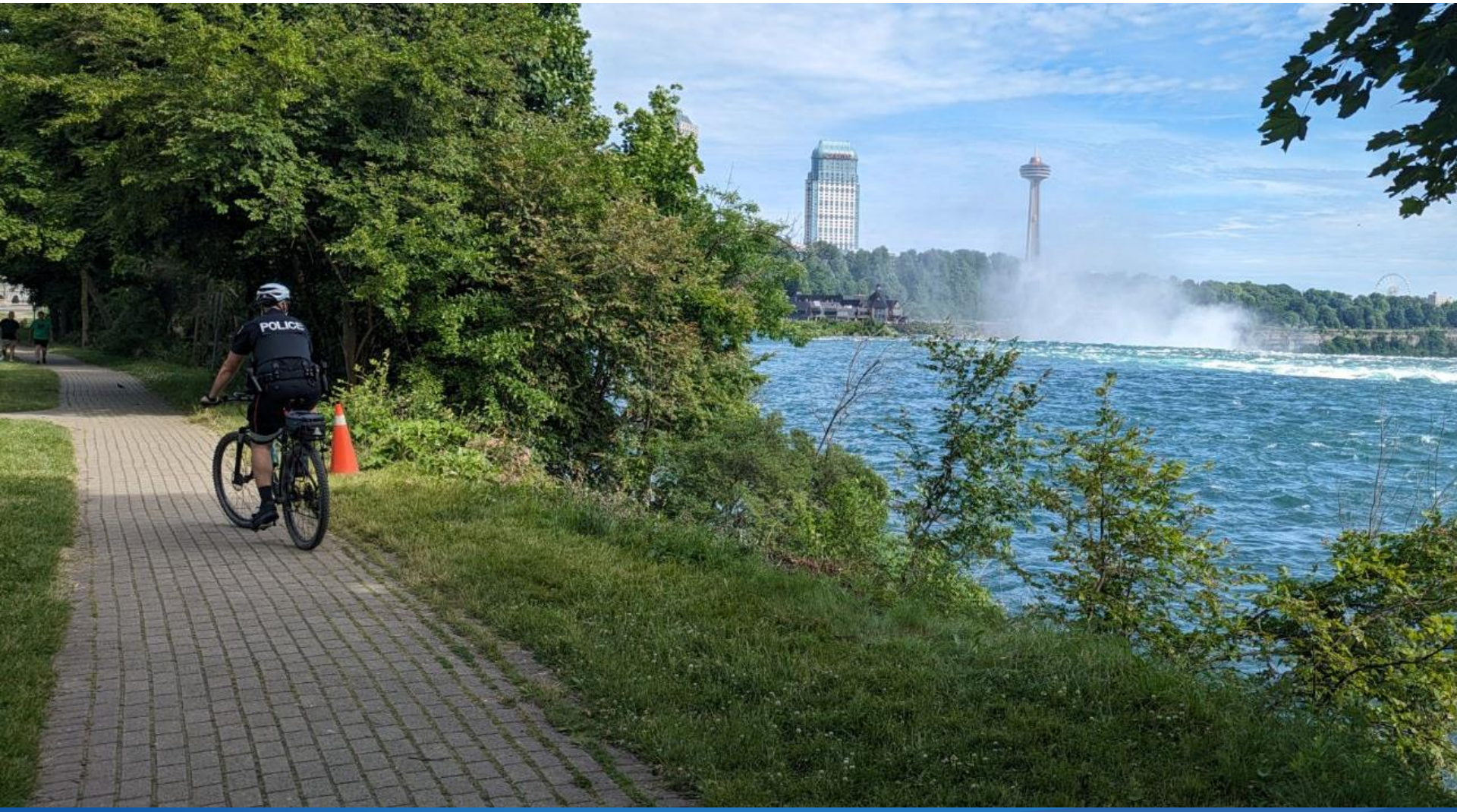
Long-term Capital Funding Strategy by 2029:

- Adopt Region Capital Financing Strategy to reduce dependency on debt financing for replacement assets by 2029.
- Target Operating Budget contributions of $5.6M.
- Strategy -> Increase contributions from Operating Budget by $320,000 per annum or 0.3% from 2022 to 2029.



- Chart excludes $40M allotted to the Facility Master Plan, for a new Training Unit facility, Emergency Services Unit facility, and a Fleet/Quartermasters facility, forecasted for 2027.

Questions?



NIAGARA REGIONAL POLICE SERVICE
Police Service Board Report

PUBLIC AGENDA

Subject: Capital Budget and 9-Year Capital Forecast – Budget Year 2025

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2024-06-27

Recommendation(s)

That, subject to approval by Niagara Regional Council (Council) of the consolidated Capital Budget, the Niagara Police Service Board (Board) approves the 2025 Capital Budget and Forecast as follows:

1. **That the 2025 Capital Budget of the Niagara Regional Police Service (Service) of $6,771,000.00, as summarized in Appendix 1, be approved.**
2. **That financing in the amount of $6,771,000.00 be initiated upon approval of the 2025 Capital Budget and be allocated to the projects as summarized in Appendix 1. Financing for the 2025 Capital Budget is from the following funds:**
    a. **Police Capital Levy Reserve in the amount of $2,555,000.00**
    b. **Police Vehicles and Equipment Reserve Fund in the amount of $2,214,000.00**
    c. **Region Capital Levy Reserve in the amount of $1,502,000.00**
    d. **Development Charges in the amount of $500,000.00**
3. **That the 9-Year Capital Forecast be received as a guideline for the development of future capital budgets**.

Key Facts

- The purpose of this report is to seek the Board's approval for the 2025 Capital Budget.
- As outlined in the budget planning report received in May, the Service is required to submit the approved 2025 capital budget to Niagara Region (Region) Corporate Services department by July 31, 2024.
- Consistent with prior years, the Service considered all identified capital requirements and has prepared an annual budget and 9-year forecast that provides for continuity of services based on the capital financing strategy adopted by the Region in 2019.

Financial Considerations

The 2025 capital budget will be mainly funded from the operating budget starting with the base contributions from the approved 2024 operating Budget of $4,185,000.00 plus

new capital financing funds of $320,000.00, committed by the Region for the years 2022 to 2029 for a total contribution of $4,505,000.00. As proposed in the 2022 capital budget, the Service requested support for new funding of $320,000.00 per annum for years 2022 to 2029 to achieve an annual operating budget capital contribution of $5,625,000.00 by 2029. This strategy was approved by the Board in 2022 and supported by the Region to ensure the Service achieves the Region's capital financing strategy of "pay as you go" by 2029.

The proposed 2025 capital budget will require additional funding of $1,502,000.00, which is being requested from the Region's capital levy reserve, in place of debt financing. Projects funded through Region reserves will be charged to the Service through indirect allocations in the 2025 operating budget. The Region's capital levy reserve provides funding for capital projects for all regional departments and is therefore subject to competing regional priorities. Service staff have liaised with Region staff to determine the availability of funds. The 2 projects included are expected to be funded; however, the final recommendation will be advised following the Corporate Leadership Team (CLT) meeting on July 18, 2024. These funds, provided by the Region, will bridge the funding shortfall in 2025, as the Service strives to achieve its capital financing strategy by 2029. The contributions of $320,000.00 per annum will eventually reduce the Service's dependence on alternative funding sources, such as debt or regional reserves by 2029. During the interim years, the Service will require alternative sources of funding to supplement operating budget contributions for assets exceeding the capacity of the police capital levy reserve.

Further, the Service is requesting funding of $500,000.00 from the development charge levy to fund the increase to its vehicle patrol fleet by 15 over the years 2023 to 2025. Development charges are a 1-time fee collected from developers when applying for a building permit for a new development or redevelopment project. Niagara Region collects these fees to help pay for the capital cost of the infrastructure that is needed to service the newly developed or redeveloped projects.

Appendix 2 illustrates the contributions from police reserves, the capital disbursements, and planned account balances for the years 2025 through to 2034. Appendix 3 provides a summary of capital expenditure forecasts and their funding sources, which are either from capital levy reserves, development charges, or debt financing.

Analysis

The capital budget and forecast identify the projects and funding sources required to provide the Service with vehicles, equipment, and facilities. The 2025 capital budget is being presented to the Board for approval. The 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

The Service undertakes a thorough capital budget process that considers the current state of repair for existing assets, which support current levels of service, emerging trends including new technologies, legislated changes in public safety and the Board's

strategic plan. On February 15, the capital budget process was launched with program managers submitting 23 projects valued at $8,076,950.00 for consideration. Over the course of several meetings, the Executive Leadership Team (ELT) examined and prioritized the projects using the Capital Asset Management Resource Assessment (CAMRA) tool developed by the Region to evaluate capital projects. The CAMRA tool assesses each capital project based on a set risk including its risk of failure over the next year, and its alignment to Council priorities. Further to this tool, ELT considered operational necessity and alignment to the Board's strategic plan to determine which projects to move forward for 2025. This process resulted in shortlisting the projects to 15 with a total value of $7,544,500.00. These projects were then submitted to Region's asset management and budget teams to determine if they are funded based on the consolidated CAMRA results on all Region capital projects. Through this process, 1 additional project was not funded based on the risk score and ranking as well as competing priorities. The 14 projects included in this report totalling $6,771,000.00 have received a funded status, subject to the approval at the final capital CLT meeting on July 18, as well as the approval of the consolidated capital budget by Council.

Of the total capital requests for the 2025 year, 92% or $6,255,000.00 is for the replacement (R) of existing assets and $516,000.00 is to enhance new (N) strategic initiatives.

Appendix 1 provides a summary of the projects selected for the 2025 capital budget. The total requested capital expenditure for 2025 is $6,771,000.00. The request represents a decrease of $302,500.00 from the amount forecasted in 2023. Detailed capital project business cases for each proposed 2025 capital project are attached as appendices 5 (1-11).

Appendix 5	Project Description	Amount
(1)	Vehicle Replacement – Patrol (R)	$1,413,000.00
(1)	Vehicle Replacement – Investigative (R)	461,000.00
(1)	Vehicle Replacement – Specialty (R)	340,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Servers & Workstations (R)	575,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Desktops & Monitors (R)	350,000.00
(3)	P25 Radio Microwave Network System (R)	1,122,000.00
(4)	Conductive Energy Weapon (R)	140,000.00
(5)	Use of Force Update (R)	1,205,000.00
(6)	Remotely Operated Vehicle (ROV) (R)	380,000.00
(7)	Police Vessel Electronics (R)	110,000.00
(8)	Night Vision Devices (R)	110,000.00
(9)	Mobile Radar Units (R)	49,000.00
(10)	Increase the Fleet Patrol Vehicle Pool (N)	500,000.00
(11)	Respiratory Mask Fit Tester (N)	16,000.00
	Total	$6,771,000.00

Capital Forecast

The capital forecast for 2026 to 2034 is summarized in Appendix 3 and detailed in appendices 4 (A – I)**.** For each year, a comparison of the updated forecast to that previously presented during the 2024 capital budget and forecast, is included. Revisions reflect adjustments in timing, estimated expenditures, and new initiatives. When a significant capital acquisition is made, the replacement of that asset is forecasted in a timeframe consistent with its estimated useful life. As a result, the forecast serves as a comprehensive guideline for the Service that is vital to ensuring continuity of services provided, as well as enhancing the accuracy of long-term financial plans.

The 9-year forecast includes $40,000,000.00 for the facility master plan that outlines plans for a new Training Unit, Emergency Services, and Fleet/Quartermaster facilities. In addition, other major capital replacements required over the next 10 years have been identified with estimated figures. Total investment for the forecast period of 2026 to 2034, including facilities, is $109,000,000.00. As previously mentioned, the Service is proposing a similar strategic financing approach for replacement of existing assets as implemented by the Region. The Service continues to develop a funding strategy to support the asset management plan implemented by the Region. This includes a framework of planning, tracking and control of assets, preventative maintenance to preserve the life span of the asset, as well as its disposal when the asset reaches its end of life.

Conclusion

In conclusion, the capital budget and forecast identify the projects and funding sources required to maintain the Service and provide it with equipment and facilities. The 2025 Capital Budget is being presented to the Board for approval of the total expenditures and the initiation of financing. The subsequent 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

Alternatives Reviewed

The Service has considered alternative funding strategies that provide for continuity of services within a sustainable funding strategy. The financing strategy recommended is the optimal strategy using conventional funding resources.

Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of regional objectives, with efforts to balance the information requirements of the Region as outlined in the Municipal Act with the accountabilities of the Board under the Community Safety and Policing Act.

Relevant Policy Considerations

By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service
Community Safety and Policing Act.
Region By-Law 2019-79 Budget Planning Requirements for the Regional Municipality of Niagara

Other Pertinent Reports

9.4 – 2024.05.23 Budget Planning – 2025 Operating and Capital Budget

This report was prepared by Courtney Woods, Financial Planning Coordinator, Finance Unit, reviewed by Laura Rullo, Finance Manager, Finance Unit and recommended by Luigi Greco, Deputy Chief, Support Services.

T. Waselovich

Submitted by:
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Appendices

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APPENDIX 1

Preliminary 2025 Capital Budget

Year: 2025

					2025 CAPITAL FINANCING				
	Description	**2023 Forecast for 2025**	**Program Changes**	**2025 Capital Budget**	**Police Capital Levy**	**Police Vehicle Replacement Levy**	**Region Capital Levy**	**Development Charges Levy**	**Total 2025 Financing**
(1)	Vehicle Replacement – Patrol (R)	1,830,000	(417,000)	1,413,000	-	1,413,000	-	-	1,413,000
(1)	Vehicle Replacement – Investigative (R)	480,000	(19,000)	461,000	-	461,000	-	-	461,000
(1)	Vehicle Replacement – Specialty (R)	450,000	(110,000)	340,000	-	340,000	-	-	340,000
(2)	IT - Desktops/Monitors (R)	457,500	(107,500)	350,000	350,000	-	-	-	350,000
(2)	IT - Servers & Workstations (R)	457,500	117,500	575,000	575,000	-	-	-	575,000
(3)	P25 Radio Microwave (R)	335,000	787,000	1,122,000	-	-	1,122,000	-	1,122,000
(3)	P25 Portable Radios (R)	773,500	(773,500)	-	-	-	-	-	-
(4)	CEW Replacement (R)	140,000	-	140,000	140,000	-	-	-	140,000
(5)	Use of Force Update (R)	-	1,205,000	1,205,000	1,205,000	-	-	-	1,205,000
(6)	Remotely Operated Vehicle (R)	-	380,000	380,000	-	-	380,000	-	380,000
(7)	Police Vessel Electronics (R)	-	110,000	110,000	110,000	-	-	-	110,000
(8)	Night Vision Devices (R)	-	110,000	110,000	110,000	-	-	-	110,000
(9)	Mobile Radar Units (R)	-	49,000	49,000	49,000	-	-	-	49,000
(12)	Increase Fleet Vehicle Pool (N)	500,000	-	500,000	-	-	-	500,000	500,000
(14)	Respiratory Mask Fit Tester (N)	-	16,000	16,000	16,000	-	-	-	16,000
	Body Worn Cameras	1,000,000	(1,000,000)	-	-	-	-	-	-
	Capital Acquisitions	650,000	(650,000)	-	-	-	-	-	-
	TOTAL	**7,073,500**	**(302,500)**	**6,771,000**	**2,555,000**	**2,214,000**	**1,502,000**	**500,000**	**6,771,000**

APPENDIX 2

Projected Capital Levy and Vehicles and Equipment Replacement Reserve Fund Balances

POLICE CAPITAL LEVY RESERVE	Yr0 2025	Yr1 2026	Yr2 2027	Yr3 2028	Yr4 2029	Yr5 2030	Yr6 2031	Yr7 2032	Yr8 2033	Yr9 2034	Total
Opening Balance	694,680	389,680	214,680	249,680	454,680	629,680	804,680	279,680	454,680	429,680	694,680
Add: Net Current Budget Contributions	2,250,000	1,965,000	2,235,000	2,555,000	2,625,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	26,255,000
Less: Allocations to Capital:	(2,555,000)	(2,140,000)	(2,200,000)	(2,350,000)	(2,450,000)	(2,750,000)	(3,450,000)	(2,750,000)	(2,950,000)	(2,950,000)	(26,545,000)
Closing Balance	**389,680**	**214,680**	**249,680**	**454,680**	**629,680**	**804,680**	**279,680**	**454,680**	**429,680**	**404,680**	**404,680**
Target Minimum Reserve Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-

VEHICLE AND EQUIPMENT REPLACEMENT RESERVE	Yr0 2025	Yr1 2026	Yr2 2027	Yr3 2028	Yr4 2029	Yr5 2030	Yr6 2031	Yr7 2032	Yr8 2033	Yr9 2034	Total
Opening Balance	90,665	131,665	71,665	61,665	51,665	21,665	41,665	61,665	81,665	101,665	90,665
Add: Current Budget Contributions	2,255,000	2,700,000	2,750,000	2,750,000	3,000,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	26,955,000
Less: Allocations to Capital	(2,214,000)	(2,760,000)	(2,760,000)	(2,760,000)	(3,030,000)	(2,680,000)	(2,680,000)	(2,680,000)	(2,680,000)	(2,680,000)	(26,924,000)
Closing Balance	**131,665**	**71,665**	**61,665**	**51,665**	**21,665**	**41,665**	**61,665**	**81,665**	**101,665**	**121,665**	**121,665**
Target Minimum Reserve Balance	0	0	0	0	0	0	0	0	0	0	-

APPENDIX 3

Proposed Capital Budget & Nine-year Forecast: 2025 – 2034

SOURCES OF FINANCING FOR CAPITAL BUDGET

Year	2024 Forecast	2025 Program Changes	2025 Capital Budget & Forecast	Total Capital Expenditures	Capital Levy	%	Vehicle Replacement Levy	%	Debenture Approvals	%	Region Reserve	%	Development Charges	%	Total Financing	%
2025	7,073,500	(302,500)	6,771,000	6,771,000	2,555,000	37.7	2,214,000	32.7	-	0.0	1,502,000	22.2	500,000	7.4	6,771,000	100.0
2026	6,013,500	660,000	6,673,500	13,444,500	2,140,000	32.1	2,760,000	41.4	-	0.0	1,773,500	26.6	-	0.0	6,673,500	100.0
2027	46,528,500	(145,000)	46,383,500	59,828,000	2,200,000	4.7	2,760,000	6.0	-	0.0	41,423,500	89.3	-	0.0	46,383,500	100.0
2028	5,210,000	(100,000)	5,110,000	64,938,000	2,350,000	46.0	2,760,000	54.0	-	0.0	-	0.0	-	0.0	5,110,000	100.0
Subtotal	**64,825,500**	**112,500**	**64,938,000**		**9,245,000**	**14.2**	**10,494,000**	**16.2**	**-**	**0.0**	**44,699,000**	**68.8**	**500,000**	**0.8**	**64,938,000**	**100.0**
2029	5,880,000	(400,000)	5,480,000	70,418,000	2,450,000	44.7	3,030,000	55.3	-	0.0	-	0.0	-	0.0	5,480,000	100.0
2030	5,730,000	(300,000)	5,430,000	75,848,000	2,750,000	50.6	2,680,000	49.4	-	0.0	-	0.0	-	0.0	5,430,000	100.0
2031	13,630,000	3,500,000	17,130,000	92,978,000	3,450,000	20.1	2,680,000	15.6	-	0.0	11,000,000	64.2	-	0.0	17,130,000	100.0
2032	5,630,000	(200,000)	5,430,000	98,408,000	2,750,000	50.6	2,680,000	49.4	-	0.0	-	0.0	-	0.0	5,430,000	100.0
2033	5,630,000	-	5,630,000	104,038,000	2,950,000	52.4	2,680,000	47.6	-	0.0	-	0.0	-	0.0	5,630,000	100.0
2034	5,630,000	-	5,630,000	109,668,000	2,950,000	52.4	2,680,000	47.6	-	0.0	-	0.0	-	0.0	5,630,000	100.0
Subtotal	**42,130,000**	**2,600,000**	**44,730,000**		**17,300,000**	**38.7**	**16,430,000**	**36.7**	**-**	**0.0**	**11,000,000**	**24.6**	**-**	**0.0**	**44,730,000**	**100.0**
Grand Total	**106,955,500**	**2,712,500**	**109,668,000**		**26,545,000**	**24.2**	**26,924,000**	**24.6**	**-**	**0.0**	**55,699,000**	**50.8**	**500,000**	**0.5**	**109,668,000**	**100.0**

APPENDIX 4(A)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2026

				2026 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2026**	**Program Changes**	**2026 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2026 Financing**
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,200,000	(600,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	800,000		800,000	800,000			800,000
P25 Radio System Portable Replacement	773,500		773,500			773,500	773,500
P25 Radio System – Microwave	340,000	(340,000)	-				-
CEW Replacements	140,000		140,000	140,000			140,000
Body Worn Cameras		1,000,000	1,000,000			1,000,000	1,000,000
TOTAL	**6,013,500**	**660,000**	**6,673,500**	**2,140,000**	**2,760,000**	**1,773,500**	**6,673,500**
				32.1%	41.4%	26.6%	100.0%

APPENDIX 4(B)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2027

				2027 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2027**	**Program Changes**	**2027 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2027 Financing**
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,200,000	(600,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	600,000	200,000	800,000	800,000			800,000
CEW Replacements	200,000		200,000	200,000			200,000
P25 Radio System Portable Replacement	773,500		773,500			773,000	773,000
P25 Radio System - Microwave	345,000	(345,000)	-				-
Centralized Facility Model – Phase 2	40,000,000		40,000,000			40,000,000	40,000,000
MDT Tablets	650,000		650,000			650,000	650,000
TOTAL	**46,528,500**	**(145,000)**	**46,383,500**	**2,200,000**	**2,760,000**	**41,423,500**	**46,383,500**
				4.7%	6.0%	89.3%	100.0%

APPENDIX 4(C)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2028

				2028 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2028**	**Program Changes**	**2028 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2028 Financing**
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT - Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,300,000	(300,000)	1,000,000	1,000,000			1,000,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	**5,210,000**	**(100,000)**	**5,110,000**	**2,350,000**	**2,760,000**	**-**	**5,110,000**
				46.0%	54.0%	0.0%	100.0%

APPENDIX 4(D)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2029

				2029 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2029**	**Program Changes**	**2029 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2029 Financing**
Vehicle Replacement - Patrol	2,100,000		2,100,000		2,100,000		2,100,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,700,000	(600,000)	1,100,000	1,100,000			1,100,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	**5,880,000**	**(400,000)**	**5,480,000**	**2,450,000**	**3,030,000**	**-**	**5,480,000**
				44.7%	55.3%	0.0%	100.0%

APPENDIX 4(E)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2030

				2030 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2030**	**Program Changes**	**2030 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2030 Financing**
Vehicle Replacement – Patrol	1,750,000	,	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,600,000	(500,000)	1,100,000	1,100,000			1,100,000
CEW Replacements	150,000		150,000	150,000			150,000
Multi Use Tactical Robot	300,000		300,000	300,000			300,000
TOTAL	**5,730,000**	**(300,000)**	**5,430,000**	**2,750,000**	**2,680,000**	**-**	**5,430,000**
				50.6%	49.4%	0.0%	100.0%

APPENDIX 4(F)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2031

				2031 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2031**	**Program Changes**	**2031 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2031 Financing**
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	900,000	(300,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
NG911 System Refresh	1,000,000		1,000,000	1,000,000			1,000,000
Enterprise Storage Server	3,000,000		3,000,000			3,000,000	3,000,000
P25 System Upgrade	5,000,000	3,000,000	8,000,000			8,000,000	8,000,000
Capital Asset Acquisitions	900,000	200,000	1,100,000	1,100,000			1,100,000
CEW Replacement	150,000		150,000	150,000			150,000
TOTAL	**13,630,000**	**3,500,000**	**17,130,000**	**3,450,000**	**2,680,000**	**11,000,000**	**17,130,000**
				20.1%	15.6%	64.2%	100.0%

APPENDIX 4(G)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2032

				2032 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2032**	**Program Changes**	**2032 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2032 Financing**
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,600,000	(900,000)	700,000	700,000			700,000
IT – Computer Hardware Replacement		700,000	700,000	700,000			700,000
Capital Asset Acquisitions	1,200,000		1,200,000	1,200,000			1,200,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	**5,630,000**	**(200,000)**	**5,430,000**	**2,750,000**	**2,680,000**	**-**	**5,430,000**
				50.6%	49.4%	0.0%	100.0%

APPENDIX 4(H)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2033

				2033 CAPITAL FINANCING			
Project Description	**2024 Forecast for 2033**	**Program Changes**	**2033 Capital Budget**	**Capital Levy**	**Vehicle Levy**	**Region Capital Levy**	**Total 2033 Financing**
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	900,000	(200,000)	700,000	700,000			700,000
IT – Computer Hardware Replacement		700,000	700,000	700,000			700,000
Capital Asset Acquisitions	1,500,000	(100,000)	1,400,000	1,400,000			1,400,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	**5,230,000**	**400,000**	**5,630,000**	**2,950,000**	**2,680,000**	**-**	**5,630,000**
				52.4%	47.6%	0.0%	100.0%

APPENDIX 4(I)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2034

2034 CAPITAL FINANCING

Project Description	2025 Forecast for 2034	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2034 Financing
Vehicle Replacement – Patrol	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000
IT & Network Equipment Replacement	700,000	700,000			700,000
IT – Computer Hardware Replacement	700,000	700,000			700,000
Capital Asset Acquisitions	1,400,000	1,400,000			1,400,000
CEW Replacements	150,000	150,000			150,000
TOTAL	**5,630,000**	**2,950,000**	**2,680,000**	**-**	**5,630,000**
		52.4%	47.6%	0.0%	100.0%

APPENDIX 5(1): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: 1. Vehicle Replacement – Patrol Vehicles
2. Vehicle Replacement – Investigative Vehicles
3. Vehicle Replacement – Specialty Vehicles

DEPARTMENT NAME: Fleet Services - 40665

ASSET DESCRIPTION: Fleet pool consists of 356 vehicles, including 128 patrol vehicles, 24 administrative vehicles, 108 investigative class, 88 specialty and 8 utility class vehicles. The life cycle of these vehicles varies from 5 to 15 years and is determined based on a variety of factors including age, condition, and required usage. In addition, the Service operates other specialty items such as motorcycles and watercraft vessels. The life cycle on these items is often greater than 15 years. The vehicles and specialty items are outfitted with specialized equipment for emergency response that form part of the asset cost.

REASON FOR REQUEST:

The vehicle replacement projects take into consideration the age of the vehicle, odometer readings, overall condition, and intended/projected applications of the asset to ensure overall safety and effectiveness of the asset. Appropriate and deliberate considerations provide a vehicle replacement plan which allows for effective mechanical and operating conditions of the Service fleet pool to minimize repair costs and associated downtime and maximize vehicle reliability, while prioritizing financial responsibility. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day, 7 days a week. As an emergency service, vehicle reliability and availability are important factors and must be ensured through appropriate vehicle replacement plans.

These projects also reflect the costs associated to outfitting vehicles with specialized equipment required for the performance of the vehicle's intended function and maintain compliance with established legislation as appropriate. These include items such as lightbars, sirens, partitions, and equipment mounts. Wherever possible these items are repurposed to a new vehicle upon replacement to minimize costs.

The identified asset benefits include:

- An annual replacement strategy ensures continuity of service is maintained while reducing fluctuations to the Operating Budget which funds the Fleet pool.

The risk identified with not approving the asset include:

- Incurring substantial repair and maintenance costs due to the harsh conditions patrol cars endure.
- Frontline patrol vehicles remaining in service past their useful life, creating the potential for frequent breakdowns and delays in response times to emergency calls.

Project 1. Vehicle Replacement – Patrol Vehicles

This project involves the replacement of 19 patrol vehicles for 2025.

PROJECT CAPITAL EXPENDITURES: 1. Patrol Vehicles Replacement

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$1,413,000**			

Funded by: Police Vehicle Levy Reserve

Project 2. Vehicle Replacement – Investigative Vehicles

This project involves the replacement of 14 investigative vehicles for 2025. Investigative vehicles are used by senior leadership for incident command as well as all investigative departments. The current year vehicle replacements are required for street crime and criminal investigations branch.

PROJECT CAPITAL EXPENDITURES: 2. Investigative Vehicles Replacement

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$461,000**			

FUNDED BY: Police Vehicle Levy Reserve

Project 3. Vehicle Replacement – Specialty Vehicles

This project involves the replacement of 7 specialty vehicles for 2025. Specialty vehicles are used by Emergency Services as well as Operational Support Services. The current year vehicle replacements are required for the Public Order Unit, the Emergency Task Unit, Prisoner Transport, and the Marine Unit.

PROJECT CAPITAL EXPENDITURES: 3. Vehicle Replacement – Specialty Vehicles

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$340,000**			

FUNDED BY: Police Vehicle Levy Reserve

Total funding for all 3 vehicle replacement projects = $2,214,000

OPERATING BUDGET IMPACT:

There is no significant impact to the operating budget as a result of approval of this project. Fuel and Maintenance costs for existing fleet are included in the base operating budget.

APPENDIX 5(2): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: IT & Network Equipment Lifecycle Replacement
1. Network Equipment
2. Computer Hardware & Accessories

DEPARTMENT NAME: Technology Services - 45000

ASSET DESCRIPTION: IT assets include computing equipment such as desktop computers, laptops, servers, disk storage, telecommunication devices (fixed/mobile), CCTV cameras, network appliances, enterprise physical library servers (physical/virtual), mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. The lifecycle of most IT assets spans 5-7 years.

REASON FOR REQUEST:

These projects provide a funding strategy to replace assets, as deemed operationally and technologically necessary, which includes computing equipment such as desktop computers, laptops, servers (physical/virtual), enterprise disk storage, telecommunications devices (fixed & mobile), CCTV cameras and network, network appliances, etc. They also support the modernization of technology service-delivery processes by updating operationally essential services reaching the end of their useful life and maintaining adequate 24/7 access to the NRPS network and services.

The identified asset benefits include:

- A replacement strategy ensuring continuity of technical and backup services while reducing fluctuations to the Operating Budget, which funds the IT equipment replacement.
- The Service purchases “business class” equipment as compared to “consumer class”. Business class hardware is more rugged and designed for long operations, such is the case with the network and application/telecommunication/appliance servers. Equipment is housed in the Service’s data center and remote network rooms at all Districts.

The risk identified with not approving the asset include:

- Having no sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.
- Problem identification and troubleshooting may take longer, and to some extent, the vendor may not be able to fully resolve all problems or fully restore the product to full operating condition.
- The vendor makes no representations as to the effectiveness of this service support level. The vendor reserves the right to terminate support without notice if continued support is not reasonably feasible.
- The typical life cycle management of infrastructure and end-user computing devices is 5-7 years. Some of our infrastructure equipment and end-user computing devices are 8-14 years old and require replacement with new & modern technology assets. Support is maintained under best efforts (internally and through vendor support agreements).
- Delaying or not replacing end of life assets in a timely manner may result in an unplanned service outage, reduced performance, loss of employee productivity, and delays or inability to provide legislated services to the public.

PROJECT CAPITAL EXPENDITURES: 1. Network Equipment

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$575,000**			

Funded by: Police Capital Levy Reserve

APPENDIX 5(2): CAPITAL PROJECT BUSINESS CASE

PROJECT CAPITAL EXPENDITURES: 2. Computer Hardware & Accessories				
	Year 1 (2025)	**Year 2 (2026)**	**Year 3 (2027)**	**Year 4 (2028)**
Total	**$350,000**			

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT:

There is no significant impact on the operating budget with this replacement strategy. All software licensing and annual maintenance agreements are budgeted within the base operating budget.

APPENDIX 5(3): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: P25 Radio System Microwave Network Replacement

DEPARTMENT NAME: Public Safety and Telecommunications - 45155

ASSET DESCRIPTION: The P25 VRS is the NRPS Public Safety Voice Radio System that provides continuous communications capabilities to over 2,000 users within the Region, including the NRPS, Canadian Border Services Agency, Niagara Parks Police, and 7 Local Municipal Fire Services.

REASON FOR REQUEST:

This request is for the replacement of 16 microwave units located at 8 radio sites within the Region that are maintained by the NRPS. These radio sites all communicate with each other through a robust microwave network. Each site has a minimum of 2 6-foot microwave dishes connected to radios mounted in the sites. They are configured in a loop that encircles the Niagara Region. Every voice conversation on the radio system travels in the loop to each site for retransmission.

The existing microwave units are 8 years old, are no longer supported by the vendor, and have experienced multiple failures. A 4-year replacement schedule was originally proposed in the 2024 capital budget, with year 1 funding of $325,000 being approved. However, throughout initial consultations with the vendor, engineers, and internal staff it was determined that a 4-year replacement schedule is not feasible. Based on the physical condition of the existing equipment as well as the technical requirements for equipment and support services, replacement of all units at one time using the same make/model/warranty period is required. As such, the remaining funds required to complete the project in full have been included in this year's request.

The identified asset benefits include:

- New microwave units will ensure that the radio system remains operational and reliable.
- Ensures User and Public Safety and continuity of services.

The risk identified with not approving the asset include:

- Due to the age of the microwave units the risk for a voice radio system outage is high.
- There have been two failures with the current equipment and those units were replaced within the warranty period. The Service has only one spare microwave unit remaining and can only accommodate one additional failure. If more than one failure occurs, the system will not be operational and will require emergency repair at a significant expense with no secure funding source.
- The current microwaves are no longer supported by the vendor.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$1,122,000**			

FUNDED BY: Region Capital Levy Reserve

OPERATING BUDGET IMPACT: Warranty, Maintenance, Support and Annual Licensing Fees are expected as a result of the project at an estimate of $40,000 per year. This expense will begin in Year 2 following the purchase, and will therefore impact the 2026 and 2027 operating budgets.

APPENDIX 5(4): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: CEW Replacement

DEPARTMENT NAME: Training Unit - 43141

ASSET DESCRIPTION: Conductive Energy Weapon (CEW) is approved for use by Officers primarily performing frontline duties and members of the Emergency Task Unit. The CEW utilizes propelled wires to conduct energy to affect the sensory and motor functions of a subject's central nervous system functions, causing involuntary muscle contractions and temporary immobilization.

REASON FOR REQUEST:

This is a multi-year funding request, beginning in the 2022 Capital Budget, that is transitioning the Service from the Taser X26P model to the Taser 7.

In 2020, the Ministry of Solicitor General approved the Taser 7 CEW platform for use by Ontario police services. The Service-wide transition to Taser 7 was approved for 2022 and the Service entered into a 5-year agreement with Axon for the bundled Taser 7 product at a total capital cost of $736,803.

This funding for 2025 represents a multi-year interest free installment payment, as agreed to in the purchase contract. To date, the Service has purchased 250 Taser 7 CEWs, plus an additional 8 CEWs were included in the purchase at no additional cost. The transition to Taser 7 as an intermediate weapon is complete. All deployable/use of force qualified sworn members have been trained on the Taser 7.

The identified asset benefits include:

- Taser 7 delivers several technological advancements which enhance officer safety, ease of handling, digital evidence management, and deployment effectiveness.

The risk identified with not approving the asset include:

- Significant costs to maintain existing complement of X26P tasers due to warranty expiration.
- If not approved, the Service may face a potential lawsuit and penalties for breaking a contract/agreement approved by the Board in 2022.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$140,000**	**$140,000**		

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

APPENDIX 5(5): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Use of Force Update

DEPARTMENT NAME: Training Unit - 43141

ASSET DESCRIPTION: Officer safety and use of force equipment is regulated provincially under the Community Safety and Policing Act, 2019 (O-Reg 391/23 and 405/23). Currently 75% of Service issued pistols have reached 10 years of age or beyond and are scheduled for replacement.

REASON FOR REQUEST:

Under the CPSA, O-Reg 391/23 outlines the technical requirements for firearms which all Ontario Police Services must comply with. All use of force qualified Officers are issued a firearm as part of their uniform to ensure personal and public safety. Firearms are issued when an officer is hired, and subsequently replaced once reaching the end of useful life.

Currently 75% of Service issued pistols have reached or are nearing the end of useful life. This is a result of a planned transition between the two available ammunition options, in order to capitalize on operational efficiencies and ammunition savings. The Services ammunition usage is a result of annual training requirements, and annual operating savings are expected as a result of the transition, while the unit cost of each firearm is equal. Also included in the project is the purchase of weapon mounted lights to ensure that industry best practices are followed.

The identified asset benefits include:

- Firearms are highly regulated and required for all uniform officers under the CSPA. Operational benefits including improved officer and public safety, and following industry best practices will occur as a result of the transition and addition of weapon mounted lights.
- Annual cost savings on ammunition for training purposes will be realized.

The risk identified with not approving the asset include:

- Delaying the transition will require the replacement of aged equipment with the same, increasing the overall cost of the project as the Service will be required transition at a time when less assets are due for replacement.
- Non-compliance with industry best practices.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$1,205,000**			

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: Operational savings in the amount of $50,000 for training ammunition are expected annually if the project is approved.

APPENDIX 5(6): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Remotely Operated Vehicle (ROV) – Submersible

DEPARTMENT NAME: Underwater Search & Recovery (USRU) - 42345

ASSET DESCRIPTION: A submersible remotely operated vehicle (ROV) is a tool that allows exploration of an area that may be too hazardous for a diver to enter. ROV's have the capability of reaching a depth that may exceed limitations placed on a police diver to retrieve evidence or search for individuals. ROV's can be rapidly deployed, which can assist with rescue operations or retrieving evidence quickly in a situation where a diver may not be deployable due to safety concerns. The existing unit requires replacement as it contains outdated technology and is no longer operational.

REASON FOR REQUEST:

The NRPS is required to police over 1500 sq km of waterways. This is completed by the Marine Unit and the Underwater Search & Recovery Unit which provide emergency response, general patrol and enforcement on waterways, search and rescue, search and recovery, provide education and awareness on water safety, and complete investigations as well as assisting other agencies as needed.

The existing ROV has reached its useful life and is no longer operational due to mechanical failures. This leaves the NRPS unable reach certain areas due to regulations (O.REG 629/94) that restrict the depth (100 feet) of a diver, other conditions/hazards that prevent diving due to safety risks, or operational uses of waterways that prevent diving (such as the canal and lock system).

An ROV provides a number of operational benefits and uses including, use of an ROV instead of a diver when hazardous conditions exist, pre-dive hazard inspections to improve diver safety, search of areas with a depth of over 100 feet, and reduce the impact on other industries, an example being a dive in the canal will require the canal to be shut down for a period of time, an ROV can be deployed with the canal remaining operational.

Furthermore, under O. Reg. 392/23 Adequate and Effective Policing, police services are required to provide law enforcement on all navigable bodies and courses of water and are also required to provide emergency ground and waterway searches, rescue, or recovery in a reasonable time. An ROV allows the Service to meet these requirements.

The identified asset benefits include:

- Improved Officer Safety.
- Improved emergency response capabilities.
- Ability to meet all requirements under the CSPA and O. Reg. 392/23.

The risk identified with not approving the asset include:

- Potential loss of evidence and the related impact on successful prosecution.
- Increased Officer Safety or Inability to perform search and rescue functions in hazardous areas.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$380,000**			

FUNDED BY: Region Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

APPENDIX 5(7): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Police Vessel Electronics Replacement

DEPARTMENT NAME: Marine Unit - 42344

ASSET DESCRIPTION: The NRPS Marine Unit has three vessels used for patrolling and SAR (Search and Rescue). Although the hulls on these vessels have an extended life the electronics must be replaced more frequently. Currently they are overdue for replacement due to age and operations under harsh conditions.

REASON FOR REQUEST:

This project request is for the replacement of the entire electronics system (Automatic Identification System, Navigation and Chart Plotting, Sonar, Transducer and Display, MDT, hardware accessories, and weatherproofing) for each of the 3 police vessels. All three vessels are open air cabins and exposed to the elements. All electronics must be rated to meet higher standards than anything installed in a controlled environment. Temperature, water, insects, and vibrations have continued to affect the MDTs operations. This directly impacts dispatch's ability to electronically send calls for service, track vessels using GPS (officer safety), and communicate using the MDT. Officers are unable to use the e-ticket system, mapping system, and report writing. It is critical for operations that these electronics are functioning and up to date, especially when operations are coordinated with ground units. Currently some of the electronics are over 18 years old and this project would update everything to a single current standard.

Standardizing hardware across the vessels aims to enhance overall efficiency, streamlining training procedures, and ensures uniformity in the tools used by officers. It is recommended that the Marine unit adopts standardized hardware for both training and daily operational use. Currently each vessel operates on a different system of patchwork components and requires separate training for each.

The identified asset benefits include:

- Improved officer safety through better communication and tracking capabilities.
- Improved ability to communicate with critical partners in water safety.
- Improved weatherproofing reduces maintenance costs by sheltering the electronic equipment.

The risk identified with not approving the asset include:

- Vessels would remain disconnected from the CAD system causing delays in receiving/updating data from/to dispatch and other users.
- Longer search times which impact public safety and potentially NRPS' reputation within the community.
- Some components of the existing systems are up to 18 years old and therefore have a high risk of failure which drives maintenance costs up and reduces the availability of vessels while in for repair.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$110,000**			

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

APPENDIX 5(8): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Night Vision Devices

DEPARTMENT NAME: Emergency Task Unit - 42342

ASSET DESCRIPTION: During Operational deployments, Emergency Task Unit (ETU) officers utilize helmet mounted night vision devices for nighttime and low light operations. They improve officer safety and are an essential piece of equipment that assists with locating targets/suspects in criminal investigations, missing person searches and surveillance scenarios.

REASON FOR REQUEST:

These devices are mandated in Ontario for tactical and hostage rescue units through provincial adequacy standards. ETU currently has 17-night vision devices which are made up of a combination of monocular and binocular type devices. The monocular nights vision devices are 10 years old and are outdated technology that are failing. They also do not have the clarity required to effectively identify objects or persons, nor do they provide the same depth perception and situational awareness to aid in navigating in the dark that the new binocular night vision devices provide.

Twelve new binocular night vision devices were purchased in the 2021 and 2024 capital budgets. This project request is for the replacement of the final 5 binocular night vision devices for 2025.

The identified asset benefits include:

- The binocular night vision devices are more advanced and provide a substantial increase to officer safety and operational effectiveness.
- These upgraded devices provide much better situational awareness, depth perception and visual activity.
- These new models have a lifespan of approximately 10,000 hours.

The risk identified with not approving the asset include:

- The remaining monocular devices continue to fail, have significant repair costs, and poses significant risk to officer safety if failure occurs during a high risk event.
- Currently ETU often will find themselves operating in a team environment with inconsistent night vision devices with varying capability of technology between team members using old and new technology, posing challenges and decreasing officer safety.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$110,000**			

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

APPENDIX 5(9): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Mobile Radar Unit

DEPARTMENT NAME: Special Enforcement Unit (Traffic Services) - 42341

ASSET DESCRIPTION: Mobile radar units are permanently mounted on police vehicles and enable officers to conduct speed traffic enforcement. These devices accurately measure the speed of motor vehicles both while stationary and while in motion on patrol.

REASON FOR REQUEST:

The Service currently has 72 police vehicles equipped with mobile radar units. The expected operational life of a radar unit is 10-15 years. Currently 37 of the devices are over 15 years old and are now obsolete due to improved technology and parts cannot be purchased for repair. The Service is currently using parts from other broken units to temporarily extend the life of multiple units. Those part sources have exhausted themselves. Additionally, 29 more units will reach 15 years by the end of 2027.

This project involves a replacement plan spanning 4 years from 2024 to 2027. This would allow for the necessary upgrade of our fleet's mobile radar units while spreading the costs over multiple years. This capital budget request provides for the replacement of 15 mobile radar units in 2025.

The identified asset benefits include:

- Most current radar technology and ease of use for the operator. Unlike the current devices that require different cable hookups with different vehicle types, the new units can move between vehicles without the need for any additional cables.
- Provincial contracts for the units are available for the Service to utilize which will result in cost savings.

The risk identified with not approving the asset include:

- The units being replaced are 15 to 20 years old. The manufacturers recommended useful life is 10 to 15 years. The existing assets are functioning but in poor condition. Units are regularly being taken out of Service as they cannot be repaired.
- Speeding is a major factor in most serious and fatal motor vehicle collisions. It is also the leading public complaint received by the Service. The radar units are a vital component in conducting speed enforcement to change driver behavior and make the roadways safer meeting Service and Regional goals & objectives.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$49,000**	**$49,000**	**$49,000**	

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

APPENDIX 5(10): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Increase the Fleet Patrol Vehicle Pool

DEPARTMENT NAME: Fleet Services - 40665

ASSET DESCRIPTION: The NRPS fleet pool consists of 128 patrol vehicles. This request proposes to increase the patrol vehicle fleet size by 15 patrol vehicles over three years in order to respond to the increase demand on frontline resources and frontline authorized strength increase.

REASON FOR REQUEST:

This was a multi-year request from the 2023 Capital Budget Project submission that will fund 5 new patrol vehicles per year over a three-year period, funded from Development Charges.

