



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 16-2024

Thursday, November 21, 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

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 2025 Proposed Operating Budget and Special Levy Requisition - Niagara
Transit Commission (Minute Item 6.2, Minutes BRCOTW 4-2024
(Agenda Item 12.5))

8.1.1 *Diane Foster, Resident, City of St. Catharines*

5 - 6

9. ADOPTION OF MINUTES

- 9.1 Council Minutes CL 15-2024 7 - 17
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The above minutes are presented for errors and/or omissions only.

10. CORRESPONDENCE

- 10.1 CL-C 102-2024 18 - 21
Niagara Region Integrity Commissioner Annual Report - Operating
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- 10.2 CL-C 103-2024 22
Appointment of Deputy Clerks for the Purposes of the Commissioners
for Taking Affidavits Act

11. ITEMS FOR CONSIDERATION

- 11.1 CL-C 105-2024 23 - 24
Town of Fort Erie Motion respecting Affordable Housing Community
Improvement Plan

12. COMMITTEE REPORTS - OPEN SESSION

- 12.1 Public Works Committee 25 - 58
Minutes PWC 10-2024, Tuesday, November 5, 2024

- 12.2 Public Health and Social Services Committee 59 - 94
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- 12.3 Corporate Services Committee 95 - 157
Minutes CSC 10-2024, Wednesday, November 6, 2024

- 12.4 Planning and Economic Development Committee 158 - 198
Minutes PEDC 10-2024, Wednesday, November 6, 2024

- 12.5 Budget Review Committee of the Whole 199 - 299
Minutes BRCOTW 4-2024, Thursday, November 7, 2024

- 12.6 Budget Review Committee of the Whole 300 - 619
Minutes BRCOTW 5-2024, Thursday, November 14, 2024

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

None.

14. MOTIONS

15. NOTICES OF MOTION

16. CLOSED SESSION

16.1 Committee Reports - Closed Session

16.1.1 Corporate Services Committee - Closed Session
Minutes CSC 10-2024, Wednesday, November 6, 2024

16.1.2 Planning & Economic Development Committee - Closed Session
PEDC 10-2024, Wednesday, November 6, 2024

16.2 Confidential Items Submitted Directly to Council

16.2.1 Confidential Presentation
A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 - Additional Information - Confidential HR 7-2024 and CSC-C 12-2024 - Non Union Compensation Review Phase Two Update

17. BUSINESS ARISING FROM CLOSED SESSION

18. BY-LAWS

18.1 Bill 2024-70 620 - 622
A by-law to amend By-law 89-2000 Being a By-law to Provide for the Regulation of Traffic on Regional Highways All-Way Stop Designation Regional Road 73 (Mud Street) at Park Road South/South Grimsby Road 6 in the Town of Grimsby/Township of West Lincoln

18.2 Bill 2024-71 623 - 624
A by-law to amend By-law 89-2000 to Provide for the Regulation of Traffic on Regional Highways (Prohibited Turns Regional Road 3 Garrison Road in the Town of Fort Erie).

18.3 Bill 2024-72 625 - 626
A by-law to amend By-law 89-2000 Being a By-law to Provide for the Regulation of Traffic on Regional Highways (Reduced Load Restrictions in the Township of West Lincoln).

18.4	<u>Bill 2024-73</u> A by-law to adopt the 2025 Waste Management Budget for The Regional Municipality of Niagara.	627 - 628
18.5	<u>Bill 2024-74</u> A by-law to adopt the 2025 Transit Commission Budget and Requisition for the Regional Municipality of Niagara Special Levy Tax for Transit.	629 - 630
18.6	<u>Bill 2024-75</u> A by-law to adopt the 2025 Wastewater budget and set the requisitions to be charged for wastewater received from the lower-tier municipalities for the period of January 1, 2025, to December 31, 2025.	631 - 633
18.7	<u>Bill 2024-76</u> A by-law to adopt the 2025 Water Budget and to set the requisition to be charged for water supplied to lower-tier municipalities for the period of January 1, 2025, to December 31, 2025.	634 - 636
18.8	<u>Bill 2024-77</u> A by-law to appoint Deputy Regional Clerks for the purposes of the Commissioners for Taking Affidavits Act and to repeal By-law No. 2023-33.	637 - 638
18.9	<u>Bill 2024-78</u> A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held November 21, 2024.	639

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](#)
Cc: [webincomings](#)
Subject: Online Form - Enquiry from Region website
Date: November 10, 2024 3:57:09 PM

Enquiry from Region website

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

name
Diane Foster

phone
[REDACTED]

email
[REDACTED]

municipality
St. Catharines

subject
Delegate a council

comments
I am applying to delegate at the next council meeting on Thursday, regarding Paratransit. I have ongoing concerns about the lack of efficient reliable service. According to the aoda we are to be treated with dignity and respect and we are not and I would like to address this at the council meeting please. Thank you Diane

reply
yes

Page Referrer
<https://www.niagararegion.ca/government/council/writtenletter.aspx>



From: [Norio, Ann-Marie](#)
To: [Norio, Ann-Marie](#)
Subject: FW: Council presentation
Date: November 20, 2024 10:07:43 AM

From: diane foster [REDACTED]
Sent: Tuesday, November 19, 2024 3:53 PM
To: Norio, Ann-Marie <Ann-Marie.Norio@niagararegion.ca>
Subject: Fwd: Council presentation

**Niagara Region
Security Warning:**

This is an external email, use caution when opening attachments or clicking links

I believe Paratransit could be better utilized, made more efficient, and service the vulnerable population of people with disabilities by providing an efficient service. By eliminating the Rideco program and finding a system that is efficient and doesn't take the customer out of customer service, you will be making better use of the funding available to Transit.

It is my experience as a frequent passenger on the Paratransit system, the vans zigzag across the city, adding time and expense to each ride. Although the Transit commission has been told on numerous occasions, Rideco does not provide what they promised in that the closest van is not dispatched, but passengers must wait for one to come across the city. They don't seem to want to listen to those of us who are actually experiencing such things. They listen to Rideco and of course Rideco is going to tell them the system is functioning properly.

If management would listen to what drivers and passengers have to say, they would find this is not the case. My experience is I can be on the van for as long as an hour and a half, because I'm told it has to do with where the next ride is. Well after an hour and a half on the van, the next ride is my pickup, and I haven't even been dropped off yet! This is not customer service. Many times I have planned my day, which includes anywhere between four and six rides everyday, to get my errands run in a timely manner. When I end up on the van for an hour and a half, I do not get done what I intended to do.

Invest in more vans, as well as a better program to service the clients and it will be a better service for everyone.

By going back and looking at how many rides were serviced before Rideco, and how many are serviced since Rideco, I believe you will find many more passengers were taken care of prior to investing in Rideco.

Thank you

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF COUNCIL
MINUTES**

CL 15-2024

Thursday, October 24, 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, Chiocchio, Craitor*, Davies, Diodati, Easton, Foster, Gale, Ganann, Heit, Huson, Insinna, Ip, Jordan, Junkin*, Kaiser, Morocco, Redekop, Rigby, Seaborn, Secord*, Sorrento, Steele*, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion, Grant, Siscoe, Villella

Staff: D. Barnhart, Chief of Staff, Governance*, D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, S. Crocco, Legal Counsel*, R. Daw, Associate Director*, Wastewater Operations, Maintenance & Laboratory Services*, S. Dunsmore, Director, Infrastructure Planning & Development Engineering, S. Fraser, Associate Director, Transportation Planning*, D. Gibbs, Director, Legal & Court Services, S. Hendrie, Chief Information Officer*, M. Iafrate, Financial & Special Projects Consultant*, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Childrens Services*, H. Koning, Acting Commissioner, Community Services, P. Lambert, Director, Water Wastewater Services, K. Lotimer, Deputy Clerk, F. Meffe, Director, Human Resources, D. Morreale, Director, Growth Management & Planning, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Robinson, Director, Strategic Transformation Office, M. Sergi, Deputy Chief Administrative Officer, G. Spezza, Director, Economic Development, J. Spratt, Legislative Coordinator, A. Stea, Director, Community & Long-Range Planning*, R. Tripp, Chief Administrative Officer, D. Yousif, Manager, Waste Policy & Planning*

Others Present: Niagara Regional Housing Board Members: B.A. Baker*, B.-L. Souter*

* indicates participants who attended the meeting electronically, all others participated in person

1. **CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 6:33 p.m.