As a result of a 2020 Operating Budget decision that resulted in the increase of 40 officers to frontline duties, the authorized strength for frontline uniform officers was increased in 1, 2 and 3 District. Despite the increased staffing, the number of marked patrol vehicles was not increased proportionately which resulted in a shortage of vehicles on a regular basis.

In addition, the creation of the C.O.R.E. Unit within these Districts in 2022 resulted in a further increase in uniform officers who required the use of a patrol vehicle to perform their duties. The requested increase in marked patrol vehicles would maximize the addition of uniform officers and deployable mobile units on patrol.

The identified asset benefits include:

- Additional vehicles will assist with restoring the patrol vehicle-officer ratio to a level deemed effective prior to the above noted increase in uniform staffing.
- Additional patrol vehicles would assist to optimize the mobile deployment of officers assigned to District and the CORE Unit and enhance the effectiveness of their respective duties.

The risk identified with not approving the asset include:

- Benefits associated with previously approved staffing increases and the inception of the CORE Unit would be reduced without access to an appropriate number of patrol vehicles.
- No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$500,000**			

FUNDED BY: Development Charges Fund

OPERATING BUDGET IMPACT: The cost of fuel, preventative maintenance & repair and minor vehicle supply costs will impact the operating budget by a total of $108,500 which will be increased incrementally over the three year project.

APPENDIX 5(11): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Respiratory Mask Fit Tester

DEPARTMENT NAME: Training Unit - 43141

ASSET DESCRIPTION: A quantitative respirator fit tester determines the fit and seal of N95 masks and full-face masks. This new asset will replace the current method of testing which involves manually spraying a solution into a disposable hood and relying on the subject to advise if there is a leak.

REASON FOR REQUEST:

The NRPS is mandated to conduct mask fit testing of all members required to use a N95 or full-face mask every 2 years. In the current process, a large lightweight hood is placed over the subjects head and a solution is sprayed into the hood. The subject is then asked if they can taste or smell the solution. This manual process is subjective and cannot be relied upon for individuals with compromised sense of taste or smell. It has been noted that approximately 30% of leaks may go undetected using this method and following the recommendations of NRPS Health and Safety Specialist, a quantitative method has been proposed.

A quantitative respirator fit test machine will be able to perform all fit tests within 3.5 minutes allowing for the efficient testing of members within a shorter amount of time. The machine will detect the amount of particles that are able to pass by the mask, ensuring an accurate result of whether the mask is properly fitting. Reducing the risk of an undetected leak will improve member safety by reducing the chance of exposure to harmful substances.

The identified asset benefits include:

- Science-backed quantifiable results that can be stored and tracked.
- Meets and addresses needs for Ontario Health and Safety compliance.
- Reduced time per test.
- Improves member safety due to a decreased risk of undetected leaks.

The risk identified with not approving the asset include:

- Continued reliance on a manual process which is no longer best practice.
- Failure rate is ~30% according to independent Health and Safety advocates.

PROJECT CAPITAL EXPENDITURES:

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	**$16,000**			

FUNDED BY: Police Capital Levy Reserve

OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.

niagara
transit
commission

2012 First Street Louth,
St. Catharines, Ontario

September 6, 2024

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

RE: 2025 Proposed Capital Budget Submission

Dear Ms. Norio,

Please be advised that its meeting of August 27, 2024, the Niagara Transit Commission passed the following motion:

That Report NTC 20-2024, dated August 27, 2024, respecting 2025 Capital Budget, **BE RECEIVED** and the following recommendations **BE APPROVED:**

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed NTC 2025 gross capital budget of $55,250,287 as presented in Appendix 1 of Report NTC 20-2024;
2. That financing in the amount of $13,010,287 gross and $2,494,000 net of the 2025 capital budget **BE INITIATED** upon approval of the 2025 Capital Budget and BE ALLOCATED to the projects as summarized in Appendix 1 of Report NTC 20-2024;
3. That financing in the amount of $42,240,000 gross and $1,500,000 net of the 2025 capital budget **BE INITIATED** and **BE ALLOCATED** to the projects upon approval confirmation of the Zero Emissions Transit Funding (ZETF) and Canada Infrastructure Bank (CIB) applications through a report back to the Board and Regional Council;
4. That the required incremental transfers to capital reserves of $2,166,667 (annual total of $4,333,334), as utilized in the Capital Budget and forecast, **BE CONSIDERED** in the 2025 Operating budget; and
5. That this report **BE PROVIDED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on September 12, 2024, and subsequently Regional Council on December 12, 2024, for final approval.

Further to the Niagara Transit Commission direction, I would ask that you take the appropriate action. A copy of Report NTC 20-2024 is attached.

Sincerely,

Mat Siscoe,
Board Chair, Niagara Transit Commission

Subject: 2025 Capital Budget

Report to: Niagara Transit Commission Board

Report date: **Tuesday, August 27, 2024**

Recommendations

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed NTC 2025 gross capital budget of $55,250,287 as presented in Appendix 1 of Report NTC 20-2024;

2. That financing in the amount of $13,010,287 gross and $2,494,000 net of the 2025 capital budget **BE INITIATED** upon approval of the 2025 Capital Budget and **BE ALLOCATED** to the projects as summarized in Appendix 1 of Report NTC 20-2024;

3. That financing in the amount of $42,240,000 gross and $1,500,000 net of the 2025 capital budget **BE INITIATED** and **BE ALLOCATED** to the projects upon approval confirmation of the Zero Emissions Transit Funding (ZETF) and Canada Infrastructure Bank (CIB) applications through a report back to the Board and Regional Council;

4. That the required incremental transfers to capital reserves of $2,166,667 (annual total of $4,333,334), as utilized in the Capital Budget and forecast, **BE CONSIDERED** in the 2025 Operating budget; and

5. That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on September 12, 2024, and subsequently Regional Council on December 12, 2024, for final approval.

Key Facts

- The purpose of this report is to seek approval for the proposed 2025 Capital Budget for NTC and provide the NTC Board with an updated ten-year capital plan.
- The Capital budget being proposed includes 13 new projects which would be fully funded through Investing in Canada Infrastructure Program (ICIP), Provincial Gas Tax (PGT), Development Charges (DC), Zero Emission Transit Fund (ZETF), Canada Infrastructure Bank (CIB) loan and transfer from capital reserves. The

Welland garage facility structural repair and Welland terminal site's public amenities and parking lot projects will be managed by Niagara Region Facility staff.

- At Niagara Region's BRCOTW meeting on July 25, 2025, report CSD 29-2024 recommended that NTC continue with a sustainable capital strategy as approved by the triple majority agreement which recommended three years of incremental capital contributions of $2.2 million to achieve an annual reserve contribution of $6.5 million.
- The Welland terminal site public amenities and parking lot project is at risk of being deferred if an increase to the capital reserves from the 2025 operating budget to fully fund this project is not approved.
- Upon approval of this budget submission by the Board, it will be consolidated with the Niagara Region's total capital budget and presented to BRCOTW on September 12, 2024, and subsequently Regional Council on December 12, 2024 for approval.

Financial Considerations

The proposed capital budget has been developed consistent with the Region's risk evaluation methodology developed by the Asset Management Office (AMO). The 2025 NTC capital budget includes thirteen projects for a gross request of $55,250,287 and a net request of $3,994,000. The 2025 proposed projects are mainly externally funded as follows:

Table 1: Capital Funding Sources

Gross Capital Budget 2025	**$55,250,287**
ZETF	21,120,000
CIB Loan	11,220,000
ICIP	7,795,190
PGT	7,821,097
DC's	3,300,000
2025 Capital Reserves to be used	**$3,994,000**

See Appendix 1 for details by project.

The Niagara Region's Capital Financing Policy is a strategy for establishing adequate levels of funding for capital projects that address sustainment, growth and new strategic investments. This policy was utilized for funding decisions in the 2025 Capital Budget and is the basis for the following recommendations.

- **Capital Reserve Strategy** - An increase of $2.2 million was recommended in the 2024 budget planning strategy to support the infrastructure deficit in accordance with the Asset Management Plan and Capital Financing Strategy. If this increase is not approved, the NTC Welland Fleet Building Parking Lot project ($895,000) in Appendix 1 is at risk of being deferred to future years.

- **Use of Reserves** – $3,994,000 reserve usage for 2025 capital projects is made up of a combination of the reserve balance and new transfers from the operating budget. The use of reserves is a balance between funding critical infrastructure and maintaining reserve balances to manage in-year and future price fluctuations. The 10-year forecast of capital reserve balances is included in Appendix 3.

- **Other External** – Confirmed contributions from third parties, provincial and federal governments for capital projects are leveraged and budgeted where possible but only initiated when confirmed. $48 million of other external funding is included in the 2025 recommended capital budget submission.

- **Development charges** - $3.3 million is recommended in accordance with the current Development Charge bylaw and Transit Study for growth related projects.

9 Year Forecast Financing Strategy

The 10-year gross capital program (Appendix 2) is $253.3 million with no funding deficit assuming the enhancements to the contributions to reserves based on the approved triple majority reserve strategy are realized, funding applications are approved and consistent annual PGT funding are received. The capital forecast changes every year due to the timing of projects, new funding assumptions as well as any incremental transfers to reserves that may be approved in the budget. Assumptions used in the 10-year capital forecast include:

- Use of development charges in accordance with the DC Bylaw and Transit Study.
- Reserve assumptions are based on the requested 2025 contributions and include the on-going recommended increases in capital transfers for the balance of the 10 years.
- External Funding estimates are only for known funding applications related to already approved ICIP applications, pending ZETF applications (2025 budget only) and assumption that annual PGT received is equal to the funding for fiscal

2023-24. Future or anticipated funding announcements are not incorporated into the forecast.

Analysis

The Capital budget proposed for 2025 includes eleven projects managed by NTC and two managed through shared services by Niagara Region Facilities. These projects are fully funded through external funding available and a transfer from capital reserves. A summary of the 2025 Capital Projects and corresponding funding can be found on Appendix 1. A summary of the 2025 Capital budget and 9-year forecast can be found in Appendix 2.

The 2025 Capital Budget Submission includes four projects related to replacement of equipment and vehicles included within NTC's asset management plan. These include:

- replacement of 40' Conventional buses and Specialized buses which are funded 73.33% through ICIP,
- replacement of existing powertrain components to extend the life of five 40' buses to be funded through reserves, and
- replacement of 5 driver training shuttle vehicles which have an average age of 12 years and should have been replaced at 8 years.

There are two new projects identified for 2025 which were not included in the asset management plan but identified through the budget process. These are for the Fleet division to:

- replace a transmission jack that is past its useful life now and if not replaced will pose a safety risk to individuals using the jack, and
- replacement of a Cargo Van to safely deliver materials and supplies between sites.

One new project identified to realize significant efficiencies in Transit Operations intends to address the issue of missed bus runs, and replace the existing manual sign in process, which is timing consuming, prone to human error and not an efficient use of staff resources.

Included in the 2025 Capital Budget Submission are 4 projects related to a pending Zero Emissions funding application. The NTC is in the process of conducting a comprehensive zero emissions strategy. The funding available through the Zero Emission Transit Fund, if approved, is for NTC to run a pilot to purchase electric vehicles and run these vehicles through three routes in St. Catharines in order to test

technologies and efficiencies prior to a full implementation. The application will be submitted by the end of August 2024. These projects are included in the 2025 capital plan as the funding within this application must be spent by February 2026. The total gross capital costs for these 4 projects are $42,240,000 to purchase 17 electric buses and to retrofit the facilities in the St. Catharines Terminal and Garage to be able to service and charge these electric buses. ZETF is available to fund up to 50% of the gross capital costs of the applications. As the electric buses are considered growth buses, DC funding is eligible under the Transit DC Study section 2-5, 1. As there is not enough internal funding available to fund all the buses the projects were split and DCs were applied to only 8 electric buses along with PGT and Capital reserves available. The remaining external funding for these projects is from a CIB loan. At this stage staff's understanding of the loan is that if approved, the loan is only repayable if operating efficiencies can be identified. Operating savings would be used to repay the loan. If there were no operating efficiencies the loan would not be required to be repaid. Staff will continue to evaluate the terms and conditions of the loan and will incorporate them into our financial reporting and budgets in the future as required. Staff will bring back a report for approval regarding the funding requirements prior to moving forward with the projects.

There are two projects to be managed by the Region Facilities team relating to capital repairs to the Welland garage facility and transit terminal. The first project relates to structural repair and reinforcement at the Welland garage. This project rated high through the Regional CAMRA process and poses a significant health & safety risk. Consultant review suggests reinforcement corrosion and inadequate bond between the concrete and reinforcement. This must be addressed as the current condition influences structural soundness. The second project is for asphalt replacement and passenger surfaces at the Welland transit terminal. Welland received a Building Condition Assessment (BCA) back in December 2016 which identified depressed pavers which pose tripping hazards and compromised asphalt surfacing on the property for buses that require immediate repair. It was identified that the deteriorating asphalt and non-working light standards would require repair by 2024. This project did not rate high through the CAMRA process but based on potential risk to riders, the fleet and employees, repairs should be completed. In order for this project to proceed a minimum increase to the capital reserves from the operating budget of $295,813 (0.5% budget increase) would be required.

Capital Financing Sustainability and Asset Management Plan

The NTC will continue with the sustainability strategy for capital as approved in the triple majority agreement which recommended phasing in $6.5 million of required annual

transfers to capital reserves over 3 years ($2.17 million in 2023; $4.33 million in 2024 and $6.5 million in 2025 and ongoing). This strategy along with PGT is intended to support renewal of the infrastructure up-loaded to the NTC. This strategy aligns with the continued investments required in the 2024 NTC AMP approved in CSD 22-2024, which indicated an average annual funding gap of $3.3 million between available funding and the required investment to sustain the current level of service. The AMP identified the replacement value of all NTC's assets (including facilities owned by the Region) to be $293.3 million with a backlog of $52.4 million. The AMP also provides funding targets known as the Annual Average Renewal Investment (AARI), which is the basis for developing a capital financing strategy.

To mitigate the pressures in the 2024 budget, the incremental capital contribution to NTC capital reserves was paused in 2024. Staff are recommending that the incremental transfer of $2.2M be reinstated in 2025 in order to progress towards the total $6.5 million required by 2026. Price escalations in capital renewal requirements will continue to be evaluated and reflected in budget recommendations.

The AMP will be updated in 2025 and will include a more developed funding strategy, and revised estimates will be reflected in future budgets.

Capital Reserves & PGT

NTC is forecasting a 2024 year-end balance in the Transit Capital Reserves of $1.5 million. Included in the 2025 operating budget submission will be the $4.33 million transfer to capital reserves. Based on the submission, $3.1 million is required from reserves to fund the capital budget for 2025. Thus, at a minimum, the Board would need to support a transfer to capital reserves of the $2,426,692 transfer from operating to fund the 2025 capital requests. This would leave a $0 balance in Capital reserve resulting in capital pressures going into the 2026 capital budget process. See Appendix 3 for a summary of capital reserve balances from 2025-2034.

NTC is forecasting a 2024 year-end balance of $3.4 million in PGT available. Based on past experience, NTC is expected to receive approximately $6.8 million annually in PGT funding. Currently PGT funding is used for operating and capital expenses. Also included in the triple majority strategy was the strategy to eventually reserve PGT entirely for capital to ensure long-term asset sustainability by phasing out PGT funding in operations by $0.3 million over the next 5 years. However, as a 2023 budget mitigation strategy the full $1.6 million of PGT was used in the operating budget. Included in the 2025 budget will be the reduction of PGT by $0.3 million to phase this out over 5 years in order to reduce the use of PGT to fund operations thus removing an

unsustainable source of funding from operating and ensuring capital needs are met. See Appendix 3 for a summary of expected PGT balances from 2025-2034.

Alternatives Reviewed

NTC is engaged in the corporate CAMRA prioritization process to establish the budget request. NTC also relies heavily on the Niagara Region's capital financing policy that establishes the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency and legislative compliance of its capital funding program. As a result, no alternatives to the capital budget request have been presented.

Relationship to Niagara Transit Commission Strategic Priorities

Projects proposed are in alignment with the asset management plan and growth strategies. The Capital Budget Submission is in alignment with the NTC strategic priorities relating to Service Excellence through providing a sustainable capital budget and appropriate capital investments and Safety by ensuring appropriate structural repairs and investment in fleet for a safe reliable commute. The 2025 Capital Budget aligns with the Niagara Region's 2023-2026 Council Strategic Plan with 46% supporting effective Region, 16% supporting equitable Region, 28% green and resilient Region and 10% prosperous Region.

Other Pertinent Reports

CSD 29-2024	2025 Budget Strategy https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38321

Prepared by:
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Niagara Transit Commission

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Appendices

Appendix 1	2025 Capital Budget Detail with Funding
Appendix 2	2025-2034 Capital Summary & Nine-Year Forecast
Appendix 3	Summary of Capital Reserves and PGT
Appendix 4	2025 Capital Project Business Case - J_20002169
Appendix 5	2025 Capital Project Business Case - J_20002170
Appendix 6	2025 Capital Project Business Case - J_20002171
Appendix 7	2025 Capital Project Business Case - J_20002172
Appendix 8	2025 Capital Project Business Case - J_20002173
Appendix 9	2025 Capital Project Business Case - J_20002174
Appendix 10	2025 Capital Project Business Case - J_20002175
Appendix 11	2025 Capital Project Business Case - J_20002176
Appendix 12	2025 Capital Project Business Case - J_20002177
Appendix 13	2025 Capital Project Business Case - J_20002178
Appendix 14	2025 Capital Project Business Case - J_20002179
Appendix 15	2025 Capital Project Business Case - J_20002180
Appendix 16	2025 Capital Project Business Case - J_20002181

Appendix 1 - 2025 Capital Budget Detail with Funding

Project Name	Gross Capital	Reserves	Development Charges	Provincial Gas Tax	ICIP	ZETF (Note 2)	CIB Loan (Note 2)	Total Funding
25-Employee Sign-In Stations	**$ 200,000**	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ 200,000
25-Shuttle Vehicles	**225,000**	225,000	-	-	-	-	-	225,000
25-Transmission Jack	**40,000**	40,000	-	-	-	-	-	40,000
25-Cargo Van	**80,000**	80,000	-	-	-	-	-	80,000
25-40' Conventional Bus Power Train Refurb	**600,000**	600,000	-	-	-	-	-	600,000
25-Annual - Replace 40' Conventional Buses	**9,355,797**	-	-	2,495,191	6,860,606	-	-	9,355,797
25-Replacement of Specialized/Para Transit Buses	**1,274,490**	114,000	-	225,906	934,584	-	-	1,274,490
25-8 Electric Buses	**13,200,000**	-	3,300,000	3,300,000	-	6,600,000	-	13,200,000
25-9 Electric Buses	**14,850,000**	-	-	-	-	7,425,000	7,425,000	14,850,000
25-Electrification Equipment & Infrastructure First St. Louth	**9,395,000**	1,500,000	-	1,800,000	-	4,697,500	1,397,500	9,395,000
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	**4,795,000**	-	-	-	-	2,397,500	2,397,500	4,795,000
25-NTC Welland Fleet Building-Garage Repair	**340,000**	340,000	-	-	-	-	-	340,000
25-NTC Welland Fleet Building-Parking Lot (Note 1)	**895,000**	895,000	-	-	-	-	-	895,000
Total	**$55,250,287**	**$3,994,000**	**$3,300,000**	**$7,821,097**	**$7,795,190**	**$21,120,000**	**$11,220,000**	**$55,250,287**

Note 1 - Project is initiated from the Region Facilities department to replace the parking lot at the Welland Terminal. In order for this project to move forward, the Board must approve an enhanced increase to the capital reserve for Transit.

Note 2 - The application for the Zero Emission Transit Funding (ZETF) will be submitted end of August 2024 with a requirement to spend by February 2026. Funding includes ZETF and Canada Infrastructure Bank (CIB) loan. If application is not approved, the related capital projects would not move forward and staff would reassess how best to move forward with asset needs and report back to the board as needed.

Appendix 2 - 2025-2034 Capital Summary & Nine-year forecast

Annual Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
25-Employee Sign-In Stations	**$ 200,000**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 200,000
25-Shuttle Vehicles	**225,000**	-	-	-	-	-	-	-	-	-	225,000
25-Transmission Jack	**40,000**	-	-	-	-	-	-	-	-	-	40,000
25-Cargo Van	**80,000**	-	-	-	-	-	-	-	-	-	80,000
25-40' Conventional Bus Power Train Refurb	**600,000**	-	-	-	-	-	-	-	-	-	600,000
25-Annual - Replace 40' Conventional Buses	**9,355,797**	-	-	-	-	-	-	-	-	-	9,355,797
25-Replacement of Specialized/Para Transit Buses	**1,274,490**	-	-	-	-	-	-	-	-	-	1,274,490
25-8 Electric Buses	**13,200,000**	-	-	-	-	-	-	-	-	-	13,200,000
25-9 Electric Buses	**14,850,000**	-	-	-	-	-	-	-	-	-	14,850,000
25-Electrification Equipment & Infrastructure First St. Louth	**9,395,000**	-	-	-	-	-	-	-	-	-	9,395,000
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	**4,795,000**	-	-	-	-	-	-	-	-	-	4,795,000
25-NTC Welland Fleet Building-Garage Repair	**340,000**	-	-	-	-	-	-	-	-	-	340,000
25-NTC Welland Fleet Building-Parking Lot (Note 1)	**895,000**	-	-	-	-	-	-	-	-	-	895,000
Annual - Replace 40' Conventional Buses	**-**	6,940,300	11,503,548	13,538,797	17,492,118	12,207,657	9,755,760	12,380,000	12,627,600	12,880,152	109,325,932
Replacement of Specialized/Para Transit Buses	**-**	779,988	1,325,979	811,499	551,820	281,428	579,411	608,381	638,800	651,576	6,228,882
Replace 60' Conventional Buses	**-**	1,272,388	1,297,836	1,323,793	-	4,131,822	-	-	-	-	8,025,839
On-Demand/Specialized Vehicles	**-**	2,500,000	1,250,000	-	-	-	-	1,464,574	1,464,574	1,464,574	8,143,722
Other Transit Capital	**-**	1,207,785	1,231,940	5,256,580	1,281,710	1,307,345	1,333,495	1,360,165	1,387,365	1,415,112	15,781,497
Growth - Fleet Expansion	**-**	4,960,040	4,960,040	4,960,040	4,960,040	4,960,040	-	-	-	-	24,800,200
Growth - Facility Expansion	**-**	-	14,217,000	-	-	-	-	-	-	-	14,217,000
Facility Review&Captial Inv't	**-**	4,085,120	780,000	820,000	860,000	900,000	950,000	1,000,000	1,050,000	1,100,000	11,545,120
Total Gross Capital	**$55,250,287**	**$21,745,621**	**$36,566,343**	**$26,710,709**	**$25,145,688**	**$23,788,292**	**$12,618,666**	**$16,813,120**	**$17,168,339**	**$17,511,414**	**$253,318,479**
Capital Reserve Funding (Note 2)	**(3,994,000)**	(7,179,274)	(6,474,772)	(6,849,420)	(2,914,550)	(2,980,185)	(2,429,411)	(9,813,120)	(10,901,939)	(10,828,182)	(64,364,853)
Development Charges	**(3,300,000)**	(2,467,620)	(10,205,920)	(2,467,620)	(2,467,620)	(2,467,620)	-	-	-	-	(23,376,400)
ICIP Funding (Note 3)	**(7,795,190)**	(9,047,306)	(10,359,595)	(11,493,809)	(13,231,620)	(12,188,111)	(2,073,365)	-	-	-	(66,188,996)
ZETF Funding & CIB Loan (Note 4)	**(32,340,000)**	-	-								(32,340,000)
Provincial Gas Tax Funding	**(7,821,097)**	(3,051,421)	(9,526,056)	(5,899,860)	(6,531,898)	(6,152,376)	(8,115,890)	(7,000,000)	(6,266,400)	(6,683,232)	(67,048,230)
Net Funding Gap	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Note 1 - Project is initiated from the Region Facilities department to replace the parking lot at the Welland Terminal. In order for this project to move forward, the Board must approve an enhanced increase to the capital reserve for Transit.
Note 2 - Assumption includes enhanced approval of $4.3 million transfer to capital within 2025 operating budget and $6.5 million annually thereafter.
Note 3 - ICIP funding is exhausted by 2031. Estimates do not include new funding opportunities past 2031.
Note 4 - The application for the Zero Emission Transit Funding (ZETF) will be submitted end of August 2024 with a requirement to spend by February 2026. Funding includes ZETF and Canadian Investment Bank (CIB) loan. If application is not approved, capital project would not move forward.

Appendix 3 - Summary of Capital Reserves and PGT

Year	Opening Reserves	Transfer from Operating (Note 1)	Committed to Capital Use	Closing Reserve
2025	1,567,308	4,333,334	(3,994,000)	1,906,642
2026	1,906,642	6,500,000	(7,179,274)	1,227,368
2027	1,227,368	6,500,000	(6,474,772)	1,252,596
2028	1,252,596	6,500,000	(6,849,420)	903,176
2029	903,176	6,500,000	(2,914,550)	4,488,626
2030	4,488,626	6,500,000	(2,980,185)	8,008,441
2031	8,008,441	6,500,000	(2,429,411)	12,079,030
2032	12,079,030	6,500,000	(9,813,120)	8,765,910
2033	8,765,910	6,500,000	(10,901,939)	4,363,971
2034	4,363,971	6,500,000	(10,828,182)	35,788

Note 1 - Assumes enhancement to reserve from operating by an additional $2,166,667 in 2025 and a further enhancement of $2,166,667 in 2026 based on the reserve strategy originally approved through the triple majority strategy to increase reserves.

Year	Opening PGT (inclusive of Committed)	Received in year (Note 2)	PGT Used for Operating	PGT to be used for Capital	Closing PGT - Estimate
2025	3,409,618	6,845,789	(1,314,000)	(7,821,097)	1,120,310
2026	1,120,310	6,845,789	(1,014,000)	(3,051,421)	3,900,678
2027	3,900,678	6,845,789	(714,000)	(9,526,056)	506,411
2028	506,411	6,845,789	(414,000)	(5,899,860)	1,038,341
2029	1,038,341	6,845,789	(114,000)	(6,531,898)	1,238,231
2030	1,238,231	6,845,789	-	(6,152,376)	1,931,645
2031	1,931,645	6,845,789	-	(8,115,890)	661,544
2032	661,544	6,845,789	-	(7,000,000)	507,333
2033	507,333	6,845,789	-	(6,266,400)	1,086,722
2034	1,086,722	6,845,789	-	(6,683,232)	1,249,279

Note 2 - Estimate assumes same funding as currently received.

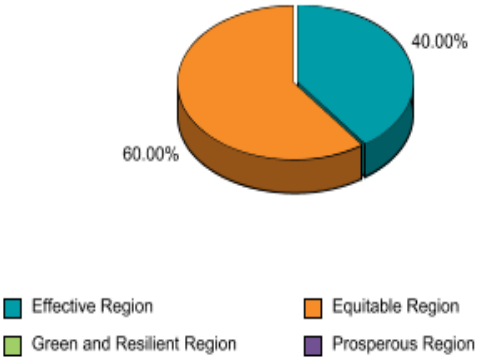
2025 Capital Data Sheet - Project ID: J_20002169

$340,000

25-NTC Welland Fleet Building-Garage Repair

Project Description

Repair and reinforcement of building structure at NTC Welland Fleet Garage. Identified structural concerns represent a health and safety concern.



Project Details:

Municipality	Welland
Operating Unit / Division	Const Energy & Facilities Mgmt
Project Initiation	Concurrent with budget approval

List of Partners

Partners	N/A

Project Source

DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No
Other Comments	

Budget Breakdown ($)

Planning	-
Design	32,000
Pre-Construction	-
Construction	246,000
Internal Compensation	7,000
Internal Costs	-
Contingency	55,000
Warranty	-
Property	-
Equipment	-
Uninitiated - Budget	-
Total Budget Expenditure	**340,000**

Funding Sources ($)

Reserves - Levy	340,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**340,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	20,000	60,000	200,000	60,000	340,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002169

$340,000

Project Need, Justification of Timing and Costs

Multiple columns inside the wash bay and the concrete pilasters within the wall observed vertical cracks. Consultant review suggests reinforcement corrosion and inadequate bond between the concrete and reinforcement. This must be addressed as the current condition influences structural soundness and is a health and safety concern.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

Without the requested funds, the structural wall will continue to deteriorate resulting in potential failure and collapse of the building wash bay area.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	32,000	-	-	-	-	-	32,000
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	246,000	-	-	-	-	-	246,000
Internal Compensation	-	7,000	-	-	-	-	-	7,000
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	55,000	-	-	-	-	-	55,000
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	340,000	-	-	-	-	-	340,000

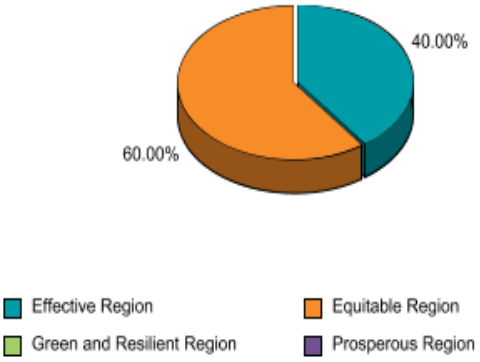
2025 Capital Data Sheet - Project ID: J_20002170

$895,000

25-NTC Welland Fleet Building-Parking Lot

Project Description

Concrete repair, asphalt replacement, minor renovations at NTC Welland Transit Hub. Existing conditions are poor and present health and safety concern.



Project Details:

Municipality	Welland
Operating Unit / Division	Const Energy & Facilities Mgmt
Project Initiation	Concurrent with budget approval

List of Partners

Partners	N/A

Project Source

DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No
Other Comments	

Budget Breakdown ($)

Planning	5,000
Design	70,000
Pre-Construction	10,000
Construction	635,000
Internal Compensation	31,000
Internal Costs	-
Contingency	144,000
Warranty	-
Property	-
Equipment	-
Uninitiated - Budget	-
Total Budget Expenditure	**895,000**

Funding Sources ($)

Reserves - Levy	895,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**895,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	20,000	80,000	750,000	45,000	895,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002170

25-NTC Welland Fleet Building-Parking Lot

Project Need, Justification of Timing and Costs

The exterior surfaces around the bus terminal at 160 East Main Street are in need of replacement. The asphalt areas are badly worn and beyond repair with patching. A full replacement of the asphalt has been recommended by the recently completed condition assessment. The concrete in various areas that of the public platforms is chipped and uneven. The interlocking stone around the building has heaved and is in need of repair. A decommissioned fountain is to be converted into a planter to improve aesthetics. There are 2 light standards that require replacement due to current electrical installation not meeting code. Funds will be used to address all items described.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

Without the requested funds there are various areas on site that could lead to a member of staff or a member of the public tripping due to various uneven surfaces that exist. The asphalt upon which the buses travel is in poor condition. Continuing to use the area without repairing the asphalt will result in increased degradation and increase risk of injury or damage to buses.

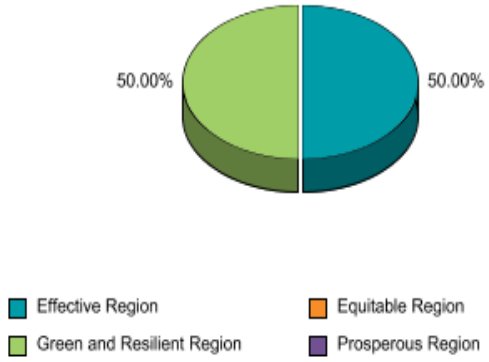
Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	5,000	-	-	-	-	-	5,000
Design	-	70,000	-	-	-	-	-	70,000
Pre-Construction	-	10,000	-	-	-	-	-	10,000
Construction	-	635,000	-	-	-	-	-	635,000
Internal Compensation	-	31,000	-	-	-	-	-	31,000
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	144,000	-	-	-	-	-	144,000
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	895,000	-	-	-	-	-	895,000

2025 Capital Data Sheet - Project ID: J_20002171

$200,000

25-Employee Sign-In Stations

Automate operator sign in process to help ensure that runs are not missed on the street (22 sign in stations). The system will allow operators to remotely view their schedule, change their schedules without paper forms, and request time off (3 display boards).



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference

Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No

Other Comments

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	200,000
Uninitiated - Budget	-
Total Budget Expenditure	**200,000**

Funding Sources ($)

Reserves - Levy	200,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**200,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	200,000	-	-	200,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002171

$200,000

25-Employee Sign-In Stations

Project Need, Justification of Timing and Costs

The project intends to address the issue of missed bus runs, and replace the existing manual sign in process, which is timing consuming, prone to error and not an efficient use of resources. The existing process is not meeting current needs, and this issue will continue to intensify as the NTC continues to grow.

The 2025 budget is $200,000. The cost is known, and the scope is well understood. This project will allow employees to sign directly into and interface with new scheduling software and identified and incorporated with scheduleing software RFP.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

If this project is not executed, the most likely outcome would be to continue the use of the existing manual process that is prone to error, and not an efficient use of resources. As the Niagara Transit Commission continues to grow, this manual task would require a new FTE to support this process.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	200,000	-	-	-	-	-	200,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	200,000	-	-	-	-	-	200,000

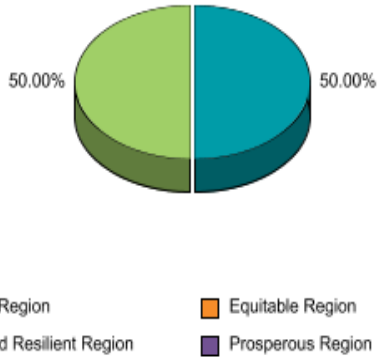
2025 Capital Data Sheet - Project ID: J_20002172

$225,000

25-Shuttle Vehicles

Project Description

Replacement of 5 driver shuttle & training vehicles, based on internal informal condition assessment and useful life.



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	Yes
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	225,000
Uninitiated - Budget	-
Total Budget Expenditure	**225,000**

Funding Sources ($)

Reserves - Levy	225,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**225,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	225,000	-	-	225,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002172

$225,000

25-Shuttle Vehicles

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 5 driver / training shuttle vehicles, by replacing those vehicles with new ones. Based on annual vehicle mileages, 8 years/ or 200,000 km is the optimal replacement age to minimize maintenance and in service breakdowns, the 5 vehicles requiring replacement have an average age of 12.

If this project is not executed maintenance costs will increase as the number of failures increase, the severity of the issues that arise that now need to be fixed will be higher. If a shuttle breaks down then delays with drivers getting to a location to start their shift, negatively affecting on time performance. If passengers believe that transit is not reliable, NTC may lose riders.

The 2025 budget is $225,000. The quantity of vehicle replacements is known because NTC has identified the vehicles that requirement replacement. The costs can be reliably estimated, because the project is based on the replacement of a commonly purchased vehicle that requires little customization. NTC has experience and data from purchases made in the past.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. If this project is delayed it would negatively affect NTC's ability to meet committed service and reputation.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	225,000	-	-	-	-	-	225,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	225,000	-	-	-	-	-	225,000

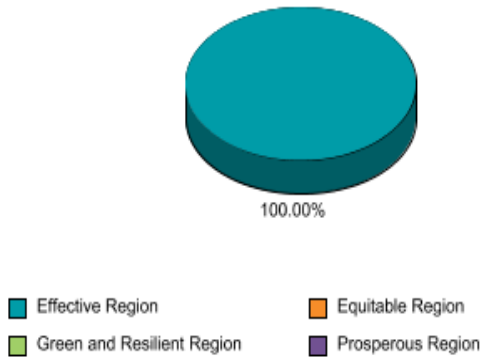
2025 Capital Data Sheet - Project ID: J_20002173

$40,000

25-Transmission Jack

Project Description

This project is to replace one transmission jack that is specifically designed for removal and installation of transmissions, differentials and other components on heavy vehicles, that would be required to service buses.



Project Details:

Municipality	
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	40,000
Uninitiated - Budget	-
Total Budget Expenditure	**40,000**

Funding Sources ($)

Reserves - Levy	40,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**40,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	40,000	-	-	40,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002173

$40,000

25-Transmission Jack

Project Need, Justification of Timing and Costs

This project is intended to replace one transmission jack to address the age of the existing transmission jack, which is 12 years old, and has a useful life of 10 years. The transmission jack is beyond its useful life and there is a high likelihood that the equipment could fail within the next 12 months.

If NTC does not replace the existing transmission jack there is significant risk to the health and safety of individuals operating the equipment due to the increased risk of failure. If NTC does not have a transmission jack to perform inhouse maintenance, then NTC will need to outsource these tasks. Delays in maintenance can affect the overall health of the fleet and possibly the number of buses available.

The 2025 budget is $40,000. The cost is known due to a known unit cost for the equipment. The scope is well understood.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. This project will replace the existing transmission jack that has exceeded its useful life. Failure of the equipment would result in a need to outsource maintenance tasks resulting in increased costs. There is a high likelihood that the equipment could fail within the next 12 months.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	40,000	-	-	-	-	-	40,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	40,000	-	-	-	-	-	40,000

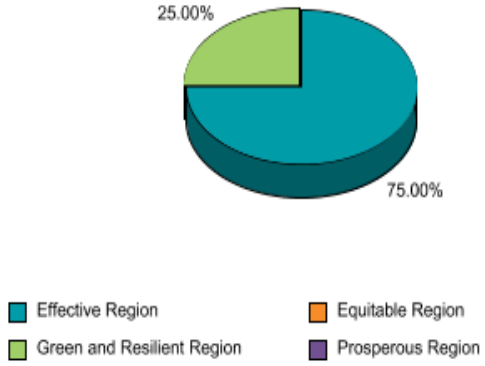
2025 Capital Data Sheet - Project ID: J_20002174

$80,000

25-Cargo Van

Project Description

This project is for the purchase of one cargo van with an enclosed cargo area for the safe delivery of materials, supplies, and assets to/from NTC properties located throughout Niagara Region.



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	80,000
Uninitiated - Budget	-
Total Budget Expenditure	**80,000**

Funding Sources ($)

Reserves - Levy	80,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**80,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	80,000	-	-	80,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002174

$80,000

25-Cargo Van

Project Need, Justification of Timing and Costs

NTC is currently using a maintenance truck which does not have an enclosed cargo area for the delivery materials, supplies, and assets to/from NTC properties located throughout Niagara Region, which has resulted in lost and/or damaged materials, supplies and assets, and no protection from elements (rain, snow, sleet, high winds). This project is intended to purchase a cargo van to prevent loss and/or damage to materials and assets during transportation. The maintenance truck being used will remain in the existing fleet to continue to be available for maintenance.

The 2025 budget request is $80,000. There is a known unit cost. The scope is well understood.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. NTC has documented evidence of items lost and/or damaged during transportation using the existing vehicles, as maintenance trucks do not have an enclosed cargo area.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	80,000	-	-	-	-	-	80,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	80,000	-	-	-	-	-	80,000

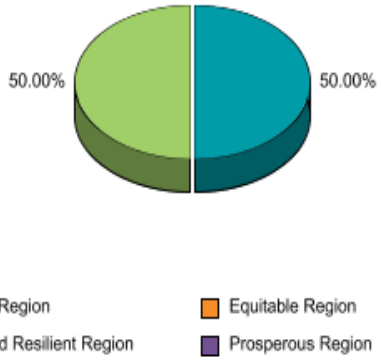
2025 Capital Data Sheet - Project ID: J_20002175

$600,000

25-40' Conventional Bus Power Train Refurb

Project Description

The project involves the replacement of existing power train components (engine transmission) on 5 conventional (40 foot) buses.



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	Yes
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	600,000
Uninitiated - Budget	-
Total Budget Expenditure	**600,000**

Funding Sources ($)

Reserves - Levy	600,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	**600,000**

Cash Flows ($)	Q1	Q2	Q3	Q4	Total
2025	-	300,000	300,000	-	600,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact ($)	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002175

$600,000

25-40' Conventional Bus Power Train Refurb

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 5 Engine transmissions, by replacing those existing with new ones. Based on cumulative vehicle mileage, 500,000 km is the optimal replacement mileage to minimize maintenance and in service breakdowns. These 5 vehicles requiring replacement have an average mileage in excess of 600,000 km. If engine failure occurs, (which is a high probability), an engine rebuild will be necessary which will remove one bus from service for 2-3 months with an average cost of $50,000 per engine.

There is an extremely high probability that a bus failure will be reported on some form of social media. The level of negative media attention will increase as the number of failures and individuals affected increases and has the ability to result in constituency complaints. This is especially true if a bus failed while on a regional route (i.e. highway). If this continues and if riders believe public transit cannot get them to their desired location in a safe and or timely manner, they will lose confidence taking public transit.

The 2025 budget request is $600,000. The costs can be reliably estimated because the number of vehicles is known, and NTC has experience and data from performing refurbishments in the recent past.

The project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. These vehicles are required to meet committed service levels. If refurbishments are not made, these vehicles will continue to incur increasingly larger maintenance and inspection costs, as these vehicles will need to be inspected more frequently to prevent on-route failures.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	600,000	-	-	-	-	-	600,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	600,000	-	-	-	-	-	600,000

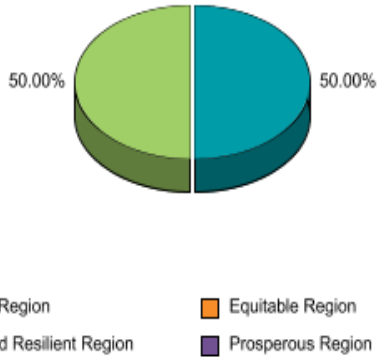
2025 Capital Data Sheet - Project ID: J_20002176

$9,355,797

25-Annual - Replace 40' Conventional Buses

Project Description

Replacement of 10 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners	Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	Yes
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	9,355,797
Uninitiated - Budget	-
Total Budget Expenditure	**9,355,797**

Funding Sources ($)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	2,495,191
Area Municipality	-
Cost Sharing	-
Other External	6,860,606
Transfer From Operating	-
Total Budget Funding	**9,355,797**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	9,355,797	-	-	-	9,355,797
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002176

$9,355,797

25-Annual - Replace 40' Conventional Buses

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 10 40' conventional diesel buses, by replacing those vehicles with new 40' conventional diesel buses. Based on informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs), these vehicles have been identified as being 15 years old and in need of replacement in the next 12 months. 12 years is the optimal replacement age to minimize maintenance and in-service breakdowns. These vehicles are three years beyond the average useful life and thus there is a high probability that these vehicles will fail during service over the next 12 months.

There is an extremely high probability that a bus failure will be reported on some form of social media. The level of negative media attention will increase as the number of failures and individuals affected increases and has the ability to result in constituency complaints. This is especially true if a bus failed while on a regional route (i.e. highway). If this continues and if riders believe public transit cannot get them to their desired location in a safe and or timely manner, they will lose confidence taking public transit. This poses a real risk to NTC's reputation. If these riders find alternative modes of transportation, (car-sharing, UBER/Taxi), this would negatively impact ridership revenue.

The 2025 budget request is $9,355,797 to purchase 10 x 40' conventional buses based on experience and data from past purchases. NTC has identified specific vehicles that require replacement.

The Project is fully funded through external funding sources (26.67% Provincial Gas Tax and 73.33% ICIP).

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. If this project is delayed, it is highly likely that any one of the 10 vehicles that have a useful life exceeding 12 years will fail in service. If that occurs that vehicle could be out of service from two weeks to three months, affecting 200 riders/day. This will negatively impact service delivery, and reputation.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	9,355,797	-	-	-	-	-	9,355,797
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	9,355,797	-	-	-	-	-	9,355,797

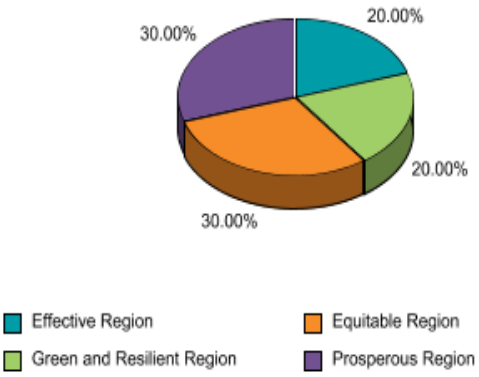
2025 Capital Data Sheet - Project ID: J_20002177

$1,274,490

25-Replacement of Specialized/Para Transit Buses

Project Description

Replacement of 4 Specialized/ParaTransit Buses (based on internal informal condition assessment and useful life).



Project Details:

Municipality	Region Wide
Operating Unit / Division	Niagara Transit Commission
Project Initiation	Concurrent with budget approval

List of Partners

Partners	Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	Yes
Other Comments	

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	1,274,490
Uninitiated - Budget	-
Total Budget Expenditure	**1,274,490**

Funding Sources ($)

Reserves - Levy	114,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	225,906
Area Municipality	-
Cost Sharing	-
Other External	934,584
Transfer From Operating	-
Total Budget Funding	**1,274,490**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	1,274,490	-	-	-	1,274,490
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002177

$1,274,490

25-Replacement of Specialized/Para Transit Buses

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 4 specialized/ParaTransit Buses, by replacing those vehicles with new Specialized/ParaTransit Buses. Based on informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs), specific vehicles have been identified as being nine years old, which is two years beyond industry standard of seven years (the optimal replacement age to minimize maintenance and in service breakdowns).

These vehicles are required to meet committed service levels. These vehicles are two years beyond the average useful life and thus there is a high probability that these vehicles will fail during service over the next 12 months. When failure occurs, these vehicles will be out of service between two weeks and three months, affecting 74 riders per day. Specialize/ParaTransit is the sole source of transportation for the most vulnerable members of the community. These members rely on public transit to access medical care, access social services for the young and elderly. There is an extremely high probability that a bus failure will be reported on some form of social media, especially if a bus failure occurs on a Regional route which may require deboarding on a highway. The level of negative media attention will increase as the number of failures and individuals affected increases and could result in constituency complaints.

The 2025 budget is $1,274,490. The quantity of vehicle replacements is known because NTC has identified the vehicles that require replacement. The costs can be reliably estimated because the project is based on the replacement of a commonly purchased vehicle that requires little customization. NTC has experience and data from purchases made in the recent past.

The Project is fully funded through both external funding and capital reserves (73.33% ICIP, 17.73% Provincial Gas Tax, 8.94% Capital Reserves).

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. If this project is delayed it would negatively affect NTC's ability to meet committed service and negatively affect Public Health for NTC's most vulnerable transit riders (elderly and disabled) who rely on Specialized and Paratransit to access medical care and social services. It currently takes approximately 12-18 months to receive a new vehicle once ordered.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	1,274,490	-	-	-	-	-	1,274,490
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	1,274,490	-	-	-	-	-	1,274,490

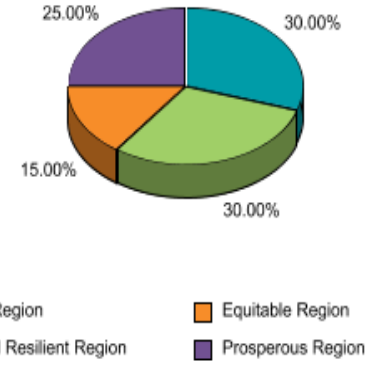
2025 Capital Data Sheet - Project ID: J_20002178

$13,200,000

25-8 Electric Buses

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 8 electric buses.



Project Details:

Municipality	St. Catharines
Operating Unit / Division	Niagara Transit Commission
Project Initiation	To be Initiated in future

List of Partners

Partners	Housing Infrastructure and Communities Canada (HICC) - Federal Funding; Ministry of Transportation (federal/Provincial)

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	13,200,000
Uninitiated - Budget	-
Total Budget Expenditure	**13,200,000**

Funding Sources ($)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	3,300,000
Federal Gas Tax	-
Provincial Gas Tax	3,300,000
Area Municipality	-
Cost Sharing	-
Other External	6,600,000
Transfer From Operating	-
Total Budget Funding	**13,200,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	13,200,000	-	-	-	13,200,000
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002178

$13,200,000

25-8 Electric Buses

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicles would be incremental to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emission that would be achieved during the pilot stage would not be realized.

The 2025 budget request is $13,200,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada.

The total cost of the project will be funded through both external and internal sources (50% ZETF, 25% Provincial Gas Tax, 25% Development Charges) if application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emissions fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	13,200,000	-	-	-	-	-	13,200,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	13,200,000	-	-	-	-	-	13,200,000

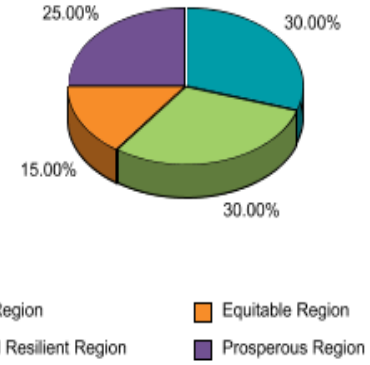
2025 Capital Data Sheet - Project ID: J_20002179

$14,850,000

25-9 Electric Buses

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 9 electric buses.



Project Details:

Municipality	St. Catharines
Operating Unit / Division	Niagara Transit Commission
Project Initiation	To be Initiated in future

List of Partners

Partners	Housing, Infrastructure and Communities Canada (Federal Funding); Canada Infrastructure Bank funding

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	14,850,000
Uninitiated - Budget	-
Total Budget Expenditure	**14,850,000**

Funding Sources ($)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	14,850,000
Transfer From Operating	-
Total Budget Funding	**14,850,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	14,850,000	-	-	-	14,850,000
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002179

$14,850,000

25-9 Electric Buses

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicle purchases will be an increase to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is $14,850,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF and 50% by Canada Infrastructure Bank (CIB). CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be 50% funded through ZETF and 50% through CIB if application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	14,850,000	-	-	-	-	-	14,850,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	14,850,000	-	-	-	-	-	14,850,000

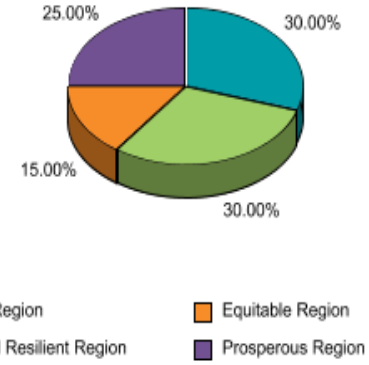
2025 Capital Data Sheet - Project ID: J_20002180

$9,395,000

25-Electrification Equipment & Infrastructure First St. Louth

Project Description

Purchase and implementation of electrification equipment and infrastructure at the NTC's First St. Louth Location. to pilot Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.



Project Details:

Municipality	St. Catharines
Operating Unit / Division	Niagara Transit Commission
Project Initiation	To be Initiated in future

List of Partners

Partners	Housing, Infrastructure and Communities Canada (federal funding); Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	5,900,000
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	3,495,000
Uninitiated - Budget	-
Total Budget Expenditure	**9,395,000**

Funding Sources ($)

Reserves - Levy	1,500,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	1,800,000
Area Municipality	-
Cost Sharing	-
Other External	6,095,000
Transfer From Operating	-
Total Budget Funding	**9,395,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	939,500	1,879,000	4,697,500	7,516,000
2026	1,879,000	-	-	-	1,879,000
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002180

$9,395,000

25-Electrification Equipment & Infrastructure First St. Louth

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is $9,395,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF, 15% by Canada Infrastructure Bank (CIB), 19% by Provincial Gas Tax (PGT) and 16% by Capital Reserves. CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be funded through both external and internal sources if the application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	5,900,000	-	-	-	-	-	5,900,000
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	3,495,000	-	-	-	-	-	3,495,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	9,395,000	-	-	-	-	-	9,395,000

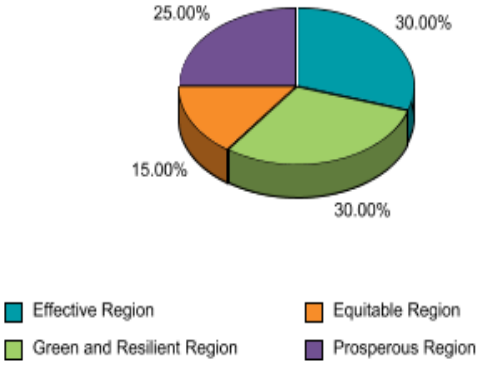
2025 Capital Data Sheet - Project ID: J_20002181

$4,795,000

25-Electrification Phased Equipment & Infrastructure Downtown Terminal

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase and implementation of electrification equipment and infrastructure at the NTC's downtown terminal.



Project Details:

Municipality	St. Catharines
Operating Unit / Division	Niagara Transit Commission
Project Initiation	To be Initiated in future

List of Partners

Partners	Housing, Infrastructure and Communities Canada and Canada Infrastructure Bank (federal funding)

Project Source

DC Study Reference	
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSP)	No
Asset Management Plan (AMP)	No

Budget Breakdown ($)

Planning	-
Design	-
Pre-Construction	-
Construction	2,700,000
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	2,095,000
Uninitiated - Budget	-
Total Budget Expenditure	**4,795,000**

Funding Sources ($)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	4,795,000
Transfer From Operating	-
Total Budget Funding	**4,795,000**

Cash Flows ($)

	Q1	Q2	Q3	Q4	Total
2025	-	479,500	959,000	2,397,500	3,836,000
2026	959,000	-	-	-	959,000
2027	-	-	-	-	-

Operating Impact ($)

	2025	2026	2027
Total Operating Impact	**-**	**-**	**-**

Estimated Project Start Date: **1/1/25**

2025 Capital Data Sheet - Project ID: J_20002181

$4,795,000

25-Electrification Phased Equipment & Infrastructure Downtown Terminal

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is $4,795,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF and 50% by Canada Infrastructure Bank (CIB). CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be fully externally funded if the application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast ($)	LTD Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	2,700,000	-	-	-	-	-	2,700,000
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	2,095,000	-	-	-	-	-	2,095,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	4,795,000	-	-	-	-	-	4,795,000

Minute Item No. 6.1
AC-C 6-2024
Appointment of Auditors

That Report AC-C 6-2024, dated September 16, 2024, respecting Appointment of Auditors, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That KPMG **BE APPOINTED** as the Niagara Region's (the Region) external auditor for the five-year term starting with the financial reporting for the calendar year ending December 31, 2024, until the fiscal year ending March 31, 2029, with the option to renew with Audit Committee approval until the fiscal year ending March 31, 2032.

Minute Item No. 7.1
AC-C 7-2024
Niagara Peninsula Conservation Authority 2023 Audited Financial Statements

That Correspondence Item AC-C 7-2024, dated May 10, 2024, respecting Niagara Peninsula Conservation Authority 2023 Audited Financial Statements, **BE RECEIVED** for information.

Minute Item No. 7
Consent Items for Information

That the following items **BE RECEIVED** for information:

PHD 3-2024
Approval of Public Health and Emergency Services Program Audits

COM 21-2024
Approval of 2024 Community Services Program Audits

AC-C 9-2024
Status Update on Internal Audit Engagements

Minute Item No. 10.1
Confidential AC-C 8-2024
A Matter respecting Personal Matters about Identifiable Individuals - Councillor Information Request - Referral of Confidential HR 4-2024 (A Matter of Litigation pursuant to section 239(2)(e) of the Municipal Act: Councillor Information Request connected to Active Litigation Matter)

That Confidential Memorandum AC-C 8-2024, dated September 16, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals – Councillor Information Request - Referral of Confidential HR 4-2024 (A Matter of Litigation pursuant to section 239(2)(e) of the Municipal Act: Councillor Information Request connected to Active Litigation Matter), **BE RECEIVED.**

THE REGIONAL MUNICIPALITY OF NIAGARA
AUDIT COMMITTEE
MINUTES

AC 3-2024
Monday, September 16, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON

Committee:	Bradley (Regional Chair)*, Foster, Morocco, Redekop*, Rigby (Committee Vice Chair)*, Villella*, Whalen (Committee Chair)
Other Councillors:	Craitor*
Absent/Regrets:	Gale
Staff:	D. Carnegie, Deputy Chief Administrative Officer/Acting Commissioner, Corporate Services/Treasurer, J. Garritsen, Associate Director, Labour & Employee Relations and Employee Health, R. Hill, Legislative Assistant, K. Lotimer, Deputy Clerk, F. Meffe, Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, M. Steele, Associate Director, Reporting & Analysis, H. Vemuri, Manager, Internal Audit
Others Present:	L. Gagnon, Director, Corporate Services, Niagara Peninsula Conservation Authority*, L. Lee-Yates, Chief Administrative Officer, Niagara Peninsula Conservation Authority*
	* indicates participants who attended the meeting electronically, all others participated in person

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1. CALL TO ORDER

Committee Chair Whalen called the meeting to order at 1:01 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Foster read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 AC-C 6-2024
Appointment of Auditors

Moved by Councillor Morocco
Seconded by Councillor Foster

That Report AC-C 6-2024, dated September 16, 2024, respecting Appointment of Auditors, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That KPMG **BE APPOINTED** as the Niagara Region's (the Region) external auditor for the five-year term starting with the financial reporting for the calendar year ending December 31, 2024, until the fiscal year ending March 31, 2029, with the option to renew with Audit Committee approval until the fiscal year ending March 31, 2032.

Carried

7. CONSENT ITEMS FOR INFORMATION

Correspondence Item AC-C 7-2024 was dealt with separately.

7.1 AC-C 7-2024
Niagara Peninsula Conservation Authority 2023 Audited Financial Statements

Moved by Councillor Redekop
Seconded by Councillor Rigby

That Correspondence Item AC-C 7-2024, dated May 10, 2024, respecting Niagara Peninsula Conservation Authority 2023 Audited Financial Statements, **BE RECEIVED** for information.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Foster
Seconded by Councillor Morocco

That the following items **BE RECEIVED** for information:

PHD 3-2024
Approval of Public Health and Emergency Services Program Audits

COM 21-2024
Approval of 2024 Community Services Program Audits

AC-C 9-2024
Status Update on Internal Audit Engagements

Carried

8. OTHER BUSINESS

There were no items of other business.

9. CLOSED SESSION

Committee did not resolve into closed session.

10. BUSINESS ARISING FROM CLOSED SESSION

10.1 Confidential AC-C 8-2024
A Matter respecting Personal Matters about Identifiable Individuals - Councillor Information Request - Referral of Confidential HR 4-2024 (A Matter of Litigation pursuant to section 239(2)(e) of the Municipal Act: Councillor Information Request connected to Active Litigation Matter)

Moved by Councillor Villella
Seconded by Councillor Foster

That Confidential Memorandum AC-C 8-2024, dated September 16, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals - Councillor Information Request - Referral of Confidential HR 4-2024 (A Matter of Litigation pursuant to section 239(2)(e) of the Municipal Act: Councillor Information Request connected to Active Litigation Matter), **BE RECEIVED.**

Carried

11. NEXT MEETING

The next meeting will be held on Monday, December 9, 2024 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 1:10 p.m.

Tim Whalen
Committee Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Subject: Appointment of Auditors

Report to: Audit Committee

Report date: Monday, September 16, 2024

Recommendations

1. That KPMG **BE APPOINTED** as the Niagara Region's (the Region) external auditor for the five-year term starting with the financial reporting for the calendar year ending December 31, 2024, until the fiscal year ending March 31, 2029, with the option to renew with Audit Committee approval until the fiscal year ending March 31, 2032.

Key Facts

- The requirement for an annual audit of the Region's consolidated financial statements is established in section 294 of the Municipal Act.
- The Municipal Act (Section 296) requires a municipality to appoint an auditor for a term not exceeding five years.
- The current contract with Deloitte expires with the fiscal year ending March 31, 2024.
- A competitive procurement process was undertaken for the Region's external audit services – a process that supports the recommendation in this report.
- The option to renew until the fiscal year ending March 31, 2032, would align the timing of appointment of auditors within the middle of a term of Audit Committee.

Financial Considerations

The fee proposal put forward by KPMG is $863,070 plus HST for the five-year term based on the known audits documented in the request for proposal. The 2024/2025 fee is within the 2024 approved budget.

Table 1: Audit Fee Summary for Initial Term

Actual 2023/24	Audit Fees Proposed by KPMG 2024/25	Audit Fees Proposed by KPMG 2025/26	Audit Fees Proposed by KPMG 2026/27	Audit Fees Proposed by KPMG 2027/28	Audit Fees Proposed by KPMG 2028/29	Total
$198,000	$168,400	$168,400	$171,880	$175,400	$178,990	$863,070

The fee proposal put forward by KPMG is $554,400 plus HST for the optional three-year term based on the known audits documented in the request for proposal.

Table 2: Audit Fee Summary for Optional Renewal Term

Audit Fees Proposed by KPMG 2029/30	Audit Fees Proposed by KPMG 2030/31	Audit Fees Proposed by KPMG 2031/32	Total
$181,900	$184,800	$187,700	$554,400

Analysis

Competitive Procurement Process

The following was the process and timeline for the external audit services Request for Proposal (RFP):

Table 3: External Auditor RFP Timeline

Task	Timeframe
RFP opened	June 12
RFP closed	July 15
RFP responses reviewed	July 16 - 30
Oral presentations	August 13
Recommendation to Audit Committee	September 16

In total, the Region received two proposal submissions, both of which met the benchmark set out in the evaluation criteria. The initial evaluation of the RFP was based on a technical proposal, where both firms exceeded the minimum threshold of 70% and moved onto the second stage of evaluation which was a presentation. Through the presentation, both firms demonstrated strong municipal expertise and experience, strong audit approaches, and proposed qualified audit management teams. Both are national firms with the ability to provide the Region with a range of services as needed. The final stage of the evaluation was to review the fee proposal which resulted in KPMG's contract amount being lower as seen in Table 4.

Table 4: Proponent Evaluation Summary

Proponent	Subtotal Contract Amount
KPMG	$1,417,470
Deloitte	$1,911,196

Corporate Considerations

The evaluation of external audit submissions included members from corporate services finance as well as representation from internal audit, enterprise resource planning (ERP) and Emergency Medical Services (EMS). The external audit of Canada Summer Games (CSG) Consortium was included as a component of the RFP. CSG Consortium management are supportive of the outcome of the RFP and the recommendation that KPMG be appointed the external auditors.

The transition plan to move to KPMG as external auditors will require support from Region staff. The transition plan is expected to begin in late September 2024 and includes communication with the predecessor auditor, meetings for KPMG to gain an understanding of important topics at the Region, a risk assessment and preparation of an audit plan.

Included in this award are various financial and/or compliance audits where funding bodies as well as boards overseeing Niagara Regional Police Services and Niagara Regional Housing require an independent report and management letter if applicable.

By recommending an initial five-year contract, in line with the Municipal Act section 296, and if recommended in 2029, the optional extension of three-years, the end of KPMG's audit term would be fiscal March 31, 2032. This will allow the timing to appoint new auditors to coincide with mid council term of 2031 to 2034, when the committee is well established and versed in its mandate.

Public and/or service Users

Independent financial and compliance audits are performed specifically for the purposes of providing assurance that financial statements/schedules present fairly in all material respects and that there is adherence to terms set out in agreements. As such, audits are key components of the Region's overall system of control over the reliability of financial reporting.

Alternatives Reviewed

Competitive procurement process has been undertaken, therefore no alternatives to review.

Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally-responsible and sustainable core services.

Other Pertinent Reports

None.

Prepared by:
Melanie Steele, MBA CPA CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:
Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jeffrey Mulligan, Procurement Manager.

Niagara Peninsula CONSERVATION nature for all

250 Thorold Rd 3rd Floor, Welland, ON L3C 3W2
905.788.3135 | info@npca.ca | npca.ca

May 10, 2024

City of Hamilton
Haldimand County
Regional Municipality of Niagara

SENT ELECTRONICALLY

Niagara Peninsula Conservation Authority 2023 Audited Financial Statements

At the Board of Directors meeting held on April 19, 2024, the Board passed the following resolution:

> Resolution No. FA-43-24
>
> **THAT** Report No. FA-16-24 RE: 2023 Audited Financial Statements **BE RECEIVED**;
>
> **AND THAT** the 2023 Audited Financial Statements and the 2023 Audit Findings Report attached hereto as Appendices 1 and 2 respectively **BE APPROVED.**

A copy of the final Audited Financial Statements have been attached for your information.

Sincerely,

Melanie Davis
Manager, Office of the CAO & Board
Niagara Peninsula Conservation Authority

cc: Chandra Sharma, CAO / Secretary - Treasurer
Lise Gagnon, Director, Corporate Services

Financial Statements of

NIAGARA PENINSULA CONSERVATION AUTHORITY

And Independent Auditors' Report thereon

Year ended December 31, 2023

KPMG LLP
80 King Street, Suite 620
St. Catharines ON L2R 7G1
Canada
Tel 905-685-4811
Fax 905-682-2008

INDEPENDENT AUDITOR'S REPORT

To the Board of Niagara Peninsula Conservation Authority

Opinion

We have audited the financial statements of Niagara Peninsula Conservation Authority (the Entity), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditor's Responsibilities for the Audit of the Financial Statements"*** section of our report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.
KPMG Canada provides services to KPMG LLP.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada
April 19, 2024

NIAGARA PENINSULA CONSERVATION AUTHORITY
Statement of Financial Position

As at December 31, 2023, with comparative information for 2022

	2023	2022
Financial assets		
Cash and cash equivalents	$ 3,348,225	$ 1,536,665
Investments	4,636,276	4,552,509
Accounts receivable	744,574	606,745
	8,729,075	6,695,919
Liabilities		
Accounts payable and accrued liabilities	936,062	825,398
Employee future benefits (note 2)	186,300	103,300
Deferred revenue (note 3)	2,423,667	2,350,242
	3,546,029	3,278,940
Net financial assets	5,183,046	3,416,979
Non-financial assets		
Prepaid expenses	210,152	199,490
Tangible capital assets (note 4)	27,941,777	26,917,698
	28,151,929	27,117,188
Accumulated surplus (note 5)	$ 33,334,975	$ 30,534,167

See accompanying notes to financial statements

Robert Foster, Chair

Chandra Sharma, CAO/Secretary -Treasurer

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	Budget (note 8)	2023 Actual	2022 Actual
Revenues:			
Government transfers			
Province of Ontario – Ministry of Natural Resources and Forestry ("MNRF")	$ 90,000	$ 90,083	$ 90,083
Province of Ontario - Other	448,760	533,471	429,973
Government of Canada	268,000	942,096	389,311
Municipal levies:			
General	6,947,104	6,947,104	6,337,748
Special	2,018,159	2,087,776	1,859,958
Authority generated:			
User fees, sales and admissions	3,344,201	3,046,338	3,063,049
Administration fees	740,000	785,211	495,932
Interest	82,000	219,922	106,082
Other	962,418	1,297,545	788,605
OPG - Welland river watershed	–	72,357	81,861
	14,900,642	16,021,903	13,642,602
Expenses:			
CAO and Administration	1,494,664	1,206,266	1,219,784
Watershed	4,900,980	4,374,494	3,655,997
Corporate Services	3,311,312	3,210,335	2,896,486
Conservation Areas	4,511,808	4,430,000	4,566,928
	14,218,764	13,221,095	12,339,195
Annual surplus	681,878	2,800,808	1,303,407
Accumulated surplus, beginning of year	30,534,167	30,534,167	29,230,760
Accumulated surplus, end of year	$31,216,045	$33,334,975	$30,534,167

See accompanying notes to financial statements

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Change in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Annual surplus	$ 2,800,808	$ 1,303,407
Acquisition of tangible capital assets	(2,419,674)	(3,915,221)
Amortization of tangible capital assets	1,336,281	1,210,394
Proceeds on disposal of tangible capital assets	85,693	43,368
Gain on disposal of tangible capital assets	(26,379)	(43,368)
Increase in prepaid expenses	(10,662)	(150,359)
	1,766,067	(1,551,779)
Net financial assets, beginning of year	3,416,979	4,968,758
Net financial assets, end of year	$ 5,183,046	$ 3,416,979

See accompanying notes to financial statements

NIAGARA PENINSULA CONSERVATION AUTHORITY

Statement of Changes in Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operations:		
Annual surplus	$ 2,800,808	$ 1,303,407
Item not involving cash:		
Amortization of tangible capital assets	1,336,281	1,210,394
Gain on disposal of tangible capital assets, net	(26,379)	(43,368)
Employee future benefits	83,000	7,800
Accrued interest on investments	8,216	44,299
Change in non-cash operating working capital:		
Accounts receivable	(137,829)	800,470
Prepaid expenses	(10,662)	(150,359)
Accounts payable and accrued liabilities	110,664	(399,217)
Deferred revenue	73,425	444,125
Net change in cash and cash equivalents from operations	4,237,524	3,217,551
Capital activities:		
Purchases of tangible capital assets	(2,419,674)	(3,915,221)
Proceeds from disposal of tangible capital assets	85,693	43,368
Net change in cash and cash equivalents from capital activities	(2,333,981)	(3,871,853)
Investing activities:		
Proceeds from sale of investments	4,544,293	4,465,369
Purchases of investments	(4,636,276)	(4,552,509)
Net change in cash and cash equivalents from investing activities	(91,983)	(87,140)
Net change in cash and cash equivalents	1,811,560	(741,442)
Cash and cash equivalents, beginning of year	1,536,665	2,278,107
Cash and cash equivalents, end of year	$ 3,348,225	$ 1,536,665

See accompanying notes to financial statements

NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements

Year ended December 31, 2023

The Niagara Peninsula Conservation Authority ("the Authority") is established under The Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources within the watershed boundary established for the Authority.

1. Significant accounting policies:

The financial statements of Niagara Peninsula Conservation Authority (the "Authority") are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"). Significant accounting policies adopted by the Authority are as follows:

(a) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand, balances with banks and guaranteed investment certificates that mature within three months.

(c) Investments:

Investments consist of term deposits and are recorded at amortized cost. Investments held by the Authority have a market value that approximates cost given their fixed interest rate nature and maturity date within one year. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. Investment income earned on investments are reported as revenue in the period earned.

(d) Deferred revenue:

Deferred revenues represent government transfers and user fees which have been collected but for which related expenses or related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. Tangible capital assets have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

i) Tangible capital assets:

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset. The Authority does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

Cost, less residual value of tangible capital assets are amortized on a straight-line basis over their estimated useful life. Land is considered to have an infinite life without amortization. Full year amortization is charged in the year of acquisition. Work-in-progress assets are not amortized until the asset is available for productive use.

Amortization is based on the following classifications and useful lives:

Asset	Useful Life - Years
Land Improvements	20 years
Buildings	30 years
Dams	15 to 100 years
Gauge stations	15 to 30 years
Equipment	10 years
Vehicles	5 years
Office equipment	5 years

Contributed tangible capital assets are capitalized at their estimated fair value upon acquisition and recognized as revenue in the year of contribution.

(g) Revenue recognition:

i) Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except when, and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

ii) Municipal levies

Municipal levies are recognized as revenue in the year in which they meet the definition of an asset, the levy is authorized, and the levy event has occurred.

1. Significant accounting policies (continued):

(g) Revenue recognition (continued):

iii) Authority generated

User fees, sales and admissions and other income are reported as revenue in the period earned.

(h) Employee future benefits:

The Authority provides certain employee benefits which will require funding in future periods. These benefits include extended health and dental benefits for early retirees to age 65. The employee future benefits represent management's best estimates of the cost of premiums on benefits up to the date of retirement.

(i) Asset retirement obligation:

A liability is recognized where there is a legal obligation to incur costs associated with the retirement of a tangible capital asset. Such costs increase the carrying amount of the related tangible capital asset and are expensed in a rational and systematic manner, while asset retirement costs associated with an asset no longer in productive use are expensed. A liability for an asset retirement obligation is recognized when all the following criteria are met:

- there is a legal obligation to incur retirement costs:
- a transaction or event gives rise to a liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

Initial measurement of the liability is based on management's best estimate of the amount required to retire a tangible capital asset as at the date of the Statement of Financial Position. Changes in the subsequent measurement of the liability are recorded as a change in the carrying amount of the related tangible capital asset, or an expense, depending on the nature of the remeasurement or whether the asset remains in productive use.

(j) Use of estimates:

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in future. Significant estimates include assumptions used in the estimation of employee future benefits.

1. Significant accounting policies (continued):

(k) Adoption of new accounting standards:

The Authority adopted the following accounting standard beginning January 1, 2023. Public Accounting Standard PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in certain facilities owned by the Authority. The adoption of the standard did not have an impact on the financial statements. Additionally, the PS 1201 – Financial Statement Presentation, PS 2061 – Foreign Currency Translation, PS 3041 Portfolio Investments and PS – Financial Instruments were adopted and did not have an impact on the financial statements.

2. Employee future benefits:

The Authority provides extended life, health, and dental benefits to a closed group of early retirees to age 65 which will require funding in future periods. The Authority recognizes these retirement benefit costs in the period in which the service is rendered. The accrued benefit liability at December 31, 2023 was estimated by management to be $186,300 (2022 - $103,300). Information about the Authority's benefit plan is as follows:

	2023	2022
Accrued benefit obligation:		
Balance, beginning of year	$ 103,300	$ 95,500
Current benefit cost	89,700	14,083
Benefits paid	(6,700)	(6,283)
Accrued benefit obligation, end of year	$ 186,300	$ 103,300

3. Deferred revenue:

Deferred revenues consist of the following:

	Balance at December 31, 2022	Externally restricted inflows	Revenue earned	Balance at December 31, 2023
User fees	$ 345,818	$ 260,398	$ (233,230)	$ 372,986
District School Board of Niagara	750,000	250,000	–	1,000,000
Government grants	477,989	105,165	(236,551)	346,603
Welland river watershed-Ontario Power Generation ("OPG")	776,435	–	(72,357)	704,078
Total	$ 2,350,242	$ 615,563	$ (542,138)	$ 2,423,667

4. Tangible capital assets:

Cost	Balance at December 31, 2022	Additions	Transfers/ Disposals	Balance at December 31, 2023
Land	$10,831,810	$ –	$ –	$10,831,810
Land improvements	7,295,022	786,788	(6,000)	8,075,810
Buildings	7,002,900	181,972	(78,429)	7,106,443
Dams	5,273,518	–	–	5,273,518
Gauge stations	403,351	–	–	403,351
Equipment	4,272,614	805,304	(133,487)	4,944,431
Vehicles	68,957	–	(20,200)	48,757
Office equipment	1,100,666	121,170	–	1,221,836
Work-in-progress	1,186,311	2,419,674	(1,895,234)	1,710,751
Total	$37,435,149	$ 4,314,908	$ (2,133,350)	$39,616,707

Accumulated Amortization	Balance at December 31, 2022	Additions	Transfers/ Disposals	Balance at December 31, 2023
Land	$ –	$ –	$ –	$ –
Land improvements	2,994,721	396,307	(754)	3,390,274
Buildings	2,883,552	232,407	(38,349)	3,077,610
Dams	1,993,799	73,891	–	2,067,690
Gauge stations	283,190	19,009	–	302,199
Equipment	1,567,591	468,103	(146,254)	1,889,440
Vehicles	68,957	–	(20,200)	48,757
Office equipment	725,641	146,564	26,755	898,960
Total	$10,517,451	$ 1,336,281	$ (178,802)	$11,674,930

4. Tangible capital assets (continued):

	Net Book Value December 31, 2022	Net Book Value December 31, 2023
Land	$10,831,810	$10,831,810
Land improvements	4,300,301	4,685,536
Buildings	4,119,348	4,028,833
Dams	3,279,719	3,205,828
Gauge stations	120,161	101,152
Equipment	2,705,023	3,054,991
Vehicles	–	–
Office equipment	375,025	322,876
Work-in-progress	1,186,311	1,710,751
Total	$26,917,698	$27,941,777

Work-in-process, having a value of $1,710,751 (2022 - $1,186,311) has not been amortized. Amortization of these assets will commence when the asset is brought into service.

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The fair value of contributed assets received during the year is $nil (2022 - $nil). Tangible capital assets recognized at nominal value include land used in the operations and conservation management. There were no amounts recognized at nominal value during the year, or 2022.

During the year, the Authority disposed of assets in the normal course of operations, recognizing a gain on disposal of $26,379 (2022 - $43,368).

5. Accumulated surplus:

Accumulated surplus consists of the following:

	2023	2022
Invested in tangible capital assets	$ 27,941,777	$ 26,917,698
Reserves set aside by the Board of the Authority for specific purpose	5,579,498	3,719,769
Unfunded employee future benefits liability	(186,300)	(103,300)
	$ 33,334,975	$ 30,534,167

5. Accumulated surplus (continued):

Reserves set aside by the Board of the Authority for specific purpose consists of the following:

	2023	2022
General capital	$ 1,257,909	$ 606,012
Operating reserve	1,552,830	1,158,096
Flood protection	261,141	255,390
Levy differential	33,367	32,632
Land acquisitions	2,159,360	1,365,361
Restoration	314,891	302,278
	$ 5,579,498	$ 3,719,769

6. Credit facility:

The Authority's credit facility includes an overdraft lending account of $765,000 bearing interest at prime less 2%. As at December 31, 2023, $nil (2022 - $nil) was drawn on this facility. As at December 31, 2023, $11,667 (2022 - $11,667) was issued by way of a letter of credit to a municipality for which the Authority receives levies in exchange for construction work on-going within the municipal boundaries.

7. Pension plan:

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the 83 (2022 – 68) members of its staff. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Authority does not recognize any share of the pension plan deficit of $4.2 billion (2022 - $6.7 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2023 calendar year at rates ranging from 9.0% to 14.6% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the Statement of Operations. Employer contributions to OMERS for 2023 current and past service was $554,138 (2022 - $506,023) and were matched by employee contributions.

8. Budget data:

The budget data presented in these financial statements is based upon the 2023 operating budget approved by the Board of the Authority on November 18, 2022, and capital budget approved November 18, 2022. Amortization was not incorporated in the development of the budget and, as such, was not provided on the statement of changes in net financial assets. The chart below reconciles the approved budget to the budget figures reported in these financial statements:

	Budget Amount
Revenues	
Operating	
Approved budget	$ 12,882,483
Capital	
Approved budget	2,018,159
Total revenues	$ 14,900,642
Expenses:	
Operating	
Approved budget	$ 12,882,483
Capital	
Approved budget	2,018,159
Add:	
Amortization	1,336,281
Less:	
Tangible capital assets included in operating expense	(2,018,159)
Total expenses	14,218,764
Annual surplus	$ 681,878

9. Asset retirement obligation

Throughout the year the Authority reviews all assets recorded on the tangible capital asset listing to determine if there are any legal obligations to incur costs in the future associated with the retirement of an asset. Examples of such costs are the remediation of asbestos, lead and mold, the closure of dams or monitoring wells. Currently, there are no known assets that fall within the scope of this obligation, and as a result, no liability has been recognized.

The Authority's ongoing efforts to assess asset retirement obligations may result in future liabilities, any changes will be accrued in the year in which they are assessed as likely and reasonably estimable.

10. Contingencies:

The Authority is involved from time to time in litigation, which arises in the normal course of business. The exact outcome of these actions is not determinable as at the date of reporting. In respect of certain outstanding claims, the Authority believes that insurance coverage is adequate, and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the accompanying financial statements.

11. Related party transactions:

During the year, the Authority incurred $20,255 (2022 - $27,482) in expenditures for per diems, honorariums, and mileage which was paid to and on behalf of members of the Board of Directors for the Authority.

12. Contractual rights:

The Authority has contractual rights under contract with various Ministry agencies to receive funds in exchange for services to be provided under those contracts. The Authority is expecting up to $396,971 in future revenues based on anticipated services to be performed.

13. Contractual obligations and commitments:

i) The Authority has entered into a contract for provision of reservation and park system services until December 2025, with an annual financial requirement of $30,000. This will be financed by the Authority's operating budget.

ii) The Authority has entered into a long-term lease for office space, which expires February 28th, 2031, with a three-year option to renew. The total lease commitment is $2,358,096, annual minimum lease payments are as follows: 2024 - $188,950; 2025 - $226,740; 2026 - $226,740; 2027 - $233,038; 2028 - $234,298, thereafter.

14. Segmented information:

The Authority provides a wide range of services which are categorized by department. Certain departments that have been separately disclosed in the segmented information along with the services they provide, are as follows:

Corporate Administration

Corporate administration services are comprised of the administration services of the Authority.

Watershed

The watershed department is the umbrella for three divisions dedicated to monitoring, regulating, protecting, and improving the health and safety of our watersheds.

Corporate Services

The corporate services department is development and managing the Authority's vehicles and equipment. The vehicles and equipment department accounts for the cost of maintaining the vehicles and equipment.

Conservation Areas

The conservation areas department is the umbrella for two divisions dedicated to conservation land management and conservation land programming. Conservation land management is the administration department for the conservation areas. Conservation land programming and development is responsible for maintenance and improvements to the conservation areas.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Municipal levies have been allocated to the segments based upon budgeted levies for the segment. Interest earned from investments has been allocated among the various segments.

14. Segmented information (continued):

	2023				
	Corporate Administration	Watershed	Corporate Services	Conservation Areas	2023 Total
Revenues:					
MNRF transfers	$ 15,200	$ 38,683	$ 36,200	$ -	$ 90,083
Government transfers	14,289	536,125	167,026	758,127	1,475,567
Municipal levies	1,361,703	3,091,833	2,766,935	1,814,409	9,034,880
User fees, sales and administration	-	-	-	3,046,338	3,046,338
Administration fees	-	785,211	-	-	785,211
Interest	-	-	219,922	-	219,922
Other	10,755	599,019	44,744	577,110	1,231,628
Gain on disposal	-	-	26,379	-	26,379
Gain on insurance proceeds	-	-	39,538	-	39,538
OPG-Welland River Watershed	-	72,357	-	-	72,357
Total revenues	**$1,401,947**	**$5,123,228**	**$3,300,744**	**$6,195,984**	**$16,021,903**
Expenses:					
Salaries and benefits	919,908	3,472,935	1,156,562	2,551,420	8,100,825
Materials and supplies	42,121	326,773	480,698	960,925	1,810,517
Contracted services	-	245,553	27,620	-	273,173
Professional fees	87,088	270,275	90,107	-	447,470
Rent and financial expenses	-	-	616,398	-	616,398
Marketing and promotion	56,565	14,747	565,119	-	636,431
Amortization	100,584	44,211	273,831	917,655	1,336,281
Total expenses	**1,206,266**	**4,374,494**	**3,210,335**	**4,430,000**	**13,221,095**
Annual surplus	**$ 195,681**	**$ 748,734**	**$ 90,409**	**$1,765,984**	**$ 2,800,808**

	2022				
	Corporate Administration	Watershed	Corporate Services	Conservation Areas	2022 Total
Revenues:					
MNRF transfers	$ 15,200	$ 38,600	$ 36,283	$ -	$ 90,083
Government transfers	11,368	422,077	84,200	301,639	819,284
Municipal levies	1,274,931	2,967,783	2,617,947	1,337,045	8,197,706
User fees, sales and administration	-	-	-	3,063,049	3,063,049
Administration fees	-	495,932	-	-	495,932
Interest	-	-	106,082	-	106,082
Other	105	369,854	66,580	70,117	506,656
Gain on disposal	-	-	43,368	-	43,368
Gain on insurance proceeds	-	-	238,581	-	238,581
OPG-Welland River Watershed	-	77,975	3,886	-	81,861
Total revenues	**$1,301,604**	**$4,372,221**	**$3,196,927**	**$4,771,850**	**$13,642,602**
Expenses:					
Salaries and benefits	906,189	2,961,023	964,263	2,371,089	7,202,564
Materials and supplies	73,229	217,026	479,976	1,256,214	2,026,445
Contracted services	-	229,959	5,529	-	235,488
Professional fees	65,976	185,119	319,312	100,910	671,317
Rent and financial expenses	4,434	-	721,896	-	726,330
Marketing and promotion	71,258	18,660	176,739	-	266,657
Amortization	98,698	44,210	228,771	838,715	1,210,394
Total expenses	**1,219,784**	**3,655,997**	**2,896,486**	**4,566,928**	**12,339,195**
Annual surplus	**$ 81,820**	**$ 716,224**	**$ 300,441**	**$ 204,922**	**$ 1,303,407**

Subject: Approval of Public Health and Emergency Services Program Audits

Report To: Public Health and Social Services Committee

Report date: Tuesday, June 11, 2024

Recommendations

1. That the draft audited schedule of revenue and expenses and the annual reconciliation return for the Public Health General Programs for the year ended December 31, 2023 (Appendix 1 and 2 to Report PHD 3-2024), **BE APPROVED**;
2. That the draft audited schedule of revenue and expenses and the annual reconciliation return for the Community Mental Health Program for the year ended March 31, 2024 (Appendix 3 and 4 to Report PHD 3-2024), **BE APPROVED**;
3. That the draft audited schedules of revenue and expenses for the following programs for the fiscal year ended March 31, 2024, **BE APPROVED**:
   - Ambulance Communication Services (Appendix 5 to Report PHD 3-2024)
   - Infant and Child Development Services (ICDS) (Appendix 6 to Report PHD 3-2024)
   - Healthy Babies, Healthy Children (HBHC) (Appendix 7 to Report PHD 3-2024);
4. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
5. That Report PHD 3-2023 **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval of the audited schedules of revenues and expenses, annual reconciliation return and questionnaire in accordance with the provincial requirements.
- The Ministry submission deadline for the General Program, Ambulance Communication Services and Community Mental Health is June 30, 2024.
- The Ministry submission deadline for ICDS and HBHC programs is July 31, 2024.
- As per Financial Reporting and Forecasting Policy (C-F-020), other financial statements or schedules performed for Ministry funding purposes, will be recommended for approval to Council by the Standing Committee with oversight of the program. Upon approval by Council, the department Commissioner, or delegated authority, and the Treasurer, will be authorized to sign the auditor's representation

letter to obtain the auditor's signed report. The approved statements will then be forwarded to the Audit Committee for information.

Financial Considerations

The schedules of revenue and expenses (financial schedules) and annual reconciliation returns have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

Draft copies of the financial schedule and annual reconciliation return are attached as Appendices 1 through 7 of Report PHD 3-2024.

The financial schedules are prepared specifically for the purposes of meeting the requirements as outlined in the service agreements with the respective funding Ministries. The financial schedules have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

The financial schedules for Public Health and Emergency Services Programs are a Ministry requirement and specific reporting provisions and agreements are noted in the audit reports for each of the respective programs. The financial schedules are all prepared to assist the Region in complying with the guidelines. As a result, the schedule may not be suitable for another purpose.

Analysis

The program audits were completed by the Region's external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material respects, in accordance with the respective Ministry requirements identified.

The recommendation for approval of audited schedules performed for Ministry funding purposes rest with the Committee to which the department responsible for the funding reports. Upon approval by the Committee, these schedules are forwarded to the Audit Committee for information. Then the department's Commissioner and Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report.

Below is a summary of the results of the audited financial schedules. These financial schedules are subject to minor wording changes once schedules are finalized:

- Public Health General Programs – The grant receivable from the Province of Ontario is subject to audit verification by the Ontario Ministry of Health. Grants receivable are non-interest bearing and are normally received in the subsequent year. As of December 31, 2023, there was a net grant receivable of $6,303,251. The majority of this receivable is related to 100% funding for COVID-19 which was received in February.
- Community Mental Health Program – This program has no funds returnable for the reporting period ending March 31, 2024, as the Region has expended $120,455, in excess of the provincial grant for the period.
- Ambulance Communication Services – This program has no funds returnable for the reporting period March 31, 2024, as the Region expended $682,106, in excess of the provincial grant for the period.
- Infant and Child Development Services – This program has no funds returnable for the reporting period ending March 31, 2024, as the Region has expended all allocated funding.
- Healthy Babies, Healthy Children – This program has no funds returnable for the reporting period ending March 31, 2024, as the Region has expended all allocated funding.

Alternatives Reviewed

The audited financial schedules and annual reconciliation report are a Ministry requirement and therefore no alternatives are available.

Relationship to Council Strategic Priorities

Providing financial information is aligned to Effective Region, delivery of fiscally responsible and sustainable core services.

Other Pertinent Reports

None.

Prepared by:
Donovan D'Amboise, CPA, CA
Manager Program Financial Support
Corporate Services

Recommended by:
Dr. Azim Kasmani, MD, MSc, FRCPC
Medical Officer of Health &
Commissioner
Public Health & Emergency Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Michael Leckey, Program Financial Specialist and Paula Ollier, Program Financial Specialist.