2. **LAND ACKNOWLEDGEMENT STATEMENT**

Councillor Kaiser read the Land Acknowledgment Statement.

3. **SINGING OF 'O CANADA'**

Regional Chair Bradley asked all in attendance to stand for the singing of 'O Canada'.

4. **ADOPTION OF AGENDA**

4.1 **Addition of Items**

Moved by Councillor Bateman
Seconded by Councillor Easton

That Alicia Marshall, Niagara Advocates with Lived/Living Experience, **BE PERMITTED** to appear before Council as a delegate respecting Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign (Agenda Item 15.1).

The Regional Chair informed Council that as the delegation request was received after the deadline, it would require an affirmative vote of two-thirds of the members present to pass.

Two-thirds majority having been achieved, the Regional Chair declared the motion,

Carried

4.2 **Changes in Order of Items**

Moved by Councillor Bateman
Seconded by Councillor Ugolini

That the order of the agenda **BE AMENDED** to move the consideration of the motion respecting Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign (Agenda Item 15.1) to immediately following the delegation on this matter (Agenda Item 9.1.1).

Carried

Moved by Councillor Huson
Seconded by Councillor Zalepa

That Council Agenda CL 15-2024, **BE ADOPTED**, as amended.

Carried

5. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

At this point in the meeting, Regional Chair Bradley turned the Chair over to Councillor Zalepa, Chair, Niagara Regional Housing Board, to call the Annual General Meeting of the Niagara Regional Housing Corporation to order.

6. **ANNUAL GENERAL MEETING OF THE NIAGARA REGIONAL HOUSING CORPORATION**

6.1 **Call to Order and Confirmation of Quorum**

Councillor Zalepa, Niagara Regional Housing Board Chair, called the Niagara Regional Housing Annual General Meeting to order at 6:42 p.m. and confirmed that quorum for the meeting was achieved.

6.2 **Adoption of Agenda**

Moved by Councillor Jordan
Seconded by Councillor Insinna

That the agenda for the Annual General Meeting of the Niagara Regional Housing Corporation **BE ADOPTED**.

Carried

6.3 **Declarations of Conflict of Interest**

There were no declarations of conflict of interest.

6.4 **Adoption of Minutes**

Annual General Meeting held October 19, 2023 (Excerpt from Regional Council Minutes CL 14-2023)

Moved by Councillor Morocco
Seconded by Councillor Insinna

That the Minutes of the October 19, 2023, Annual General Meeting of the Niagara Regional Housing Corporation, **BE ADOPTED**.

Carried

6.5 Confirmation of Financial Statements and Auditor's Report

Moved by Councillor Rigby
Seconded by Councillor Witteveen

That the Financial Statements and Auditor's Report for the fiscal period of January 1, 2023, through December 31, 2023, as approved by the Board of Directors at their April 19, 2024 meeting, **BE CONFIRMED**.

Carried

6.6 Appointment of Auditor for 2024 Fiscal Year

Moved by Councillor Foster
Seconded by Councillor Heit

That KPMG **BE APPOINTED** as the Auditor for Niagara Regional Housing for the fiscal year of 2024.

Carried

6.7 Ratification of 2023 Motions

Moved by Councillor Seaborn
Seconded by Councillor Easton

That all acts, contracts, proceedings, appointments, elections, resolutions, special resolutions, by-laws and payments enacted, made, done and taken by the Directors and Officers of the Corporation since the last Annual General Meeting of Niagara Regional Housing on October 19, 2023, up to and including those of October 7, 2024, are hereby **RATIFIED** and **CONFIRMED**.

Carried

6.8 Niagara Regional Housing Board Member Re-Appointments

Moved by Councillor Davies
Seconded by Councillor Huson

That Regional Council **RE-APPOINTS** those Community Based Directors whose terms expire in 2024, specifically Betty Ann Baker, Betty-Lou Souter, David Mole, and Drew Toth, to the Board of Directors for Niagara Regional Housing for a term ending on October 31, 2025.

Carried

6.9 Adjournment

Moved by Councillor Whalen
Seconded by Councillor Ugolini

That the Annual General Meeting of the Niagara Regional Housing Corporation, **BE ADJOURNED.**

Carried

There being no further business, the Annual General Meeting of the Niagara Regional Housing Corporation adjourned at 6:48 p.m.

7. **PRESENTATIONS**

7.1 Canadian Association of Municipal Administrators (CAMA) - Awards of Excellence Presentation

Bev Hendry, Immediate Past President, Canadian Association of Municipal Administrators (CAMA), appeared before Council to present Niagara Region with the Award of Excellence – Collaboration with External Organizations, on behalf of CAMA for the Niagara Region Transit Consolidation Project.

8. **CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS**

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

9. **DELEGATIONS**

9.1 Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign (Agenda Item 15.1)

9.1.1 Alicia Marshall, Niagara Advocates with Lived/Living Experience

Alicia Marshall, Niagara Advocates with Lived/Living Experience, appeared before Council to express concern with the motion respecting Endorsement of the Ontario Big City Mayors' "Solve the Crisis" Campaign, highlighting the importance of including those with lived/living experience in the decision/policy making process involving homelessness, mental health and addiction, because of the valuable insight they can provide.

15. MOTIONS

15.1 Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign

Moved by Councillor Ip
Seconded by Councillor Davies

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; and
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.

Moved by Councillor Bateman
Seconded by Councillor Chiocchio

That clause 1 b **BE AMENDED** as follows:

- 1. b) Have this Minister strike a task force with broad sector representatives including municipalities, healthcare, first responders, community services, the business community, the tourism industry **and those with lived/living experience**, to develop a Made in Ontario Action Plan;

The Regional Chair called the vote on the amendment to the motion.

Recorded Vote:

Yes (14): Bateman, Chiocchio, Craitor, Diodati, Easton, Gale, Jordan, Junkin, Kaiser, Redekop, Seaborn, Ugulini, Whalen, Zalepa.

No (13): Davies, Foster, Ganann, Heit, Huson, Insinna, Ip, Morocco, Rigby, Secord, Sorrento, Steele, Witteveen.

Carried

The Regional Chair called the vote on the motion, as amended, and declared it,

Recorded Vote:

Yes (27): Bateman, Chiocchio, Craitor, Davies, Diodati, Easton, Foster, Gale, Ganann, Heit, Huson, Insinna, Ip, Jordan, Junkin, Kaiser, Morocco, Redekop, Rigby, Seaborn, Secord, Sorrento, Steele, Ugulini, Whalen, Witteveen, Zalepa.

No (0).

Carried

10. ADOPTION OF MINUTES

10.1 Council Minutes CL 14-2024
Thursday, September 26, 2024

Moved by Councillor Jordan
Seconded by Councillor Rigby

That Minutes CL 14-2024 being the Open Session minutes of the Regional Council meeting held on Thursday, September 26, 2024, **BE ADOPTED.**

Carried

11. CORRESPONDENCE

There were no correspondence items.

12. ITEMS FOR CONSIDERATION

There were no items for consideration.