Appendices

Appendix 1 Public Health General Program – Schedule of Revenue and Expenses

Appendix 2 Public Health General Program – Annual Reconciliation Return

Appendix 3 Community Mental Health Program – Schedule of Revenue and Expenses

Appendix 4 Community Mental Health Program – Annual Reconciliation Return

Appendix 5 Ambulance Communication Services – Schedule of Revenue and Expenses

Appendix 6 Infant and Child Development Services – Schedule of Revenue and Expenses

Appendix 7 Healthy Babies, Healthy Children – Schedule of Revenue and Expenses

Schedule of revenue, expenses and grant returnable

The Regional Municipality of Niagara Public Health Department

General Programs

December 31, 2023

The Regional Municipality of Niagara
Public Health Department

General Programs
December 31, 2023

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara
and the Ontario Ministry of Health

Opinion

We have audited the accompanying schedule of revenue, expenses and grant returnable of the Regional Municipality of Niagara Public Health Department – General Programs (the "Program" or "Region") for the year ended December 31, 2023 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended December 31, 2023, is prepared, in all material respects, in accordance with the financial reporting provisions in the
Public Health Funding and Accountability Agreement between Her Majesty the Queen in right of Ontario as represented by the Ministry of Health (formerly the Ministry of Health and Long-Term Care)
(the "Ministry") and the Board of Health for the Niagara Region Public Health Department most recently amended effective January 1, 2023 (the "Guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards
("Canadian GAAS"). Our responsibilities under those standards are further described in the
Auditor's Responsibilities for the Audit of the Schedule section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to the fact that the schedule has been prepared in accordance with the Guidelines. The schedule is prepared to assist the Region in complying with the financial reporting provisions of the Guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the Guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH DEPARTMENT
GENERAL PROGRAMS
Schedule of Revenue, Expenditures and Grant Returnable
Year ended December 31, 2023

	Revenue (Budget)	Revenue (Actual)	Expense (Budget)	Expense (Actual)	Surplus (deficit) Actual	Add back: Ineligible expenses	Add back: Eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant Returnable (receivable)
Province of Ontario								
Mandatory Programs MOHLTC (70% Cost-shared)	23,812,000	24,003,191	39,399,161	38,497,925	(14,494,734)	2,842,615	11,652,119	-
(70%)	351,000	211,800	351,000	159,780	52,020			52,020
Ontario Seniors Dental Care Program [OSDCP] (100%)	2,720,950	2,720,947	2,720,950	2,720,950	(3)		3	-
	26,883,950	26,935,938	42,471,111	41,378,655	(14,442,717)	2,842,615	11,652,122	52,020
One-time								-
Mitigation (100%)	455,500	455,500	455,500	455,500	-			-
Program (100%)	40,000	40,000	40,000	40,000	-			-
Covid-19: General Program (100%)			30,199	4,686,208	(4,686,208)			(4,686,208)
Covid-19: Vaccine Program (100%)		15,890		2,475,219	(2,459,329)			(2,459,329)
School-Focused Nurses Initiative (100%)	1,000,000	1,000,000	1,000,000	1,000,000	-			-
					-			-
Initiative (100%)	214,400	202,550	292,400	202,550	-			-
Infection Prevention and Control Hubs (100%)		246,600	228,784	180,769	65,831			65,831
Pandemic Response and Recovery	-	2,622,744	-	1,827,869	794,875			794,875
					-			-
					-			
	1,709,900	4,583,284	2,046,883	10,868,114	(6,284,831)	-	-	(6,284,831)

	Revenue (Budget)	Revenue (Actual)	Expense (Budget)	Expense (Actual)	Surplus (deficit) Actual	Add back: Ineligible expenses	Add back: Eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant Returnable (receivable)
Meningococcal C	40,000	14,000		113,758	(99,758)		63,973	(35,785)
Human Papillomavirus	55,000	56,695		216,227	(159,532)		124,878	(34,655)
					-			-
Total before Region grant and other income	28,688,850	31,589,916	44,517,993	52,576,754	(20,986,838)	2,842,615	11,840,973	(6,303,251)
Region grant and other income								
The Regional Municipality of Niagara grant	15,388,489	14,414,652	-	-	14,414,652			
Other income	440,546	268,932			268,932			
Total Region and other income	15,829,035	14,683,585	-	-	14,683,585			
Total	$ 44,517,885	$ 46,273,501	$ 44,517,993	$ 52,576,754	$ (6,303,253)			

1. Significant accounting policies

The schedule has been prepared for the Ontario Ministry of Health in accordance with the Public Health Accountability Agreement effective January 1, 2022 between the Ontario Ministry of Health and Long Term Care and the Regional Municipality of Niagara (the “guidelines”). The agreement requires the schedule to be prepared in a manner consistent with the generally accepted accounting principles (“GAAP”). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements. The financial results for the Community Mental Health Program is not included in the schedule of revenue, expenses and grant receivable/repayable for the year ended December 31, 2023.

Significant accounting policies are as follows:

(i) Revenues are reported on the cash basis of accounting.

(ii) Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits (iv).

(iii) Tangible capital assets acquired are reported as an expenses and amortization is not recorded.

(iv) Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board (“WSIB”) Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

(v) Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgments.

(vi) Total expenses are reported on the schedule of revenue, expenses and grant receivable/repayable in order to understand the full cost of the program. Ineligible expenses as per the funding agreement have been removed for the purpose of determining the grant repayable/receivable.

2. Grant receivable (Repayable)

The grant receivable from the Province of Ontario is subject to audit verification by the Ontario Ministry of Health. The grants receivable are non-interest bearing and are normally received in the subsequent year. In the current year, there is a grant receivable of $6.2M.

	2023	**2022**
	$	$
Grant receivable, beginning of year	**5,419,187**	1,023,373
Amounts recovered during the year	**(5,544,834)**	(1,170,841)
Amounts repaid during the year	**-**	-
Adjustment to prior year balances*	**-**	6,242
Grant receivable (repayable)	**6,303,251**	5,560,413
Net grant receivable (repayable), end of year	**6,177,604**	5,419,187

* Represents adjustments made to correct differences between amounts originally recorded and amounts settled related to repayable and receivable balances for prior years.

3. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Health.

Annual Reconciliation Report

The Regional Municipality of Niagara Public Health Department

General Programs

December 31, 2023

The Regional Municipality of Niagara
Public Health Department

December 31, 2023

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Independent Auditor's Report

To the Members of Council of The Regional Municipality of Niagara
and the Ontario Ministry of Health

Opinion

We have audited the accompanying 2023 Annual Reconciliation Report (the "Schedule") of the
Regional Municipality of Niagara (the "Region") – Public Health Department – General Programs (the "Program") for year ended December 31, 2023.

In our opinion, the accompanying Schedule of the Program as at December 31, 2023 is prepared, in all material respects, in accordance with the financial reporting provisions in the Public Health Funding and Accountability Agreement between Her Majesty the Queen in right of Ontario as represented by the Ministry of Health (formerly the Ministry of Health and Long-Term Care) (the "Ministry") and the Board of Health for the Niagara Region Public Health Department most recently amended effective January 1, 2023 and the "Instructions for Completion of the 2023 Year-End Settlement" dated February 6, 2024 (collectively referred to as the "Guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the
Auditor's Responsibilities for the Audit of the Schedule section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to the fact that the Schedule has been prepared in accordance with the Guidelines. The Schedule is prepared to assist the Region in complying with the financial reporting provisions of the Guidelines. As a result, the Schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the Schedule in accordance with the Guidelines, and for such internal control as management determines is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the Schedule as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

MINISTRY OF HEALTH
OFFICE OF CHIEF MEDICAL OFFICER OF HEALTH, PUBLIC HEALTH
2023 ANNUAL RECONCILIATION REPORT (CERTIFICATE OF SETTLEMENT)

NAME OF PUBLIC HEALTH UNIT: Niagara Region

Section 1: Base Funding (January 1, 2023 to December 31, 2023)
- Programs Funded at 70%
- Programs Funded at 100%

Section 2: 2022 One-Time Funding Approved to March 31, 2023
- One-Time Non-Covid Projects/Initiatives Funded at 100%
- One-Time Covid Projects/Initiatives Funded at 100%

Section 3: 2023 One-Time Funding Approved to December 31, 2023
- One-Time Non-Covid Projects/Initiatives Funded at 100%
- One-Time Covid Projects/Initiatives Funded at 100%

Section 4: 2023 One-Time Funding Approved to March 31, 2024
- One-Time Non-Covid Projects/Initiatives Funded at 100% (including Carry ov
- One-Time Covid Projects/Initiatives Funded at 100%
- One-Time Capital Projects Funded at 100% (including Carry over programs fr

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
Section 1 Base Funding (January 1, 2023 to December 31, 2023)	Programs Funded at 70%	Mandatory	23,990,650	23,990,650	35,994,435	(431,748)	24,893,881	23,990,650	-
							-	-	-

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
		Sub-Total Programs Funded at 70%	**23,990,650**	**23,990,650**	**35,994,435**	**(431,748)**	**24,893,881**	**23,990,650**	**-**
	Programs Funded at 100%	Ontario Seniors Dental Program	2,720,950	2,720,947	2,720,950	-	2,720,950	2,720,950	(3)
		MOH/AMOH Compensation Initiative	351,000	211,800	159,780		159,780	159,780	52,020
							-	-	-
		Sub-Total Programs Funded at 100%	**3,071,950**	**2,932,747**	**2,880,730**	**-**	**2,880,730**	**2,880,730**	**52,017**
Total Section 1 Base Funding (January 1, 2023 to December 31, 2023)			**27,062,600**	**26,923,397**	**38,875,165**	**(431,748)**	**27,774,611**	**26,871,380**	**52,017**
Section 2 2022 One-Time Funding Approved to March 31, 2023	One-Time Non-Covid Projects / Initiatives Funded at 100%	Mandatory Programs: Needle Syringe Program	207,000	207,000	207,000		207,000	207,000	-
		Sub-Total One-Time Non-Covid Projects / Initiatives Funded at 100%	**207,000**	**207,000**	**207,000**	**-**	**207,000**	**207,000**	**-**

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
	One-Time Covid Projects / Initiatives Funded at 100%						-	-	-
		Sub-Total One-Time Covid Projects Funded at 100%	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	One-Time Capital Projects / Initiatives Funded at 100%						-	-	-
		Sub-Total One-Time Capital Projects Funded at 100%	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Section 2 - 2022 One-Time Funding Approved to March 31, 2023			**207,000**	**207,000**	**207,000**	**-**	**207,000**	**207,000**	**-**

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
Section 3 2023 One-Time Funding Approved to December 31, 2023	One-Time Non-Covid Projects / Initiatives Funded at 100%	School-Focused Nurses Initiative	1,000,000	1,000,000	1,000,000		1,000,000	1,000,000	-
		Cost-Sharing Mitigation	455,500	455,500	455,500		455,500	455,500	-
							-	-	-
							-	-	-
		Sub-Total One-Time Non-Covid Projects / Initiatives Funded at 100%	**1,455,500**	**1,455,500**	**1,455,500**	**-**	**1,455,500**	**1,455,500**	**-**
	One-Time Covid Projects / Initiatives Funded at 100%	COVID-19 General Program Extraordinary Costs	4,686,400	-	4,686,208		4,686,208	4,686,208	(4,686,208)
		COVID-19 Vaccine Program Extraordinary Costs	2,868,100	-	2,475,219	(15,890)	2,459,329	2,459,329	(2,459,329)
		Sub-Total One-Time Covid Projects / Initiatives Funded at 100%	**7,554,500**	**-**	**7,161,427**	**(15,890)**	**7,145,537**	**7,145,537**	**- 7,145,537**

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
Total Section 3 - 2022 One-Time Funding Approved to December 31, 2023			**9,010,000**	**1,455,500**	**8,616,927**	**- 15,890**	**8,601,037**	**8,601,037**	**(7,145,537)**
Section 4 2023 One-Time Funding Approved to March 31, 2024 (To be settled with 2024 settlement)	One-Time Non-Covid Projects/ Initiatives Funded at 100%	Mandatory Programs: Needle Syringe Program	214,400	150,800	150,800		150,800	150,800	-
		Mandatory Programs: Public Health Inspector Practicum Program	40,000	40,000	40,000		40,000	40,000	-
		Infection Prevention and Control Hubs	328,800	246,600	180,769		180,769	180,769	65,831
		Pandemic Response and Recovery: Childhood Vaccinations Catch-up and Supporting School-Aged Children/Youth in Schools	3,497,000	2,622,744	1,827,869		1,827,869	1,827,869	794,875

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
		Respiratory Syncytial Virus (RSV) Adult Prevention Program	118,300	-	-		-	-	-
		Sub-Total One-Time Non-Covid Projects / Initiatives Funded at 100%	**4,198,500**	**3,060,144**	**2,199,438**	**-**	**2,199,438**	**2,199,438**	**860,706**
	2022-23 **Carry Over**_Non-Covid_One-Time Funds at 100%						-	-	-
		Sub-Total Carry Over One-Time Non-Covid Projects / Initiatives Funded at 100%	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	One-Time Covid Projects/ Initiatives Funded at 100%						-	-	-
		Sub-Total One-Time Covid Projects / Initiatives Funded at 100%	**-**	**-**	**-**	**-**	**-**	**-**	**-**

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
	One-Time Capital Projects Funded at 100%	Ontario Seniors Dental Care Program Capital: Mobile Dental Clinic Bus	437,500				-	-	-
		Sub-Total One-Time Capital Projects Funded at 100%	**437,500**	**-**	**-**	**-**	**-**	**-**	**-**
	2022-23 **Carry Over** One-Time Capital Projects at 100%	Ontario Seniors Dental Care Program Capital: Mobile Dental Clinic Bus	237,500	237,500			-	-	237,500
		Sub-Total Carry Over One-Time Capital Projects Funded at 100%	**237,500**	**237,500**	**-**	**-**	**-**	**-**	**237,500**
Total Section 4 - 2023 One-Time Funding Approved to March 31, 2024 (To be settled in 2024)			**4,873,500**	**3,297,644**	**2,199,438**	**-**	**2,199,438**	**2,199,438**	**1,098,206**

		Program Name per Transfer Payment Agreement	Approved Allocation	Funding Received	Expenditure at 100%	(Deduct) Offset Revenue	Net Expenditure	Eligible Expenditure	Due to / (from) Province
Sub-Total 2023 Settlement (Non-Covid Programs)			**28,725,100**	**28,585,897**	**40,537,665**	**- 431,748**	**29,437,111**	**28,533,880**	**52,017**
Sub-Total 2023 Settlement (Covid Programs)			**7,554,500**	**-**	**7,161,427**	**- 15,890**	**7,145,537**	**7,145,537**	**- 7,145,537**
Net Total 2022 Settlement (Section 1) + (Section 2) + (Section 3)			**36,279,600**	**28,585,897**	**47,699,092**	**- 447,638**	**36,582,648**	**35,679,417**	**- 7,093,520**

Having the authority to bind the Board of Health for the Public Health Unit:

We certify that the Financials shown in the Annual Reconciliation Report and the supporting schedule are complete and accurate and are in accordance with Transfer Payment Agreements and Reports filed with the appropriate Municipal Council.

Date	**Signature** **Medical Officer of Health / Chief Executive Officer**
Date	**Signature** **Chair of the Board of Health / Authorized Officer**

MINISTRY OF HEALTH

OFFICE OF CHIEF MEDICAL OFFICER OF HEALTH, PUBLIC HEALTH

2023 ANNUAL RECONCILIATION REPORT (CERTIFICATE OF SETTLEMENT)

NAME OF PUBLIC HEALTH UNIT: Niagara Region

SCHEDULE 1: Schedule of Offset Revenues

Mandatory Programs (70%)	Line #	Reference	Actual $	Ministry Use Only
Interest Income	L 1			
Universal Influenza Immunization Program clinic reimbursement	L 2		6,640	
Meningococcal C Program clinic reimbursement	L 3		49,785	
Human Papilloma Virus Program reimbursement	L 4		91,350	
Healthy Smiles Ontario (70%) - part of Mandatory Programs	L 5			
Revenues Generated from Other Government Dental Program:	L 6			
Ontario Works (OW)	L 7			
Ontario Disability Support Program (ODSP)	L 8			
Other government dental programs (please specify):	L 9			
Other (Specify):	L 10			
By-Law Charges & Sales	L 11		83,473	
Other Revenue	L 12		200,500	
	L 13			
2023 Total Offset Revenues	**L 14**	**To Summary Page Cell G18 - Offset**	**431,748**	

Ontario Seniors Dental Care Program (100%)	Line #	Reference	Actual $	Ministry Use Only
Interest Income	L 15			
Client Co-Payments	L 16			
Revenues Generated from Other Government Dental Program:	L 17			
Ontario Works (OW)	L 18			
Ontario Disability Support Program (ODSP)	L 19			
Other government dental programs (please specify):	L 20			
	L 21			
	L 22			
	L 23			
2023 Total Offset Revenues	**L 24**	**To Summary Page Cell G23 - Offset**	**-**	

The Regional Municipality of Niagara
Public Health Department

General Programs
Note to the Schedule
December 31, 2023

1. Significant accounting policies

The report has been prepared for the Ontario Ministry of Health in accordance with the Public Health Accountability Agreement effective January 1, 2023 between the Ontario Ministry of Health and the Regional Municipality of Niagara and the Instructions for completing the 2022 Annual Report and Attestation (the "Guidelines"). The Guidelines require the report to be prepared in a manner consistent with the generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements.

Significant accounting policies are as follows:

Revenue and expenses

Revenues are recognized in the year in which they are earned. Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

Capital assets

Tangible capital assets acquired are reported as an expenses and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic report involves the use of estimates and approximations. These have been made using careful judgments.

Schedule of revenue and expenses
The Regional Municipality of Niagara Public Health Department Community Mental Health Program

March 31, 2024

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Schedule of revenue and expenses	5
Notes to the schedule of revenue and expenses	6-8

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of
Niagara and Ontario Health – West Region

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Community Mental Health Program (the "Program"), for the year ended March 31, 2024 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2024 is prepared, in all material respects, in accordance with the financial reporting provisions of the Multi-sector Service Accountability Agreement effective April 1, 2019 between Ontario Health – West Region (formerly the Hamilton Niagara Haldimand Brant Local Health Integration Network) and the Regional Municipality of Niagara – Mental Health and most recently amended March 31, 2020 (collectively, the "guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

THE REGIONAL MUNICIPALITY OF NIAGARA
HEALTH SERVICES DEPARTMENT
MENTAL HEALTH PROGRAM
Schedule of Revenues and Expenditures
Year ended March 31, 2024, with comparitive figures 2023

	2024 Budget	2024 Actual	2023 Actual
Revenue:			
Province of Ontario Grants	$ 6,567,779	6,567,779	6,337,870
Interest	-	-	-
Miscellaneous	-	5,040	109,205
	6,567,779	6,572,819	6,447,075
Expenditure:			
Compensation			
Salaries	4,958,165	4,954,902	5,033,362
Employee benefits	983,320	1,025,484	1,020,624
	5,941,485	5,980,386	6,053,986
Service Costs			
Administration costs (note 1)	39,500	492,970	561,831
Amortization	-	-	-
Audit and other Professional fees	2,949	3,068	3,272
Computer maintenance and supplies	4,356	12,466	-
Printing, postage, stationery and office supplies	15,405	16,640	19,940
Other expenses	56,926	39,938	60,875
Rent and property taxes	304,988	372,587	220,558
Staff education	28,831	20,043	22,645
Telephone	15,519	17,880	17,795
Travel	157,820	190,766	195,187
	626,294	1,166,357	1,102,103
Total expenditures	6,567,779	7,146,743	7,156,090
Ineligible administration costs (note 1)	-	453,470	522,331
Total eligible expenditures	6,567,779	6,693,274	6,633,758
Excess (shortage) of revenue over eligible expenditures	(0)	(120,455)	(186,683)

1. Significant accounting policies

The schedule of revenue and expenses has been prepared for Ontario Health – West Region. The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles (“GAAP”). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenue and expense recognition

Revenue and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits.

The accrual basis of accounting recognizes revenues as they become available and measurable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

Tangible capital assets acquired are reported as an expense, and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

2. Grant funding repayable

The grant repayable to the Province of Ontario is subject to audit verification by the Hamilton Niagara Haldimand Brant Local Health Integration Network. The grant repayable is non-interest bearing and is normally repaid in the subsequent year. The grant repayable balance at the end of the year is comprised of the unpaid grant repayable balance from prior years plus any current year excess of revenue over eligible expenditures excluding net book value associated with capital one-time funding.

	2024 $	2023 $
Grant repayable, beginning of year	—	(1)
Amounts repaid during the year	—	1
Excess of revenue over eligible expenditure	—	—
Grant repayable, end of year	—	—

3. Administration costs

The program records direct operating expenses to their respective activity. In addition, since 2013, the Region established a consolidated cost allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province of Ontario in the Financial Information Return (FIR). This methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

Administration costs are comprised of the following charges:

	2024 $	2023 $
Financial services	47,031	47,721
Human resource services	122,762	120,738
IT services	258,913	249,654
Debt charges	64,264	143,718
Total administration charges	492,970	561,831

As per direction from the funding body, administration costs are limited to $39,500 ($39,500 in 2023) and therefore administration costs in excess of the limit are considered ineligible and have been shown as a reduction of expense on the schedule of revenue and expenses.

	2024 $	2023 $
Total administration charges	492,970	561,831
Less: adminstration cost limit	39,500	39,500
Total ineligible administration c	453,470	522,331

Annual Reconciliation Report
The Regional Municipality of Niagara Public Health Department Community Mental Health Program

March 31, 2024

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of
Niagara, Ontario Health – West Region and the Ontario Ministry of Health

Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) and the Proxy Pay Equity Reconciliation Report (excluding statistics and FTEs) of the Annual Reconciliation Report of the Regional Municipality of Niagara Public Health Department Community Mental Health Program (the “Program”) for the year ended March 31, 2024 and note to the schedules (collectively referred to as the “schedules”).

In our opinion, the accompanying schedules of the Program for the year ended March 31, 2024 have been prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 of the Ontario Healthcare Reporting Standards 11.1 and the Community Financial Policy (2016) issued by the Ontario Ministry of Health (the “guidelines”).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedules that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedules

Our objectives are to obtain reasonable assurance about whether the schedules are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the schedules.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

IFIS / Recipient #	100238
SRI Organization Code	473
Report Name	**2023-24 Account Reconciliation Report**
Ontario Region (formerly LHIN)	Hamilton Niagara Haldimand Brant (HNHB)
Service Provider Name	Community Mental Health Program
Service Provider Legal Name	Community Mental Health Program

Service Provider Address

Address 1	1815 Sir Isaac Brock Parkway
Address 2	0
City	Thorold
Postal Code	L2V 4T7

HSP Contact Name	Michael Leckey
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225 x 7439
HSP Contact E-mail Address	michael.leckey@niagararegion.ca

TOTAL AGENCY

Form ARRfin 1- Total Ontario Health & Ministry Managed- Financial
Ontario Region (formerly LHIN)

TABLE G: Total Agency ReportingSummary by Fund Type (Total Agency Financials)	Line #	TOTAL HSP
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
Net Surplus/Deficit Fund Type 1 (Hospital)	117	-
Total Revenue Fund Type 2 (Above)	118	**6,572,819**
Total Expenses Fund Type 2 (Above)	119	**6,693,274**
Net Surplus/Deficit Fund Type 2 (Community Programs)	120	**- 120,455**
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
Net Surplus/Deficit Fund Type 3 (Other)	123	-
Total Revenue for the Provider	124	**6,572,819**
Total Expenses for the Provider	125	**6,693,274**
Net Surplus/Deficit	126	**- 120,455**

Form ARRfin2 - OH Managed Programs
Community Mental Health Program

Table B	Line #	Click to select the TPBE 2023-24 Final	Comments (Max 255 Characters)
Funding Initiative		Select Funding Initiative (if applicable)	
Ontario Health Cash Flow:			
Funding - Ontario Health (OH)	1	6,567,779	
Funding - Provincial MOH	2	-	
Funding - Ontario Health One-Time	3	-	
Funding - Provincial MOH One-Time	4	-	
	5	-	
Sessional fee funding - MOH	6	-	
Total OH funding as per cash flow	7	6,567,779	
Service Recipient Revenue	8	-	
Recoveries from External/Internal Sources	9	-	
Donations	10	-	
Other Funding Sources and Other Revenue	11	5,040	
Other revenue adjustments (detailed comments required)	12	-	
Total revenue adjustments	13	5,040	
Total FUND TYPE 2 funding for settlement purposes	14	6,572,819	
Deferred OH funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-	
Amortization of donation revenue and OH funding in the current fiscal year	16	-	
Other Adjustments including OH recovery (detailed comments required)	18	-	
Total Revenue FUND TYPE 2	19	6,572,819	

EXPENSES- Fund Type 2	Line #	2023-24 Final	Comments (Max 255 Characters)
Compensation			
Salaries and Wages (Worked + Benefit + Purchased)	20	**4,452,779**	
Benefit Contributions	21	**1,028,866**	
Employee Future Benefit Compensation	22	**-**	
Nurse Practitioner Remuneration	23	**-**	
Medical Staff Remuneration	24	**536,710**	
Sessional Fees	25	**-**	
Service Costs			
Med/Surgical Supplies and Drugs	26	**-**	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	27	**301,189**	
Community One Time Expense	28	**-**	
Equipment Expenses	29	**1,148**	
Amortization on Major Equip and Software License and Fees	30	**-**	
Contracted Out Expense	31	**17,239**	
Buildings and Grounds Expenses	32	**355,344**	
Building Amortization	33	**-**	
TOTAL EXPENSES Fund Type 2	34	**6,693,274**	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	35	**-**	
Total Capitalized Purchases and Services in current year	36	**-**	
(CHC & Home Care purposes only) Inadmissible salary expenses	37	**-**	
(CHC & Home Care purposes only) Less: Other adjustments	38	**-**	
Total Expenses for Settlement Purposes	39	**6,693,274**	
Less sessional fee expenses (Enter as Negative Amount)	40	**-**	
Less one time expenses as per listing below (Negative sum of line 63 & 79)	42	**-**	
Total operating expenses for settlement purposes	43	**6,693,274**	
Operating Recovery	44	**-**	
Sessional Fee Recovery	45	**-**	
One Time Recovery	46	**-**	
Total Settlement Recovery	47	**-**	

TABLE C: One-Time Expenses	Line #	2023-24 Final	Comments (Max 255 Characters)
Capitalized purchases from One Time fundingSection C-1			
	48	-	
	49	-	
	50	-	
	51	-	
	52	-	
	53	-	
	54	-	
	55	-	
	56	-	
	57	-	
	58	-	
	59	-	
	60	-	
	61	-	
	62	-	
Total One-time capitalized purchases from One-time funding	63	-	

Operating expenses from One Time Funding Section C-2	Line #	2023-24 Final	Comments (Max 255 Characters)
	64	-	
	65	-	
	66	-	
	67	-	
	68	-	
	69	-	
	70	-	
	71	-	
	72	-	
	73	-	
	74	-	
	75	-	
	76	-	
	77	-	
	78	-	
Total One-time operating expenses from One-time funding	79	-	

TABLE D: Operating Expenses	Line #	2023-24 Final	Comments (Max 255 Characters)
Capitalized expenses Sourced from Operating Funding (Section D-1) (All capitalized items regardless of amount)			
	80	-	
	81	-	
	82	-	
	83	-	
	84	-	
	85	-	
	86	-	
	87	-	
	88	-	
	89	-	
	90	-	
	91	-	
	92	-	
	93	-	
	94	-	
Total Capitalized expenses from Operating Funding	95	-	

Non- capitalized one-time expenses > $5,000 Sourced from Operating Funding (Section D-2)	Line #	2023-24 Final	Comments (Max 255 Characters)
	96	-	
	97	-	
	98	-	
	99	-	
	100	-	
	101	-	
	102	-	
	103	-	
	104	-	
	105	-	
	106	-	
	107	-	
	108	-	
	109	-	
	110	-	
Total Non-Capitalized One-time expenses >$5,000 from Operating Funding	111	-	
Total One Time Expenses	112	-	

TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)	Line #	2023-24 Final	Comments (Max 255 Characters)
# of Sessions Delivered (From Sessional Fees)	113	0	
Calculated Cost Per Session	114	0.00	

PROXY PAY EQUITY ANNUAL REPORT

PROXY PAY EQUITY ANNUAL REPORT

This form is to be completed by transfer payment organizations who receive proxy pay equity funding from the Ministry of Health and Long-Term Care, pursuant to the April 23, 2003 Memorandum of Settlement.
It must be completed on an annual basis until an organization no longer has a pay equity obligation.

SECTION 1: BASIC PROGRAM INFORMATION

Name of Agency: **Community Mental Health Program**

Vendor #: _____ Reporting Period:from _____ **to** _____

Contact Person: _____ Phone: _____

SECTION 2: EXPENDITURE REPORT

Sources of Proxy Pay Equity Funds

Ministry of Health and Long-Term Care	$	**A**
Other (Specify)		
TOTAL	**0.00**	

Expenditures

Actual Proxy Pay Equity Expenses		**B**
Surplus(Deficit)	**0.00**	**A-B**
Current Outstanding Liabilities		
Total Number of Individuals Receiving Proxy Pay Equity		

SECTION 3: CERTIFICATION

I, _____ hereby certify that to the best of my knowledge the financial data is correct and it is reflected in the year-end settlement. ment.

Title: _____

_____
(Signature of Health Service Provider Authority)

CERTIFICATION TO BE COMPLETED BY BINDING AUTHORITIES

Certification by Provider Fiscal 2023-24

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFin1, ARRFin2 and ARRFin3 are complete and accurate

Community Mental Health Program

N/A

Name of Signing Officer **Date**

Signing Officer***

N/A

Title

N/A

Name of Signing Officer **Date**

Signing Officer***

N/A

Title

*****I have the authority to bind the Health Service Provider**

The Regional Municipality of Niagara Public Health Department
Community Mental Health Program
Note to the Annual Reconciliation Report
March 31, 2024

1. Significant accounting policies

Basis of accounting

These Schedules have been prepared for the Ontario Ministry of Health and the Ontario Health – West Region. They are prepared in accordance with Canadian public sector accounting standards, except that it does not capitalize and amortize tangible capital assets. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

Revenues and expenses

Revenues and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measurable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

Tangible capital assets acquired are reported as an expenditure, and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Schedule of revenues and expenditures

The Regional Municipality of Niagara
Public Health Department
Ambulance Communications Service

March 31, 2024

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Independent Auditor's Report

To the Regional Municipality of Niagara and the Ontario Ministry of Health

Opinion

We have audited the accompanying schedule of revenues and expenditures of the Regional Municipality of Niagara (the “Region”) Public Health Department – Ambulance Communications Service (the “Program”), for the year ended March 31, 2024 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2024 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement between the Her Majesty the Queen in Right of Ontario, as represented by the Minister of Health (formerly the Minster of Health and Long-Term Care) and the Regional Municipality of Niagara signed May 28, 2010 (the “guidelines”).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH DEPARTMENT
AMBULANCE COMMUNICATION SERVICES
Schedule of Revenues and Expenditures
For the year ending March 31, 2024

	Year ending March 31, 2024 Budget	Year ending March 31, 2024 Actual	Year ending March 31, 2023 Actual
Revenues:			
Provincial grant	7,447,927	7,494,526	$ 7,622,646
Other Revenue	5,000	10,826	23,519
	7,452,927	7,505,352	7,646,165
Expenditures:			
Salaries and benefits			
Salaries & Wages	4,835,789	4,867,692	4,555,082
Employee benefits	1,629,916	2,256,273	2,024,412
Transportation & communications	159,050	189,875	150,843
Services & rentals	277,466	391,001	487,197
Supplies & equipment	272,903	78,795	221,558
Administrative costs (Note 2)	277,802	446,872	505,745
Total Expenditures	7,452,927	8,230,508	7,944,837
Ineligible administration costs (Note 2)	-	(43,050)	(84,410)
Total eligible expenditures	7,452,927	8,187,458	7,860,427
Excess of expenditures over revenue	$ -	$ (682,106)	$ (214,262)

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
March 31, 2024

1. Significant accounting policies

Basis for presentation

The schedule of revenues and expenditures is prepared in accordance with the agreement dated May 28, 2010 between the Ontario Ministry of Health and the Regional Municipality of Niagara.

The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara Public Health Department has interpreted GAAP to be the recognition and measurement principles of the Canadian public sector accounting standards related specifically to revenues and expenditures, except that it does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenues and expenditures

Revenues are reported on the accrual basis of accounting.

Expenditures are recorded if they are eligible for the program and incurred in the year.

Capital assets

Tangible capital assets acquired are reported as an expenditure, amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
March 31, 2024

2. Administration costs

The program records direct operating expenditures to their respective activity. In addition, in 2013, the Region established its first consolidated allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province of Ontario in the Financial Information Return (FIR). The new methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
March 31, 2024

2. Administration costs (continued)

Administration costs, which have been allocated, are:

	2024 $	2023 $
Accounting services	**7,127**	**7,933**
Asset management services	**6**	**2**
Capital levy	**42,139**	**83,521**
Debt costs	**911**	**889**
Financial management	**3,110**	**2,862**
Human resources services	**42,871**	**40,493**
IT program support services and project cost	**163,261**	**159,428**
Land ambulance shared services	**101,108**	**145,698**
Legal services	**7,433**	**8,963**
Payroll services	**76,529**	**52,207**
Printing costs	**150**	**212**
Procurement services	**2,228**	**3,509**
Property management	**—**	**28**
	446,872	**505,744**

As per this program's funding agreement the following administration costs are considered ineligible and have been shown as a reduction of expense on the schedule of revenues and expenditures:

	2024 $	2023 $
Capital levy	**42,139**	**22,605**
Debt costs	**911**	**5,066**
	43,050	**27,671**

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
March 31, 2024

3. Budget data

The budget data presented in the Schedule is based on the budget data submitted to the Ontario Ministry of Health.

Schedule of revenue and expenses

The Regional Municipality of Niagara Public Health Department

Infant and Child Development Services

March 31, 2024

The Regional Municipality of Niagara
Public Health Department

Infant and Child Development Services
March 31, 2024

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ministry Children, Community and Social Services

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Infant and Child Development Services (the "Program") for the year ended March 31, 2024, and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2024, is prepared, in all material respects, in accordance with the financial reporting provisions of the Ontario Transfer Payment Agreement effective April 1, 2020, between the Her Majesty the Queen in right of Ontario as represented by the Minister of Children, Community and Social Services and the Regional Municipality of Niagara (the "Guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards
("Canadian GAAS"). Our responsibilities under those standards are further described in the
Auditor's Responsibilities for the Audit of the Schedule section of our report. We are independent of the Program in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program to comply with the financial reporting provisions of the Guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the Guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

The Regional Municipality of Niagara
Public Health Department
Infant and Child Development Services

Schedule of revenue and expenses
Year ended March 31, 2024

	2023-24 MOH Budget	2023-24 Actual	2022-23 Actual
Revenue:			
Province of Ontario - Service contract	568,428	568,248	568,428
	568,428	568,248	568,428
Expenditure:			
Salaries/benefits:			
Salaries	440,139	435,859	431,128
Benefits	108,983	111,168	106,752
	549,122	547,028	537,880
Other service costs:			
Administration costs (Note 4)	28,886	49,542	54,999
Supplies	3,500	115	385
Staff travel	22,000	14,328	23,201
Staff training	2,500	1,603	1,604
Audit services	3,100	3,068	2,865
Utilities and taxes	2,000	1,312	1,435
Purchased services	1,988	524	794
Fees and dues	300	270	270
	64,274	70,763	85,552
Total expenditures	613,396	617,790	623,432
Excess of expenditures over revenue	(44,968)	(49,542)	(55,004)

The Regional Municipality of Niagara
Public Health Department
Infant and Child Development Services
Notes to the schedule of revenues and expenses
March 31, 2024

1. Significant accounting policies

This financial statement has been prepared for the Ontario Ministry of Children, Community and Social Services ("the Ministry"). It is prepared in accordance with Canadian public sector accounting standards, except that it does not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations.

Significant accounting policies are as follows:

Revenue recognition

Revenue and expenditures are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenues are they become available and measurable. Expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

The historical cost and accumulated depreciation of capital assets are not recorded for municipal purposes. Capital assets acquired are reported as an expenditure and amortization is not recorded on the statement of revenue and expenditure and surplus.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

2. Grant repayable

The grant receivable/repayable to the Province of Ontario is subject to audit verification by the Ontario Ministry of Children, Community and Social Services. The grant receivable/repayable is non-interest bearing and is normally recovered/repaid in the subsequent year. The surplus repayable to the Province of Ontario for the 12-months ended March 31, 2024, is $nil (2022-23 $nil).

The Regional Municipality of Niagara
Public Health Department
Infant and Child Development Services
Notes to the schedule of revenues and expenses
March 31, 2024

	2023-24	2022-23
	$	$
Grant repayable beginning of period	**(49,781)**	(49,781)
Excess of grant over allowable expenses	**-**	**-**
Excess of expenditures over revenue	**49,542**	**55,004**
Expenditures in excess of the budget	**(49,542)**	**(55,004)**
Grant repayable, end of period	**(49,781)**	**(49,781)**

3. Administration costs

Administration costs are allocated under the indirect allocation methodology included in the cost allocation policy.

Under this methodology, all departments providing program/service support functions, as identified during the budget process, will allocate their costs using a basis that best match actual costs with the most appropriate beneficial recipient of the cost.

Administration costs are comprised of the following charges:

	2023-24 Budget	2023-24 Actual	2022-23 Actual
	$	**$**	$
Accounting services	587	908	890
Payroll services	4,063	7,355	5,334
Human resources services	2,625	4,122	6,641
IT program support services	16,554	28,580	27,712
Insurance costs	507	712	813
Printing costs	226	380	309
Capital financing	4,325	7,485	13,299
	28,886	**49,542**	54,999

4. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Children and Youth Services, Community and Social Services.

Schedule of revenue and expenses

The Regional Municipality of Niagara Public Health Department

Healthy Babies, Healthy Children Program

March 31, 2024

The Regional Municipality of Niagara
Public Health Department

Healthy Babies, Healthy Children Program
March 31, 2024

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and Ontario Ministry of Children, Community and Social Services

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Healthy Babies, Healthy Children Program (the "Program") for the year ended March 31, 2024, and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2024, is prepared, in all material respects, in accordance with the financial reporting provisions of the Ontario Transfer Payment Agreement effective April 1, 2020, between the Her Majesty the Queen in right of Ontario as represented by the Minister of Children, Community and Social Services and the Regional Municipality of Niagara (the "Guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Schedule section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program in complying with the financial reporting provisions of the Guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the Guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.b

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June 27, 2024

The Regional Municipality of Niagara
Public Health Department
Healthy Babies, Healthy Children Program
Schedule of revenue and expenses
Year ended March 31, 2024

	2023-24 Budget	2023-24 Actual	2022-23 Actual
	$	$	
Revenue			
Province of Ontario operating grants	2,347,355	2,347,355	2,347,355
Province of Ontario COVID one-time grants	-	-	-
Other revenue	-	9,553	10,420
	2,347,355	2,356,908	2,357,775
Expenses			
Salaries and Wages: unionized			
Public Health Nurses	1,289,053	1,118,610	1,230,729
Employee Benefits	353,548	331,113	337,164
Lay Home Visitors	249,306	163,158	225,754
Clerical	117,667	111,329	109,538
WSIB	-	-	-
Salaries and Wages: non-unionized			
Management	267,413	375,684	251,833
Administration ISCIS	83,476	82,665	79,471
Employee Benefits	76,562	103,879	70,813
	2,437,026	2,286,437	2,305,301

	2023-24 Budget	2023-24 Actual	2022-23 Actual
Operating Costs			
Administration costs (Note 3)	129,515	203,452	256,609
Travel - Mileage	55,000	30,973	18,823
Professional Development	3,985	17,924	3,961
Program Supplies/Resources	1,500	6,259	7,494
Communication costs	7,000	6,983	8,636
Office Supplies	1,438	9,807	6,940
Audit Fees	6,337	731	12,007
Cleaning Allowance	500	150	200
	205,275	276,280	314,670
Total expenses	2,642,300	2,562,717	2,619,972
Deficiency of revenue over eligible expenses	(294,945)	(205,809)	(262,197)

The Regional Municipality of Niagara
Public Health Department

Healthy Babies, Healthy Children Program
Notes to the schedule of revenue and expenses
March 31, 2024

1. Summary of significant accounting policies

Basis of accounting

This financial statement has been prepared for the Ontario Ministry of Children, Community and Social Services ("the Ministry"). It is prepared in accordance with Canadian public sector accounting standards, except that it does not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations.

Significant accounting policies are as follows:

Revenue recognition

Revenue and expenditures are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenues as they become available and measurable. Expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

The historical cost and accumulated depreciation of capital assets are not recorded for municipal purposes. Capital assets acquired are reported as an expenditure and amortization is not recorded on the statement of revenue and expenditure and surplus.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board (“WSIB”) Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

2. Grant receivable/repayable

The grant receivable/repayable to the Province of Ontario is subject to audit verification by the Ontario Ministry of Children, Community and Social Services. The grant receivable/repayable is non-interest bearing and is normally recovered/repaid in the

The Regional Municipality of Niagara
Public Health Department

Healthy Babies, Healthy Children Program
Notes to the schedule of revenue and expenses
March 31, 2024

subsequent year. The surplus repayable to the Province of Ontario for the year ended March 31, 2024, is $nil (2022-23 $nil).

	2024	2023
	$	$
Grant receivable (repayable), beginning of period	**(20,638)**	(20,638)
Excess of grant over allowable expenses	**-**	-
Excess of expenditures over revenue	**205,809**	262,197
Expenditures in excess of the budget	**(205,809)**	(262,197)
Grant receivable (repayable), end of period	**(20,638)**	**(20,638)**

3. Administration costs

Administration costs are allocated under the indirect allocation methodology included in the cost allocation policy.

Under this methodology, all departments providing program/service support functions, as identified during the budget process, will allocate their costs using a basis that best match actual costs with the most appropriate beneficial recipient of the cost.

Administration costs are comprised of the following charges:

	2024 Budget $	**2024 Actual $**	2023 Actual $
Accounting services	2,484	**1,505**	1,594
Payroll services	36,497	**30,918**	23,606
Human resources servic	22,674	**16,252**	17,459
IT program support serv	43,768	**106,039**	124,047
Legal services	-	**-**	-
Insurance costs	2,612	**3,616**	4,241
Printing costs	9,183	**14,626**	9,970
Capital financing allocat	12,297	**30,496**	75,692
	129,515	**203,452**	256,609

The Regional Municipality of Niagara
Public Health Department

Healthy Babies, Healthy Children Program
Notes to the schedule of revenue and expenses
March 31, 2024

4. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Children, Community and Social Services.

Subject: Approval of 2024 Community Services Program Audits

Report to: Public Health and Social Services Committee

Report date: Tuesday, July 9, 2024

Recommendations

1. That the draft audited annual reconciliation return for the Community Support Services Program (Appendix 1 to Report COM 21-2024) for the period ended March 31, 2024, **BE APPROVED**;
2. That the draft audited schedule of Revenue and Expenses for the Reaching Home Program (Appendix 2 to Report COM 21-2024) for the year ended March 31, 2024, **BE APPROVED**;
3. That staff **BE DIRECTED** to coordinate with the auditor to finalize the statements as presented; and
4. That Report COM 21-2024 **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval for the audited annual reconciliation return ("ARR") and the schedule of revenue and expenses ("financial schedule") for the respective programs in accordance with the federal and provincial funding requirements.
- Ontario Health West and the Ministry of Long-Term Care determined that Community Support Services Program was required to change the audit from the calendar year-end to March 31st fiscal year. As a result, the draft annual reconciliation return for the Community Support Services Program (Appendix 1 to Report COM 21-2024) is for the 15-month period of January 1, 2023 to March 31, 2024.
- The Ministry deadlines for the Community Support Services and Reaching Home funding programs are June 30, 2024 and July 31, 2024, respectively. To accommodate the timing of the committee reporting schedule and year-end adjustment, arrangements have been made with the Ontario Health West and the Ministry of Long-Term Care to allow for submission of the Community Support Services Program by July 31, 2023.

- As per the Financial Reporting and Forecasting Policy (C-F-020), other financial statements or schedules performed for ministry funding purposes, will be recommended for approval to Council by the Standing Committee with oversight of the program. Upon approval by Council, the department Commissioner, or delegated authority, and the Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report. The approved statements will then be forwarded to the Audit Committee for information.

Financial Considerations

The ARR of the Community Support Services program (also referred to as Seniors Community Programs) and the financial schedule for the Reaching Home program have been prepared in compliance with the guidelines and policies stipulated by the corresponding ministry. A draft copy of the ARR for the Community Support Services program is attached as Appendix 1 to Report COM 21-2024 and a draft copy of the financial schedule for the Reaching Home program is attached as Appendix 2 to Report COM 21-2024.

The ARR and the financial schedule are prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding ministries. These reports are a provincial/federal requirement as noted in the audit report for the programs. The financial schedules are prepared to assist The Regional Municipality of Niagara (Niagara Region) in complying with the guidelines. As a result, the schedule may not be suitable for another purpose.

Analysis

The ARR and the financial schedule were audited by Niagara Region's external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material aspects, in accordance with the requirements identified.

The recommendation for approval of audited schedules performed for ministry funding purposes rest with the Committee to which the department is responsible for the funding reports. Upon approval by Committee and Council, the department's Commissioner and Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report. These schedules are then forwarded to the Audit Committee for information.

Below is a summary of the results of the audited schedules. These financial schedules are subject to minor wording changes once the schedules are finalized:

- Community Support Service – This program has a surplus of $426,942 (4.3% of total program funding) for the 15-month period ending March 31, 2024. These funds will be returned to Ontario Health by way of a reduction in future payments to Niagara Region. The program surplus is mainly due to the timing of funding announcements, which limited the ability to plan for and spend funds within the reporting period, as outlined below.

  In April 2024, Ontario Health West and the Ministry of Long-Term Care instructed Niagara Region to align financial reporting dates for this program to align with the provincial reporting period by shifting from calendar year reporting (January-December) to fiscal year reporting (April-March). As a result of this mandatory reporting change, the financial schedules contain 15 months of financial data (January 1, 2023 to March 31, 2024). In March 2024, Niagara Region received $139,743 of one-time funding that it is was unable to spend given the direction to shift reporting practices came after the operating period had closed.

  Also contributing to the surplus was a timing discrepancy for funding received for a new program under this agreement. In February 2023 Niagara Region was approved for one-time funding to operate a new recuperative care unit for individuals who are homeless and 18+ that require a level of care upon discharge from hospital that the shelter system cannot provide. Objective is to provide short term (6 to 8 weeks) support and housing assistance such that individuals can be housed or return to shelter at the end of the program. Funding for this program was flowed by Ontario Health in advance of the program opening, and timing of efforts to hire staff and open the site resulted in excess funding at the onset of the program of $228,056. Since that initial quarter of setup and opening of recuperative care, provincial allocations have been fully expended.

- Reaching Home Program (supporting homelessness services) – commenced April 1, 2019, and ends March 31, 2028, and has no funds returnable for the current reporting period of April 1, 2023 through March 31, 2024

Alternatives Reviewed

The audited financial schedules are a ministry requirement and therefore no alternatives are available.

Relationship to Council Strategic Priorities

Providing financial information is aligned to Effective Region, delivery of fiscally responsible and sustainable core services.

Other Pertinent Reports

None.

Prepared by:
Melanie Steele, CPA, CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:
Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jordan Gamble, CPA, CA, Program Financial Specialist and Eniola Olooto, CPA, CGA, Program Financial Specialist

Appendices

Appendix 1 Community Support Services Program – 2024 Annual Reconciliation Return

Appendix 2 Reaching Home Program – 2024 Schedule of Revenue and Expenses

Annual Reconciliation Report
The Regional Municipality of Niagara Community Services Department Community Support Service Program

March 31, 2024

Draft

Independent Auditor's Report	1–2
Annual Reconciliation Report	3–24
Note to the Annual Reconciliation Report	25

Draft

Deloitte.

Deloitte LLP

Bay Adelaide East
8 Adelaide Street West
Suite 200
Toronto ON M5H 0A9
Canada

Independent Auditor's Report

To the Board of Directors of
To the Members of Council of the Regional Municipality of Niagara,
Ontario Ministry of Health – West Region

Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) of the Annual Reconciliation Report of the Regional Municipality of Niagara (the "Region") Community Services Department – Community Support Service Program (the "Program") for the 15-month period ended March 31, 2024 and notes to the schedules (collectively referred to as the "schedules").

In our opinion, the accompanying schedules for the 15-month period ended March 31, 2024 are prepared, in all material respects, in accordance with the financial reporting provisions in guidelines in Chapters 3 of the Ontario Healthcare Reporting Standards 12.0 and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Ministry of Long-Term Care (collectively referred to as the "guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedules in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Draft

Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the Financial Reporting Framework, and for such internal control as management determines is necessary to enable the preparation of the schedules that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedules

Our objectives are to obtain reasonable assurance about whether the schedules are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these schedules.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
July 25, 2024

Draft

IFIS / Recipient #	13115
SRI Organization Code	4165
Report Name	**2023-24 Account Reconciliation Report**
Ontario Region (formerly LHIN)	Hamilton Niagara Haldimand Brant (Hnhb)
Service Provider Name	Regional Municipality of Niagara
Service Provider Legal Name	Regional Municipality of Niagara

Service Provider Address

Address 1	1815 Sir Isaac Brock Way
Address 2	P.O. Box 1042
City	Thorold
Postal Code	L2V4T7

HSP Contact Name	Jordan Gamble
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225, ext. 3815
HSP Contact E-mail Address	jordan.gamble@niagararegion.ca

Draft

TOTAL AGENCY

Form ARRfin 1- Total Ontario Health & Ministry Managed- Financial
Regional Municipality of Niagara

TABLE G: Total Agency Reporting Summary by Fund Type (Total Agency Financials)	**Line #**	**TOTAL HSP**
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
Net Surplus/Deficit Fund Type 1 (Hospital)	117	-
Total Revenue Fund Type 2 (Above)	118	**9,836,265**
Total Expenses Fund Type 2 (Above)	119	**9,409,323**
Net Surplus/Deficit Fund Type 2 (Community Programs)	120	**426,942**
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
Net Surplus/Deficit Fund Type 3 (Other)	123	-
Total Revenue for the Provider	124	**9,836,265**
Total Expenses for the Provider	125	**9,409,323**
Net Surplus/Deficit	126	**426,942**

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
Funding Initiative (Please select from drop down)			Select Funding Initiative (where applicable)	
Table B	**Line #**			
OH Cash Flow:				
Funding - Ontario Health (OH)	1	**7,811,652**	**6,639,762**	**Base Funding (Reporting Period - January 2023 - March 2024)**
Funding - Provincial MOH	2	**-**		
Funding - Ontario Health One-Time	3	**1,671,433**	**1,632,462**	**Primarily $1,466,457 of funding for Recuperative Care program (Short-term Transitional Care Model)**
Funding - Provincial MOH One-Time	4	**-**		
Sessional fee funding - OH	5	**-**		
Sessional fee funding - MOH	6			
Total Ontario Health funding as per cash flow	7	**9,483,085**	**8,272,224**	
Service Recipient Revenue	8	**313,502**	**313,502**	
Recoveries from External/Internal Sources	9	**39,678**	**11,555**	
Donations	10	**-**		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
Other Funding Sources and Other Revenue	11	-		
Other revenue adjustments (detailed comments required)	12	-		
Total revenue adjustments	13	**353,181**	**325,058**	
Total FUND TYPE 2 funding for settlement purposes	14	**9,836,265**	**8,597,281**	
Deferred OH funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-		
Amortization of donation revenue and OH funding in the current fiscal year	16	-		
Other Adjustments including OH recovery (detailed comments required)	17	-		
Total Revenue FUND TYPE 2	18	**9,836,265**	**8,597,281**	
EXPENSES- Fund Type 2				
Compensation				
Salaries and Wages (Worked + Benefit + Purchased)	19	**6,335,332**	5,410,380	
Benefit Contributions	20	**1,371,605**	1,191,570	
Employee Future Benefit Compensation	21	-		
Nurse Practitioner Remuneration	22	**123,308**	123,308	
Medical Staff Remuneration	23	-		
Sessional Fees	24	-		
Service Costs				
Med/Surgical Supplies and Drugs	25	**29,153**	27,342	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	26	**429,669**	415,295	
Community One Time Expense	27	-	-	
Equipment Expenses	28	**51,201**	50,884	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
Amortization on Major Equip and Software License and Fees	29	-		
Contracted Out Expense	30	**630,963**	630,963	
Buildings and Grounds Expenses	31	**438,092**	438,092	
Building Amortization	32	-		
TOTAL EXPENSES Fund Type 2	33	**9,409,323**	**8,287,834**	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	34	-	-	
Total Capitalized Purchases and Services in current year	35	-	-	
(CHC & Home Care purposes only) Inadmissible salary expenses	36	-		
(CHC & Home Care purposes only) Less: Other adjustments	37	-		
Total Expenses for Settlement Purposes	38	**9,409,323**	**8,287,834**	
Less sessional fee expenses (Enter as Negative Amount)	39	-		
Less one time expenses as per listing below (Negative sum of	40	**- 1,443,377**	**- 1,404,406**	
Total operating expenses for settlement purposes	41	**7,965,946**	**6,883,428**	
Operating Recovery	42	**198,887**	**81,391**	
Sessional Fee Recovery	43	-	-	
One Time Recovery	44	**228,056**	**228,056**	
Total Settlement Recovery	45	**426,942**	**309,447**	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
TABLE C: One-Time Expenses	**Line #**			
Capitalized purchases from One Time funding Section C-1				
	46	-		
	47	-		
	48	-		
	49	-		
	50	-		
	51	-		
	52	-		
	53	-		
	54	-		
	55	-		
	56	-		
	57	-		
	58	-		
	59	-		
	60	-		
Total One-time capitalized purchases from One-time funding	61	-	-	
Operating expenses from One Time Funding Section C-2				
	62	**1,206,981**	**1,174,360**	**Salaries**
	63	**163,034**	**156,685**	**Benefits**
	64	**3,293**	**3,293**	**Buildings & Grounds Expenses**

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
	65	549	549	Contracted Out Expense
	66	18,310	18,310	Equipment Expenses
	67	51,158	51,158	Supplies & Sundry Expenses
	68	51	51	Medical Supplies
	69	-		
	70	-		
	71	-		
	72	-		
	73	-		
	74	-		
	75	-		
	76	-		
Total One-time operating expenses from One-time funding	77	1,443,377	1,404,406	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
TABLE D: Operating Expenses				
Capitalized expenses Sourced from Operating Funding (Section D-1) (All capitalized items regardless of amount)				
	78	-		
	79	-		
	80	-		
	81	-		
	82	-		
	83	-		
	84	-		
	85	-		
	86	-		
	87	-		
	88	-		
	89	-		
	90	-		
	91	-		
	92	-		
Total Capitalized expenses from Operating Funding	93	-	-	
Non- capitalized one-time expenses > $5,000 Sourced from Operating Funding (Section D-2)				
	94	-		
	95	-		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
	96	-		
	97	-		
	98	-		
	99	-		
	100	-		
	101	-		
	102	-		
	103	-		
	104	-		
	105	-		
	106	-		
	107	-		
	108	-		
Total Non-Capitalized One-time expenses >$5,000 from Operating Funding	109	-	-	
Total One Time Expenses	110	**1,443,377**	**1,404,406**	

TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)				
# of Sessions Delivered (From Sessional Fees)	111	-		
Calculated Cost Per Session	112	**0.00**	**0.00**	

TABLE G: Total Agency Reporting Summary by Fund Type (Total Agency Financials)	**Line #**	**TOTAL**		
Total Revenue Fund Type 1	113	-		
Total Expenses Fund Type 1	114	-		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - CSS	OH - CSS Comments
Net Surplus/Deficit Fund Type 1 (Hospital)	115	-	-	
Total Revenue Fund Type 2 (Above)	116	**9,836,265**	8,597,281	
Total Expenses Fund Type 2 (Above)	117	**9,409,323**	8,287,834	
Net Surplus/Deficit Fund Type 2 (Community Programs)	118	**426,942**	**309,447**	
Total Revenue Fund Type 3	119	-		
Total Expenses Fund Type 3	120	-		
Net Surplus/Deficit Fund Type 3 (Other)	121	-	-	
Total Revenue for the Provider	122	**9,836,265**	**8,597,281**	
Total Expenses for the Provider	123	**9,409,323**	**8,287,834**	
Net Surplus/Deficit	124	**426,942**	**309,447**	

END OF WORKSHEET

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
Funding Initiative (Please select from drop down)			Select Funding Initiative (where applicable)	
Table B	**Line #**			
OH Cash Flow:				
Funding - Ontario Health (OH)	1	**7,811,652**	**1,171,890**	**Base Funding (Reporting Period - January 2023 - March 2024)**
Funding - Provincial MOH	2	**-**		
Funding - Ontario Health One-Time	3	**1,671,433**	**38,971**	
Funding - Provincial MOH One-Time	4	**-**		
Sessional fee funding - OH	5	**-**		
Sessional fee funding - MOH	6			
Total Ontario Health funding as per cash flow	7	**9,483,085**	**1,210,861**	
Service Recipient Revenue	8	**313,502**		
Recoveries from External/Internal Sources	9	**39,678**	**28,123**	
Donations	10	**-**		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
Other Funding Sources and Other Revenue	11	-		
Other revenue adjustments (detailed comments required)	12	-		
Total revenue adjustments	13	**353,181**	**28,123**	
Total FUND TYPE 2 funding for settlement purposes	14	**9,836,265**	**1,238,984**	
Deferred OH funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-		
Amortization of donation revenue and OH funding in the current fiscal year	16	-		
Other Adjustments including OH recovery (detailed comments required)	17	-		
Total Revenue FUND TYPE 2	18	**9,836,265**	**1,238,984**	
EXPENSES- Fund Type 2				
Compensation				
Salaries and Wages (Worked + Benefit + Purchased)	19	**6,335,332**	924,951	
Benefit Contributions	20	**1,371,605**	180,035	
Employee Future Benefit Compensation	21	-		
Nurse Practitioner Remuneration	22	**123,308**		
Medical Staff Remuneration	23	-		
Sessional Fees	24	-		
Service Costs				
Med/Surgical Supplies and Drugs	25	**29,153**	1,811	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	26	**429,669**	14,374	
Community One Time Expense	27	-	-	
Equipment Expenses	28	**51,201**	318	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
Amortization on Major Equip and Software License and Fees	29	-		
Contracted Out Expense	30	630,963		
Buildings and Grounds Expenses	31	438,092		
Building Amortization	32	-		
TOTAL EXPENSES Fund Type 2	33	9,409,323	1,121,489	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	34	-	-	
Total Capitalized Purchases and Services in current year	35	-	-	
(CHC & Home Care purposes only) Inadmissible salary expenses	36	-		
(CHC & Home Care purposes only) Less: Other adjustments	37	-		
Total Expenses for Settlement Purposes	38	9,409,323	1,121,489	
Less sessional fee expenses (Enter as Negative Amount)	39	-		
Less one time expenses as per listing below (Negative sum of	40	- 1,443,377	- 38,971	
Total operating expenses for settlement purposes	41	7,965,946	1,082,518	
Operating Recovery	42	198,887	117,496	
Sessional Fee Recovery	43	-	-	
One Time Recovery	44	228,056	-	
Total Settlement Recovery	45	426,942	117,496	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
TABLE C: One-Time Expenses	**Line #**			
Capitalized purchases from One Time funding Section C-1				
	46	-		
	47	-		
	48	-		
	49	-		
	50	-		
	51	-		
	52	-		
	53	-		
	54	-		
	55	-		
	56	-		
	57	-		
	58	-		
	59	-		
	60	-		
Total One-time capitalized purchases from One-time funding	61	-	-	
Operating expenses from One Time Funding Section C-2				
	62	**1,206,981**	**32,621**	**Salaries**
	63	**163,034**	**6,350**	**Benefits**
	64	**3,293**		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
	65	549		
	66	18,310		
	67	51,158		
	68	51		
	69	-		
	70	-		
	71	-		
	72	-		
	73	-		
	74	-		
	75	-		
	76	-		
Total One-time operating expenses from One-time funding	77	**1,443,377**	**38,971**	

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
TABLE D: Operating Expenses				
Capitalized expenses Sourced from Operating Funding (Section D-1) (All capitalized items regardless of amount)				
	78	-		
	79	-		
	80	-		
	81	-		
	82	-		
	83	-		
	84	-		
	85	-		
	86	-		
	87	-		
	88	-		
	89	-		
	90	-		
	91	-		
	92	-		
Total Capitalized expenses from Operating Funding	93	-	-	
Non- capitalized one-time expenses > $5,000 Sourced from Operating Funding (Section D-2)				
	94	-		
	95	-		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
	96	-		
	97	-		
	98	-		
	99	-		
	100	-		
	101	-		
	102	-		
	103	-		
	104	-		
	105	-		
	106	-		
	107	-		
	108	-		
Total Non-Capitalized One-time expenses >$5,000 from Operating Funding	109	-	-	
Total One Time Expenses	110	**1,443,377**	**38,971**	

TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)				
# of Sessions Delivered (From Sessional Fees)	111	-		
Calculated Cost Per Session	112	**0.00**	**0.00**	

TABLE G: Total Agency Reporting Summary by Fund Type (Total Agency Financials)	**Line #**	**TOTAL**		
Total Revenue Fund Type 1	113	-		
Total Expenses Fund Type 1	114	-		

Draft

Select TPBE (Transfer Payment Business Unit)		TOTAL	OH - SH	OH - SH Comments
Net Surplus/Deficit Fund Type 1 (Hospital)	115	-	-	
Total Revenue Fund Type 2 (Above)	116	**9,836,265**	1,238,984	
Total Expenses Fund Type 2 (Above)	117	**9,409,323**	1,121,489	
Net Surplus/Deficit Fund Type 2 (Community Programs)	118	**426,942**	**117,496**	
Total Revenue Fund Type 3	119	-		
Total Expenses Fund Type 3	120	-		
Net Surplus/Deficit Fund Type 3 (Other)	121	-	-	
Total Revenue for the Provider	122	**9,836,265**	**1,238,984**	
Total Expenses for the Provider	123	**9,409,323**	**1,121,489**	
Net Surplus/Deficit	124	**426,942**	**117,496**	

END OF WORKSHEET

Draft

PROXY PAY EQUITY ANNUAL REPORT

This form is to be completed by transfer payment organizations who receive proxy pay equity funding from the Ministry of Health and Long-Term Care, pursuant to the April 23, 2003 Memorandum of Settlement. It must be completed on an annual basis until an organization no longer has a pay equity obligation.

SECTION 1: BASIC PROGRAM INFORMATION

Name of Agency: **Regional Municipality of Niagara**

Vendor #: _____ Reporting Period: from _____ **to** _____

Contact Person: _____ Phone: _____

Draft

SECTION 2: EXPENDITURE REPORT

Sources of Proxy Pay Equity Funds

Ministry of Health and Long-Term Care	$	**A**
Other (Specify)		
TOTAL	**0.00**	

Expenditures

Actual Proxy Pay Equity Expenses		**B**
Surplus(Deficit)	**0.00**	**A-B**

Current Outstanding Liabilities	
Total Number of Individuals Receiving Proxy Pay Equity	

Draft

SECTION 3: CERTIFICATION

I, _____ hereby certify that to the best of my knowledge the financial data is correct and it is reflected in the year-end settlement.

_____ Title: _____

(Signature of Health Service Provider Authority)

Draft

Certification by Provider Fiscal 2023-24

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFin1, ARRFin2 and ARRFin3 are complete and accurate

Regional Municipality of Niagara

N/A

Name of Signing Officer **Date**

Signing Officer***

N/A

Title

N/A

Name of Signing Officer **Date**

Signing Officer***

N/A

Title

Draft

*****I have the authority to bind the Health Service Provider**

The Regional Municipality of Niagara Community Services Department
Community Support Service Program
Note to the Annual Reconciliation Report
March 31, 2024

1. Significant Accounting Policies

Basis of accounting

These schedules have been prepared for the Ontario Ministry of Health, Ministry of Long-Term Care and Ontario Health. They are prepared in accordance with the financial reporting provisions in the guidelines in Chapters 3 of the Ontario Healthcare Reporting Standards 12.0 and the Community Financial Policy (2016) issued by the Ontario Ministry of Health, which approximates Canadian public sector accounting standards, except that they do not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

Revenue and expenses

Revenue is recognized as amounts become available and are measurable.

Expenses are recognized as they are incurred and measurable.

Capital assets

The historical cost and accumulated depreciation of capital assets are not recorded. Capital assets acquired are reported as expenditures and amortization is not reported on ARRFin1 and ARRFin2.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board (“WSIB”) Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Draft

Schedule of revenue and expenses
The Regional Municipality of Niagara
Reaching Home – Canada's Homelessness Strategy Program

March 31, 2024

Independent Auditor’s Report	3-4
Schedule of revenue and expenses	5
Notes to the schedule of revenue and expenses	6-7

Deloitte LLP
Bay Adelaide East
8 Adelaide Street West
Suite 200
Toronto ON M5H 0A9
Canada

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ministry of Employment and Social Development Canada

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara (the "Region") Reaching Home – Canada's Homelessness Strategy Program (the "Program") for the year ended March 31, 2024 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2024 have been prepared, in all material respects, in accordance with the financial reporting provisions of the agreement between the Her Majesty the Queen in Right of Canada, as represented by the Minister of Employment and Social Development Canada and the Regional Municipality of Niagara signed June 12, 2019 (the "guidelines").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedules in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedules in accordance with the Financial Reporting Framework, and for such internal control as management

determines is necessary to enable the preparation of the schedules that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedules are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these schedules.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
July 25, 2024

Reaching Home - Canada's Homelessness Strategy

Schedule of revenue and expenses

Year ended March 31, 2024

	Note	**2024**	2023
		$	$
Revenue:			
Ministry funding	2	**5,128,045**	3,912,364
Expenditures:			
Sub-project costs		**4,780,881**	3,715,907
Program management & administrative		**347,164**	196,457
Total expenditures		**5,128,045**	3,912,364
Excess of eligible expenditures over revenue		-	-

See accompanying notes to the schedule of revenues and expenditures.

The Regional Municipality of Niagara
Reaching Home – Canada's Homelessness Strategy
Program Notes to the schedule of revenue and expenses
March 31, 2024

1. Significant accounting policies

Basis of accounting

The schedule has been prepared for the Office of Infrastructure of Canada (INFC) Employment and Social Development Canada. The agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara requires the schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of The Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenue and expenses

Revenues are reported on the accrual basis of accounting.

Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

2. Ministry funding

This project commenced April 1, 2019 and will end March 31, 2024. Total maximum amount of Canada's contribution is $24,659,958.

The funding allocation under Reaching Home will be used to support priorities and recommendations of the joint housing and homelessness action plan task force / Community Advisory Board ($22,106,963). There is incremental funding to support initial investments towards the design and implementation of Coordinated Access ($1,297,160) and Winter 2023/2024 Unsheltered Homelessness Response Funding ($1,255,835).

The maximum amount payable by the Ministry in each fiscal year of the project is:

The Regional Municipality of Niagara
Reaching Home – Canada's Homelessness Strategy
Program Notes to the schedule of revenue and expenses
March 31, 2024

	Designated Community	Coordinated Access	Unsheltered Response	Total Funding
	$	$	$	$
2020	837,176	121,420	—	958,596
2021	837,176	103,920	—	941,096
2022	4,065,127	103,920	—	4,169,047
2023	3,718,784	193,580	—	3,912,364
2024	3,678,630	193,580	1,255,835	5,128,045
2025	3,475,467	193,580	—	3,669,047
2026	3,475,467	193,580	—	3,669,047
2027	1,009,568	96,790	—	1,106,358
2028	1,009,568	96,790	—	1,106,358
	22,106,963	1,297,160	1,255,835	24,659,958

Niagara Region

Internal Audit
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Memorandum

AC-C 9-2024

Subject: Status Update on Internal Audit Engagements

Date: September 16, 2024

To: Audit Committee

From: Hari Vemuri, Manager, Internal Audit

This memorandum provides a comprehensive update on status of internal audit engagements which were approved by the Audit Committee for the year 2024

Internal Audit	Detailed Status Update	Status
Vendor Performance Management for Tier 1 Contracts	KPMG has completed the audit report and presented the findings to the leadership team. Management is currently addressing the identified action items and finalizing timelines for their implementation.	Fieldwork completed; final report delayed to December 2024.
Vendor Governance and Relationship Management for Consulting Services	The audit report, prepared by KPMG, has been submitted to the leadership team. Management is in the process of executing the necessary action items and establishing deadlines for implementation.	Fieldwork completed; final report delayed to December 2024.
P-Card Audit (2017) –Follow up Audit	Fieldwork is ongoing, and the audit report is on track to be presented at the next Audit Committee meeting, scheduled for December 9, 2024.	On track

Controlled Medications Storage and Monitoring Controls - Phase 2	Fieldwork is in progress. The final audit report will be presented at the upcoming Audit Committee meeting on December 9, 2024.	On track
Region Operated Child Care Centres –CWELCC Compliance Audit	The Request for Proposal (RFP) has been issued to engage an external audit firm. The audit is slated for completion by Q1 2025, with the final report to be presented at the Audit Committee meeting in Q2 2025.	On track
Purchase and Operation of Vacuum Truck (Consulting Engagement)	KPMG has reviewed a sample as part of the audit process for the vendor performance management audit. A detailed audit will be conducted on the sample once management action plans are implemented.	On track
Whistleblower Policy Implementation and Benchmarking Analysis	Planning is in progress to complete the audit by Q1 2025.	On track

Respectfully submitted and signed by

_____

Hari Vemuri
Manager, Internal Audit

Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign

WHEREAS an unprecedented number of Ontarians are homeless, living in encampments and other unsafe spaces, and too many are dying from addictions and mental health issues;

WHEREAS the province has provided additional funding for mental health, addictions, and homelessness programs, it does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province;

WHEREAS, together with various community partners, the Region of Niagara has been tackling this issue head on, funding various programs and spaces to find solutions;

WHEREAS despite the success of many of these programs, the crisis continues to grow and regions and municipalities need help; and

WHEREAS all of these issues fall primarily under provincial jurisdiction, and regions and municipalities should not be using the property tax base to fund these programs.

NOW THEREFORE BE IT RESOLVED:

1. That the Region of Niagara, through a letter written by the Regional Chair, **JOIN** Ontario's Big City Mayors in calling on the Provincial Government:

    a) To appoint a responsible Ministry and Minister with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions, and wrap around supports; and

    b) Have this Minister strike a task force with broad sector representatives including municipalities, healthcare, first responders, community services, the business community, and the tourism industry to develop a Made in Ontario Action Plan;

    c) To provide municipalities with the tools and resources to transition those in encampments to more appropriate supports, when deemed necessary;

    d) To commit to funding the appropriate services these individuals need, community by community, where there are gaps in the system; and

    e) To invest in 24/7 Community Hubs / Crisis Centres to relieve pressure on emergency centres and first responders;

2. That the Regional Chair's letter and this motion **BE CIRCULATED** to The Honourable Doug Ford, Premier of Ontario; The Honourable Sylvia Jones, Deputy Premier and Minister of Health; The Honourable Paul Calandra, Minister of Municipal Affairs and Housing; The Honourable Michael Parsa, Minister of Children, Community and Social Services; The Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions; Niagara's 12 local area municipalities; Niagara's four MPPs; the Association of Municipalities of Ontario (AMO); the Federation of Canadian Municipalities (FCM); Ontario's Big City Mayors (OBCM); and the St. Catharines Downtown Association.

Municipal Codes of Conduct

WHEREAS on August 17, 2023, Regional Council supported the recommendations made by AMO that:

a) Codes of Conduct should be updated to include workplace safety and harassment policies;
b) Codes of Conduct should have an escalating enforcement mechanism through administrative monetary penalties that recognize local circumstances;
c) Integrity Commissioners should have better, standardized training to improve consistency of decisions across the province;
d) In the most egregious cases, such as harassment or assault, municipalities should be able to apply to a judge to remove a sitting member if recommended by an Integrity Commissioner;
e) A member removed under this process should be unable to sit in another election during the term of office removed and the subsequent term;

WHEREAS Regional Council urged the Ontario Government to table and pass legislation to make these changes as soon as possible;

WHEREAS Bill 207, Municipal Accountability and Integrity Act, 2024, has been introduced that provides changes from the proposed Bill 5 which failed upon second reading including:

a) Instead of municipalities hiring their own Integrity Commissioner (who then investigates them) an Integrity Commissioner Provincial Board would be established;
b) Councils can no longer ignore an Integrity Commissioner recommendation that removal be elevated to the courts- it would go direct from an Integrity Commissioner to judicial review in instances of recommended removal;
c) adherence to anti-discrimination policies in addition to violence and harassment policies;
d) Trauma-informed design;
e) Protections for people who come forward; and
f) A duty to report

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Regional Council **SUPPORTS** the call of the Association of Municipalities of Ontario (AMO) for the Government of Ontario to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments;

2. That the legislation **ENCOMPASSES** the Association of Municipalities of Ontario's recommendations for:

    a) Updating municipal Codes of Conduct to account for workplace safety and harassment;
    b) Creating a flexible administrative penalty regime, adapted to the local economic and financial circumstances of municipalities across Ontario;
    c) Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province;
    d) Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner; and
    e) Prohibit a member so removed from sitting for election in the term of removal and the subsequent term of office; and

3. That a copy of this resolution **BE FORWARDED** to the President of the Association of Municipalities of Ontario, Robin Jones; Premier of Ontario, Doug Ford; Minister Paul Calandra, Member of Provincial Parliament, Jeff Burch; Member of Parliament, Wayne Gates; Member of Provincial Parliament, Jennie Stevens; Member of Provincial Parliament Sam Oosterhoff and all local area municipalities.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS (PARKING PROHIBITION ON REGIONAL ROAD 3 (LAKESHORE ROAD) IN THE TOWNSHIP OF WAINFLEET)

WHEREAS on the 20th day of April, 1989 the Council of The Regional Municipality of Niagara did pass By-law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said by-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request the preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with the Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy; and,

WHEREAS a memorandum dated September 11, 2024, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 for the purposes of a Parking Prohibition on Regional Road 3 (Lakeshore Road) in the Township of Wainfleet

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule “C” of the said By-Law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “C”

Parking Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES /DAYS
Regional Road 3 (Lakeshore Road)	North	Western limit of Regional Municipality	17 meters east of western limit of Regional Municipality	Anytime

2. That this By-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS (PARKING PROHIBITION ON REGIONAL ROAD 27 (RIVERSIDE DRIVE) IN THE CITY OF WELLAND)

WHEREAS on the 20th day of April, 1989 the Council of The Regional Municipality of Niagara did pass By-law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said by-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request the preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with the Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy; and,

WHEREAS a memorandum dated September 11, 2024, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 for the purposes of a Parking Prohibition on Regional Road 27 (Riverside Drive) in the City of Welland.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule “C” of the said By-Law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “C”

Parking Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES /DAYS
Regional Road 27 (Riverside Drive)	Both	Regional Road 29 (Lincoln Street)	300 meters south of Broadway	Anytime

2. That this By-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS (STOPPING PROHIBITION ON REGIONAL ROAD 43 (BRIDGE STREET) IN THE CITY OF NIAGARA FALLS)

WHEREAS on the 20th day of April, 1989, the Council of The Regional Municipality of Niagara did pass By-law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said by-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request the preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with the Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy; and,

WHEREAS a memorandum dated September 11, 2024, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 for purposes of a Stopping Prohibition on Regional Road 43 Bridge Street in the City of Niagara Falls.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule “A” of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “A”

Stopping Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	Crysler Avenue	River Road	Anytime, Buses Exempt

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	South	180 meters east of Crysler Avenue	River Road	Anytime

2. That Schedule “C” of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule “C”

Parking Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	Erie Avenue	14 meters east of Erie Avenue	Anytime
Regional Road 43 (Bridge Street)	North	26 meters west of Erie Avenue	54 meters west of Erie Avenue	Anytime
Regional Road 43 (Bridge Street)	North	Victoria Avenue	54 meters west of Erie Avenue	Anytime
Regional Road 43 (Bridge Street)	North	River Road	70 meters west of River Road	Anytime
Regional Road 43 (Bridge Street)	South	Erie Avenue	243 meters west of Erie Avenue	Anytime
Regional Road 43 (Bridge Street)	South	River Road	24 meters west of River Road	Anytime

3. That Schedule “C” of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “C”

Parking Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	Victoria Avenue	Crysler Avenue	Anytime

4. That Schedule “K” of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule “K”

Taxi Cab Stands

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	26 meters west of Erie Avenue	54 meters west of Erie Avenue	Anytime

5. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS (SPEED LIMIT REDUCTION REGIONAL ROAD 54 (PRINCE CHARLES DRIVE) IN THE CITY OF WELLAND)

WHEREAS on the 20th day of April, 1989 the Council of The Regional Municipality of Niagara did pass By-Law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said By-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-Law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy;

WHEREAS Regional Council approved By-law 2023-71 on September 21, 2023 to repeal and replace Schedule W of By-law 89-2000; and

WHEREAS a memorandum dated September 11, 2024, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 (Schedule W) for purposes of a speed limit reduction (60 km/h to 50 km/h) on Regional Road 54 (Prince Charles Drive) in the City of Welland (from Wilson Road to 100 meters north of Fitch Street).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That by-law 89-2000 shall be updated by deleting the existing Schedule W and replacing it with Schedule W attached hereto and forming a part of this by-law.