13. COMMITTEE REPORTS - OPEN SESSION

13.1 Public Works Committee
Minutes PWC 9-2024, Tuesday, October 8, 2024

Moved by Councillor Witteveen
Seconded by Councillor Insinna

That Minutes PWC 9-2024 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, October 8, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED.**

Carried

13.2 Public Health and Social Services Committee
Minutes PHSSC 9-2024, Tuesday, October 8, 2024

Moved by Councillor Chiocchio
Seconded by Councillor Morocco

That Minutes PHSSC 9-2024 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, October 8, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

13.3 Corporate Services Committee
Minutes CSC 9-2024, Wednesday, October 9, 2024

Moved by Councillor Foster
Seconded by Councillor Secord

That Minutes CSC 9-2024 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, October 9, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

13.4 Planning and Economic Development Committee
Minutes PEDC 9-2024, Wednesday, October 9, 2024

Moved by Councillor Huson
Seconded by Councillor Davies

That Minutes PEDC 9-2024 being the Open Session minutes of the Planning and Economic Development Committee meeting held on Wednesday, October 9, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

13.5 Budget Review Committee of the Whole
Minutes BRCOTW 3-2024, Thursday, October 17, 2024

Moved by Councillor Redekop
Seconded by Councillor Whalen

That Minutes BRCOTW 3-2024 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, October 17, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

14. **CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)**

There were no Chief Administrative Officer Reports.

16. **NOTICES OF MOTION**

There were no notices of motion.

17. **CLOSED SESSION**

Committee did not resolve into closed session.

18. **BUSINESS ARISING FROM CLOSED SESSION**

18.1 Confidential Report CAO 15-2024

Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001 – Recruitment, Commissioner, Community Services

Moved by Councillor Chiocchio
Seconded by Councillor Sorrento

That Confidential Report CAO 15-2024, dated October 24, 2024, respecting Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001 – Recruitment, Commissioner, Community Services, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

Carried

19. BY-LAWS

Moved by Councillor Steele
Seconded by Councillor Seaborn

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

Bill 2024-66

A by-law to authorize the execution of a loan and grant agreement for the Green Municipal Fund with the Federation of Canadian Municipalities and The Corporation of the City of St. Catharines.

Bill 2024-67

A by-law to authorize the execution of a loan and grant agreement for the Green Municipal Fund with the Federation of Canadian Municipalities and The Corporation of the City of Welland.

Bill 2024-68

A by-law to establish a system for administering notices and other matters under the Trespass to Property Act., R.S.O. 1990, c.T.21.

Bill 2024-69

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held October 24, 2024.

Carried

20. OTHER BUSINESS

There were no items of other business.

21. ADJOURNMENT

There being no further business, the meeting adjourned at 8:00 p.m.

Jim Bradley
Regional Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk



ADR
C H A M B E R S

Integrity Commissioner Office
for Niagara Region

MICHAEL L. MAYNARD
Integrity Commissioner
Niagara Region
E-mail: integrity@adr.ca

October 30, 2024

SENT BY EMAIL TO:

Ann-Marie Norio
Clerk – Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1042
Thorold, ON L2V 4T7
Ann-Marie.Norio@niagararegion.ca

**Re: File No.: IC-35088-1024: Niagara Region - Integrity Commissioner Annual Report
- Operating Period August 17, 2023 to August 16, 2024**

Dear Ms. Norio:

Thank you for the opportunity to act as the Integrity Commissioner (or “IC”) for the Region of Niagara (the “Region”) over the past year. In accordance with the terms of the agreement with the Region, and pursuant to section 223.6(1) of the *Municipal Act, 2001* (or “the Act”), we are providing our annual report for the operating period of August 17, 2023 to August 16, 2024.

As you know, the IC’s role is to help Members of Council (“Members”) ensure that they are performing their duties and functions in accordance with the Region’s Code of Conduct (“the Code”), and the *Municipal Conflict of Interest Act* (“MCIA”). The Integrity Commissioner is available to educate and provide advice to Members on matters governing their ethical behaviour and compliance with the Code and the MCIA.

The Integrity Commissioner is also responsible for receiving, assessing, and investigating appropriate complaints respecting alleged breaches of the Code or the MCIA.

Code/MCIA Complaints

Our office received five Code of Conduct Complaints during this operating period and they were each dismissed on preliminary grounds, without a full inquiry – the billings for which will be noted in the next annual report.

Three complaints were initiated in the previous operating period. Two of these Complaints were investigated and dismissed with no finding of a Code contravention. The third complaint was dismissed on a variety of grounds without proceeding to a full investigation.

We also received and reviewed a variety of information related to a proposed informal complaint process that was ultimately dropped by the Complainant.

Requests for Advice

During this operating period, we received and responded to eight Requests for Advice. We always welcome the opportunity to provide advice to Members to assist them in carrying out their duties ethically. We accordingly thank Members for continuing to seek out advice.

Education and Training

During this operating period, I presented an education seminar to the Region's Council regarding various issues that were raised by Councillors.

Billings

A summary of billing for the year is included in this report as Appendix 1.

Final Comments

I look forward to assisting the Region and its Members in contending with any issues that

may arise in connection with the administration of its Code and/or the MCIA in the coming year. It is a pleasure to work with Council Members and staff at the Region.

Yours very truly,

A handwritten signature in black ink, appearing to read 'M Maynard', with a long horizontal flourish extending to the right.

Michael Maynard
Integrity Commissioner

APPENDIX 1Summary of Billing

Billing for the year to date has totalled \$ 45,065.78, inclusive of HST, as detailed below.

Invoice Number	Date	Fees	HST	Total
8802	09/08/2023	\$7,625.00	\$991.25	\$8,616.25
8810	09/15/2023	\$1,972.50	\$256.43	\$2,228.93
8840	10/06/2023	\$5,565.00	\$723.45	\$6,288.45
8880	11/09/2023	\$12,630.00	\$1,641.90	\$14,271.90
8986	02/09/2024	\$840.00	\$109.20	\$949.20
9017	03/07/2024	\$2,520.00	\$327.60	\$2,847.60
9062	04/10/2024	\$1,345.00	\$174.85	\$1,519.85
9099	05/10/2024	\$5,703.72	\$741.48	\$6,445.20
9130	06/07/2024	\$700.00	\$91.00	\$791.00
9195	08/09/2024	\$980.00	\$127.40	\$1,107.40
TOTAL		\$39,881.22	\$5,184.56	\$45,065.78

Memorandum

CL-C 103-2024

Subject: Appointment of Deputy Clerks for the Purposes of the Commissioners for Taking Affidavits Act

Date: November 21, 2024

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

As Council may be aware, the Regional Clerk's Office provides the service of commissioning affidavits.

Ontario Regulation 386/12 of the Commissioners for Taking Affidavits Act provides that clerks, deputy clerks, treasurers and deputy treasurers of municipalities, by virtue of office, are commissioners for taking affidavits in the geographic area in which their municipalities are situated.

Section 228(2) of the *Municipal Act, 2001*, states that a municipality may appoint deputy clerks who have all the powers and duties of the clerk under this and any other Act.

Staff have prepared a by-law for adoption that will appoint certain Clerk's Office staff as deputy clerks specifically for the purposes of carrying out the duties of that office under the *Commissioners for Taking Affidavits Act*.