2. That all other provisions of By-law 89-2000 shall remain the same and in full force and effect.

3. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 1 (Dominion Road)	Gorham Road	550 meters east of Burleigh Road	50
Regional Road 1 (Dominion Road)	550 meters east of Burleigh Road	Rosehill Road	70
Regional Road 1 (Dominion Road)	Rosehill Road	Buffalo Road	60
Regional Road 1 (Dominion Road)	Buffalo Road	Brighton Avenue	50
Regional Road 1 (Dominion Road)	Brighton Avenue	George Road	60
Regional Road 1 (Dominion Road)	George Road	Lakeshore Road	50
Regional Road 2 (Caistorville Road)	Regional Road 65 (Bismark Road)	Green Road	80
Regional Road 2 (Caistorville Road)	Green Road	300 meters south of South Chippawa Road	60
Regional Road 2 (Caistorville Road)	300 meters south of South Chippawa Road	Southwest Limit of Regional Municipality	80
Regional Road 3 (Lakeshore Road)	Southwest Limit of Regional Municipality	Regional Road 3 (Station Road)	50
Regional Road 3 (Station Road)	Regional Road 3 (Lakeshore Road)	325 meters north (Lakeshore Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 3 (Station Road)	325 meters north of Regional Road 3 (Lakeshore Road)	Regional Road 3 (Concession Road 1)	80
Regional Road 3 (Concession Road 1)	Regional Road 3 (Station Road)	King's Highway 3	80
Regional Road 3 (Main Street West)	Townline Road	First Avenue	60
Regional Road 3 (Main Street West)	First Avenue	Elizabeth Street	50
Regional Road 3 (Garrison Road)	Rosehill Road	Pettit Road	60
Regional Road 3 (Garrison Road)	Pettit Road	Concession Road	60
Regional Road 3 (Garrison Road)	Concession Road	Regional Road 124 (Central Avenue)	50
Regional Road 4 (Wellandport Road)	Regional Road 45 (Creek Road)	8350 meters south of Regional Road 45 (Creek Road)	50
Regional Road 4 (Wellandport Road)	350 meters south of Regional Road 45 (Creek Road)	King’s Highway 3	80
Regional Road 5 (Killaly Street West)	Regional Road 3 (Main Street West)	198 meters east of Third Avenue	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 5 (Killaly Street West)	198 meters east of Third Avenue	Steele Street	50
Regional Road 5 (Killaly Street West)	Steele Street	Elm Street	40
Regional Road 5 (Killaly Street West)	Elm Street	Regional Road 3 (Main Street West)	50
Regional Road 7 (Marshagan Road)	Regional Road 45 (Creek Road)	Regional Boundary	80
Regional Road 9 (York Road)	Regional Niagara Boundary	450 meters west of John Street	80
Regional Road 9 (York Road)	450 meters west of John Street	Regional Road 2 (Caistorville Road)	50
Regional Road 10 (Casablanca Boulevard)	North Service Road	Regional Road 81 (Main Street West)	50
Regional Road 12 (Christie Street)	Olive Street	200 meters north of Elm Tree Road	50
Regional Road 12 (Mountain Road)	200 meters north of Elm Tree Road	Kemp Road	60
Regional Road 12 (Mountain Road)	Kemp Road	Young Street	80
Regional Road 12 (Grimsby Road)	Young Street	Highway 20	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 14 (Bartlett Avenue)	Lake Street	85 meters south of Muscat Drive	50
Regional Road 14 (Station Street)	Regional Road 14 (Townline Road)	300 meters north of Spring Creek Road	50
Regional Road 14 (Station Street)	300 meters north of Spring Creek Road	300 meters north of Young Street	60
Regional Road 14 (Station Street)	300 meters north of Young Street	Regional Road 73 (Fly Road)	80
Regional Road 14 (Townline Road)	Regional Road 14 (Canborough Street)	Tober Road	50
Regional Road 14 (Canboro Road, Townline Road)	Tober Road	100 meters north of Concession 2 Road	80
Regional Road 14 (Smithville Road)	100 meters north of Concession 2 Road	300 meters south of South Chippawa Creek	60
Regional Road 14 (Smithville Road)	300 meters south of South Chippawa Creek	Southwest limit of the Regional Municipality	80
Regional Road 15 (Robinson Road)	Regional Road 63 (Canboro Road)	Southwest Limit of the Regional Municipality	80
Regional Road 18 (Ontario Street)	Queen Elizabeth Way	Leonard Crescent	50
Regional Road 18 (Mountain Road)	Leonard Crescent	Kinsmen Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 18 (Mountain Road)	Kinsmen Road	Regional Road 73 (Fly Road)	80
Regional Road 19 (Gilmore Road)	Pettit Road	200 meters east of Spears Road	50
Regional Road 19 (Gilmore Road)	200 meters east of Spears Road	Regional Road 122 (Thompson Road)	80
Regional Road 19 (Gilmore Road)	Regional Road 122 (Thompson Road)	425 meters east of Regional Road 122 (Thompson Road)	70
Regional Road 19 (Gilmore Road)	425 meters east of Regional Road 122 (Thompson Road)	Niagara Boulevard	50
Regional Road 20 (Old Hwy 20, West Street)	West Boundary of Regional Niagara	350 meters west of South Grimsby Road 6	80
Regional Road 20 (Old Hwy 20, West Street)	350 meters west of South Grimsby Road 6	100 meters southeast of Smithville Townline Road	50
Regional Road 20 (Old Hwy 20)	100 meters southeast of Smithville Townline Road	Park Street	80
Regional Road 20 (Old Hwy 20)	Park Street	Effingham Street	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 20 (Old Hwy 20)	Effingham Street	250 meters west of Hurricane Road	50
Regional Road 20 (Canboro Road)	250 meters west of Hurricane Road	200 meters east of Regional Road 50 (Merrittville Hwy)	60
Regional Road 20 (Canboro Road)	200 meters east of Regional Road 50 (Merrittville Highway)	Highway 406	70
Regional Road 20 (Canboro Road)	Highway 406	300 meters west of Holland Road	80
Regional Road 20 (Canboro Road)	300 meters west of Holland Road	Regional Road 70 (Thorold Townline Road)	50
Regional Road 20 (Lundy's Lane)	Regional Road 70 (Thorold Townline Road)	800 meters west of Garner Road	80
Regional Road 20 (Lundy's Lane)	800 meters west of Garner Road	Garner Road	60
Regional Road 20 (Lundy's Lane)	Garner Road	Regional Road 102 (Stanley Avenue)	50
Regional Road 21 (Bowen Road)	Regional Road 116 (Stevensville Road)	Gracefield Avenue	80
Regional Road 21 (Bowen Road)	Gracefield Avenue	Regional Road 122 (Thompson Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 21 (Phipps Street)	Regional Road 122 (Thompson Road)	290 meters west of Dodds Way	60
Regional Road 21 (Phipps Street)	290 meters west of Dodds Way	Robinson Street	50
Regional Road 21 (Phipps Street)	Robinson Street	Regional Road 124 (Central Avenue)	40
Regional Road 21 (Phipps Street)	Regional Road 124 (Central Avenue)	Niagara Boulevard	50
Regional Road 23 (Forks Road)	Regional Road 24 (Vineland Townline)	200 meters east of Regional Road 24 (Vineland Townline)	60
Regional Road 23 (Forks Road)	200 meters east of Regional Road 24 (Vineland Townline)	Kings Highway 58 (West Side Road)	80
Regional Road 24 (Victoria Avenue)	Regional Road 39 (North Service Road)	Claus Road	60
Regional Road 24 (Victoria Avenue)	Claus Road	410 meters north of Regional Road 73 (Fly Road)	50
Regional Road 24 (Victoria Avenue)	410 meters north of Regional Road 73 (Fly Road)	Seventh Avenue	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 24 (Vineland Townline Road)	Seventh Avenue	400 meters north of Regional Road 20 (Old Hwy 20)	80
Regional Road 24 (Vineland Townline Road)	400 meters north Regional Road 20 (Old Hwy 20)	400 meters south of Regional Road 20 (Old Hwy 20)	70
Regional Road 24 (Vineland Townline Road)	400 meters south of Regional Road 20 (Old Hwy 20)	Chantler Road	80
Regional Road 24 (Vineland Townline Road)	Chantler Road	Regional Road 27	60
Regional Road 24 (Vineland Townline Road)	Regional Road 27	182 meters north of Regional Road 23 (Forks Road)	60
Regional Road 24 (Vineland Townline Road)	182 meters north of Regional Road 23 (Forks Road)	Regional Road 23 (Forks Road)	60
Regional Road 25 (Netherby Road)	Regional Road 84 (Doan's Ridge Road)	500 meters west of Regional Road 98 (Schisler Road)	80
Regional Road 25 (Netherby Road)	500 meters west of Regional Road 98 (Schihl Road)	500 meters east of Regional Road 98 (Montrose Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 25 (Netherby Road)	500 meters east of Regional Road 98 (Montrose Road)	Ott Road	80
Regional Road 25 (Netherby Road)	Ott Road	800 meters east of Regional Road 116 (Sodom Road)	60
Regional Road 25 (Netherby Road)	800 meters east of Regional Road 116 (Sodom Road)	Niagara Parkway	80
Regional Road 25 (Doan’s Ridge Road)	Regional Road 84 (Doan’s Ridge Road)	Regional Road 525 (Netherby Road)	60
Regional Road 26 (Jordan Road)	Regional Road 39 (North Service Road)	270 meters north of Chestnut Street	70
Regional Road 26 (Jordan Road)	270 meters south of Chestnut Street	150 meters south of Red Maple Street	50
Regional Road 26 (Jordan Road)	150 meters south of Red Maple Street	Regional Road 81 (King Street)	80
Regional Road 27 (Wellandport Road)	Regional Road 65 (Bismark Road)	Freure Road	80
Regional Road 27 (Wellandport Road)	Freure Road	350 meters north of Regional Road 63 (Canborough Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 27 (River Road)	350 meters north of Regional Road 63 (Canborough Road)	350 meters south of Regional Road 63 (Canborough Road)	60
Regional Road 27 (River Road)	350 meters south of Regional Road 63 (Canborough Road)	Regional Road 24 (Victoria Avenue)	80
Regional Road 27 (River Road, Riverside Drive)	Regional Road 24 (Victoria Avenue)	366 meters west of Broadway Street	70
Regional Road 27 (Riverside Drive)	366 meters west of Broadway Street	Regional Road 29 (Lincoln Street)	60
Regional Road 27 (West Main Street)	Regional Road 54 (Prince Charles Drive)	Regional Road 50 (Niagara Street)	50
Regional Road 27 (East Main Street)	Regional Road 50 (Niagara Street)	Wellington Street	50
Regional Road 27 (East Main Street, Schisler Road)	King’s Highway 140	400 meters west of Regional Road 98 (Montrose Road)	80
Regional Road 27 (Schisler Road)	400 meters west of Regional Road 98 (Montrose Road)	Regional Road 98 (Montrose Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 28 (Fifth St. Louth)	Regional Road 81 (St. Paul St. West)	500 meters south of Regional Road 81 (St. Paul St. West)	60
Regional Road 28 (Fifth Street Louth)	500 meters south of Regional Road 81 (St. Paul St. West)	Regional Road 69 (Pelham Road)	70
Regional Road 29 (Webber Road)	Regional Road 24 (Vineland Townline Road)	Farr Street	60
Regional Road 29 (Webber Road)	Farr Street	100 meters west of Regional Road 36 (South Pelham Road)	80
Regional Road 29 (Webber Road)	100 meters west of Regional Road 36 (South Pelham Road)	250 meters west of Regional Road 27 (Riverside Drive)	60
Regional Road 29 (Webber Road, Lincoln Street)	250 meters west of Regional Road 27 (Riverside Drive)	Regional Road 54 (Prince Charles Drive)	50
Regional Road 33 (Humberstone Road)	Feeder Road	King’s Highway 58	50
Regional Road 34 (Seventh Street Louth)	Regional Road 87 (Lakeshore Road)	Second Avenue	50
Regional Road 34 (Seventh Street Louth)	Second Avenue	Regional Road 77 (Fourth Avenue)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 34 (Seventh Street Louth)	Regional Road 77 (Fourth Avenue)	Regional Road 81 (St. Paul Street West)	80
Regional Road 36 (South Pelham Road)	Regional Road 41 (Woodlawn Road)	Regional Road 29 (Webber Road)	50
Regional Road 37 (Merritt Road)	Regional Road 50 (Niagara Street)	King's Highway 406	60
Regional Road 38 (Martindale Road)	Regional Road 87 (Main Street)	Elderwood Drive	50
Regional Road 39 (North Service Road)	435 meters west of Durham Road	50 meters east of Durham Road	50
Regional Road 39 (North Service Road)	50 meters east of Durham Road	Regional Road 24 (Victoria Avenue)	80
Regional Road 39 (North Service Road)	Regional Road 24 (Victoria Avenue)	200 meters east of Regional Road 26 (Jordan Road)	60
Regional Road 39 (North Service Road)	200 meters east of Regional Road 26 (Jordan Road)	2080 meters east of Regional Road 26 (Jordan Road)	80
Regional Road 39 (North Service Road)	2080 meters east of Regional Road 26 (Jordan Road)	1000 meters west of Gregory Road North	60
Regional Road 39 (North Service Road)	1000 meters west of Gregory Road North	Third Street Louth	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 40 (South Service Road)	Western Limit of Regional Boundary	Hunter Road	80
Regional Road 40 (South Service Road)	Hunter Road	250 meters west of Roberts Road	50
Regional Road 40 (South Service Road)	250 meters west of Roberts Road	Regional Road 12 (Christie Street)	60
Regional Road 40 (Clarke Street)	Regional Road 12 (Christie Street)	Nelles Road	50
Regional Road 40 (South Service Road)	Nelles Road	Regional Road 14 (Bartlett Avenue)	80
Regional Road 40 (South Service Road)	Regional Road 14 (Bartlett Avenue)	750 meters east of Regional Road 14 (Bartlett Avenue)	60
Regional Road 40 (South Service Road)	750 meters east of Regional Road 14 (Bartlett Avenue)	600 meters west of Regional Road 18 (Ontario Street)	80
Regional Road 40 (South Service Road)	600 meters west of Regional Road 18 (Ontario Street)	Regional Road 18 (Ontario Street)	60
Regional Road 40 (South Service Road)	Regional Road 18 (Ontario Street)	Bartlett Road	60
Regional Road 40 (South Service Road)	Bartlett Road	Regional Road 24 (Victoria Avenue)	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 40 (South Service Road)	Regional Road 24 (Victoria Avenue)	250 meters west of Third Street Louth	80
Regional Road 40 (South Service Road)	250 meters west of Third Street Louth	Regional Road 38 (Martindale Road)	60
Regional Road 41 (Woodlawn Road)	Regional Road 36 (South Pelham Road)	Seaway Drive	50
Regional Road 41 (Woodlawn Road)	Seaway Drive	King's Highway 406	60
Regional Road 42 (Ontario Street)	Regional Road 87 (Lakeport Road)	Regional Road 81 (St. Paul Street West)	50
Regional Road 43 (Bridge Street)	Regional Road 102 (Stanley Avenue)	River Road	50
Regional Road 45 (Creek Road)	Regional Road 63 (Canborough Road)	100 meters east of Regional Road 7 (Marshagan Road)	70
Regional Road 45 (Creek Road)	100 meters east of Regional Road 7 (Marshagan Road)	500 meters west of Regional Road 4 (Wellandport Road)	80
Regional Road 45 (Creek Road)	500 meters west of Regional Road 4 (Wellandport Road)	Regional Road 27 (Wellandport Road)	50
Regional Road 46 (Geneva Street)	Regional Road 581 (Church Street)	Regional Road 91 (Westchester Crescent)	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 47 (Lyon's Creek Road)	Regional Road 98 (Montrose Road)	150 meters west of Regional Road 102 (Stanley Avenue)	80
Regional Road 47 (Lyon's Creek Road)	150 meters west of Regional Road 102 (Stanley Avenue)	1320 meters west of Regional Road 116 (Sodom Road)	70
Regional Road 47 (Lyon's Creek Road)	1320 meters west of Regional Road 116 (Sodom Road)	Regional Road 116 (Sodom Road)	50
Regional Road 48 (Niagara Street)	Regional Road 581 (Church Street)	Regional Road 87 (Lakeshore Road)	50
Regional Road 49 (McLeod Road)	Regional Road 98 (Montrose Road)	H.E.P.C. Canal Bridge (Structure No. 04901)	60
Regional Road 49 (McLeod Road)	H.E.P.C. Canal Bridge (Structure No. 04901)	Regional Road 49 (Marineland Parkway)	50
Regional Road 49 (Marineland Parkway)	Regional Road 49 (McLeod Road)	Regional Road 102 (Stanley Avenue)	50
Regional Road 50 (Glenridge Avenue)	Regional Road 91 (Westchester Crescent)	780 meters south of Regional Road 71 (St. Davids Road)	50
Regional Road 50 (Merrittville Highway)	780 meters south of Regional Road 71 (St. Davids Road)	620 meters south of Decew Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 50 (Merrittville Highway)	620 meters south of Decew Road	150 meters south of Highway 20	80
Regional Road 50 (Merrittville Highway)	150 meters south of Regional Road 20 (Canboro Road)	100 meters north of Port Robinson Road	70
Regional Road 50 (Merrittville Highway)	100 meters north of Port Robinson Road	Regional Road 37 (Merritt Road)	60
Regional Road 50 (Niagara Street)	Merritt Road	Quaker Road	60
Regional Road 50 (Niagara Street)	Quaker Road	Regional Road 27 (East Main Street)	50
Regional Road 54 (Rice Road)	Highway 20	500 meters north of Quaker Road	60
Regional Road 54 (Rice Road)	500 meters north of Quaker Road	Quaker Road	50
Regional Road 54 (Rice Road)	Quaker Road	Regional Road 41 (Woodlawn Road)	40
Regional Road 54 (Rice Road / Prince Charles Drive)	Regional Road 41 (Woodlawn Road)	Ontario Road	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 54 (Prince Charles Drive)	Ontario Road	King's Highway 58A (Townline Road)	60
Regional Road 55 (Niagara Stone Road)	Regional Road 81 (York Street)	275 meters northeast of Regional Road 81 (York Street)	60
Regional Road 55 (Niagara Stone Road)	275 meters northeast of Regional Road 81 (York Road)	400 meters west of Concession 6 Road	80
Regional Road 55 (Niagara Stone Road)	400 meters west of Concession 6 Road	Concession 4 Road	50
Regional Road 55 (Niagara Stone Road)	Concession 4 Road	600 meters northeast of Niven Road	60
Regional Road 55 (Niagara Stone Road)	600 meters northeast of Niven Road	Regional Road 87 (Mary Street)	50
Regional Road 57 (Thorold Stone Road)	Davis Road	150 meters west of Garner Road	80
Regional Road 56 (Burleigh Hill Drive)	Regional Road 89 (Glendale Avenue)	Regional Road 71 (St. Davids Road)	50
Regional Road 56 (Collier Road North/ Collier Road South)	Regional Road 71 (St. Davids Road)	Regional Road 67 (Beaverdams Road)	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 57 (Thorold Stone Road)	Regional Road 70 (Taylor Road)	150 meters west of Garner Road	80
Regional Road 57 (Thorold Stone Road)	150 meters west of Garner Road	250 meters west of Kalar Road	70
Regional Road 57 (Thorold Stone Road)	250 meters west of Kalar Road	Regional Road 102 (Stanley Avenue)	50
Regional Road 58 (Homer Road)	Regional Road 70 (Taylor Road)	Regional Road 89 (Glendale Avenue)	80
Regional Road 61 (Niagara Townline Road)	Regional Road 100 (St. Paul Avenue, Four Mile Creek Road)	Regional Road 102 (Stanley Avenue)	60
Regional Road 61 (Portage Road)	Regional Road 102 (Stanley Avenue)	500 meters west of Niagara Parkway	70
Regional Road 61 (Portage Road)	500 meters west of Niagara Parkway	Niagara Parkway	60
Regional Road 63 (Canborough Road)	Western Limit of Regional Municipality	50 meters east of Regional Road 15 (Robinson Road)	50
Regional Road 63 (Canborough Road)	50 meters east of Regional Road 15 (Robinson Road)	230 meters east of Regional Road 45 (Creek Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 63 (Canborough Road)	230 meters east of Regional Road 45 (Creek Road)	1000 meters west of Regional Road 27 (River Road)	80
Regional Road 63 (Canborough Road)	1000 meters west of Regional Road 27 (River Road)	1300 meters east of Regional Road 27 (River Road)	50
Regional Road 63 (Canboro Road)	1300 meters east of Regional Road 27 (River Road)	500 meters west of Regional Road 24 (Vineland Townline Road)	80
Regional Road 63 (Canborough Road)	500 meters west of Regional Road 24 (Vineland Townline Road)	Regional Road 24 (Vineland Townline Road)	60
Regional Road 63 (Chippawa Creek Road)	Regional Road 82 (Allanport Road)	Regional Road 84 (Moyer Road)	50
Regional Road 63 (Chippawa Creek Road)	Regional Road 84 (Moyer Road)	Regional Road 98 (Montrose Road)	80
Regional Road 65 (Bismark Road)	West Limit of the Regional Municipality	Regional Road 27, King's Highway 20	80
Regional Road 67 (Beaverdams Road)	Regional Road 50 (Merrittville Highway)	Decew Road	80
Regional Road 67 (Beaverdams Road)	Decew Road	Pine Street South	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 67 (Pine Street)	Regional Road 67 (Beaverdams Road)	North Hwy 58 Ramp	50
Regional Road 68 (King Street)	Regional Road 527 (Division Street)	Regional Road 27 (East Main Street)	50
Regional Road 69 (Twenty Mile Road)	Regional Road 20 (Old Hwy 20)	900 meters east of Regional Road 20 (Old Hwy 20)	60
Regional Road 69 (Twenty Mile Road)	900 meters east of Regional Road 20 (Old Hwy 20)	Regional Road 24 (Vineland Townline Road)	80
Regional Road 69 (Pelham Road)	Regional Road 24 (Vineland Townline Road)	150 meters west of First Street Louth	70
Regional Road 69 (Pelham Road)	150 meters west of Fifth Street Louth	Regional Road 89 (Glendale Avenue)	50
Regional Road 70 (Taylor Road)	Regional Road 81 (York Road)	Regional Road 58 (Homer Road)	70
Regional Road 70 (Taylor Road)	Regional Road 58 (Homer Road)	Regional Road 101 (Mountain Road)	60
Regional Road 70 (Mountain Road)	Regional Road 101 (Mountain Road)	Regional Road 57 (Thorold Stone Road)	70
Regional Road 70 (Thorold Townline Road)	Regional Road 57 (Thorold Stone Road)	Barron Road	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 70 (Thorold Townline Road)	Barron Road	200 meters south of McLeod Road	60
Regional Road 70 (Thorold Townline Road)	200 meters south of McLeod Road	Regional Road 63 (Chippawa Creek Road)	80
Regional Road 71 (St. Davids Road)	Regional Road 50 (Merrittville Highway)	Regional Road 56 (Burleigh Hill Drive)	50
Regional Road 72 (Louth Street)	Regional Road 77 (Fourth Avenue)	Regional Road 89 (Glendale Avenue)	50
Regional Road 73 (Mud Street)	West Limit of the Regional Municipality	625 meters west of (Grassie Road, Wolverton Road)	80
Regional Road 73 (Mud Street)	625 meters west of Wolverton Road	600 meters east of Wolverton Road	70
Regional Road 73 (Mud Street, Fly Road)	600 meters east of Wolverton Road	650 meters west of Campden Road	80
Regional Road 73 (Fly Road)	650 meters west of Campden Road	Tintern Road	50
Regional Road 73 (Fly Road)	Tintern Road	Regional Road 24 (Victoria Avenue)	80
Regional Road 77 (Fourth Avenue)	Regional Road 26 (Jordan Road)	500 meters west of Third Street Louth	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 77 (Fourth Avenue)	500 meters west of Third Street Louth	300 meters west of First Street Louth	60
Regional Road 77 (Fourth Avenue)	300 meters west of First Street Louth	Regional Road 42 (Ontario Street)	50
Regional Road 77 (Welland Avenue)	Regional Road 42 (Ontario Street)	Dieppe Road	50
Regional Road 81 (Main Street West)	West Limit of the Regional Municipality	150 meters east of West Limit of the Regional Municipality	60
Regional Road 81 (Main Street West)	150 meters east of the West Limit of the Regional Municipality	100 meters east of Hunter Road	70
Regional Road 81 (Main Street West)	100 meters east of Hunter Road	Regional Road 10 (Casablanca Boulevard)	60
Regional Road 81 (Main Street West)	Regional Road 10 (Casablanca Boulevard)	Regional Road 81 (Main Street East)	50
Regional Road 81 (Main Street East)	Regional Road 81 (Main Street West)	100 meters east of Greenlane	50
Regional Road 81 (Main Street East)	100 meters east of Greenlane	Lincoln Avenue	60
Regional Road 81 (King Street)	Lincoln Avenue	Bartlett Road	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 81 (King Street)	Bartlett Road	Maple Grove Road	60
Regional Road (King Street)	Maple Grove Road	75 meters east of Haynes Street	50
Regional Road 81 (King Street)	75 meters east of Haynes Street	Regional Road 26 (Jordan Road)	60
Regional Road 81 (St. Paul Street West)	Regional Road 26 (Jordan Road)	Ninth Street	70
Regional Road 81 (St. Paul Street West)	Ninth Street	215 meters east of Regional Road 34 (Seventh Street)	70
Regional Road 81 (St. Paul Street West)	215 meters East of Regional Road 34 (Seventh Street)	400 meters West of First Street Louth	70
Regional Road 81 (St. Paul Street West)	400 meters West of First Street Louth	Regional Road 42 (Ontario Street)	50
Regional Road 81 (Queenston Street)	Regional Road 42 (Ontario Street)	Dorr Road	50
Regional Road 81 (York Road)	Dorr Road	176 meters east of King's Highway 55	60
Regional Road 81 (York Road)	176 meters east of Regional Road 55 (Niagara Stone Road)	Regional Road 90 (Airport Road)	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 81 (York Road)	Regional Road 90 (Airport Road)	Concession 7	60
Regional Road 81 (York Road)	Concession 7	Concession 5	70
Regional Road 81 (York Road)	Concession 5	Niagara River Parkway	50
Regional Road 82 (Allanport Road)	Regional Road 20 (Old Highway 20)	Hurricane Road	80
Regional Road 82 (Allanport Road)	Hurricane Road	Regional Road 63 (Chippawa Creek Road)	50
Regional Road 83 (Carlton Street)	Regional Road 42 (Ontario Street)	Read Road	50
Regional Road 83 (Carlton Street)	Read Road	Regional Road 86 (Stewart Road)	60
Regional Road 83 (Carlton Street)	Regional Road 86 (Stewart Road)	Regional Road 83 (Townline Road)	70
Regional Road 83 (Line 4)	Regional Road 83 (Carlton Road)	Regional Road 55 (Niagara Stone Road)	60
Regional Road 84 (Moyer Road)	Regional Road 63 (Chippawa Creek Road)	Regional Road 27 (East Main Street)	80
Regional Road 84 (Doan’s Ridge Road)	Regional Road 27 (East Main Street)	Regional Road 25 (Doan’s Ridge Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 84 (Miller Road)	Regional Road 25 (Doan's Ridge Road)	King's Highway 3	80
Regional Road 86 (Stewart Road)	Regional Road 87 (Lakeshore Road)	800 meters north of King's Highway 55	80
Regional Road 86 (Stewart Road)	800 meters north of Regional Road 55 (Niagara Stone Road)	Regional Road 55 (Niagara Stone Road)	60
Regional Road 87 (Lakeshore Road)	Regional Road 34 (Seventh Street Louth)	Regional Road 38 (Martindale Road)	60
Regional Road 87 (Main Street)	Regional Road 38 (Martindale Road)	Regional Road 87 (Lock Street)	50
Regional Road 87 (Lock Street Lakeport Road)	Regional Road 87 (Main Street)	Regional Road 87 (Lakeshore Road)	50
Regional Road 87 (Lakeshore Road)	Regional Road 87 (Lock Street/ Lakeport Road)	Regional Road 88 (Seaway Haulage Road)	50
Regional Road 87 (Lakeshore Road)	Regional Road 88 (Seaway Haulage Road)	Regional Road 86 (Stewart Road)	60
Regional Road 87 (Lakeshore Road)	Regional Road 86 (Stewart Road)	100 meters west of East/West Line	80
Regional Road 87 (Lakeshore Road)	100 meters west of East and West Line	Shakespeare Avenue	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 87 (Lakeshore Road)	Shakespeare Avenue	Regional Road 55 (Niagara Stone Road)	50
Regional Road 88 (Seaway Haulage Road)	Read Road	Regional Road 83 (Carlton Street)	60
Regional Road 89 (Glendale Avenue)	Regional Road 69 (Pelham Road)	92 meters west of Riverview Boulevard	60
Regional Road 89 (Glendale Avenue)	92 meters west of Riverview Boulevard	600 meters west of Regional Road 58 (Home Road)	50
Regional Road 89 (Glendale Avenue)	600 meters west of Regional Road 58 (Homer Road)	Griffiths Gate	70
Regional Road 89 (Glendale Avenue)	Griffith Gate	Regional Road 82 (York Road)	50
Regional Road 90 (Airport Road)	Regional Road 81 (York Road)	200 meters north of Queenston Road	60
Regional Road 90 (Airport Road)	200 meters north of Queenston Road	Regional Road 55 (Niagara Stone Road)	80
Regional Road 91 (Westchester Avenue)	Regional Road 81 (St. Paul Street West)	Regional Road 81 (Queenston Street)	50
Regional Road 98 (Kalar Road)	Regional Road 101 (Mountain Road)	Regional Road 98 (Montrose Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 98 (Montrose Road)	Kalar Road	500 meters north of Matthews Drive	70
Regional Road 98 (Montrose Road)	500 meters north of Matthews Drive	Canadian Boulevard	50
Regional Road 98 (Montrose Road)	Canadian Boulevard	90 meters south of Regional Road 63 (Chippawa Creek Road)	60
Regional Road 98 (Montrose Road)	90 meters south of Regional Road 63 (Chippawa Creek Road)	Rexinger Road	70
Regional Road 98 (Montrose Road)	Rexinger Road	400 meters north of Regional Road 27 (Schisler Road)	80
Regional Road 98 (Montrose Road)	400 meters north of Regional Road 27 (Schisler Road)	400 meters south of Regional Road 27 (Schisler Road)	60
Regional Road 98 (Montrose Road)	400 meters south of Regional Road 27 (Schisler Road)	500 meters north of Regional Road 25 (Netherby Road)	80
Regional Road 98 (Montrose Road, Schihl Road)	500 meters north of Regional Road 25 (Netherby Road)	500 meters south of Regional Road 25 (Netherby Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 98 (Schihl Road)	500 meters south of Regional Road 25 (Netherby Road)	Regional Road 98 (Forks Road)	80
Regional Road 98 (Forks Road)	Regional Road 98 (Schihl Road)	Regional Road 98 (Wilhelm Road)	80
Regional Road 98 (Wilhelm Road)	Regional Road 98 (Forks Road)	King's Highway 3	80
Regional Road 100 (Four Mile Creek Road)	Regional Road 55 (Niagara Stone Road)	Line 2	50
Regional Road 100 (Four Mile Creek Road)	Line 2	200 meters south of Line 3	60
Regional Road 100 (Four Mile Creek Road)	200 meters south of Line 3	500 meters north Line 9	80
Regional Road 100 (Four Mile Creek Road)	500 meters north of Line 9	Line 9	60
Regional Road 100 (Four Mile Creek Road)	Line 9	Regional Road 61 (Niagara Townline Road)	50
Regional Road 100 (St. Paul Avenue)	Regional Road 61 (Niagara Townline Road)	Regional Road 101 (Mountain Road)	60
Regional Road 101 (Mountain Road)	Regional Road 70 (Taylor Road)	Kalar Road	70
Regional Road 101 (Mountain Road)	Kalar Road	100 meters west of Dorchester Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 101 (Mountain Road)	100 meters west of Dorchester Road	Regional Road 100 (St. Paul Avenue)	50
Regional Road 101 (Mountain Road)	Regional Road 100 (St. Paul Avenue)	Regional Road 101 (Portage Road)	60
Regional Road 102 (Stanley Avenue)	Regional Road 61 (Townline Road)	Regional Road 57 (Thorold Stone Road)	60
Regional Road 102 (Stanley Avenue)	Regional Road 57 (Thorold Stone Road)	Regional Road 49 (Marineland Parkway)	50
Regional Road 102 (Stanley Avenue)	Regional Road 49 (Marineland Parkway)	Regional Road 47 (Lyon’s Creek Road)	60
Regional Road 112 (Point Abino Road)	King’s Highway 3	300 meters south of Nigh Road	70
Regional Road 112 (Point Abino Road)	300 meters south of Nigh Road	Regional Road 1 (Michener Road)	80
Regional Road 116 (Sodom Road)	Regional Road 47 (Lyons Creek Road)	Willick Road	50
Regional Road 116 (Sodom Road)	Willick Road	450 meters north of Regional Road 25 (Netherby Road)	80
Regional Road 116 (Sodom Road)	450 meters north of Regional Road 25 (Netherby Road)	Regional Road 25 (Netherby Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 116 (Stevensville Road)	Regional Road 25 (Netherby Road)	460 meters north of Eagle Street	60
Regional Road 116 (Stevensville Road)	460 meters north of Eagle Street	50 meters south of Regional Road 21 (Bowen Road)	50
Regional Road 116 (Gorham Road)	50 meters south of Regional Road 21 (Bowen Road)	400 meters north of King's Highway 3	80
Regional Road 116 (Gorham Road)	400 meters north of King's Highway 3	Nigh Road	60
Regional Road 116 (Gorham Road)	Nigh Road	Regional Road 1 (Dominion Road)	50
Regional Road 122 (Thompson Road)	Regional Road 21 (Phipps Street)	Bertie Street	60
Regional Road 122 (Thompson Road)	Bertie Street	Regional Road 3 (Garrison Road)	70
Regional Road 122 (Helena Street)	Regional Road 3 (Garrison Road)	200 meters north of Washington/Albany Street	70
Regional Road 122 (Helena Street)	200 meters north of Washington/Albany Street	Regional Road 1 (Garrison Road)	50
Regional Road 124 (Central Avenue)	Niagara Boulevard	Jarvis Street	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 124 (Central Avenue)	Jarvis Street	Catherine Street	40
Regional Road 124 (Central Avenue)	Catherine Street	Lakeshore Road	50
Regional Road 420 (Roberts Road)	Regional Road 102 Stanley Avenue	200 meters west of Victoria Avenue	60
Regional Road 420 (Roberts Road)	200 meters west of Victoria Avenue	Falls Avenue	40
Regional Road 512 (Livingston Avenue)	Regional Road 10 (Casablanca Boulevard)	Regional Road 81 (Main Street West)	50
Regional Road 525 (Townline Tunnel Road)	Reaker Road	Regional Road 25 (Netherby Road)	80
Regional Road 527 (Burgar Street)	Regional Road 27 (East Main Street)	Regional Road 527 (Division Street)	50
Regional Road 529 (River Road)	Regional Road 529 (Effingham Street)	Welland-Port Colborne Airport	60
Regional Road 529 (Effingham Street)	Regional Road 529 (River Road)	Regional Road 29 (Webber Road)	70
Regional Road 581 (Church Street)	Regional Road 46 (Geneva Street)	Regional Road 48 (Niagara Street)	50
Regional Road 627 (O'Reilly's Road)	Regional Road 529 (River Road)	Regional Road 27 (River Road)	40

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 669 (Eighth Avenue)	Regional Road 24 (Vineland Townline Road)	Regional Road 69 (Twenty Mile Road)	70

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS (SPEED LIMIT REDUCTION REGIONAL ROAD 529 (EFFINGHAM STREET) IN THE TOWN OF PELHAM)

WHEREAS on the 20th day of April, 1989 the Council of The Regional Municipality of Niagara did pass By-Law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said By-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-Law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy;

WHEREAS Regional Council approved By-law 2023-71 on September 21, 2023 to repeal and replace Schedule W of By-law 89-2000; and

WHEREAS a memorandum dated September 11, 2024, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 (Schedule W) for purposes of a speed limit reduction (80 km/h to 70 km/h) on Regional Road 529 (Effingham Street) in the Town of Pelham (from River Road to Webber Road).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That by-law 89-2000 shall be updated by deleting the existing Schedule W and replacing it with Schedule W attached hereto and forming a part of this by-law.

2. That all other provisions of By-law 89-2000 shall remain the same and in full force and effect.

3. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 1 (Dominion Road)	Gorham Road	550 meters east of Burleigh Road	50
Regional Road 1 (Dominion Road)	550 meters east of Burleigh Road	Rosehill Road	70
Regional Road 1 (Dominion Road)	Rosehill Road	Buffalo Road	60
Regional Road 1 (Dominion Road)	Buffalo Road	Brighton Avenue	50
Regional Road 1 (Dominion Road)	Brighton Avenue	George Road	60
Regional Road 1 (Dominion Road)	George Road	Lakeshore Road	50
Regional Road 2 (Caistorville Road)	Regional Road 65 (Bismark Road)	Green Road	80
Regional Road 2 (Caistorville Road)	Green Road	300 meters south of South Chippawa Road	60
Regional Road 2 (Caistorville Road)	300 meters south of South Chippawa Road	Southwest Limit of Regional Municipality	80
Regional Road 3 (Lakeshore Road)	Southwest Limit of Regional Municipality	Regional Road 3 (Station Road)	50
Regional Road 3 (Station Road)	Regional Road 3 (Lakeshore Road)	325 meters north (Lakeshore Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 3 (Station Road)	325 meters north of Regional Road 3 (Lakeshore Road)	Regional Road 3 (Concession Road 1)	80
Regional Road 3 (Concession Road 1)	Regional Road 3 (Station Road)	King's Highway 3	80
Regional Road 3 (Main Street West)	Townline Road	First Avenue	60
Regional Road 3 (Main Street West)	First Avenue	Elizabeth Street	50
Regional Road 3 (Garrison Road)	Rosehill Road	Pettit Road	60
Regional Road 3 (Garrison Road)	Pettit Road	Concession Road	60
Regional Road 3 (Garrison Road)	Concession Road	Regional Road 124 (Central Avenue)	50
Regional Road 4 (Wellandport Road)	Regional Road 45 (Creek Road)	8350 meters south of Regional Road 45 (Creek Road)	50
Regional Road 4 (Wellandport Road)	350 meters south of Regional Road 45 (Creek Road)	King’s Highway 3	80
Regional Road 5 (Killaly Street West)	Regional Road 3 (Main Street West)	198 meters east of Third Avenue	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 5 (Killaly Street West)	198 meters east of Third Avenue	Steele Street	50
Regional Road 5 (Killaly Street West)	Steele Street	Elm Street	40
Regional Road 5 (Killaly Street West)	Elm Street	Regional Road 3 (Main Street West)	50
Regional Road 7 (Marshagan Road)	Regional Road 45 (Creek Road)	Regional Boundary	80
Regional Road 9 (York Road)	Regional Niagara Boundary	450 meters west of John Street	80
Regional Road 9 (York Road)	450 meters west of John Street	Regional Road 2 (Caistorville Road)	50
Regional Road 10 (Casablanca Boulevard)	North Service Road	Regional Road 81 (Main Street West)	50
Regional Road 12 (Christie Street)	Olive Street	200 meters north of Elm Tree Road	50
Regional Road 12 (Mountain Road)	200 meters north of Elm Tree Road	Kemp Road	60
Regional Road 12 (Mountain Road)	Kemp Road	Young Street	80
Regional Road 12 (Grimsby Road)	Young Street	Highway 20	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 14 (Bartlett Avenue)	Lake Street	85 meters south of Muscat Drive	50
Regional Road 14 (Station Street)	Regional Road 14 (Townline Road)	300 meters north of Spring Creek Road	50
Regional Road 14 (Station Street)	300 meters north of Spring Creek Road	300 meters north of Young Street	60
Regional Road 14 (Station Street)	300 meters north of Young Street	Regional Road 73 (Fly Road)	80
Regional Road 14 (Townline Road)	Regional Road 14 (Canborough Street)	Tober Road	50
Regional Road 14 (Canboro Road, Townline Road)	Tober Road	100 meters north of Concession 2 Road	80
Regional Road 14 (Smithville Road)	100 meters north of Concession 2 Road	300 meters south of South Chippawa Creek	60
Regional Road 14 (Smithville Road)	300 meters south of South Chippawa Creek	Southwest limit of the Regional Municipality	80
Regional Road 15 (Robinson Road)	Regional Road 63 (Canboro Road)	Southwest Limit of the Regional Municipality	80
Regional Road 18 (Ontario Street)	Queen Elizabeth Way	Leonard Crescent	50
Regional Road 18 (Mountain Road)	Leonard Crescent	Kinsmen Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 18 (Mountain Road)	Kinsmen Road	Regional Road 73 (Fly Road)	80
Regional Road 19 (Gilmore Road)	Pettit Road	200 meters east of Spears Road	50
Regional Road 19 (Gilmore Road)	200 meters east of Spears Road	Regional Road 122 (Thompson Road)	80
Regional Road 19 (Gilmore Road)	Regional Road 122 (Thompson Road)	425 meters east of Regional Road 122 (Thompson Road)	70
Regional Road 19 (Gilmore Road)	425 meters east of Regional Road 122 (Thompson Road)	Niagara Boulevard	50
Regional Road 20 (Old Hwy 20, West Street)	West Boundary of Regional Niagara	350 meters west of South Grimsby Road 6	80
Regional Road 20 (Old Hwy 20, West Street)	350 meters west of South Grimsby Road 6	100 meters southeast of Smithville Townline Road	50
Regional Road 20 (Old Hwy 20)	100 meters southeast of Smithville Townline Road	Park Street	80
Regional Road 20 (Old Hwy 20)	Park Street	Effingham Street	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 20 (Old Hwy 20)	Effingham Street	250 meters west of Hurricane Road	50
Regional Road 20 (Canboro Road)	250 meters west of Hurricane Road	200 meters east of Regional Road 50 (Merrittville Hwy)	60
Regional Road 20 (Canboro Road)	200 meters east of Regional Road 50 (Merrittville Highway)	Highway 406	70
Regional Road 20 (Canboro Road)	Highway 406	300 meters west of Holland Road	80
Regional Road 20 (Canboro Road)	300 meters west of Holland Road	Regional Road 70 (Thorold Townline Road)	50
Regional Road 20 (Lundy's Lane)	Regional Road 70 (Thorold Townline Road)	800 meters west of Garner Road	80
Regional Road 20 (Lundy's Lane)	800 meters west of Garner Road	Garner Road	60
Regional Road 20 (Lundy's Lane)	Garner Road	Regional Road 102 (Stanley Avenue)	50
Regional Road 21 (Bowen Road)	Regional Road 116 (Stevensville Road)	Gracefield Avenue	80
Regional Road 21 (Bowen Road)	Gracefield Avenue	Regional Road 122 (Thompson Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 21 (Phipps Street)	Regional Road 122 (Thompson Road)	290 meters west of Dodds Way	60
Regional Road 21 (Phipps Street)	290 meters west of Dodds Way	Robinson Street	50
Regional Road 21 (Phipps Street)	Robinson Street	Regional Road 124 (Central Avenue)	40
Regional Road 21 (Phipps Street)	Regional Road 124 (Central Avenue)	Niagara Boulevard	50
Regional Road 23 (Forks Road)	Regional Road 24 (Vineland Townline)	200 meters east of Regional Road 24 (Vineland Townline)	60
Regional Road 23 (Forks Road)	200 meters east of Regional Road 24 (Vineland Townline)	Kings Highway 58 (West Side Road)	80
Regional Road 24 (Victoria Avenue)	Regional Road 39 (North Service Road)	Claus Road	60
Regional Road 24 (Victoria Avenue)	Claus Road	410 meters north of Regional Road 73 (Fly Road)	50
Regional Road 24 (Victoria Avenue)	410 meters north of Regional Road 73 (Fly Road)	Seventh Avenue	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 24 (Vineland Townline Road)	Seventh Avenue	400 meters north of Regional Road 20 (Old Hwy 20)	80
Regional Road 24 (Vineland Townline Road)	400 meters north Regional Road 20 (Old Hwy 20)	400 meters south of Regional Road 20 (Old Hwy 20)	70
Regional Road 24 (Vineland Townline Road)	400 meters south of Regional Road 20 (Old Hwy 20)	Chantler Road	80
Regional Road 24 (Vineland Townline Road)	Chantler Road	Regional Road 27	60
Regional Road 24 (Vineland Townline Road)	Regional Road 27	182 meters north of Regional Road 23 (Forks Road)	60
Regional Road 24 (Vineland Townline Road)	182 meters north of Regional Road 23 (Forks Road)	Regional Road 23 (Forks Road)	60
Regional Road 25 (Netherby Road)	Regional Road 84 (Doan's Ridge Road)	500 meters west of Regional Road 98 (Schisler Road)	80
Regional Road 25 (Netherby Road)	500 meters west of Regional Road 98 (Schihl Road)	500 meters east of Regional Road 98 (Montrose Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 25 (Netherby Road)	500 meters east of Regional Road 98 (Montrose Road)	Ott Road	80
Regional Road 25 (Netherby Road)	Ott Road	800 meters east of Regional Road 116 (Sodom Road)	60
Regional Road 25 (Netherby Road)	800 meters east of Regional Road 116 (Sodom Road)	Niagara Parkway	80
Regional Road 25 (Doan’s Ridge Road)	Regional Road 84 (Doan’s Ridge Road)	Regional Road 525 (Netherby Road)	60
Regional Road 26 (Jordan Road)	Regional Road 39 (North Service Road)	270 meters north of Chestnut Street	70
Regional Road 26 (Jordan Road)	270 meters south of Chestnut Street	150 meters south of Red Maple Street	50
Regional Road 26 (Jordan Road)	150 meters south of Red Maple Street	Regional Road 81 (King Street)	80
Regional Road 27 (Wellandport Road)	Regional Road 65 (Bismark Road)	Freure Road	80
Regional Road 27 (Wellandport Road)	Freure Road	350 meters north of Regional Road 63 (Canborough Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 27 (River Road)	350 meters north of Regional Road 63 (Canborough Road)	350 meters south of Regional Road 63 (Canborough Road)	60
Regional Road 27 (River Road)	350 meters south of Regional Road 63 (Canborough Road)	Regional Road 24 (Victoria Avenue)	80
Regional Road 27 (River Road, Riverside Drive)	Regional Road 24 (Victoria Avenue)	366 meters west of Broadway Street	70
Regional Road 27 (Riverside Drive)	366 meters west of Broadway Street	Regional Road 29 (Lincoln Street)	60
Regional Road 27 (West Main Street)	Regional Road 54 (Prince Charles Drive)	Regional Road 50 (Niagara Street)	50
Regional Road 27 (East Main Street)	Regional Road 50 (Niagara Street)	Wellington Street	50
Regional Road 27 (East Main Street, Schisler Road)	King’s Highway 140	400 meters west of Regional Road 98 (Montrose Road)	80
Regional Road 27 (Schisler Road)	400 meters west of Regional Road 98 (Montrose Road)	Regional Road 98 (Montrose Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 28 (Fifth St. Louth)	Regional Road 81 (St. Paul St. West)	500 meters south of Regional Road 81 (St. Paul St. West)	60
Regional Road 28 (Fifth Street Louth)	500 meters south of Regional Road 81 (St. Paul St. West)	Regional Road 69 (Pelham Road)	70
Regional Road 29 (Webber Road)	Regional Road 24 (Vineland Townline Road)	Farr Street	60
Regional Road 29 (Webber Road)	Farr Street	100 meters west of Regional Road 36 (South Pelham Road)	80
Regional Road 29 (Webber Road)	100 meters west of Regional Road 36 (South Pelham Road)	250 meters west of Regional Road 27 (Riverside Drive)	60
Regional Road 29 (Webber Road, Lincoln Street)	250 meters west of Regional Road 27 (Riverside Drive)	Regional Road 54 (Prince Charles Drive)	50
Regional Road 33 (Humberstone Road)	Feeder Road	King’s Highway 58	50
Regional Road 34 (Seventh Street Louth)	Regional Road 87 (Lakeshore Road)	Second Avenue	50
Regional Road 34 (Seventh Street Louth)	Second Avenue	Regional Road 77 (Fourth Avenue)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 34 (Seventh Street Louth)	Regional Road 77 (Fourth Avenue)	Regional Road 81 (St. Paul Street West)	80
Regional Road 36 (South Pelham Road)	Regional Road 41 (Woodlawn Road)	Regional Road 29 (Webber Road)	50
Regional Road 37 (Merritt Road)	Regional Road 50 (Niagara Street)	King's Highway 406	60
Regional Road 38 (Martindale Road)	Regional Road 87 (Main Street)	Elderwood Drive	50
Regional Road 39 (North Service Road)	435 meters west of Durham Road	50 meters east of Durham Road	50
Regional Road 39 (North Service Road)	50 meters east of Durham Road	Regional Road 24 (Victoria Avenue)	80
Regional Road 39 (North Service Road)	Regional Road 24 (Victoria Avenue)	200 meters east of Regional Road 26 (Jordan Road)	60
Regional Road 39 (North Service Road)	200 meters east of Regional Road 26 (Jordan Road)	2080 meters east of Regional Road 26 (Jordan Road)	80
Regional Road 39 (North Service Road)	2080 meters east of Regional Road 26 (Jordan Road)	1000 meters west of Gregory Road North	60
Regional Road 39 (North Service Road)	1000 meters west of Gregory Road North	Third Street Louth	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 40 (South Service Road)	Western Limit of Regional Boundary	Hunter Road	80
Regional Road 40 (South Service Road)	Hunter Road	250 meters west of Roberts Road	50
Regional Road 40 (South Service Road)	250 meters west of Roberts Road	Regional Road 12 (Christie Street)	60
Regional Road 40 (Clarke Street)	Regional Road 12 (Christie Street)	Nelles Road	50
Regional Road 40 (South Service Road)	Nelles Road	Regional Road 14 (Bartlett Avenue)	80
Regional Road 40 (South Service Road)	Regional Road 14 (Bartlett Avenue)	750 meters east of Regional Road 14 (Bartlett Avenue)	60
Regional Road 40 (South Service Road)	750 meters east of Regional Road 14 (Bartlett Avenue)	600 meters west of Regional Road 18 (Ontario Street)	80
Regional Road 40 (South Service Road)	600 meters west of Regional Road 18 (Ontario Street)	Regional Road 18 (Ontario Street)	60
Regional Road 40 (South Service Road)	Regional Road 18 (Ontario Street)	Bartlett Road	60
Regional Road 40 (South Service Road)	Bartlett Road	Regional Road 24 (Victoria Avenue)	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 40 (South Service Road)	Regional Road 24 (Victoria Avenue)	250 meters west of Third Street Louth	80
Regional Road 40 (South Service Road)	250 meters west of Third Street Louth	Regional Road 38 (Martindale Road)	60
Regional Road 41 (Woodlawn Road)	Regional Road 36 (South Pelham Road)	Seaway Drive	50
Regional Road 41 (Woodlawn Road)	Seaway Drive	King's Highway 406	60
Regional Road 42 (Ontario Street)	Regional Road 87 (Lakeport Road)	Regional Road 81 (St. Paul Street West)	50
Regional Road 43 (Bridge Street)	Regional Road 102 (Stanley Avenue)	River Road	50
Regional Road 45 (Creek Road)	Regional Road 63 (Canborough Road)	100 meters east of Regional Road 7 (Marshagan Road)	70
Regional Road 45 (Creek Road)	100 meters east of Regional Road 7 (Marshagan Road)	500 meters west of Regional Road 4 (Wellandport Road)	80
Regional Road 45 (Creek Road)	500 meters west of Regional Road 4 (Wellandport Road)	Regional Road 27 (Wellandport Road)	50
Regional Road 46 (Geneva Street)	Regional Road 581 (Church Street)	Regional Road 91 (Westchester Crescent)	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 47 (Lyon's Creek Road)	Regional Road 98 (Montrose Road)	150 meters west of Regional Road 102 (Stanley Avenue)	80
Regional Road 47 (Lyon's Creek Road)	150 meters west of Regional Road 102 (Stanley Avenue)	1320 meters west of Regional Road 116 (Sodom Road)	70
Regional Road 47 (Lyon's Creek Road)	1320 meters west of Regional Road 116 (Sodom Road)	Regional Road 116 (Sodom Road)	50
Regional Road 48 (Niagara Street)	Regional Road 581 (Church Street)	Regional Road 87 (Lakeshore Road)	50
Regional Road 49 (McLeod Road)	Regional Road 98 (Montrose Road)	H.E.P.C. Canal Bridge (Structure No. 04901)	60
Regional Road 49 (McLeod Road)	H.E.P.C. Canal Bridge (Structure No. 04901)	Regional Road 49 (Marineland Parkway)	50
Regional Road 49 (Marineland Parkway)	Regional Road 49 (McLeod Road)	Regional Road 102 (Stanley Avenue)	50
Regional Road 50 (Glenridge Avenue)	Regional Road 91 (Westchester Crescent)	780 meters south of Regional Road 71 (St. Davids Road)	50
Regional Road 50 (Merrittville Highway)	780 meters south of Regional Road 71 (St. Davids Road)	620 meters south of Decew Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 50 (Merrittville Highway)	620 meters south of Decew Road	150 meters south of Highway 20	80
Regional Road 50 (Merrittville Highway)	150 meters south of Regional Road 20 (Canboro Road)	100 meters north of Port Robinson Road	70
Regional Road 50 (Merrittville Highway)	100 meters north of Port Robinson Road	Regional Road 37 (Merritt Road)	60
Regional Road 50 (Niagara Street)	Merritt Road	Quaker Road	60
Regional Road 50 (Niagara Street)	Quaker Road	Regional Road 27 (East Main Street)	50
Regional Road 54 (Rice Road)	Highway 20	500 meters north of Quaker Road	60
Regional Road 54 (Rice Road)	500 meters north of Quaker Road	Quaker Road	50
Regional Road 54 (Rice Road)	Quaker Road	Regional Road 41 (Woodlawn Road)	40
Regional Road 54 (Rice Road / Prince Charles Drive)	Regional Road 41 (Woodlawn Road)	Ontario Road	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 54 (Prince Charles Drive)	Ontario Road	King's Highway 58A (Townline Road)	60
Regional Road 55 (Niagara Stone Road)	Regional Road 81 (York Street)	275 meters northeast of Regional Road 81 (York Street)	60
Regional Road 55 (Niagara Stone Road)	275 meters northeast of Regional Road 81 (York Road)	400 meters west of Concession 6 Road	80
Regional Road 55 (Niagara Stone Road)	400 meters west of Concession 6 Road	Concession 4 Road	50
Regional Road 55 (Niagara Stone Road)	Concession 4 Road	600 meters northeast of Niven Road	60
Regional Road 55 (Niagara Stone Road)	600 meters northeast of Niven Road	Regional Road 87 (Mary Street)	50
Regional Road 57 (Thorold Stone Road)	Davis Road	150 meters west of Garner Road	80
Regional Road 56 (Burleigh Hill Drive)	Regional Road 89 (Glendale Avenue)	Regional Road 71 (St. Davids Road)	50
Regional Road 56 (Collier Road North/ Collier Road South)	Regional Road 71 (St. Davids Road)	Regional Road 67 (Beaverdams Road)	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 57 (Thorold Stone Road)	Regional Road 70 (Taylor Road)	150 meters west of Garner Road	80
Regional Road 57 (Thorold Stone Road)	150 meters west of Garner Road	250 meters west of Kalar Road	70
Regional Road 57 (Thorold Stone Road)	250 meters west of Kalar Road	Regional Road 102 (Stanley Avenue)	50
Regional Road 58 (Homer Road)	Regional Road 70 (Taylor Road)	Regional Road 89 (Glendale Avenue)	80
Regional Road 61 (Niagara Townline Road)	Regional Road 100 (St. Paul Avenue, Four Mile Creek Road)	Regional Road 102 (Stanley Avenue)	60
Regional Road 61 (Portage Road)	Regional Road 102 (Stanley Avenue)	500 meters west of Niagara Parkway	70
Regional Road 61 (Portage Road)	500 meters west of Niagara Parkway	Niagara Parkway	60
Regional Road 63 (Canborough Road)	Western Limit of Regional Municipality	50 meters east of Regional Road 15 (Robinson Road)	50
Regional Road 63 (Canborough Road)	50 meters east of Regional Road 15 (Robinson Road)	230 meters east of Regional Road 45 (Creek Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 63 (Canborough Road)	230 meters east of Regional Road 45 (Creek Road)	1000 meters west of Regional Road 27 (River Road)	80
Regional Road 63 (Canborough Road)	1000 meters west of Regional Road 27 (River Road)	1300 meters east of Regional Road 27 (River Road)	50
Regional Road 63 (Canboro Road)	1300 meters east of Regional Road 27 (River Road)	500 meters west of Regional Road 24 (Vineland Townline Road)	80
Regional Road 63 (Canborough Road)	500 meters west of Regional Road 24 (Vineland Townline Road)	Regional Road 24 (Vineland Townline Road)	60
Regional Road 63 (Chippawa Creek Road)	Regional Road 82 (Allanport Road)	Regional Road 84 (Moyer Road)	50
Regional Road 63 (Chippawa Creek Road)	Regional Road 84 (Moyer Road)	Regional Road 98 (Montrose Road)	80
Regional Road 65 (Bismark Road)	West Limit of the Regional Municipality	Regional Road 27, King's Highway 20	80
Regional Road 67 (Beaverdams Road)	Regional Road 50 (Merrittville Highway)	Decew Road	80
Regional Road 67 (Beaverdams Road)	Decew Road	Pine Street South	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 67 (Pine Street)	Regional Road 67 (Beaverdams Road)	North Hwy 58 Ramp	50
Regional Road 68 (King Street)	Regional Road 527 (Division Street)	Regional Road 27 (East Main Street)	50
Regional Road 69 (Twenty Mile Road)	Regional Road 20 (Old Hwy 20)	900 meters east of Regional Road 20 (Old Hwy 20)	60
Regional Road 69 (Twenty Mile Road)	900 meters east of Regional Road 20 (Old Hwy 20)	Regional Road 24 (Vineland Townline Road)	80
Regional Road 69 (Pelham Road)	Regional Road 24 (Vineland Townline Road)	150 meters west of First Street Louth	70
Regional Road 69 (Pelham Road)	150 meters west of Fifth Street Louth	Regional Road 89 (Glendale Avenue)	50
Regional Road 70 (Taylor Road)	Regional Road 81 (York Road)	Regional Road 58 (Homer Road)	70
Regional Road 70 (Taylor Road)	Regional Road 58 (Homer Road)	Regional Road 101 (Mountain Road)	60
Regional Road 70 (Mountain Road)	Regional Road 101 (Mountain Road)	Regional Road 57 (Thorold Stone Road)	70
Regional Road 70 (Thorold Townline Road)	Regional Road 57 (Thorold Stone Road)	Barron Road	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 70 (Thorold Townline Road)	Barron Road	200 meters south of McLeod Road	60
Regional Road 70 (Thorold Townline Road)	200 meters south of McLeod Road	Regional Road 63 (Chippawa Creek Road)	80
Regional Road 71 (St. Davids Road)	Regional Road 50 (Merrittville Highway)	Regional Road 56 (Burleigh Hill Drive)	50
Regional Road 72 (Louth Street)	Regional Road 77 (Fourth Avenue)	Regional Road 89 (Glendale Avenue)	50
Regional Road 73 (Mud Street)	West Limit of the Regional Municipality	625 meters west of (Grassie Road, Wolverton Road)	80
Regional Road 73 (Mud Street)	625 meters west of Wolverton Road	600 meters east of Wolverton Road	70
Regional Road 73 (Mud Street, Fly Road)	600 meters east of Wolverton Road	650 meters west of Campden Road	80
Regional Road 73 (Fly Road)	650 meters west of Campden Road	Tintern Road	50
Regional Road 73 (Fly Road)	Tintern Road	Regional Road 24 (Victoria Avenue)	80
Regional Road 77 (Fourth Avenue)	Regional Road 26 (Jordan Road)	500 meters west of Third Street Louth	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 77 (Fourth Avenue)	500 meters west of Third Street Louth	300 meters west of First Street Louth	60
Regional Road 77 (Fourth Avenue)	300 meters west of First Street Louth	Regional Road 42 (Ontario Street)	50
Regional Road 77 (Welland Avenue)	Regional Road 42 (Ontario Street)	Dieppe Road	50
Regional Road 81 (Main Street West)	West Limit of the Regional Municipality	150 meters east of West Limit of the Regional Municipality	60
Regional Road 81 (Main Street West)	150 meters east of the West Limit of the Regional Municipality	100 meters east of Hunter Road	70
Regional Road 81 (Main Street West)	100 meters east of Hunter Road	Regional Road 10 (Casablanca Boulevard)	60
Regional Road 81 (Main Street West)	Regional Road 10 (Casablanca Boulevard)	Regional Road 81 (Main Street East)	50
Regional Road 81 (Main Street East)	Regional Road 81 (Main Street West)	100 meters east of Greenlane	50
Regional Road 81 (Main Street East)	100 meters east of Greenlane	Lincoln Avenue	60
Regional Road 81 (King Street)	Lincoln Avenue	Bartlett Road	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 81 (King Street)	Bartlett Road	Maple Grove Road	60
Regional Road (King Street)	Maple Grove Road	75 meters east of Haynes Street	50
Regional Road 81 (King Street)	75 meters east of Haynes Street	Regional Road 26 (Jordan Road)	60
Regional Road 81 (St. Paul Street West)	Regional Road 26 (Jordan Road)	Ninth Street	70
Regional Road 81 (St. Paul Street West)	Ninth Street	215 meters east of Regional Road 34 (Seventh Street)	70
Regional Road 81 (St. Paul Street West)	215 meters East of Regional Road 34 (Seventh Street)	400 meters West of First Street Louth	70
Regional Road 81 (St. Paul Street West)	400 meters West of First Street Louth	Regional Road 42 (Ontario Street)	50
Regional Road 81 (Queenston Street)	Regional Road 42 (Ontario Street)	Dorr Road	50
Regional Road 81 (York Road)	Dorr Road	176 meters east of King's Highway 55	60
Regional Road 81 (York Road)	176 meters east of Regional Road 55 (Niagara Stone Road)	Regional Road 90 (Airport Road)	80

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 81 (York Road)	Regional Road 90 (Airport Road)	Concession 7	60
Regional Road 81 (York Road)	Concession 7	Concession 5	70
Regional Road 81 (York Road)	Concession 5	Niagara River Parkway	50
Regional Road 82 (Allanport Road)	Regional Road 20 (Old Highway 20)	Hurricane Road	80
Regional Road 82 (Allanport Road)	Hurricane Road	Regional Road 63 (Chippawa Creek Road)	50
Regional Road 83 (Carlton Street)	Regional Road 42 (Ontario Street)	Read Road	50
Regional Road 83 (Carlton Street)	Read Road	Regional Road 86 (Stewart Road)	60
Regional Road 83 (Carlton Street)	Regional Road 86 (Stewart Road)	Regional Road 83 (Townline Road)	70
Regional Road 83 (Line 4)	Regional Road 83 (Carlton Road)	Regional Road 55 (Niagara Stone Road)	60
Regional Road 84 (Moyer Road)	Regional Road 63 (Chippawa Creek Road)	Regional Road 27 (East Main Street)	80
Regional Road 84 (Doan’s Ridge Road)	Regional Road 27 (East Main Street)	Regional Road 25 (Doan’s Ridge Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 84 (Miller Road)	Regional Road 25 (Doan's Ridge Road)	King's Highway 3	80
Regional Road 86 (Stewart Road)	Regional Road 87 (Lakeshore Road)	800 meters north of King's Highway 55	80
Regional Road 86 (Stewart Road)	800 meters north of Regional Road 55 (Niagara Stone Road)	Regional Road 55 (Niagara Stone Road)	60
Regional Road 87 (Lakeshore Road)	Regional Road 34 (Seventh Street Louth)	Regional Road 38 (Martindale Road)	60
Regional Road 87 (Main Street)	Regional Road 38 (Martindale Road)	Regional Road 87 (Lock Street)	50
Regional Road 87 (Lock Street Lakeport Road)	Regional Road 87 (Main Street)	Regional Road 87 (Lakeshore Road)	50
Regional Road 87 (Lakeshore Road)	Regional Road 87 (Lock Street/ Lakeport Road)	Regional Road 88 (Seaway Haulage Road)	50
Regional Road 87 (Lakeshore Road)	Regional Road 88 (Seaway Haulage Road)	Regional Road 86 (Stewart Road)	60
Regional Road 87 (Lakeshore Road)	Regional Road 86 (Stewart Road)	100 meters west of East/West Line	80
Regional Road 87 (Lakeshore Road)	100 meters west of East and West Line	Shakespeare Avenue	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 87 (Lakeshore Road)	Shakespeare Avenue	Regional Road 55 (Niagara Stone Road)	50
Regional Road 88 (Seaway Haulage Road)	Read Road	Regional Road 83 (Carlton Street)	60
Regional Road 89 (Glendale Avenue)	Regional Road 69 (Pelham Road)	92 meters west of Riverview Boulevard	60
Regional Road 89 (Glendale Avenue)	92 meters west of Riverview Boulevard	600 meters west of Regional Road 58 (Home Road)	50
Regional Road 89 (Glendale Avenue)	600 meters west of Regional Road 58 (Homer Road)	Griffiths Gate	70
Regional Road 89 (Glendale Avenue)	Griffith Gate	Regional Road 82 (York Road)	50
Regional Road 90 (Airport Road)	Regional Road 81 (York Road)	200 meters north of Queenston Road	60
Regional Road 90 (Airport Road)	200 meters north of Queenston Road	Regional Road 55 (Niagara Stone Road)	80
Regional Road 91 (Westchester Avenue)	Regional Road 81 (St. Paul Street West)	Regional Road 81 (Queenston Street)	50
Regional Road 98 (Kalar Road)	Regional Road 101 (Mountain Road)	Regional Road 98 (Montrose Road)	70

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 98 (Montrose Road)	Kalar Road	500 meters north of Matthews Drive	70
Regional Road 98 (Montrose Road)	500 meters north of Matthews Drive	Canadian Boulevard	50
Regional Road 98 (Montrose Road)	Canadian Boulevard	90 meters south of Regional Road 63 (Chippawa Creek Road)	60
Regional Road 98 (Montrose Road)	90 meters south of Regional Road 63 (Chippawa Creek Road)	Rexinger Road	70
Regional Road 98 (Montrose Road)	Rexinger Road	400 meters north of Regional Road 27 (Schisler Road)	80
Regional Road 98 (Montrose Road)	400 meters north of Regional Road 27 (Schisler Road)	400 meters south of Regional Road 27 (Schisler Road)	60
Regional Road 98 (Montrose Road)	400 meters south of Regional Road 27 (Schisler Road)	500 meters north of Regional Road 25 (Netherby Road)	80
Regional Road 98 (Montrose Road, Schihl Road)	500 meters north of Regional Road 25 (Netherby Road)	500 meters south of Regional Road 25 (Netherby Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 98 (Schihl Road)	500 meters south of Regional Road 25 (Netherby Road)	Regional Road 98 (Forks Road)	80
Regional Road 98 (Forks Road)	Regional Road 98 (Schihl Road)	Regional Road 98 (Wilhelm Road)	80
Regional Road 98 (Wilhelm Road)	Regional Road 98 (Forks Road)	King's Highway 3	80
Regional Road 100 (Four Mile Creek Road)	Regional Road 55 (Niagara Stone Road)	Line 2	50
Regional Road 100 (Four Mile Creek Road)	Line 2	200 meters south of Line 3	60
Regional Road 100 (Four Mile Creek Road)	200 meters south of Line 3	500 meters north Line 9	80
Regional Road 100 (Four Mile Creek Road)	500 meters north of Line 9	Line 9	60
Regional Road 100 (Four Mile Creek Road)	Line 9	Regional Road 61 (Niagara Townline Road)	50
Regional Road 100 (St. Paul Avenue)	Regional Road 61 (Niagara Townline Road)	Regional Road 101 (Mountain Road)	60
Regional Road 101 (Mountain Road)	Regional Road 70 (Taylor Road)	Kalar Road	70
Regional Road 101 (Mountain Road)	Kalar Road	100 meters west of Dorchester Road	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 101 (Mountain Road)	100 meters west of Dorchester Road	Regional Road 100 (St. Paul Avenue)	50
Regional Road 101 (Mountain Road)	Regional Road 100 (St. Paul Avenue)	Regional Road 101 (Portage Road)	60
Regional Road 102 (Stanley Avenue)	Regional Road 61 (Townline Road)	Regional Road 57 (Thorold Stone Road)	60
Regional Road 102 (Stanley Avenue)	Regional Road 57 (Thorold Stone Road)	Regional Road 49 (Marineland Parkway)	50
Regional Road 102 (Stanley Avenue)	Regional Road 49 (Marineland Parkway)	Regional Road 47 (Lyon’s Creek Road)	60
Regional Road 112 (Point Abino Road)	King’s Highway 3	300 meters south of Nigh Road	70
Regional Road 112 (Point Abino Road)	300 meters south of Nigh Road	Regional Road 1 (Michener Road)	80
Regional Road 116 (Sodom Road)	Regional Road 47 (Lyons Creek Road)	Willick Road	50
Regional Road 116 (Sodom Road)	Willick Road	450 meters north of Regional Road 25 (Netherby Road)	80
Regional Road 116 (Sodom Road)	450 meters north of Regional Road 25 (Netherby Road)	Regional Road 25 (Netherby Road)	60

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 116 (Stevensville Road)	Regional Road 25 (Netherby Road)	460 meters north of Eagle Street	60
Regional Road 116 (Stevensville Road)	460 meters north of Eagle Street	50 meters south of Regional Road 21 (Bowen Road)	50
Regional Road 116 (Gorham Road)	50 meters south of Regional Road 21 (Bowen Road)	400 meters north of King's Highway 3	80
Regional Road 116 (Gorham Road)	400 meters north of King's Highway 3	Nigh Road	60
Regional Road 116 (Gorham Road)	Nigh Road	Regional Road 1 (Dominion Road)	50
Regional Road 122 (Thompson Road)	Regional Road 21 (Phipps Street)	Bertie Street	60
Regional Road 122 (Thompson Road)	Bertie Street	Regional Road 3 (Garrison Road)	70
Regional Road 122 (Helena Street)	Regional Road 3 (Garrison Road)	200 meters north of Washington/Albany Street	70
Regional Road 122 (Helena Street)	200 meters north of Washington/Albany Street	Regional Road 1 (Garrison Road)	50
Regional Road 124 (Central Avenue)	Niagara Boulevard	Jarvis Street	50

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 124 (Central Avenue)	Jarvis Street	Catherine Street	40
Regional Road 124 (Central Avenue)	Catherine Street	Lakeshore Road	50
Regional Road 420 (Roberts Road)	Regional Road 102 Stanley Avenue	200 meters west of Victoria Avenue	60
Regional Road 420 (Roberts Road)	200 meters west of Victoria Avenue	Falls Avenue	40
Regional Road 512 (Livingston Avenue)	Regional Road 10 (Casablanca Boulevard)	Regional Road 81 (Main Street West)	50
Regional Road 525 (Townline Tunnel Road)	Reaker Road	Regional Road 25 (Netherby Road)	80
Regional Road 527 (Burgar Street)	Regional Road 27 (East Main Street)	Regional Road 527 (Division Street)	50
Regional Road 529 (River Road)	Regional Road 529 (Effingham Street)	Welland-Port Colborne Airport	60
Regional Road 529 (Effingham Street)	Regional Road 529 (River Road)	Regional Road 29 (Webber Road)	70
Regional Road 581 (Church Street)	Regional Road 46 (Geneva Street)	Regional Road 48 (Niagara Street)	50
Regional Road 627 (O'Reilly's Road)	Regional Road 529 (River Road)	Regional Road 27 (River Road)	40

Schedule "W" Speed Limits

Highway	From	To	Maximum Speed (km/h)
Regional Road 669 (Eighth Avenue)	Regional Road 24 (Vineland Townline Road)	Regional Road 69 (Twenty Mile Road)	70

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO APPOINT BY-LAW ENFORCEMENT OFFICERS FOR THE PURPOSE OF ENFORCING THE SEWER USE BY-LAW NO. 2024-51, AND TO REPEAL BY-LAW 2023-74

WHEREAS subsection 55 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1,* states that a municipality may appoint persons to enforce the by-laws of the municipality;

WHEREAS subsection 55 (2) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1,* states that municipal by-law enforcement officers are peace officers for the purpose of enforcing municipal by-laws;

WHEREAS subsection 1 (1)(d) of the *Provincial Offences Act, R.S.O. 1990, c. P33*, states that a provincial offences officer means a by-law enforcement officer of any municipality or of any local board of any municipality, while in the discharge of his or her duties.

WHEREAS on August 29, 2024, the Council of the Regional Municipality of Niagara passed By-law No. 2024-51, being a by-law to regulate discharges to the sanitary and storm sewer systems of The Regional Municipality of Niagara;

WHEREAS it is necessary to appoint certain Regional staff as by-law enforcement officers for the purposes of enforcement of By-law No. 2024-51, as may be amended or replaced from time to time;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following persons be hereby appointed as By-law Enforcement Officers for the purposes of enforcing By-law No. 2024-51, being the Sewer Use By-law, as may be amended or replaced from time to time:

    Jason Oatley, Manager, Quality and Compliance (Wastewater)

    Dawn Macarthur, Supervisor, Water and Wastewater Compliance and Enforcement

    Dominic Valentini, Environmental Enforcement Officer

    Jason Cammelli, Environmental Enforcement Officer

    Jeet Buddhdev, Environmental Enforcement Officer

2. That By-law No. 2023-74 is hereby repealed.

3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON AMORTIZING DEBENTURES IN THE PRINCIPAL AMOUNT OF $7,500,000.00 FOR A CAPITAL WORK OF THE CORPORATION OF THE CITY OF NIAGARA FALLS

WHEREAS subsection 401 (1) of the “Municipal Act, 2001”, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS section 403 of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law and subsection 403 (7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 of the Act are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Corporation of the City of Niagara Falls (the “Municipality”), which is a lower-tier municipality forming part of The Regional Municipality of Niagara (hereinafter called the “Upper-tier Municipality”), has passed the By-law enumerated in column (3) of Schedule “A” attached hereto and forming part of this By-law to authorize the capital work described in column (1) of Schedule “A” (the “Capital Work”) and to authorize the long-term borrowing from Ontario Infrastructure and Lands Corporation (“OILC”) in respect of the Capital Work;

AND WHEREAS the Upper-tier Municipality has passed a By-law to authorize submitting an application to OILC for financing the Capital Work and to authorize long-term borrowing for the Capital Work through the issue of debentures to OILC (the "Application") and to authorize executing and delivering to OILC the rate offer letter agreement in respect of such long-term borrowing for the Capital Work;
AND WHEREAS the Council of the Upper-tier Municipality has received a request from the Council of the Municipality to borrow money for the purpose of providing long-term financing for the Capital Work and to issue debentures for the Capital Work in the amounts specified in column (8) of Schedule "A";

AND WHEREAS before authorizing the Capital Work the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing the Capital Work the Treasurer determined that the estimated annual amount payable in respect of the Capital Work would not cause the Municipality to exceed the updated limit and that the approval of the Capital Work by the Ontario Land Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Work it is now deemed to be expedient to borrow money by the issue of amortizing debentures in the principal amount of $7,500,000.00 dated October 1, 2024 and maturing on October 1, 2049, and payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of $7,500,000.00 and the issue of amortizing debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.

2. That the Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of amortizing debentures to be issued for such amounts of money as may be required for the Capital Work in definitive form, not exceeding in total the said principal amount of $7,500,000.00 (the "Debentures"). The Debentures shall bear the Upper-tier Municipality's municipal seal and the signatures of the Regional Chair and the Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the principal amount of $7,500,000.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.

4. That in accordance with the provisions of section 25 of the "Ontario Infrastructure and Lands Corporation Act, 2011", as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality or the Municipality, as appropriate, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality or the Municipality, as appropriate, amounts not exceeding any amounts that the Upper-tier Municipality or the Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.

5. That the Debentures shall all be dated the 1st day of October, 2024, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 4.41% per annum and mature during a period of 25 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by October 1, 2049 and be payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, save and except for the last instalment which may vary slightly from the preceding

equal instalments, as set forth in Schedule “C” attached hereto and forming part of this By-law (“Schedule “C”).

6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”) and if any date for payment is not a Business Day, payment shall be made on the next following Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of equal semi-annual instalments of combined principal and interest becomes due in respect of the Capital Work,

including the last 'non-equal' instalment, there shall be raised as part of the Upper-tier Municipality's general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the Municipality shall pay the aforesaid yearly amounts as set out in Schedule "C" to the Upper-tier Municipality one Business Day before the date payment is due. The amounts required to be paid to the Upper-tier Municipality in accordance with Schedule "C" shall constitute a debt of the Municipality to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

(2) That if the Municipality fails to make any payment or portion of it as provided in this By-law, the Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.

(3) That there shall be raised, for the Capital Work, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by the Municipality to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.

9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.

10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

13. That the Regional Chair and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof

satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.

18. That the Regional Chair and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk and Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to the Municipality on the basis that the Municipality shall apportion and apply such money to the Capital Work, and to no other purpose except as permitted by the Act.

20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.

21. That this by-law shall come into force and take effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule “A”

Item No.	(1) Description	(2) Account No.	(3) Authorizing By-law	(4) MOE File No.	(5) MOE Date	(6) Debentures Authorized by Council $	(7) Debentures Previously Issued $	(8) Debentures Now Being Issued $
	The Corporation of the City of Niagara Falls							
	Term 1-25 Year Amortizing Debenture							
	Capital costs in connection with the:							
1	Rexinger Road Watermain Loop and Hospital Servicing capital work		2021-130			7,500,000.00	Nil	7,500,000.00
	Total					**7,500,000.00**	**Nil**	**7,500,000.00**

Schedule “B”

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-24-02 $7,500,000.00

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 4.41% AMORTIZING DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the “Upper-tier Municipality”), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (October 1, 2049), the principal amount of

SEVEN MILLION, FIVE HUNDRED THOUSAND DOLLARS
---------- ($7,500,000.00) ----------

by equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments in the amounts set forth in the attached Loan Amortization Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (October 1, 2024), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 4.41% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails

Schedule “B”

to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 1st day of October, 2024.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2024-60 the Upper-tier Municipality duly passed on the 26th day of September, 2024 (the “By-law”), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Treasurer thereof.

Date of Registration: October 1, 2024

_____ (seal) _____
James Bradley, Regional Chair Dan Carnegie, Treasurer

This global debenture is also signed by the Regional Clerk pursuant to the Issuer’s internal requirements.

_____
Ann-Marie Norio, Regional Clerk

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by:_____ by:_____

Authorized Signing Officer Authorized Signing Officer

Schedule “B”

AMORTIZATION SCHEDULE

Loan.....: 2949
Name.....: The Regional Municipality of Niagara - The Corporation of the City of Niagara Falls
Principal: $7,500,000.00
Rate.....: 04.4100%
Matures..: 10/01/2049

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	249,074.29	83,699.29	165,375.00	7,416,300.71
2	10/01/2025	249,074.29	85,544.86	163,529.43	7,330,755.85
3	04/01/2026	249,074.29	87,431.12	161,643.17	7,243,324.73
4	10/01/2026	249,074.29	89,358.98	159,715.31	7,153,965.75
5	04/01/2027	249,074.29	91,329.35	157,744.94	7,062,636.40
6	10/01/2027	249,074.29	93,343.16	155,731.13	6,969,293.24
7	04/01/2028	249,074.29	95,401.37	153,672.92	6,873,891.87
8	10/01/2028	249,074.29	97,504.97	151,569.32	6,776,386.90
9	04/01/2029	249,074.29	99,654.96	149,419.33	6,676,731.94
10	10/01/2029	249,074.29	101,852.35	147,221.94	6,574,879.59
11	04/01/2030	249,074.29	104,098.20	144,976.09	6,470,781.39
12	10/01/2030	249,074.29	106,393.56	142,680.73	6,364,387.83
13	04/01/2031	249,074.29	108,739.54	140,334.75	6,255,648.29
14	10/01/2031	249,074.29	111,137.25	137,937.04	6,144,511.04
15	04/01/2032	249,074.29	113,587.82	135,486.47	6,030,923.22
16	10/01/2032	249,074.29	116,092.43	132,981.86	5,914,830.79
17	04/01/2033	249,074.29	118,652.27	130,422.02	5,796,178.52
18	10/01/2033	249,074.29	121,268.55	127,805.74	5,674,909.97
19	04/01/2034	249,074.29	123,942.53	125,131.76	5,550,967.44
20	10/01/2034	249,074.29	126,675.46	122,398.83	5,424,291.98
21	04/01/2035	249,074.29	129,468.65	119,605.64	5,294,823.33
22	10/01/2035	249,074.29	132,323.44	116,750.85	5,162,499.89
23	04/01/2036	249,074.29	135,241.17	113,833.12	5,027,258.72
24	10/01/2036	249,074.29	138,223.24	110,851.05	4,889,035.48
25	04/01/2037	249,074.29	141,271.06	107,803.23	4,747,764.42
26	10/01/2037	249,074.29	144,386.08	104,688.21	4,603,378.34
27	04/01/2038	249,074.29	147,569.80	101,504.49	4,455,808.54
28	10/01/2038	249,074.29	150,823.71	98,250.58	4,304,984.83
29	04/01/2039	249,074.29	154,149.37	94,924.92	4,150,835.46
30	10/01/2039	249,074.29	157,548.37	91,525.92	3,993,287.09
31	04/01/2040	249,074.29	161,022.31	88,051.98	3,832,264.78
32	10/01/2040	249,074.29	164,572.85	84,501.44	3,667,691.93

Schedule “B”

33	04/01/2041	249,074.29	168,201.68	80,872.61	3,499,490.25
34	10/01/2041	249,074.29	171,910.53	77,163.76	3,327,579.72
35	04/01/2042	249,074.29	175,701.16	73,373.13	3,151,878.56
36	10/01/2042	249,074.29	179,575.37	69,498.92	2,972,303.19
37	04/01/2043	249,074.29	183,535.00	65,539.29	2,788,768.19
38	10/01/2043	249,074.29	187,581.95	61,492.34	2,601,186.24
39	04/01/2044	249,074.29	191,718.13	57,356.16	2,409,468.11
40	10/01/2044	249,074.29	195,945.52	53,128.77	2,213,522.59
41	04/01/2045	249,074.29	200,266.12	48,808.17	2,013,256.47
42	10/01/2045	249,074.29	204,681.98	44,392.31	1,808,574.49
43	04/01/2046	249,074.29	209,195.22	39,879.07	1,599,379.27
44	10/01/2046	249,074.29	213,807.98	35,266.31	1,385,571.29
45	04/01/2047	249,074.29	218,522.44	30,551.85	1,167,048.85
46	10/01/2047	249,074.29	223,340.86	25,733.43	943,707.99
47	04/01/2048	249,074.29	228,265.53	20,808.76	715,442.46
48	10/01/2048	249,074.29	233,298.78	15,775.51	482,143.68
49	04/01/2049	249,074.29	238,443.02	10,631.27	243,700.66
50	10/01/2049	249,074.26	243,700.66	5,373.60	0.00
		12,453,714.47	7,500,000.00	4,953,714.47	

Schedule “B”

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of amortizing debentures in the principal amount of $7,500,000.00 dated October 1, 2024 and maturing on October 1, 2049 payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set out in Schedule “C” to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the “Lower-tier Municipalities”). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Ontario Land Tribunal over defaulting municipalities under the *Municipal Affairs Act*. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

October 1, 2024 WeirFoulds LLP

Schedule “B”

CONDITIONS OF THE DEBENTURE

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.

2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.

3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the

Schedule “B”

case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any payment date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding payment date.

7. The Upper-tier Municipality shall make all payments in respect of equal semi-annual instalments of combined principal and interest on the Debentures on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, including the last ‘non-equal’ instalment, as set out in Schedule “C” to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.

8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Amortization Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.

9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not

authorized or obligated by law or executive order to be closed (a “**Business Day**”), and if any date for payment is not a Business Day, payment shall be made on the next following Business Day as noted on the Amortization Schedule.

11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder’s duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the

registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, or if the Upper-tier Municipality fails to meet and pay any of its debts or liabilities when due, or uses all or any portion of the proceeds of any Debenture for any purpose other than for a Capital Work(s) as authorized in the By-law pursuant to which the Debentures are issued at OILC’s discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the early repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

Schedule “B”

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

(a) “**Prime Rate**” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “**Reference Banks**”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) "**Make-Whole Amount**" means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) “**Ontario Yield**" means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable term loan made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule “C”

AMORTIZATION SCHEDULE

Loan.....: 2949
Name.....: The Regional Municipality of Niagara - The Corporation of the City of Niagara Falls
Principal: $7,500,000.00
Rate.....: 04.4100%
Matures..: 10/01/2049

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	249,074.29	83,699.29	165,375.00	7,416,300.71
2	10/01/2025	249,074.29	85,544.86	163,529.43	7,330,755.85
3	04/01/2026	249,074.29	87,431.12	161,643.17	7,243,324.73
4	10/01/2026	249,074.29	89,358.98	159,715.31	7,153,965.75
5	04/01/2027	249,074.29	91,329.35	157,744.94	7,062,636.40
6	10/01/2027	249,074.29	93,343.16	155,731.13	6,969,293.24
7	04/01/2028	249,074.29	95,401.37	153,672.92	6,873,891.87
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9	04/01/2029	249,074.29	99,654.96	149,419.33	6,676,731.94
10	10/01/2029	249,074.29	101,852.35	147,221.94	6,574,879.59
11	04/01/2030	249,074.29	104,098.20	144,976.09	6,470,781.39
12	10/01/2030	249,074.29	106,393.56	142,680.73	6,364,387.83
13	04/01/2031	249,074.29	108,739.54	140,334.75	6,255,648.29
14	10/01/2031	249,074.29	111,137.25	137,937.04	6,144,511.04
15	04/01/2032	249,074.29	113,587.82	135,486.47	6,030,923.22
16	10/01/2032	249,074.29	116,092.43	132,981.86	5,914,830.79
17	04/01/2033	249,074.29	118,652.27	130,422.02	5,796,178.52
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21	04/01/2035	249,074.29	129,468.65	119,605.64	5,294,823.33
22	10/01/2035	249,074.29	132,323.44	116,750.85	5,162,499.89
23	04/01/2036	249,074.29	135,241.17	113,833.12	5,027,258.72
24	10/01/2036	249,074.29	138,223.24	110,851.05	4,889,035.48
25	04/01/2037	249,074.29	141,271.06	107,803.23	4,747,764.42
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28	10/01/2038	249,074.29	150,823.71	98,250.58	4,304,984.83
29	04/01/2039	249,074.29	154,149.37	94,924.92	4,150,835.46
30	10/01/2039	249,074.29	157,548.37	91,525.92	3,993,287.09
31	04/01/2040	249,074.29	161,022.31	88,051.98	3,832,264.78
32	10/01/2040	249,074.29	164,572.85	84,501.44	3,667,691.93

Schedule “C”

33	04/01/2041	249,074.29	168,201.68	80,872.61	3,499,490.25
34	10/01/2041	249,074.29	171,910.53	77,163.76	3,327,579.72
35	04/01/2042	249,074.29	175,701.16	73,373.13	3,151,878.56
36	10/01/2042	249,074.29	179,575.37	69,498.92	2,972,303.19
37	04/01/2043	249,074.29	183,535.00	65,539.29	2,788,768.19
38	10/01/2043	249,074.29	187,581.95	61,492.34	2,601,186.24
39	04/01/2044	249,074.29	191,718.13	57,356.16	2,409,468.11
40	10/01/2044	249,074.29	195,945.52	53,128.77	2,213,522.59
41	04/01/2045	249,074.29	200,266.12	48,808.17	2,013,256.47
42	10/01/2045	249,074.29	204,681.98	44,392.31	1,808,574.49
43	04/01/2046	249,074.29	209,195.22	39,879.07	1,599,379.27
44	10/01/2046	249,074.29	213,807.98	35,266.31	1,385,571.29
45	04/01/2047	249,074.29	218,522.44	30,551.85	1,167,048.85
46	10/01/2047	249,074.29	223,340.86	25,733.43	943,707.99
47	04/01/2048	249,074.29	228,265.53	20,808.76	715,442.46
48	10/01/2048	249,074.29	233,298.78	15,775.51	482,143.68
49	04/01/2049	249,074.29	238,443.02	10,631.27	243,700.66
50	10/01/2049	249,074.26	243,700.66	5,373.60	0.00
		12,453,714.47	7,500,000.00	4,953,714.47	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON SERIAL DEBENTURES IN THE PRINCIPAL AMOUNT OF $5,000,000.00 FOR A CAPITAL WORK OF THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS subsection 401 (1) of the "Municipal Act, 2001", as amended (the "Act") provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that all debentures issued under a by-law passed by a regional municipality for its own purposes are direct, joint and several obligations of the regional municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Regional Municipality of Niagara (hereinafter called the "Upper-tier Municipality"), has passed the By-laws enumerated in column (3) of Schedule "A" attached hereto and forming part of this By-law to authorize the capital work described in column (1) of Schedule "A" (the "Capital Work"), to authorize the long-term borrowing from Ontario Infrastructure and Lands Corporation ("OILC") in respect of the Capital Work and to confirm, ratify and approve the execution by the Treasurer of the application to OILC for financing the Capital Work (the "Application") and the submission by such authorized official of the Application; and to execute and deliver to OILC the rate offer letter agreement in respect of such long-term borrowing for the Capital Work;

AND WHEREAS before authorizing the Capital Work, the Council of the Upper-tier Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Upper-tier Municipality authorizing the Capital Work the Treasurer determined that the estimated annual amount payable in respect of the Capital Work would not cause the

Upper-tier Municipality to exceed the updated limit and that the approval of the Capital Work by the Ontario Land Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Work it is now deemed to be expedient to borrow money by the issue of serial debentures in the principal amount of $5,000,000.00 dated October 1, 2024 and maturing on October 1, 2054, and payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of $5,000,000.00 and the issue of serial debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.

2. That the Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of serial debentures to be issued for such amounts of money as may be required for the Capital Work in definitive form, not exceeding in total the said principal amount of $5,000,000.00 (the “Debentures”). The Debentures shall bear the Upper-tier Municipality’s municipal seal and the signatures of the Regional Chair and the Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the principal amount of $5,000,000.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule “B” hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of

such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.

4. That in accordance with the provisions of section 25 of the "Ontario Infrastructure and Lands Corporation Act, 2011", as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.

5. That the Debentures shall all be dated the 1st day of October, 2024, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 4.40% per annum and mature during a period of 30 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by October 1, 2054 and be payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, both inclusive, as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C").

6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "Business Day") and if any date for payment is not a Business Day, payment shall be made on the next following Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders

as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

"Prime Rate" means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the "Reference Banks") as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of semi-annual instalments of combined equal principal and diminishing interest becomes due in respect of the Capital Work, including the last 'non-equal' instalment of principal, there shall be raised as part of the Upper-tier Municipality's general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the lower-tier municipalities that comprise the Upper-tier Municipality (individually a "Lower-tier Municipality", collectively the "Lower-tier Municipalities") shall pay to the Upper-tier Municipality, as part of the general upper-tier levy the amounts required to be paid to the Upper-tier Municipality by the Lower-tier Municipalities in respect of the Capital Work, in accordance with the manner in which the general upper-tier levy is required, from time to time, to be paid to the Upper-tier Municipality. Such amounts constitute debt of the Lower-tier Municipalities to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

(2) That if any Lower-tier Municipality fails to make any payment or portion of it as provided in this By-law, such Lower-tier Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.

(3) That there shall be raised, for the Capital Work, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by any one or more of the Lower-tier Municipalities to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.

9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.

10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the

survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

13. That the Regional Chair and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier

Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.

18. That the Regional Chair and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk and Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be apportioned and applied to the Capital Work, and to no other purpose except as permitted by the Act.

20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.

21. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule “A”

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Description	**Account No.**	**Authorizing By-Law**	**MOE File No.**	**MOE Date**	**Debentures Authorized by Council ($)**	**Debentures Previously Issued ($)**	**Debentures Now Being Issued ($)**
Term 1-25 Year Serial Debenture							
Capital costs in connection with the:							
Cole Farm Sanitary Pumping Station (SPS) Upgrade capital work		2021-110 2021-111 2024-43			5,000,000.00	Nil	5,000,000.00
TOTAL					**5,000,000.00**	**Nil**	**5,000,000.00**

Schedule “B”

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-24-03 $5,000,000.00

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 4.40% SERIAL DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the “Upper-tier Municipality”), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (October 1, 2054), the principal amount of

FIVE MILLION DOLLARS
---------- ($5,000,000.00) ----------

by semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025 in each of the years 2025 to 2054, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, in the amounts set forth in the attached Loan Amortization Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (October 1, 2024), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 4.40% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

Schedule “B”

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 1st day of October, 2024.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2024-61 the Upper-tier Municipality duly passed on the 26th day of September, 2024 (the “By-law”), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Treasurer thereof.
Date of Registration: October 1, 2024

_____(seal) _____
James Bradley, Regional Chair Dan Carnegie, Treasurer

This global debenture is also signed by the Regional Clerk pursuant to the Issuer’s internal requirements.

_____
Ann-Marie Norio, Regional Clerk

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by: _____ by:_____
Authorized Signing Officer Authorized Signing Officer

Schedule “B”

AMORTIZATION SCHEDULE

Loan.....: 2950
Name.....: The Regional Municipality of Niagara
Principal: $5,000,000.00
Rate.....: 04.4000%
Matures..: 10/01/2054

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	193,031.96	83,333.33	109,698.63	4,916,666.67
2	10/01/2025	191,796.34	83,333.33	108,463.01	4,833,333.34
3	04/01/2026	189,375.34	83,333.33	106,042.01	4,750,000.01
4	10/01/2026	188,119.63	83,333.33	104,786.30	4,666,666.68
5	04/01/2027	185,718.72	83,333.33	102,385.39	4,583,333.35
6	10/01/2027	184,442.92	83,333.33	101,109.59	4,500,000.02
7	04/01/2028	182,604.56	83,333.33	99,271.23	4,416,666.69
8	10/01/2028	180,766.21	83,333.33	97,432.88	4,333,333.36
9	04/01/2029	178,405.48	83,333.33	95,072.15	4,250,000.03
10	10/01/2029	177,089.50	83,333.33	93,756.17	4,166,666.70
11	04/01/2030	174,748.86	83,333.33	91,415.53	4,083,333.37
12	10/01/2030	173,412.78	83,333.33	90,079.45	4,000,000.04
13	04/01/2031	171,092.23	83,333.33	87,758.90	3,916,666.71
14	10/01/2031	169,736.07	83,333.33	86,402.74	3,833,333.38
15	04/01/2032	167,897.71	83,333.33	84,564.38	3,750,000.05
16	10/01/2032	166,059.36	83,333.33	82,726.03	3,666,666.72
17	04/01/2033	163,778.99	83,333.33	80,445.66	3,583,333.39
18	10/01/2033	162,382.65	83,333.33	79,049.32	3,500,000.06
19	04/01/2034	160,122.37	83,333.33	76,789.04	3,416,666.73
20	10/01/2034	158,705.93	83,333.33	75,372.60	3,333,333.40
21	04/01/2035	156,465.75	83,333.33	73,132.42	3,250,000.07
22	10/01/2035	155,029.22	83,333.33	71,695.89	3,166,666.74
23	04/01/2036	153,190.87	83,333.33	69,857.54	3,083,333.41
24	10/01/2036	151,352.51	83,333.33	68,019.18	3,000,000.08
25	04/01/2037	149,152.51	83,333.33	65,819.18	2,916,666.75
26	10/01/2037	147,675.80	83,333.33	64,342.47	2,833,333.42
27	04/01/2038	145,495.89	83,333.33	62,162.56	2,750,000.09
28	10/01/2038	143,999.09	83,333.33	60,665.76	2,666,666.76
29	04/01/2039	141,839.27	83,333.33	58,505.94	2,583,333.43
30	10/01/2039	140,322.37	83,333.33	56,989.04	2,500,000.10
31	04/01/2040	138,484.02	83,333.33	55,150.69	2,416,666.77
32	10/01/2040	136,645.66	83,333.33	53,312.33	2,333,333.44
33	04/01/2041	134,526.03	83,333.33	51,192.70	2,250,000.11
34	10/01/2041	132,968.95	83,333.33	49,635.62	2,166,666.78

Schedule “B”

35	04/01/2042	130,869.41	83,333.33	47,536.08	2,083,333.45
36	10/01/2042	129,292.24	83,333.33	45,958.91	2,000,000.12
37	04/01/2043	127,212.78	83,333.33	43,879.45	1,916,666.79
38	10/01/2043	125,615.52	83,333.33	42,282.19	1,833,333.46
39	04/01/2044	123,777.17	83,333.33	40,443.84	1,750,000.13
40	10/01/2044	121,938.81	83,333.33	38,605.48	1,666,666.80
41	04/01/2045	119,899.54	83,333.33	36,566.21	1,583,333.47
42	10/01/2045	118,262.10	83,333.33	34,928.77	1,500,000.14
43	04/01/2046	116,242.92	83,333.33	32,909.59	1,416,666.81
44	10/01/2046	114,585.39	83,333.33	31,252.06	1,333,333.48
45	04/01/2047	112,586.30	83,333.33	29,252.97	1,250,000.15
46	10/01/2047	110,908.68	83,333.33	27,575.35	1,166,666.82
47	04/01/2048	109,070.32	83,333.33	25,736.99	1,083,333.49
48	10/01/2048	107,231.96	83,333.33	23,898.63	1,000,000.16
49	04/01/2049	105,273.06	83,333.33	21,939.73	916,666.83
50	10/01/2049	103,555.25	83,333.33	20,221.92	833,333.50
51	04/01/2050	101,616.44	83,333.33	18,283.11	750,000.17
52	10/01/2050	99,878.54	83,333.33	16,545.21	666,666.84
53	04/01/2051	97,959.82	83,333.33	14,626.49	583,333.51
54	10/01/2051	96,201.83	83,333.33	12,868.50	500,000.18
55	04/01/2052	94,363.47	83,333.33	11,030.14	416,666.85
56	10/01/2052	92,525.11	83,333.33	9,191.78	333,333.52
57	04/01/2053	90,646.58	83,333.33	7,313.25	250,000.19
58	10/01/2053	88,848.40	83,333.33	5,515.07	166,666.86
59	04/01/2054	86,989.96	83,333.33	3,656.63	83,333.53
60	10/01/2054	85,171.89	83,333.53	1,838.36	0.00
		8,356,959.04	5,000,000.00	3,356,959.04	

Schedule “B”

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of serial debentures in the principal amount of $5,000,000.00 dated October 1, 2024 and maturing on October 1, 2054 payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025 in each of the years 2025 to 2054, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set out in Schedule “C” to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the “Lower-tier Municipalities”). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Ontario Land Tribunal over defaulting municipalities under the Municipal Affairs Act. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

October 1, 2024 WeirFoulds LLP

CONDITIONS OF THE DEBENTURE

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.

2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.

3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal

of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any payment date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding payment date.

7. The Upper-tier Municipality shall make all payments in respect of semi-annual instalments of combined equal principal and diminishing interest amounts on the Debentures on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set out in Schedule “C” to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.

8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Amortization Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.

9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “**Business Day**”), and if any

date for payment is not a Business Day, payment shall be made on the next following Business Day as noted on the Amortization Schedule.