Bill 2024-77 has been included on the agenda for Council's consideration.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Legal and Legislative Services

November 19, 2024

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way, P. O. Box 1042
Thorold, ON L2V 4T7
ann-marie.norio@niagararegion.ca

Dear Ms. Norio:

Re: Affordable Housing CIP

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of November 18, 2024 passed the following resolution:

Whereas the Town of Fort Erie is in the process of developing an Affordable Housing Community Improvement Plan (CIP), with a report scheduled to be brought before Council in early December; and

Whereas the Region of Niagara is the designated service provider for affordable housing within the area; and

Whereas a commitment from the Region of Niagara to match local area municipal funding grants for affordable housing projects would demonstrate the Region's commitment and partnership toward the mutual beneficial development of much-needed affordable housing development, without disproportionate burden on local municipalities, and

Whereas the Strategic Transformation Office was established by Regional Council to address affordable housing as a strategic priority,

Now therefore be it resolved;

That: The Town of Fort Erie Council requests that the Region of Niagara develop an Affordable Housing CIP to partner with local area municipalities and provide matching funding to support affordable housing initiatives; and further

..../2

That: This resolution be forwarded to the Region of Niagara for consideration and inclusion on the agenda for the upcoming Regional Council meeting.

Trusting this information will be of assistance to you.

Sincerely,



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

PT:dlk

Minute Item No. 6.1

PW 33-2024

Award of Contract 2024-T-2024 Biosolids and Residuals Management

That Report PW 33-2024, dated November 5, 2024, respecting Award of Contract 2024-T-2024 Biosolids and Residuals Management, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2024-T-207 - Biosolids and Residuals Management Program **BE AWARDED** to the lowest compliant prequalified bidder, 2386246 Ontario Inc. DBA Thomas Nutrient Solutions (Thomas Nutrient Solutions), at their bid price based on an estimated year one pricing of \$5,735,826 (including 13% HST) for a term of six (6) years, with one (1) optional extension term of one (1) year.

Minute Item No. 7

Consent Items for Information

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

PW 32-2024

Update on Additional Costs Related to Regional Road 98 (Montrose Road)
Reconstruction

PWC-C 13-2024

2024 Niagara Children's Water Festival Summary Report

PWC-C 14-2024

Process to Appeal Red-Light Camera and Automated Speed Enforcement Infractions

**THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC WORKS COMMITTEE
MINUTES**

PWC 10-2024

Tuesday, November 5, 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, Foster, Gale*, Heit, Huson, Insinna (Committee Vice-Chair), Junkin*, Morocco, Rigby, Seaborn, Siscoe, Sorrento*, Steele*, Ugulini, Witteveen (Committee Chair), Zalepa*

Absent/Regrets: Grant, Villella

Staff: D. Carnegie, Acting Commissioner, Corporate Services/Treasurer*, A. Deschenes, Water Wastewater Engagement and Education Coordinator, J. Foley, Manager, Prosecution and Collection*, D. Gibbs, Director, Legal & Court Services*, C. Habermehl, Director, Waste Management Services, R. Hill, Legislative Assistant, M. Iafrate, Consultant, Financial & Special Projects, K. Lotimer, Deputy Clerk, B. Menage, Director, Procurement & Strategic Acquisitions, R. Muzzell, Manager, Program Financial Support*, A.-M. Norio, Regional Clerk*, M. Rasiulis, Manager, Procurement*, K. Richardson, Procurement Analyst*, T. Ricketts, Commissioner, Public Works, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, F. Tassone, Director, Transportation Services, R. Tripp, Chief Administrative Officer

* indicates members who participated electronically, all other members participated in person

1. CALL TO ORDER

Committee Chair Witteveen called the meeting to order at 9:30 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**

There were no presentations.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 **PW 33-2024**

Award of Contract 2024-T-2024 Biosolids and Residuals Management

Moved by Councillor Foster

Seconded by Councillor Insinna

That Report PW 33-2024, dated November 5, 2024, respecting Award of Contract 2024-T-2024 Biosolids and Residuals Management, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2024-T-207 - Biosolids and Residuals Management Program **BE AWARDED** to the lowest compliant prequalified bidder, 2386246 Ontario Inc. DBA Thomas Nutrient Solutions (Thomas Nutrient Solutions), at their bid price based on an estimated year one pricing of \$5,735,826 (including 13% HST) for a term of six (6) years, with one (1) optional extension term of one (1) year.

Carried

Councillor Information Request(s):

Consider providing information on how hauled sewage is identified in the yearly operating budget. Councillor Zalepa

Consider providing haulage volume estimated figures used in the request for proposal as well as the actual haulage volumes over the last five years. Councillor Zalepa.

7. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Ugolini

Seconded by Councillor Seaborn

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

PW 32-2024

Update on Additional Costs Related to Regional Road 98 (Montrose Road) Reconstruction

PWC-C 13-2024
2024 Niagara Children's Water Festival Summary Report

PWC-C 14-2024
Process to Appeal Red-Light Camera and Automated Speed Enforcement
Infractions

Carried

8. OTHER BUSINESS

8.1 Decorative Crosswalk

Councillor Insinna enquired about decorative crosswalks in front of Royal Canadian Legions to commemorate veterans. Terry Ricketts, Commissioner, Public Works, advised that she would follow up with the Councillor. Councillor Siscoe requested that City of St. Catharines staff be contacted as they are also discussing plans for decorative crosswalks.

9. NEXT MEETING

The next meeting will be held on Tuesday, December 3, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 10:05 a.m.

Councillor Witteveen
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Award of Contract 2024-T-2024 Biosolids and Residuals Management

Report to: Public Works Committee

Report date: Tuesday, November 5, 2024

Recommendations

1. That Contract 2024-T-207 - Biosolids and Residuals Management Program **BE AWARDED** to the lowest compliant prequalified bidder, 2386246 Ontario Inc. DBA Thomas Nutrient Solutions (Thomas Nutrient Solutions), at their bid price based on an estimated year one pricing of \$5,735,826 (including 13% HST) for a term of six (6) years, with one (1) optional extension term of one (1) year.

Key Facts

- This report seeks Council's approval to award Contract 2024-T-207 – Biosolids and Residuals Management Program to the lowest compliant prequalified bidder, Thomas Nutrients Solutions.
- A public pre-qualification process, Request for Supplier Qualification (RFSQ), resulted in a total of four (4) submissions, three (3) of which met all requirements for pre-qualification.
- A subsequent Invitational Tender (RFT) process was issued to the three (3) pre-qualified vendors. One vendor submitted a Notice of No-Bid and a total of two (2) bids were received by the submission deadline of October 16, 2024. Both submissions were fully compliant to all requirements.
- The RFT was evaluated on price and Thomas Nutrients Solutions is the lowest compliant pre-qualified bidder at the bid price of \$5,075,952 (excluding taxes) for a six (6) year initial term, with one (1) optional, one year extension term. This represents an estimated decrease of \$1.7 million in comparison to current rates.
- The Purchasing By-Law 02-2016, as amended, in accordance with Schedule B, requires that Council approve tender awards greater than \$5,000,000.
- Niagara Region retained the Services of an independent third-party Fairness Commissioner to ensure the procurement process was conducted in a procedurally fair, open and transparent manner in alignment with the requirements of applicable legislation, policies, and trade agreements. The Fairness Commissioner certifies that the winning Bidder was identified through a rigorous and well-documented evaluation process.

Financial Considerations

The estimated year one price starting January 1, 2025 is \$5,165,289 (including non-recoverable tax) based on estimated haulage volumes provided in the tender. This cost will be accommodated in the proposed 2025 Water and Wastewater Operating Budget.

- Using the tender volumes, the total bid price results in an estimated \$1.7 million decrease in comparison to 2024 rates.
- The estimated value over the six-year term of the contract is \$33.8 million using the same volumes as in the tender document.
- The total annual cost of the biosolids and residuals management contract agreement is influenced by the annual liquid volume of biosolids material managed by the service provider which can vary from year to year. Weather, tourism, operations and equipment performance, and population growth are the main contributors to biosolids generation and program costs as noted in the Biosolids Master Plan.