11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder’s duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, or if the Upper-tier Municipality fails to meet and pay any of its debts or liabilities when due, or uses all or any portion of the proceeds of any Debenture for any purpose other than for a Capital Work(s) as authorized in the By-law pursuant to which the Debentures are issued at OILC’s discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the early repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Schedule “B”

Definitions:

(a) “**Prime Rate**” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “**Reference Banks**”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) "**Make-Whole Amount**" means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) “**Ontario Yield**" means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable term loan made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule “C”

AMORTIZATION SCHEDULE

Loan.....: 2950
Name.....: The Regional Municipality of Niagara
Principal: $5,000,000.00
Rate.....: 04.4000%
Matures..: 10/01/2054

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	193,031.96	83,333.33	109,698.63	4,916,666.67
2	10/01/2025	191,796.34	83,333.33	108,463.01	4,833,333.34
3	04/01/2026	189,375.34	83,333.33	106,042.01	4,750,000.01
4	10/01/2026	188,119.63	83,333.33	104,786.30	4,666,666.68
5	04/01/2027	185,718.72	83,333.33	102,385.39	4,583,333.35
6	10/01/2027	184,442.92	83,333.33	101,109.59	4,500,000.02
7	04/01/2028	182,604.56	83,333.33	99,271.23	4,416,666.69
8	10/01/2028	180,766.21	83,333.33	97,432.88	4,333,333.36
9	04/01/2029	178,405.48	83,333.33	95,072.15	4,250,000.03
10	10/01/2029	177,089.50	83,333.33	93,756.17	4,166,666.70
11	04/01/2030	174,748.86	83,333.33	91,415.53	4,083,333.37
12	10/01/2030	173,412.78	83,333.33	90,079.45	4,000,000.04
13	04/01/2031	171,092.23	83,333.33	87,758.90	3,916,666.71
14	10/01/2031	169,736.07	83,333.33	86,402.74	3,833,333.38
15	04/01/2032	167,897.71	83,333.33	84,564.38	3,750,000.05
16	10/01/2032	166,059.36	83,333.33	82,726.03	3,666,666.72
17	04/01/2033	163,778.99	83,333.33	80,445.66	3,583,333.39
18	10/01/2033	162,382.65	83,333.33	79,049.32	3,500,000.06
19	04/01/2034	160,122.37	83,333.33	76,789.04	3,416,666.73
20	10/01/2034	158,705.93	83,333.33	75,372.60	3,333,333.40
21	04/01/2035	156,465.75	83,333.33	73,132.42	3,250,000.07
22	10/01/2035	155,029.22	83,333.33	71,695.89	3,166,666.74
23	04/01/2036	153,190.87	83,333.33	69,857.54	3,083,333.41
24	10/01/2036	151,352.51	83,333.33	68,019.18	3,000,000.08
25	04/01/2037	149,152.51	83,333.33	65,819.18	2,916,666.75
26	10/01/2037	147,675.80	83,333.33	64,342.47	2,833,333.42
27	04/01/2038	145,495.89	83,333.33	62,162.56	2,750,000.09
28	10/01/2038	143,999.09	83,333.33	60,665.76	2,666,666.76
29	04/01/2039	141,839.27	83,333.33	58,505.94	2,583,333.43
30	10/01/2039	140,322.37	83,333.33	56,989.04	2,500,000.10
31	04/01/2040	138,484.02	83,333.33	55,150.69	2,416,666.77
32	10/01/2040	136,645.66	83,333.33	53,312.33	2,333,333.44
33	04/01/2041	134,526.03	83,333.33	51,192.70	2,250,000.11
34	10/01/2041	132,968.95	83,333.33	49,635.62	2,166,666.78

Schedule “C”

35	04/01/2042	130,869.41	83,333.33	47,536.08	2,083,333.45
36	10/01/2042	129,292.24	83,333.33	45,958.91	2,000,000.12
37	04/01/2043	127,212.78	83,333.33	43,879.45	1,916,666.79
38	10/01/2043	125,615.52	83,333.33	42,282.19	1,833,333.46
39	04/01/2044	123,777.17	83,333.33	40,443.84	1,750,000.13
40	10/01/2044	121,938.81	83,333.33	38,605.48	1,666,666.80
41	04/01/2045	119,899.54	83,333.33	36,566.21	1,583,333.47
42	10/01/2045	118,262.10	83,333.33	34,928.77	1,500,000.14
43	04/01/2046	116,242.92	83,333.33	32,909.59	1,416,666.81
44	10/01/2046	114,585.39	83,333.33	31,252.06	1,333,333.48
45	04/01/2047	112,586.30	83,333.33	29,252.97	1,250,000.15
46	10/01/2047	110,908.68	83,333.33	27,575.35	1,166,666.82
47	04/01/2048	109,070.32	83,333.33	25,736.99	1,083,333.49
48	10/01/2048	107,231.96	83,333.33	23,898.63	1,000,000.16
49	04/01/2049	105,273.06	83,333.33	21,939.73	916,666.83
50	10/01/2049	103,555.25	83,333.33	20,221.92	833,333.50
51	04/01/2050	101,616.44	83,333.33	18,283.11	750,000.17
52	10/01/2050	99,878.54	83,333.33	16,545.21	666,666.84
53	04/01/2051	97,959.82	83,333.33	14,626.49	583,333.51
54	10/01/2051	96,201.83	83,333.33	12,868.50	500,000.18
55	04/01/2052	94,363.47	83,333.33	11,030.14	416,666.85
56	10/01/2052	92,525.11	83,333.33	9,191.78	333,333.52
57	04/01/2053	90,646.58	83,333.33	7,313.25	250,000.19
58	10/01/2053	88,848.40	83,333.33	5,515.07	166,666.86
59	04/01/2054	86,989.96	83,333.33	3,656.63	83,333.53
60	10/01/2054	85,171.89	83,333.53	1,838.36	0.00
		8,356,959.04	5,000,000.00	3,356,959.04	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2024-62

A BY-LAW TO AUTHORIZE THE BORROWING UPON SERIAL DEBENTURES IN THE PRINCIPAL AMOUNT OF $55,299,403.00 FOR A CAPITAL WORK OF THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS subsection 401 (1) of the "Municipal Act, 2001", as amended (the "Act") provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that all debentures issued under a by-law passed by a regional municipality for its own purposes are direct, joint and several obligations of the regional municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Regional Municipality of Niagara (hereinafter called the "Upper-tier Municipality"), has passed the By-laws enumerated in column (3) of Schedule "A" attached hereto and forming part of this By-law to authorize the capital work described in column (1) of Schedule "A" (the "Capital Work"), to authorize the long-term borrowing from Ontario Infrastructure and Lands Corporation ("OILC") in respect of the Capital Work and to confirm, ratify and approve the execution by the Treasurer of the application to OILC for financing the Capital Work (the "Application") and the submission by such authorized official of the Application; and to execute and deliver to OILC the rate offer letter agreement in respect of such long-term borrowing for the Capital Work;

AND WHEREAS before authorizing the Capital Work and before authorizing any additional cost amount and any additional debenture authority in respect thereof, the Council of the Upper-tier Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Upper-tier Municipality authorizing the Capital Work,

each such additional cost amount and each such additional debenture authority, the Treasurer determined that the estimated annual amount payable in respect of the Capital Work, each such additional cost amount and each such additional debenture authority, would not cause the Upper-tier Municipality to exceed the updated limit and that the approval of the Capital Work, each such additional cost amount and each such additional debenture authority by the Ontario Land Tribunal or its predecessor pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Work it is now deemed to be expedient to borrow money by the issue of serial debentures in the principal amount of $55,299,403.00 dated October 1, 2024 and maturing on October 1, 2049, and payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of $55,299,403.00 and the issue of serial debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.

2. That the Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of serial debentures to be issued for such amounts of money as may be required for the Capital Work in definitive form, not exceeding in total the said principal amount of $55,299,403.00 (the “Debentures”). The Debentures shall bear the Upper-tier Municipality’s municipal seal and the signatures of the Regional Chair and the Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the principal amount of $55,299,403.00, in the name of OILC, or as OILC may

otherwise direct, substantially in the form attached as Schedule “B” hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.

4. That in accordance with the provisions of section 25 of the “Ontario Infrastructure and Lands Corporation Act, 2011”, as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.

5. That the Debentures shall all be dated the 1st day of October, 2024, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 4.34% per annum and mature during a period of 25 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by October 1, 2049 and be payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2024 to 2049, both inclusive, both inclusive, as set forth in Schedule “C” attached hereto and forming part of this By-law (“Schedule “C”).

6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”) and if any date for payment is not a Business Day, payment shall be made on the next following Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis

points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

"Prime Rate" means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the "Reference Banks") as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of semi-annual instalments of combined equal principal and diminishing interest becomes due in respect of the Capital Work, there shall be raised as part of the Upper-tier Municipality's general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the lower-tier municipalities that comprise the Upper-tier Municipality (individually a "Lower-tier Municipality", collectively the "Lower-tier Municipalities") shall pay to the Upper-tier Municipality, as part of the general upper-tier levy the amounts required to be paid to the Upper-tier Municipality by the Lower-tier Municipalities in respect of the Capital Work, in accordance with the manner in which the general upper-tier levy is required, from time to time, to be paid to the Upper-tier Municipality. Such amounts constitute debt of the Lower-tier Municipalities to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal

and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

(2) That if any Lower-tier Municipality fails to make any payment or portion of it as provided in this By-law, such Lower-tier Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.

(3) That there shall be raised, for the Capital Work, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by any one or more of the Lower-tier Municipalities to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.

9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.

10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint

registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

13. That the Regional Chair and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.

18. That the Regional Chair and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk and Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Upper-tier Municipality’s municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue,

if any, shall be apportioned and applied to the Capital Work, and to no other purpose except as permitted by the Act.

20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.

21. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule “A”

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Description	**Account No.**	**Authorizing By-Law**	**MOE File No.**	**MOE Date**	**Debentures Authorized by Council ($)**	**Debentures Previously Issued ($)**	**Debentures Now Being Issued ($)**
Term 1-25 Year Serial Debenture							
Capital costs in connection with the:							
Gilmore Lodge LTC Redevelopment capital work	10GD1505	18-2015 100-2015 80-2016 2019-97 2023-49			70,934,403.00	15,335,000.00	55,299,403.00
TOTAL					**70,934,403.00**	**15,335,000.00**	**55,299,403.00**

Schedule “B”

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-24-04 $55,299,403.00

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 4.34% SERIAL DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the “Upper-tier Municipality”), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (October 1, 2049), the principal amount of

FIFTY-FIVE MILLION, TWO HUNDRED NINETY-NINE THOUSAND, FOUR HUNDRED THREE DOLLARS
---------- ($55,299,403.00) ----------

by semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2049, both inclusive, in the amounts set forth in the attached Loan Amortization Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (October 1, 2024), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 4.34% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

Schedule “B”

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 1st day of October, 2024.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2024-62 the Upper-tier Municipality duly passed on the 26th day of September, 2024 (the “By-law”), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Treasurer thereof.
Date of Registration: October 1, 2024

_____(seal) _____
James Bradley, Regional Chair Dan Carnegie, Treasurer

This global debenture is also signed by the Regional Clerk pursuant to the Issuer’s internal requirements.

_____
Ann-Marie Norio, Regional Clerk

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by: _____ by:_____
Authorized Signing Officer Authorized Signing Officer

Schedule “B”

AMORTIZATION SCHEDULE

Loan.....: 2951
Name.....: The Regional Municipality of Niagara
Principal: $55,299,403.00
Rate.....: 04.3400%
Matures..: 10/01/2049

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	2,302,697.44	1,105,988.06	1,196,709.38	54,193,414.94
2	10/01/2025	2,285,207.07	1,105,988.06	1,179,219.01	53,087,426.88
3	04/01/2026	2,254,829.07	1,105,988.06	1,148,841.01	51,981,438.82
4	10/01/2026	2,237,075.69	1,105,988.06	1,131,087.63	50,875,450.76
5	04/01/2027	2,206,960.69	1,105,988.06	1,100,972.63	49,769,462.70
6	10/01/2027	2,188,944.30	1,105,988.06	1,082,956.24	48,663,474.64
7	04/01/2028	2,164,878.60	1,105,988.06	1,058,890.54	47,557,486.58
8	10/01/2028	2,140,812.91	1,105,988.06	1,034,824.85	46,451,498.52
9	04/01/2029	2,111,223.94	1,105,988.06	1,005,235.88	45,345,510.46
10	10/01/2029	2,092,681.52	1,105,988.06	986,693.46	44,239,522.40
11	04/01/2030	2,063,355.57	1,105,988.06	957,367.51	43,133,534.34
12	10/01/2030	2,044,550.13	1,105,988.06	938,562.07	42,027,546.28
13	04/01/2031	2,015,487.19	1,105,988.06	909,499.13	40,921,558.22
14	10/01/2031	1,996,418.74	1,105,988.06	890,430.68	39,815,570.16
15	04/01/2032	1,972,353.05	1,105,988.06	866,364.99	38,709,582.10
16	10/01/2032	1,948,287.36	1,105,988.06	842,299.30	37,603,594.04
17	04/01/2033	1,919,750.44	1,105,988.06	813,762.38	36,497,605.98
18	10/01/2033	1,900,155.97	1,105,988.06	794,167.91	35,391,617.92
19	04/01/2034	1,871,882.06	1,105,988.06	765,894.00	34,285,629.86
20	10/01/2034	1,852,024.58	1,105,988.06	746,036.52	33,179,641.80
21	04/01/2035	1,824,013.69	1,105,988.06	718,025.63	32,073,653.74
22	10/01/2035	1,803,893.19	1,105,988.06	697,905.13	30,967,665.68
23	04/01/2036	1,779,827.50	1,105,988.06	673,839.44	29,861,677.62
24	10/01/2036	1,755,761.80	1,105,988.06	649,773.74	28,755,689.56
25	04/01/2037	1,728,276.94	1,105,988.06	622,288.88	27,649,701.50
26	10/01/2037	1,707,630.41	1,105,988.06	601,642.35	26,543,713.44
27	04/01/2038	1,680,408.56	1,105,988.06	574,420.50	25,437,725.38
28	10/01/2038	1,659,499.03	1,105,988.06	553,510.97	24,331,737.32
29	04/01/2039	1,632,540.19	1,105,988.06	526,552.13	23,225,749.26
30	10/01/2039	1,611,367.64	1,105,988.06	505,379.58	22,119,761.20
31	04/01/2040	1,587,301.94	1,105,988.06	481,313.88	21,013,773.14
32	10/01/2040	1,563,236.25	1,105,988.06	457,248.19	19,907,785.08
33	04/01/2041	1,536,803.44	1,105,988.06	430,815.38	18,801,797.02
34	10/01/2041	1,515,104.86	1,105,988.06	409,116.80	17,695,808.96

Schedule “B”

35	04/01/2042	1,488,935.06	1,105,988.06	382,947.00	16,589,820.90
36	10/01/2042	1,466,973.47	1,105,988.06	360,985.41	15,483,832.84
37	04/01/2043	1,441,066.69	1,105,988.06	335,078.63	14,377,844.78
38	10/01/2043	1,418,842.08	1,105,988.06	312,854.02	13,271,856.72
39	04/01/2044	1,394,776.39	1,105,988.06	288,788.33	12,165,868.66
40	10/01/2044	1,370,710.70	1,105,988.06	264,722.64	11,059,880.60
41	04/01/2045	1,345,329.94	1,105,988.06	239,341.88	9,953,892.54
42	10/01/2045	1,322,579.31	1,105,988.06	216,591.25	8,847,904.48
43	04/01/2046	1,297,461.56	1,105,988.06	191,473.50	7,741,916.42
44	10/01/2046	1,274,447.92	1,105,988.06	168,459.86	6,635,928.36
45	04/01/2047	1,249,593.19	1,105,988.06	143,605.13	5,529,940.30
46	10/01/2047	1,226,316.53	1,105,988.06	120,328.47	4,423,952.24
47	04/01/2048	1,202,250.84	1,105,988.06	96,262.78	3,317,964.18
48	10/01/2048	1,178,185.14	1,105,988.06	72,197.08	2,211,976.12
49	04/01/2049	1,153,856.44	1,105,988.06	47,868.38	1,105,988.06
50	10/01/2049	1,130,053.75	1,105,988.06	24,065.69	0.00
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		85,916,620.77	55,299,403.00	30,617,217.77	

Schedule “B”

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of serial debentures in the principal amount of $55,299,403.00 dated October 1, 2024 and maturing on October 1, 2049 payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2024 to 2049, both inclusive, as set out in Schedule “C” to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the “Lower-tier Municipalities”). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Ontario Land Tribunal over defaulting municipalities under the Municipal Affairs Act. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

October 1, 2024 WeirFoulds LLP

Schedule “B”

CONDITIONS OF THE DEBENTURE

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.

2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.

3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any

Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any payment date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding payment date.

7. The Upper-tier Municipality shall make all payments in respect of semi-annual instalments of combined equal principal and diminishing interest amounts on the Debentures on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2024 to 2049, both inclusive, as set out in Schedule “C” to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.

8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Amortization Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.

9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”), and if any date for payment is not a Business Day, payment

shall be made on the next following Business Day as noted on the Amortization Schedule.

11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder’s duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or

Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, or if the Upper-tier Municipality fails to meet and pay any of its debts or liabilities when due, or uses all or any portion of the proceeds of any Debenture for any purpose other than for a Capital Work(s) as authorized in the By-law pursuant to which the Debentures are issued at OILC’s discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the early repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Schedule “B”

Definitions:

(a) “**Prime Rate**” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “**Reference Banks**”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) "**Make-Whole Amount**" means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) “**Ontario Yield**" means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable term loan made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule “C”

AMORTIZATION SCHEDULE

Loan.....: 2951
Name.....: The Regional Municipality of Niagara
Principal: $55,299,403.00
Rate.....: 04.3400%
Matures..: 10/01/2049

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	2,302,697.44	1,105,988.06	1,196,709.38	54,193,414.94
2	10/01/2025	2,285,207.07	1,105,988.06	1,179,219.01	53,087,426.88
3	04/01/2026	2,254,829.07	1,105,988.06	1,148,841.01	51,981,438.82
4	10/01/2026	2,237,075.69	1,105,988.06	1,131,087.63	50,875,450.76
5	04/01/2027	2,206,960.69	1,105,988.06	1,100,972.63	49,769,462.70
6	10/01/2027	2,188,944.30	1,105,988.06	1,082,956.24	48,663,474.64
7	04/01/2028	2,164,878.60	1,105,988.06	1,058,890.54	47,557,486.58
8	10/01/2028	2,140,812.91	1,105,988.06	1,034,824.85	46,451,498.52
9	04/01/2029	2,111,223.94	1,105,988.06	1,005,235.88	45,345,510.46
10	10/01/2029	2,092,681.52	1,105,988.06	986,693.46	44,239,522.40
11	04/01/2030	2,063,355.57	1,105,988.06	957,367.51	43,133,534.34
12	10/01/2030	2,044,550.13	1,105,988.06	938,562.07	42,027,546.28
13	04/01/2031	2,015,487.19	1,105,988.06	909,499.13	40,921,558.22
14	10/01/2031	1,996,418.74	1,105,988.06	890,430.68	39,815,570.16
15	04/01/2032	1,972,353.05	1,105,988.06	866,364.99	38,709,582.10
16	10/01/2032	1,948,287.36	1,105,988.06	842,299.30	37,603,594.04
17	04/01/2033	1,919,750.44	1,105,988.06	813,762.38	36,497,605.98
18	10/01/2033	1,900,155.97	1,105,988.06	794,167.91	35,391,617.92
19	04/01/2034	1,871,882.06	1,105,988.06	765,894.00	34,285,629.86
20	10/01/2034	1,852,024.58	1,105,988.06	746,036.52	33,179,641.80
21	04/01/2035	1,824,013.69	1,105,988.06	718,025.63	32,073,653.74
22	10/01/2035	1,803,893.19	1,105,988.06	697,905.13	30,967,665.68
23	04/01/2036	1,779,827.50	1,105,988.06	673,839.44	29,861,677.62
24	10/01/2036	1,755,761.80	1,105,988.06	649,773.74	28,755,689.56
25	04/01/2037	1,728,276.94	1,105,988.06	622,288.88	27,649,701.50
26	10/01/2037	1,707,630.41	1,105,988.06	601,642.35	26,543,713.44
27	04/01/2038	1,680,408.56	1,105,988.06	574,420.50	25,437,725.38
28	10/01/2038	1,659,499.03	1,105,988.06	553,510.97	24,331,737.32
29	04/01/2039	1,632,540.19	1,105,988.06	526,552.13	23,225,749.26
30	10/01/2039	1,611,367.64	1,105,988.06	505,379.58	22,119,761.20
31	04/01/2040	1,587,301.94	1,105,988.06	481,313.88	21,013,773.14
32	10/01/2040	1,563,236.25	1,105,988.06	457,248.19	19,907,785.08
33	04/01/2041	1,536,803.44	1,105,988.06	430,815.38	18,801,797.02
34	10/01/2041	1,515,104.86	1,105,988.06	409,116.80	17,695,808.96

Schedule “C”

35	04/01/2042	1,488,935.06	1,105,988.06	382,947.00	16,589,820.90
36	10/01/2042	1,466,973.47	1,105,988.06	360,985.41	15,483,832.84
37	04/01/2043	1,441,066.69	1,105,988.06	335,078.63	14,377,844.78
38	10/01/2043	1,418,842.08	1,105,988.06	312,854.02	13,271,856.72
39	04/01/2044	1,394,776.39	1,105,988.06	288,788.33	12,165,868.66
40	10/01/2044	1,370,710.70	1,105,988.06	264,722.64	11,059,880.60
41	04/01/2045	1,345,329.94	1,105,988.06	239,341.88	9,953,892.54
42	10/01/2045	1,322,579.31	1,105,988.06	216,591.25	8,847,904.48
43	04/01/2046	1,297,461.56	1,105,988.06	191,473.50	7,741,916.42
44	10/01/2046	1,274,447.92	1,105,988.06	168,459.86	6,635,928.36
45	04/01/2047	1,249,593.19	1,105,988.06	143,605.13	5,529,940.30
46	10/01/2047	1,226,316.53	1,105,988.06	120,328.47	4,423,952.24
47	04/01/2048	1,202,250.84	1,105,988.06	96,262.78	3,317,964.18
48	10/01/2048	1,178,185.14	1,105,988.06	72,197.08	2,211,976.12
49	04/01/2049	1,153,856.44	1,105,988.06	47,868.38	1,105,988.06
50	10/01/2049	1,130,053.75	1,105,988.06	24,065.69	0.00
		85,916,620.77	55,299,403.00	30,617,217.77	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON AMORTIZING DEBENTURES IN THE PRINCIPAL AMOUNT OF $5,054,825.00 FOR A CAPITAL WORK OF THE CORPORATION OF THE TOWN OF LINCOLN

WHEREAS subsection 401 (1) of the "Municipal Act, 2001", as amended (the "Act") provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS section 403 of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law and subsection 403 (7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 of the Act are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Corporation of the Town of Lincoln (the "Municipality"), which is a lower-tier municipality forming part of The Regional Municipality of Niagara (hereinafter called the "Upper-tier Municipality"), has passed the By-law enumerated in column (3) of Schedule "A" attached hereto and forming part of this By-law to authorize the capital work described in column (1) of Schedule "A" (the "Capital Work") and to authorize the long-term borrowing from Ontario Infrastructure and Lands Corporation ("OILC") in respect of the Capital Work;

AND WHEREAS the Upper-tier Municipality has passed a By-law to authorize submitting an application to OILC for financing the Capital Work and to authorize long-term borrowing for the Capital Work through the issue of debentures to OILC (the "Application") and to authorize executing and delivering to OILC the rate offer letter agreement in respect of such long-term borrowing for the Capital Work;
AND WHEREAS the Council of the Upper-tier Municipality has received a request from the Council of the Municipality to borrow money for the purpose of providing long-term financing for the Capital Work and to issue debentures for the Capital Work in the amount specified in column (8) of Schedule "A";

AND WHEREAS before authorizing the Capital Work the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing the Capital Work the Treasurer determined that the estimated annual amount payable in respect of the Capital Work would not cause the Municipality to exceed the updated limit and that the approval of the Capital Work by the Ontario Land Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Work it is now deemed to be expedient to borrow money by the issue of amortizing debentures in the principal amount of $5,054,825.00 dated October 1, 2024 and maturing on October 1, 2054, and payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of $5,054,825.00 and the issue of amortizing debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.

2. That the Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of amortizing debentures to be issued

for such amounts of money as may be required for the Capital Work in definitive form, not exceeding in total the said principal amount of $5,054,825.00 (the "Debentures"). The Debentures shall bear the Upper-tier Municipality's municipal seal and the signatures of the Regional Chair and the Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the principal amount of $5,054,825.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.

4. That in accordance with the provisions of section 25 of the "Ontario Infrastructure and Lands Corporation Act, 2011", as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality or the Municipality, as appropriate, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality or the Municipality, as appropriate, amounts not exceeding any amounts that the Upper-tier Municipality or the Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.

5. That the Debentures shall all be dated the 1st day of October, 2024, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 4.47% per annum and mature during a period of 30 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by October 1, 2054 and be payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C").

6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "Business Day") and if any date for payment is not a Business Day, payment shall be made on the next following Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

   "Prime Rate" means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the "Reference Banks") as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of equal semi-annual instalments of combined principal and interest becomes due in respect of the Capital Work, including the last 'non-equal' instalment, there shall be raised as part of the Upper-tier Municipality's general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any

other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the Municipality shall pay the aforesaid yearly amounts as set out in Schedule “C” to the Upper-tier Municipality one Business Day before the date payment is due. The amounts required to be paid to the Upper-tier Municipality in accordance with Schedule “C” shall constitute a debt of the Municipality to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

(2) That if the Municipality fails to make any payment or portion of it as provided in this By-law, the Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.

(3) That there shall be raised, for the Capital Work, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by the Municipality to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.

9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.

10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute

owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

13. That the Regional Chair and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.

18. That the Regional Chair and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk and Treasurer are

hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to the Municipality on the basis that the Municipality shall apportion and apply such money to the Capital Work, and to no other purpose except as permitted by the Act.

20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.

21. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule “A”

Item No.	(1) Description	(2) Account No.	(3) Authorizing By-law	(4) MOE File No.	(5) MOE Date	(6) Debentures Authorized by Council $	(7) Debentures Previously Issued $	(8) Debentures Now Being Issued $
	The Corporation of the Town of Lincoln							
	Term 1-30 Year Amortizing Debenture							
	Capital costs in connection with the:							
1	West Lincoln Memorial Hospital – Grant to Hamilton Health Sciences Corporation (202512)		2023-69			8,000,000.00	Nil	5,054,825.00
	Total					**8,000,000.00**	**Nil**	**5,054,825.00**

Schedule “B”

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-24-05 $5,054,825.00

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 4.47% AMORTIZING DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the “Upper-tier Municipality”), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (October 1, 2054), the principal amount of

FIVE MILLION, FIFTY-FOUR THOUSAND, EIGHT HUNDRED TWENTY-FIVE DOLLARS
---------- ($5,054,825.00) ----------

by equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, in the amounts set forth in the attached Loan Amortization Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (October 1, 2024), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 4.47% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011 (*the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

Schedule “B”

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 1st day of October, 2024.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2024-63 the Upper-tier Municipality duly passed on the 26th day of September, 2024 (the “By-law”), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Treasurer thereof.
Date of Registration: October 1, 2024

_____ (seal) _____
James Bradley, Regional Chair Dan Carnegie, Treasurer

This global debenture is also signed by the Regional Clerk pursuant to the Issuer’s internal requirements.

_____
Ann-Marie Norio, Regional Clerk

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by:_____by:_____

Authorized Signing Officer Authorized Signing Officer

Schedule “B”

AMORTIZATION SCHEDULE

Loan.....: 2952
Name.....: The Regional Municipality of Niagara - The Corporation of the Town of Lincoln
Principal: $5,054,825.00
Rate.....: 04.4700%
Matures..: 10/01/2054

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	153,807.39	40,832.05	112,975.34	5,013,992.95
2	10/01/2025	153,807.39	41,744.65	112,062.74	4,972,248.30
3	04/01/2026	153,807.39	42,677.64	111,129.75	4,929,570.66
4	10/01/2026	153,807.39	43,631.49	110,175.90	4,885,939.17
5	04/01/2027	153,807.39	44,606.65	109,200.74	4,841,332.52
6	10/01/2027	153,807.39	45,603.61	108,203.78	4,795,728.91
7	04/01/2028	153,807.39	46,622.85	107,184.54	4,749,106.06
8	10/01/2028	153,807.39	47,664.87	106,142.52	4,701,441.19
9	04/01/2029	153,807.39	48,730.18	105,077.21	4,652,711.01
10	10/01/2029	153,807.39	49,819.30	103,988.09	4,602,891.71
11	04/01/2030	153,807.39	50,932.76	102,874.63	4,551,958.95
12	10/01/2030	153,807.39	52,071.11	101,736.28	4,499,887.84
13	04/01/2031	153,807.39	53,234.90	100,572.49	4,446,652.94
14	10/01/2031	153,807.39	54,424.70	99,382.69	4,392,228.24
15	04/01/2032	153,807.39	55,641.09	98,166.30	4,336,587.15
16	10/01/2032	153,807.39	56,884.67	96,922.72	4,279,702.48
17	04/01/2033	153,807.39	58,156.04	95,651.35	4,221,546.44
18	10/01/2033	153,807.39	59,455.83	94,351.56	4,162,090.61
19	04/01/2034	153,807.39	60,784.66	93,022.73	4,101,305.95
20	10/01/2034	153,807.39	62,143.20	91,664.19	4,039,162.75
21	04/01/2035	153,807.39	63,532.10	90,275.29	3,975,630.65
22	10/01/2035	153,807.39	64,952.04	88,855.35	3,910,678.61
23	04/01/2036	153,807.39	66,403.72	87,403.67	3,844,274.89
24	10/01/2036	153,807.39	67,887.85	85,919.54	3,776,387.04
25	04/01/2037	153,807.39	69,405.14	84,402.25	3,706,981.90
26	10/01/2037	153,807.39	70,956.34	82,851.05	3,636,025.56
27	04/01/2038	153,807.39	72,542.22	81,265.17	3,563,483.34
28	10/01/2038	153,807.39	74,163.54	79,643.85	3,489,319.80
29	04/01/2039	153,807.39	75,821.09	77,986.30	3,413,498.71
30	10/01/2039	153,807.39	77,515.69	76,291.70	3,335,983.02
31	04/01/2040	153,807.39	79,248.17	74,559.22	3,256,734.85
32	10/01/2040	153,807.39	81,019.37	72,788.02	3,175,715.48
33	04/01/2041	153,807.39	82,830.15	70,977.24	3,092,885.33

Schedule “B”

34	10/01/2041	153,807.39	84,681.40	69,125.99	3,008,203.93
35	04/01/2042	153,807.39	86,574.03	67,233.36	2,921,629.90
36	10/01/2042	153,807.39	88,508.96	65,298.43	2,833,120.94
37	04/01/2043	153,807.39	90,487.14	63,320.25	2,742,633.80
38	10/01/2043	153,807.39	92,509.52	61,297.87	2,650,124.28
39	04/01/2044	153,807.39	94,577.11	59,230.28	2,555,547.17
40	10/01/2044	153,807.39	96,690.91	57,116.48	2,458,856.26
41	04/01/2045	153,807.39	98,851.95	54,955.44	2,360,004.31
42	10/01/2045	153,807.39	101,061.29	52,746.10	2,258,943.02
43	04/01/2046	153,807.39	103,320.01	50,487.38	2,155,623.01
44	10/01/2046	153,807.39	105,629.22	48,178.17	2,049,993.79
45	04/01/2047	153,807.39	107,990.03	45,817.36	1,942,003.76
46	10/01/2047	153,807.39	110,403.61	43,403.78	1,831,600.15
47	04/01/2048	153,807.39	112,871.13	40,936.26	1,718,729.02
48	10/01/2048	153,807.39	115,393.80	38,413.59	1,603,335.22
49	04/01/2049	153,807.39	117,972.85	35,834.54	1,485,362.37
50	10/01/2049	153,807.39	120,609.54	33,197.85	1,364,752.83
51	04/01/2050	153,807.39	123,305.16	30,502.23	1,241,447.67
52	10/01/2050	153,807.39	126,061.03	27,746.36	1,115,386.64
53	04/01/2051	153,807.39	128,878.50	24,928.89	986,508.14
54	10/01/2051	153,807.39	131,758.93	22,048.46	854,749.21
55	04/01/2052	153,807.39	134,703.75	19,103.64	720,045.46
56	10/01/2052	153,807.39	137,714.37	16,093.02	582,331.09
57	04/01/2053	153,807.39	140,792.29	13,015.10	441,538.80
58	10/01/2053	153,807.39	143,939.00	9,868.39	297,599.80
59	04/01/2054	153,807.39	147,156.03	6,651.36	150,443.77
60	10/01/2054	153,806.19	150,443.77	3,362.42	0.00
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		9,228,442.20	5,054,825.00	4,173,617.20	

Schedule “B”

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of amortizing debentures in the principal amount of $5,054,825.00 dated October 1, 2024 and maturing on October 1, 2054 payable in equal semi-annual instalments of combined principal and interest on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set out in Schedule “C” to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the “Lower-tier Municipalities”). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Ontario Land Tribunal over defaulting municipalities under the Municipal Affairs Act. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

October 1, 2024 WeirFoulds LLP

Schedule “B”

CONDITIONS OF THE DEBENTURE

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.

2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.

3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any

Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any payment date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding payment date.

7. The Upper-tier Municipality shall make all payments in respect of equal semi-annual instalments of combined principal and interest on the Debentures on the 1st day of April and on the 1st day of October, commencing on April 1, 2025, in each of the years 2025 to 2054, both inclusive, including the last ‘non-equal’ instalment, as set out in Schedule “C” to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.

8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Amortization Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.

9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”), and if any date for payment is not a Business Day, payment

shall be made on the next following Business Day as noted on the Amortization Schedule.

11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder’s duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or

Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, or if the Upper-tier Municipality fails to meet and pay any of its debts or liabilities when due, or uses all or any portion of the proceeds of any Debenture for any purpose other than for a Capital Work(s) as authorized in the By-law, pursuant to which the Debentures are issued at OILC’s discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the early repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Schedule “B”

Definitions:

(a) “**Prime Rate**” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “**Reference Banks**”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) "**Make-Whole Amount**" means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) “**Ontario Yield**" means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable term loan made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule “C”

AMORTIZATION SCHEDULE

Loan.....: 2952
Name.....: The Regional Municipality of Niagara - The Corporation of the Town of Lincoln
Principal: $5,054,825.00
Rate.....: 04.4700%
Matures..: 10/01/2054

Pay #	Date	Amount Due $	Principal Due $	Interest Due $	Rem. Principal $
1	04/01/2025	153,807.39	40,832.05	112,975.34	5,013,992.95
2	10/01/2025	153,807.39	41,744.65	112,062.74	4,972,248.30
3	04/01/2026	153,807.39	42,677.64	111,129.75	4,929,570.66
4	10/01/2026	153,807.39	43,631.49	110,175.90	4,885,939.17
5	04/01/2027	153,807.39	44,606.65	109,200.74	4,841,332.52
6	10/01/2027	153,807.39	45,603.61	108,203.78	4,795,728.91
7	04/01/2028	153,807.39	46,622.85	107,184.54	4,749,106.06
8	10/01/2028	153,807.39	47,664.87	106,142.52	4,701,441.19
9	04/01/2029	153,807.39	48,730.18	105,077.21	4,652,711.01
10	10/01/2029	153,807.39	49,819.30	103,988.09	4,602,891.71
11	04/01/2030	153,807.39	50,932.76	102,874.63	4,551,958.95
12	10/01/2030	153,807.39	52,071.11	101,736.28	4,499,887.84
13	04/01/2031	153,807.39	53,234.90	100,572.49	4,446,652.94
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60	10/01/2054	153,806.19	150,443.77	3,362.42	0.00
		9,228,442.20	5,054,825.00	4,173,617.20	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO PROVIDE FOR THE ADOPTION OF AMENDMENT NO. 4 TO THE OFFICIAL PLAN FOR THE REGIONAL MUNICIPALITY OF NIAGARA TO PERMIT THE LAW QUARRY EXTENSION IN THE TOWNSHIP OF WAINFLEET

WHEREAS in accordance with subsections 17 and 21 of the Planning Act, R.S.O. 1990, as amended, Council may adopt an Official Plan or amendments thereto;

WHEREAS it is deemed appropriate to further amend the Official Plan as adopted by Regional Council for The Regional Municipality of Niagara; and

WHEREAS the Council of The Regional Muncipality of Niagara has provided adequate information to the public and a public meeting on this amendment to the Niagara Official Plan was held at the Planning and Economic Development Committee on February 7, 2024, in accordance with the Planning Act.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the text attached hereto as Part “B” is hereby approved as Amendment No. 4 to the Official Plan for The Regional Municipality of Niagara.
2. That the Regional Clerk is hereby authorized and directed to give notice of Council’s adoption in accordance with Section 17(23) of the Planning Act, 1990.
3. That this By-Law shall come into force and take effect on the day after the last day of appeal provided no appeals have been received.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >

Amendment No. 4

To the Official Plan for the Regional Municipality of Niagara

PART “A” – THE PREAMBLE

The preamble provides an explanation of the Amendment including the purpose, location, background, and basis of the policies and implementation, but does not form part of this Amendment.

- Title and Components
- Purpose of the Amendment
- Location of the Amendment
- Background
- Basis for the Amendment
- Implementation

PART “B” – THE AMENDMENT

The Amendment describes the additions and/or modifications to the Official Plan for the Regional Municipality of Niagara, which constitute Official Plan Amendment No. 4.

- Text Changes
- Schedule Changes

PART “C” – THE APPENDICES

The Appendices provide information regarding public comments relevant to the Amendment, but do not form part of this Amendment.

PART “A” – THE PREAMBLE

TITLE AND COMPONENTS:

This document, when approved in accordance with Section 17 of the Planning Act, 1990, shall be known as Amendment 4 to the Official Plan of the Regional Municipality of Niagara.

- Part “A” – The Preamble, contains background information and does not constitute part of this Amendment.
- Part “B” – The Amendment, consisting of text and schedule changes constitutes Amendment 4 to the Official Plan of the Regional Municipality of Niagara.
- Part “C” – Does not constitute part of the Amendment. A copy of all individual comments is available as part of the Joint Agency Review Team (JART) Report prepared as part of the Amendment review process.

PURPOSE OF THE AMENDMENT:

The purpose of this Amendment is to permit the extension of the existing Law Quarry in the Township of Wainfleet. The amendment will:

- add to Section 8.11 (Wainfleet Site Specific policies), a new site-specific policy to permit the quarry extension;
- add a site-specific location map to Chapter 8 following the new Policy 8.8.3 showing the subject lands; and
- add the subject lands on Schedule H – “Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations” as “Licensed Aggregate Operations”.

LOCATION OF THE AMENDMENT:

The amendment area is within the Township of Wainfleet and on lands described as Part of Lots 6 & 7, Concession 2, Part of Road Allowance between Lots 5 & 6, Concession 2 (Geographic Township of Wainfleet), and Township of Wainfleet in the Regional Municipality of Niagara.

These lands are bound by the existing Law Quarry operation (Licence #4464 & 607541) to east, Provincial Highway 3 to the south, Graybiel Road to the West, and the Wainfleet Bog to the north.

BACKGROUND:

The subject lands are identified by the Niagara Official Plan as being within a Stone Resource Area.

The applicant (Waterford Sand and Gravel) participated in pre-submission consultation and subsequently submitted an application to amend the Regional Official Plan, which was received on June 22, 2022. The requested and prescribed material, including planning justification and technical reports to satisfy numerous planning instruments including the Provincial Policy Statement (2020), A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), Regional Official Plan (2014), and the Township of Wainfleet Official Plan were submitted and the application was deemed complete by Niagara Region on July 22, 2022.

A new Niagara Official Plan was approved, with modifications, by the Minister of Municipal Affairs and Housing and came into effect on November 4, 2022. Policy 7.12.2.5 of the new plan states that development applications deemed complete prior to the date of the approval shall be permitted to be processed and a decision made under the 2014 Regional Official Plan (ROP) policies. The application was deemed complete on July 22, 2022, and is therefore reviewed under the policies of the 2014 ROP.

The site-specific policy to permit the Law Quarry extension, site-specific map, and all required updates to the schedules would be reflected in the new Niagara Official Plan.

BASIS FOR THE AMENDMENT:

a) Policy 6.C.13 of the 2014 Regional Official Plan requires an amendment to the plan for expansions of existing mineral aggregate operations outside of a “possible aggregate area”. Only a portion of the Law Quarry extension lands are within a “possible aggregate area”, and therefore a Regional Official Plan amendment is required.

b) The Amendment was the subject of a Statutory Public Meeting held under the Planning Act, 1990 on February 7, 2024. Public and agency comments were addressed as part of the preparation of this Amendment.

c) The Amendment will allow for the proper conservation and management of source of high quality aggregate resource.

d) The Amendment is consistent with provincial policy that aims to protect a long term supply of mineral aggregate resources by making available as much mineral aggregate resource as is realistically possible as close to markets as possible.

e) The Regional Official Plan Amendment will allow the adopted Township of Wainfleet Official Plan Amendment to be approved by Regional Council and the rezoning of the lands to take effect. The rezoning of the lands will allow the Minister of Natural Resources to make a decision on the quarry licence under the Aggregate Resources Act.

f) Based on the Region’s review of the Planning Act, 1990, the Provincial Policy Statement (2020), the Growth Plan for the Greater Golden Horseshoe (2020), the Regional Official Plan (2014), and public and agency consultation, Regional staff is of the opinion that the Amendment has appropriate regard for matters of Provincial Interest as set out in S. 2 of the Planning Act; is consistent with the Provincial Policy Statement; conforms, or does not conflict, with Provincial Plans; conforms to the intent of the Regional Official Plan; represents good planning; and, is in the public interest.

IMPLEMENTATION:

Section 7, Implementation, of the Official Plan for the Regional Municipality of Niagara, shall apply where applicable.

PART “B” – THE AMENDMENT

Amendment 4

To the Official Plan for the Regional Municipality of Niagara

The Official Plan for the Regional Municipality of Niagara is amended as follows:

Text Changes:

1. Add a new Policy 8.11.3 to the Township of Wainfleet site specific policies in Chapter 8 to permit the Law Quarry extension:

   Notwithstanding any other policy in this Plan, a mineral aggregate operation (quarry) and ancillary uses and facilities are permitted west of the existing licensed area on an approximately 72.3 hectare site located on the lands bounded by Highway 3 to the south, Graybiel Road to the West, and the Wainfleet Bog to the north, on lands described as Part of Lots 6 & 7, Concession 2, Part of Road Allowance between Lots 5 & 6, Concession 2 (Geographic Township of Wainfleet).

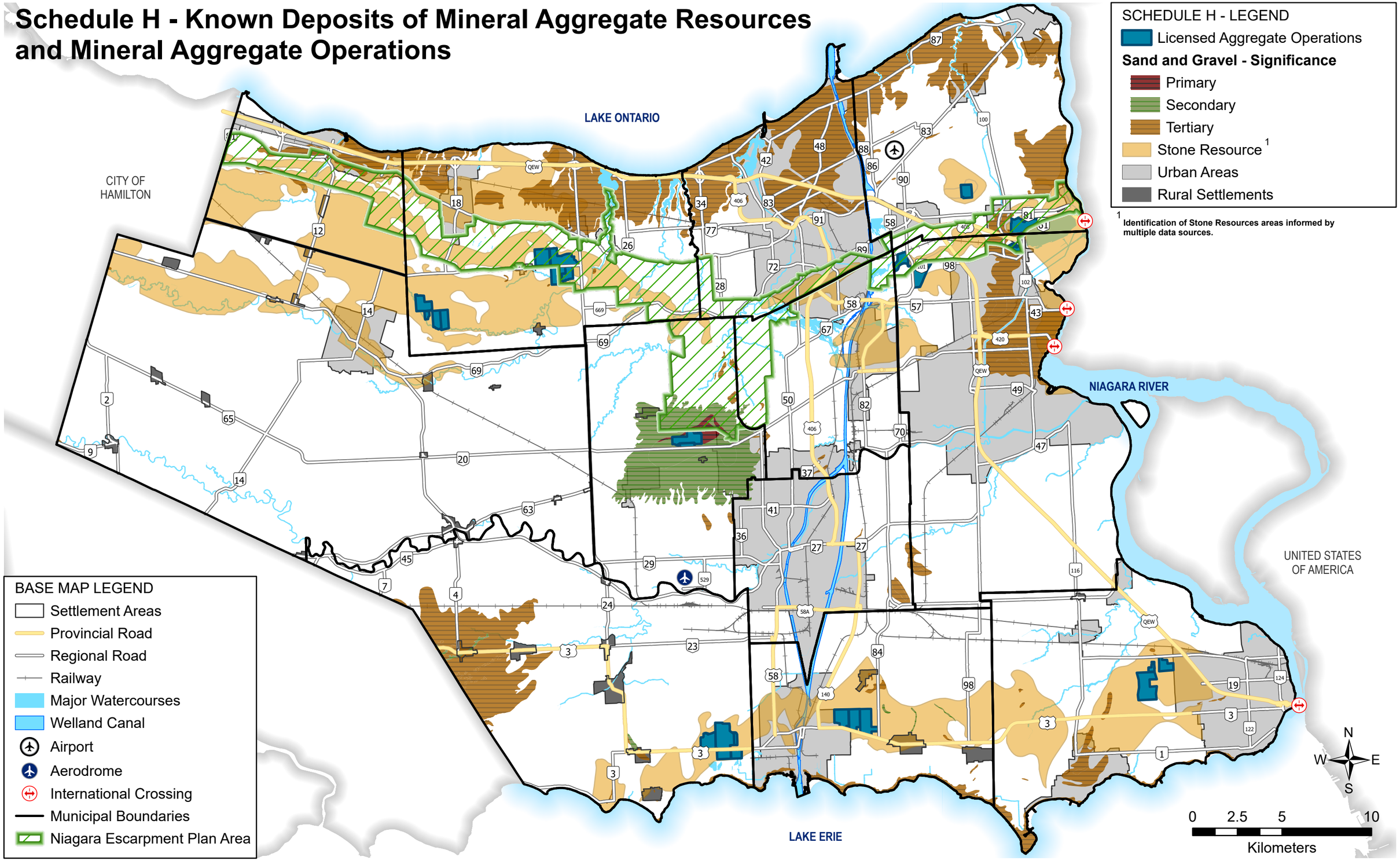
   The entirety of the total site area, 72.3 hectares, is proposed to be licensed under the Aggregate Resources Act of which 51.2 hectares is proposed to be extracted. The operation of the mineral aggregate operation shall be in accordance with any license issued under the Aggregate Resources Act by the Ministry of Natural Resources.

2. A site-specific location map will be added to Chapter 8 following the new Policy 8.11.3 showing the subject lands as follows:

Schedule Changes:

1. Schedule H – “Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations” is amended to add and the subject lands as “Licensed Aggregate Operations” as per the corresponding legend.

Schedule H - Known Deposits of Mineral Aggregate Resources and Mineral Aggregate Operations



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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF REGIONAL COUNCIL AT ITS MEETING HELD SEPTEMBER 26, 2024

WHEREAS subsection 5 (3) of the Municipal Act, S.O. 2001, Ch. 25, as amended, provides that, except if otherwise authorized, the powers of Regional Council shall be exercised by by-law; and,

WHEREAS it is deemed desirable and expedient that the actions of Regional Council as herein set forth be adopted, ratified and confirmed by by-law.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the actions of the Regional Council at its meeting held Thursday September 26, 2024, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.

2. That the above-mentioned actions shall not include:
   a) Any actions required by law to be taken by resolution; or
   b) Any actions for which prior Ontario Land Tribunal approval is required, until such approval is obtained.

3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.

4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.

5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

_____
James Bradley, Regional Chair

_____
Ann-Marie Norio, Regional Clerk

Passed: < >