The service rates are variable and fluctuate annually based on year-over-year changes in the Consumer Price Index (CPI) and diesel fuel pricing over the contract term which will be accommodated in future Water and Wastewater Operating Budgets.

Analysis

The contracted services for the Biosolids and Residuals Management Program is essential to the overall Niagara Region Biosolids Management Program.

As identified in the recent Biosolids Master Plan Update (PW 31-2024), having a contractor provide the Biosolids and Residuals Management is a necessary component of the overall Biosolids Management Program. The contractor is responsible for:

- Providing a complement of drivers, tankers and trucks to transportation material;
- Transporting liquid biosolids by tanker and truck from Wastewater Treatment Plants and three Water Treatment Plants to the Garner Road Biosolids Facility;
- Coordinating the transfer of materials from the tankers to the storage lagoons and tanks at the Garner Road Biosolids Facility;
- Managing the liquid levels in the lagoons at the Garner Road Biosolids Facility;
- Maintaining a “land bank” of agricultural sites where biosolids can be land applied;
- Managing land applications events by providing trucks and tankers to deliver biosolids to land; and
- Completing manifests for each transfer to and from sites.

The tender for the Biosolids and Residual Management Program incorporated and considered the recommendations from the 2024 Biosolids Master Plan. The existing contracted services will conclude at the end of 2024.

The Fairness Commissioner has attested that the entire procurement process was conducted in a procedurally fair, open and transparent manner and in alignment with the requirements of applicable legislation, policies, trade agreements culminating in the proposed award of Contract 2024-T-207 Biosolids and Residuals Management Program to Thomas Nutrients Solutions. The Fairness Commissioner certifies that the winning Bidder was identified through a rigorous and well-documented evaluation process that it oversaw from beginning to end.

The Fairness Commissioner is an independent third party whose role is to observe and/or monitor all aspects of the procurement with respect to fairness, and to report as to the fairness of the procurement process observed. Niagara Region retained the Services of Robinson Global Management to act as the independent third-party Fairness Commissioner to observe and/or monitor all aspects of both procurements with respect to fairness, and to report as to the fairness of the procurement process observed.

A public pre-qualification process resulted in a total of four (4) submissions, three (3) of which met all requirements for pre-qualification. A subsequent invitational tender process was initiated through Procurement and issued to the three (3) pre-qualified vendors. One vendor submitted a Notice of No-Bid and a total of two (2) bids were received by the Submission Deadline for the RFT. Both submissions were fully compliant to all mandatory submission requirements. The RFT was evaluated on price only and Thomas Nutrients Solutions is the lowest compliant pre-qualified bidder at the bid price of \$5,075,952 (excluding taxes) for a six (6) year initial term, with one (1) optional one year extension term. This cost will be accommodated in the proposed 2025 Water and Wastewater Operating Budget. Subject to approval of this report, a purchase order will be issued to the successful bidder.

Alternatives Reviewed

Council could decline to approve this report; however, that is not recommended noting it is essential to have a Biosolids and Residuals Management Program Contractor, and the fact that the recommended award is the result of an open competitive procurement

process conducted in compliance with the Procurement By-law and supported by a Fairness Commissioner.

Relationship to Council Strategic Priorities

Effective Region – The Niagara Region Biosolids Management Program requires a Biosolids and Effective Region – The Niagara Region Biosolids Management Program requires a Biosolids and Residuals Management Program Contractor to deliver essential Water and Wastewater services. This award is consistent with the 2024 Biosolids Master Plan and delivers fiscally responsible and sustainable core services.

Green and Resilient Region – Sewage biosolids are the waste organic material that remains after wastewater is treated. Although a waste product, biosolids are nutrient rich due to their high nitrogen and phosphorus content making them suitable for reuse in agriculture. Through this contract, the Region has been able to directly apply liquid biosolids to agricultural land and avoid the need to dispose of biosolids in landfills thereby conserving landfill space.

Other Pertinent Reports

[PW 31-2024 Biosolids Master Plan Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=77ac7964-106e-48d5-83e6-dd2f3bfcfcecb&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

Prepared by:

Phill Lambert, P.Eng.
Director Water & Wastewater 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 Brad Stewart, Biosolids Program Manager; Rob Daw, Associate Director Wastewater Operations, Maintenance & Laboratory Services, Dan Ane, Senior Program Financial Specialist, and reviewed by Bart Menage, Director Procurement, Donna Gibbs, Director Legal & Court Services.

Subject: Update on Additional Costs Related to Regional Road 98 (Montrose Road) Reconstruction

Report to: Public Works Committee

Report date: Tuesday, November 5, 2024

Recommendations

1. That Report PW 32-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to respond to a request made at Public Works Committee for more information about PW 24-2024. The following report provides additional detail on the chronology of additional costs for both the Consultant (Parsons Inc.) and the Contractor (Beam Rankin Joint Venture) on Phase 1 of the Regional Road 98 (Montrose Road) Reconstruction project.
- In response to Request for Proposal 2019-RFP-334, Parsons Inc. was awarded the Environmental Assessment and Detailed Design in May of 2020 at an original Agreement/Purchase Order value of \$992,160 (including non-recoverable HST).
- In response to Request for Tender 2021-T-269, Beam Rankin Joint Venture was awarded the construction contract in January 2023 at an original Agreement/Purchase Order value of \$25,179,927 (including non-recoverable HST).
- Niagara Region Council approved additional fees to Parsons Inc. totaling \$1,766,983 (including non-recoverable HST) authorized under reports PWC-C 23-2021, PW 4-2022, PW 31-2022, and PW 24-2024 respectively. Fee increases were related to regulation changes, project staging to accommodate the South Niagara Hospital and additional works requested by project partners.
- Niagara Region Council approved additional fees to Beam Rankin Joint Venture totaling \$5,641,216 (including non-recoverable HST) authorized under reports PW 20-2023 and PW 9-2024. Fee increases were related additional works requested by our project partners and poor soil conditions not identified during pre-construction geotechnical works.
- All contract extensions associated with Parsons Inc. and Beam Rankin Joint Venture have been reported, approved and executed in accordance with the Region's Procurement by-law 02-2016.

Financial Considerations

The overall approved project budget is \$46,122,182 and includes cost-sharing amounts for project partners.

The total approved budget for project 20001191 is \$46,122,182 and includes \$20,790,651 in cost-sharing with the City of Niagara Falls (\$17,790,651) and the Ministry of Transportation Ontario (\$3,000,000). Capital budget adjustments were approved by Council under reports PW 10-2022, PW 20-2023, PW 1-2023, and PW 9-2024 to cover the cost-sharing amounts of the City of Niagara Falls and the Ministry of Transportation Ontario.

Parsons Inc. was awarded the Environmental Assessment and Detailed Design for the Regional Road 98 (Montrose Road) Reconstruction project in May of 2020

After a competitive bidding process under Request for Proposal 2019-RFP-334, Parsons Inc. was awarded the Environmental Assessment and Detailed Design in May of 2020. The original Agreement/Purchase Order value was \$992,160 (including non-recoverable HST). Niagara Region Council approved additional fees to Parsons Inc. totaling \$1,766,983 (including non-recoverable HST) authorized under reports PWC-C 23-2021, PW 4-2022, PW 31-2022, and PW 24-2024. Total Agreement/Purchase Order value is \$2,759,143 (including non-recoverable HST). For more information on the works associated with additional fees see the Analysis section of this report.

Beam Rankin Joint Venture was awarded the construction contract for the Regional Road 98 (Montrose Road) Reconstruction project in January of 2023

After a competitive bidding process under Request for Tender 2021-T-269, Beam Rankin Joint Venture was awarded the construction contract in January of 2023. The original Agreement/Purchase Order value was \$25,179,927 (including non-recoverable HST). Niagara Region Council approved additional fees to Beam Rankin Joint Venture totaling \$5,641,216 (including non-recoverable HST) authorized under reports PW 20-2023 and PW 9-2024. Total Agreement/Purchase Order value is \$30,821,143 (including non-recoverable HST). For more information on the works associated with additional fees see the Analysis section of this report.

All contract extensions associated with Parsons Inc. and Beam Rankin Joint Venture have been reported, approved and executed in accordance with the Region's Procurement by-law 02-2016.

Analysis

In order to meet South Niagara Hospital timeline requirements, the Environmental Assessment and Detailed Design were packaged under one assignment which is not standard practice.

Under normal circumstances Environmental Assessments are completed in advance of the detailed engineering assignment which mitigates the risk of additional scope and fees. However, due to timeline needs identified by the South Niagara Hospital team for the completion of the roadwork, the Environmental Assessment and Detailed Design were packaged under one assignment which is not standard practice. This approach increases the likelihood of potential project changes since the final scope of the detailed design is not completely realised until the Environmental Assessment is complete.

In July 2021, Parsons Inc. was approved for \$474,183 (including non-recoverable HST) in additional fees through report PWC-C 23-2021

The agreement with Parsons Inc. was increased by \$474,183 (including non-recoverable HST) for additional work required by review agencies (i.e. Ministry of Environment, Climate and Parks, Ministry of Transportation, Niagara Peninsula Conservation Authority, and Ministry of Natural Resources) and for compliance with new regulations not in place at the time of the Request for Proposal.

In January of 2022, Parsons Inc. was approved for \$257,860 (including non-recoverable HST) in additional fees through report PW 4-2022

The agreement with Parsons Inc. was increased by \$257,860 (including non-recoverable HST) for the additional design requested by the City of Niagara Falls. The additional design was related to a new extension to Reixinger Road to accommodate an entrance to the South Niagara Hospital, and new watermain and sanitary sewer infrastructure on Biggar Road to accommodate future development in the area.

In September of 2022, Parsons Inc. was approved for \$663,243 (including non-recoverable HST) in additional fees through report PW 31-2022

The agreement with Parsons Inc. was increased by \$663,243 (including non-recoverable HST) for additional design fees, and contract administration and construction inspection services. The additional detailed design fees, not part of the original scope, were related to utility relocations, property acquisition, archaeological

investigation, South Niagara Hospital liaison, and Ministry of Transportation Ontario liaison.

In June of 2023, Beam Rankin Joint Venture was approved for \$2,418,188 (including non-recoverable HST) in additional costs through report PW 20-2023

An additional \$2,418,188 (including non-recoverable HST) was added to contract 2021-T-269 at the request of the City of Niagara Falls for the installation of a new 450 mm diameter local sanitary sewer, including all appurtenances, required to accommodate anticipated increased flows resulting from the approved urban area expansion.

In April of 2024, Beam Rankin Joint Venture was approved for \$3,223,028 (including non-recoverable HST) in additional costs through report PW 9-2024

An additional \$3,223,028 (including non-recoverable HST) was added to contract 2021-T-269 to address poor soil quality related to the native backfill on Biggar Road, additional watermain work requested by the City of Niagara Falls, increased construction materials testing and contract administration.

In September of 2024, Parsons Inc. was approved for \$371,697 (including non-recoverable HST) in additional fees through report PW 24-2024

The agreement with Parsons Inc. was increased by \$371,697 (including non-recoverable HST) to address project needs not predicted as part of the original scope of work, primarily related to contract administration, inspection, and design of unanticipated works. The additional fees are related to new requirements related to excess soils regulations, requests from project partners such as additional underground infrastructure works, and changes and additions to the scope of design and construction due to the urban area expansion undertaken by the City of Niagara Falls.

Alternatives Reviewed

Not Applicable

Relationship to Council Strategic Priorities

The recommendation contained in this report serves to support the following strategic priorities of Council:

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 modernization of the Regional road network to meet the requirements of the multiple users of this roadway.

Prosperous Region, the current recommendation provides an inclusive and welcoming community for all users and enhances multiple modes of transportation while meeting the principles of complete streets and walkable communities.

Other Pertinent Reports

Refer to Appendix 2

Prepared by:

Graeme Guthrie, C.E.T.
Associate Director Transportation
Engineering
Transportation Services

Recommended by:

Terry Ricketts, P.Eng.
Commissioner of Public Works
Public Works Department

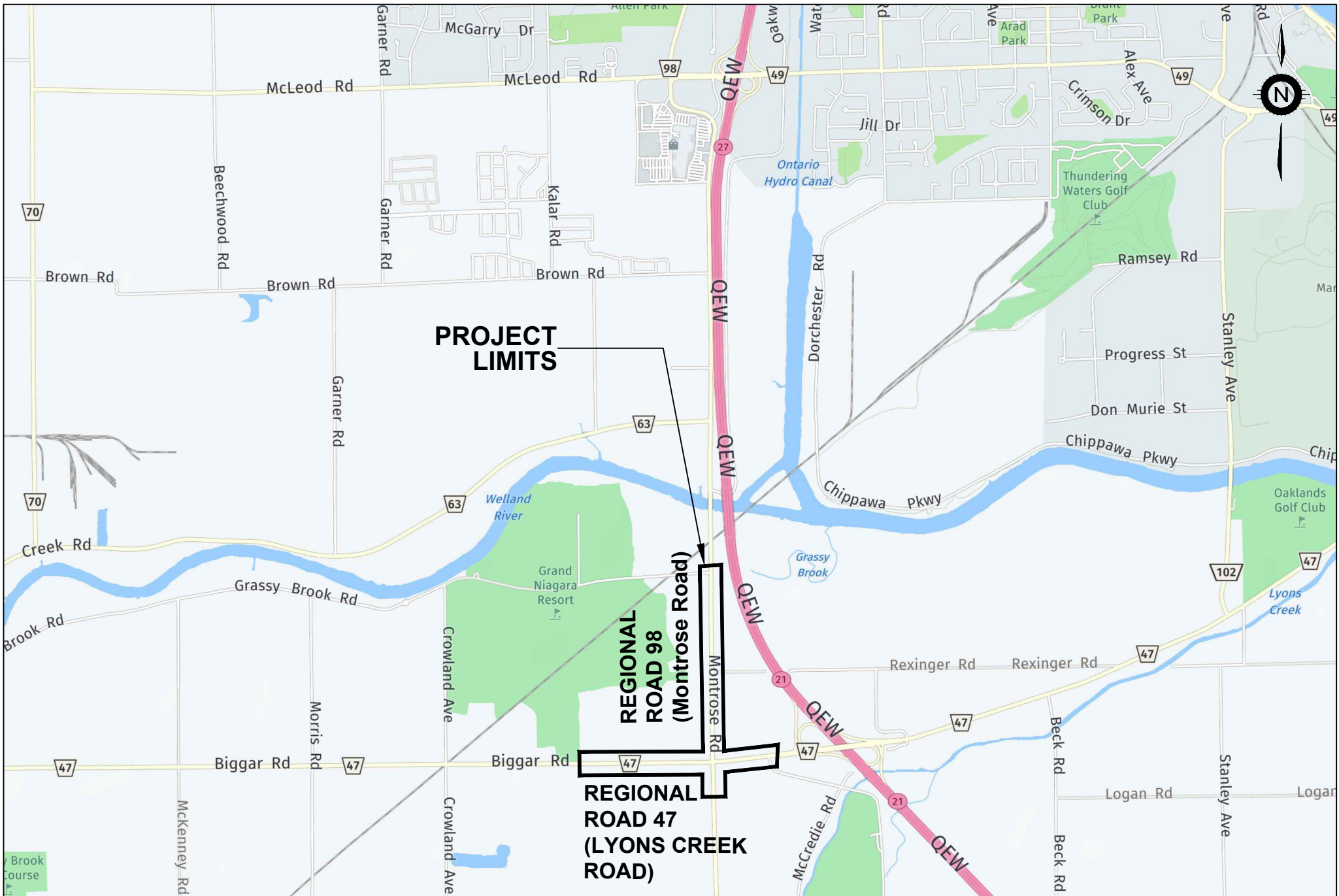
Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Janet Rose, Communications Consultants, Brian McMahon, Program Financial Specialist, and reviewed by Frank Tassone, Director Transportation Services.

Appendices

- | | |
|------------|-------------------------|
| Appendix 1 | Key Plan |
| Appendix 2 | Other Pertinent Reports |



APPENDIX 1 - REPORT PW32-2024

REGIONAL ROAD 98 (Montrose Road)

Between GRASSY BROOK ROAD and REGIONAL ROAD 47 (Lyons Creek Road)

IN THE CITY OF NIAGARA FALLS

DATE	DEC 2022
SCALE	NOT TO SCALE
REF. No.	APPENDIX 1
DWG No.	KEYPLAN

Appendix 2 – Other Pertinent Reports

[CSD 58-2020 - 2021 Capital Budget](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=8d11493fa65c-4e19-9615-e5ea6bc14e20&Agenda=Merged&lang=English&Item=18&Tab=attachments>)

[CSD 64-2021 Project Budget Approval for Reconstruction of Regional Road 98 \(Montrose Rd.\) between Regional Road 49 \(McLeod Rd.\) and Regional Road 47 \(Lyons Creek Rd.\) in the City of Niagara Falls](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=f370855ba800-4932-b0df-8f94e1697497&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

[PWC-C 23-2021 PW Single Source Purchases over \\$100,000 – Exceptions](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=9aa51b17-536f-4a78-a67f-8d4065f60dd1&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)

[PW 4-2022 Regional Road 98 \(Montrose Road\) Reconstruction – Additional Design Fees for City of Niagara Falls Scope Change](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7b96c96b-6246-4b1e-bceb-9e25cd3c24da&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

[PW 10-2022 Gross Budget Increase for the Reconstruction of Regional Road 98 \(Montrose Rd.\) between Regional Road 49 \(McLeod Rd.\) and Regional Road 47 \(Lyons Creek Rd.\) in the City of Niagara Falls](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=26b77d7df909-40fa-8b98-65be21a256bf&Agenda=Merged&lang=English&Item=12&Tab=attachments>)

[PW 31-2022 Regional Road 98 \(Montrose Road\) Reconstruction – Amending Agreement](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a9972d29-13ff-4e8f-9318-aeae86a746cc&Agenda=Agenda&lang=English&Item=20&Tab=attachments>)

[PW 1-2023 Award of Tender 2021-T-269 Reconstruction of Regional Road 98 \(Montrose Road\)](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=080e99c9e1d1-4ccb-ab05-5e4400d859ac&Agenda=Agenda&lang=English&Item=19&Tab=attachments>)

[PW 20-2023 Gross Budget Adjustment and Contract Increase for the Reconstruction of Regional Road 98 \(Montrose Road\)](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=14ca1390-5f44-4d85-9749-984f77b232a2&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

[CSD 43-2024 – 2024 Capital Budget](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a6c5e2bdd88f-4811-ad69-4050055c83d4&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)

[PW 24-2024 - Purchase Order Increase for Parsons Inc, for the Municipal Class Environmental Assessment, Detailed Transportation Assessment, Detailed Design and Contract Administration for Regional Road 98 \(Montrose Road, City of Niagara Falls\)](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b3a00116-5631-4471-9615-abf620626881&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

Memorandum

PWC-C 13-2024

Subject: 2024 Niagara Children’s Water Festival Summary Report

Date: November 5, 2024

To: Public Works Committee

From: Amanda Deschenes, Education and Education Coordinator, Water-Wastewater

The purpose of this memo is to provide a summary report for the 2024 Niagara Children’s Water Festival (the festival) which is a collaborative event held in partnership with Niagara Region, Brock University, City of St. Catharines, Niagara Peninsula Conservation Authority, and Ontario Power Generation. This year marked the 21st anniversary of this annual event.

The festival has been an annual event since 2003, with 2020 to 2022 shifting to a virtual festival as a result of the COVID-19 pandemic. The Steering Committee was excited to be back in-person at Brock University for the second year. This year’s festival reached over 3,200 grade four students from throughout the region.

Attendees had the opportunity to participate in 30 unique activity centres that educated students on the importance of our most natural resource - water. Activity centres are hosted by industry experts from our partners and other community organizations and provide a great opportunity to showcase the work they do related to water resources in Niagara. The committee is grateful to the 360 volunteers and 86 high school student volunteers who helped make the event a success.

Feedback received from participants and volunteers was overwhelmingly positive. In post-event surveys, teachers rated satisfaction in various categories at an average of 94% (4.7 out of 5), and volunteers at an average of 94% (4.7 out of 5).

The committee looks forward to the festival in 2025 with the introduction of three new activity centres from Niagara Region, NPCA, and Brock University for an even greater reach within our community.

Please see Appendix 1 2024 Niagara Children’s Water Festival Summary Report for details.

Respectfully submitted and signed by

Amanda Deschenes
Engagement and Education Coordinator, Water-Wastewater

Appendices

Appendix 1 2024 Niagara Children's Water Festival Summary Report



NIAGARA CHILDREN'S **WATER FESTIVAL**

2024 Summary Report

Table of Contents

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1. Introduction

The Niagara Children’s Water Festival (NCWF) is a collaborative event held in partnership between Niagara Region, Brock University, City of St. Catharines, Niagara Peninsula Conservation Authority (NPCA), and Ontario Power Generation (OPG). Historically, this annual festival engages grade four students from throughout the Niagara region to learn about water and the environment through a series of fun and interactive activity centres.

The NCWF has been an annual event since 2003, with 2020-2022 shifting to a virtual festival as a result of the COVID-19 pandemic.

A total of 3,206 children, 139 teachers, and an estimated 268 parents/guardians attended for a total attendance of **3,613** people over the four-day event. Volunteers and teachers are invited to complete post-event surveys about several components of their event experience. In overall satisfaction, we received a 4.7/5 from teachers and 4.7/5 from volunteers in 2024.

2. Budget

This year, the NCWF was successful in receiving a commitment from the District School Board of Niagara (DSBN) and the Niagara Catholic District School Board (NCDSB) to cover 50% of the bussing costs for their respective schools. To ensure the festival remained barrier-free, the NCWF was able to allocate some funds to cover the remaining 50% of bussing costs for schools who self-identified as requiring additional support to pay for bussing.

The following sections discuss the 2024 funding sources and expenditures, and **Appendix B** includes a summary of the 2024 NCWF targeted costs.

Sources of Funding

Sources of funding for the NCWF are summarized in Table 1 below.

Table 1. Sources of Funding for the 2024 NCWF

Source	Amount
Niagara Region	\$28,681
City of St. Catharines	\$10,000
Ontario Power Generation	\$5,000

Source	Amount
Sponsors	\$19,303
Associated Engineering - \$250	
City of Niagara Falls - \$1,000	
City of Welland - \$500	
District School Board of Niagara - \$3,622	
GM Blue Plan - \$1,000	
Hamilton-Oshawa Port Authority - \$1,000	
Invasive Species Centre - \$999	
Niagara Catholic District School Board - \$4,182	
Niagara Parks Commission - \$500	
OxyVinyl - \$5,000	
RJ Burnside - \$1,000	
WSP Global - \$250	
Grants	\$5,000
Total Funding	\$67,984

Niagara Region supports the majority of the NCWF budget as part of its overall operating budget as approved by council and funded through the Region’s water rate requisition. In addition, the NCWF receives donations from sponsors and our partners, the City of St. Catharines and OPG.

Brock University became a partner in 2020 and has generously donated the use of their facilities (representing an in-kind donation valued at \$37,608.26 plus HST that is not reflected in the budget). The Steering Committee is appreciative to Brock University for this substantial in-kind contribution. **Appendix C** includes a copy of the sponsorship thank you page.

Expenditures

Major festival expenditures each year include transportation, tent rentals and volunteer lunches. The cost for many of the festival service providers and materials has increased over the last few years.

The targeted cost of the 2024 NCWF was \$88,700 and the total cost was \$67,984 (including 1.76% non-recoverable HST). The festival was delivered under target by nearly \$20,716 as a result of not utilizing the site contingency fee and actual costs for transportation, supplies and promotional items being less than budgeted.

3. Activity Centres

In 2024, 30 activity centres (accommodating 35 groups per day) were hosted at the NCWF. Table 3 lists each of the 2024 activity centres along with the partner/sponsor responsible for its delivery and content. Most of these activity centres have been used in the past; there were four new activities added this year. The numbered activity centres are 15 minutes in length and those denoted with two letters are 30 minutes in length. All groups were scheduled to visit at least one 30-minute activity during their visit.

Table 3. 2024 Activity Centre Listing

Activities with * were new in 2024

Activity Centre Name	Theme	Partner/Sponsor Responsible
1. Rolling to the River	Watersheds and pollution	NPCA (Presented by MECP)
2. Water Whirl	Water trivia	City of St. Catharines (with help from Township of West Lincoln)
3. To and Fro with H2O	Water distribution	Niagara Region (with help from Associated Engineering)
4. Climate Change	Climate change	NPCA
5. The Power of Water	Hydroelectricity	Ontario Power Generation
6. Yellow Fish Road	Storm drains and water protection	NPCA (with help from RJ Burnside)
7. GEOH2O*	Water quality	Brock University- Geography and Tourism Department
8. Tap Into It	Drinking water treatment and bottled water vs. tap water	Niagara Region (with help from City of Niagara Falls)
9. Swim, Crawl, Fly!*	Benthics	NPCA
10. Sewer Detectives*	Proper wastewater disposal (fats, oils and grease)	Niagara Region (with help from RV Anderson)
11. Water Recreation	Water recreation and safety	NPCA (presented by Niagara Rowing School)
12. Global Water Race	Water in developing countries	Niagara Region
13. Duck Detectives	Bird migration and wetlands	NPCA
14. Rolling to the River	Watersheds and pollution	NPCA

Activity Centre Name	Theme	Partner/Sponsor Responsible
15. Go with the Flow	Wastewater treatment	Niagara Region (with help from WSP)
16. Alien Invasion	Invasive species	NPCA (presented by Invasive Species Centre)
17. Go Fish!	Fishing	NPCA (with help from Niagara Parks Commission)
18. Keep it Clean	Waste sorting	Niagara Region Waste Management
19. Simply Tremendous	Carolinian forest	NPCA (with help from Land Care Niagara)
20. Yellow Fish Road	Storm drains and water protection	NPCA
21. Watermain Break*	Watermains and repairs	Niagara Region (presented by Town of Lincoln)
22. Water Whirl	Water trivia	City of St. Catharines
23. Flush the Kids	Septic systems	NPCA
24. Step4Water	Water in developing countries	Niagara Region (with help from Good Neighbours Canada)
25. Water Recreation	Water recreation and safety	NPCA (presented by Niagara Rowing School)
IV. Indigenous Voices	Indigenous perspectives	Niagara Region Growth Strategy and Economic Development
FF. Fire	Fire safety	St. Catharines Fire Services, Fort Erie Fire Services, Wainfleet Fire Services
MS. Mad Science	Science	Mad Science
NN. Nuts About Nature	Nature hike	NPCA
TB. Things That Bite	Biting insects and water	Niagara Region Public Health

4. Volunteers

Volunteers play an essential role in the successful execution of the NCWF. Each activity centre is presented by volunteers representing a variety of environmental professions.

Their enthusiasm and energy create a positive learning environment for all participants. In addition, most activity centres also had assistance from a local high school volunteer.

In total there were approximately 360 volunteers and 86 high school volunteers. The Steering Committee appreciates the support of each and every NCWF volunteer.

The following organizations provided NCWF volunteers in 2024:

- Associated Engineering
- Brock University
- City of Niagara Falls
- City of St. Catharines
- Fort Erie Fire Services
- Good Neighbours Canada
- Land Care Niagara
- Mad Science
- Ministry of Environment, Conservation and Parks (MECP)
- Niagara Parks Commission
- Niagara Peninsula Conservation Authority (NPCA)
- Niagara Region – Growth Strategy and Economic Development
- Niagara Region – Public Health, Environmental Health Division
- Niagara Region – Public Works, Transportation
- Niagara Region – Public Works, Waste Management Division
- Niagara Region – Public Works, Water and Wastewater Services Division
- Niagara Rowing School
- Ontario Power Generation (OPG)
- R.V. Anderson and Associates
- R.J. Burnside
- St. Catharines Fire Services
- St. John Ambulance
- Town of Lincoln
- Township of West Lincoln
- Water Rangers
- WSP

5. Media Coverage

Coverage of the 2024 NCWF included the following:

- [Media Release](https://www.createsend.com/t/t-B214783FC727537C2540EF23F30FEDED) issued by Niagara Region on April 29, 2024 (createsend.com/t/t-B214783FC727537C2540EF23F30FEDED)
- [Media Release](#) issued by City of Port Colborne on April 29, 2024

(<https://www.portcolborne.ca/en/news/21st-annual-niagara-children-s-water-festival-ready-to-welcome-3-200-students.aspx>)

- [YourTV](https://yourtv.tv/node/360046?c=Niagara) (yourtv.tv/node/360046?c=Niagara)
- [Pelham Today](https://pelhamtoday.ca/local-news/niagara-childrens-water-festival-starts-today-8670046) issued April 30, 2024
(pelhamtoday.ca/local-news/niagara-childrens-water-festival-starts-today-8670046)
- [Thorold Today](https://thoroldtoday.ca/local-news/niagara-childrens-water-festival-starts-tuesday-8670028) issued April 30, 2024
(thoroldtoday.ca/local-news/niagara-childrens-water-festival-starts-tuesday-8670028)
- Social media coverage ([X.com](https://x.com))
 - [NCWF River Sponsors](https://x.com/NiagaraRegion/status/1786032980504281144)
(x.com/NiagaraRegion/status/1786032980504281144)
 - [NCWF Water Shed Sponsors](https://x.com/NiagaraRegion/status/1785685726555713546)
(x.com/NiagaraRegion/status/1785685726555713546)
 - [NCWF Partners](https://x.com/NiagaraRegion/status/1785293118142648734)
(x.com/NiagaraRegion/status/1785293118142648734)
- [Videography by White Birch Productions](https://youtube.com/watch?v=Wlyoe31dD2k) (youtube.com/watch?v=Wlyoe31dD2k)

6. Virtual Water Festival

The NCWF Steering Committee held a virtual Water Festival from April 30 to May 31, 2024 using previously acquired assets. In total there were 20 activity centres (17 video-based and 3 web-based). There was no cost associated with running the virtual Water Festival in 2024.

The link was also provided to the DSNB and NCDSB to share with their grade three and four teachers. Teachers who attended the in-person festival were also sent the link following their visit to the in-person festival.

The [Niagara Children's Water Festival site](https://niagararegion.ca/waterfestival) (niagararegion.ca/waterfestival) received 107 page views in March, 504 page views in April and 347 page views in May. There were 96 unique visitors in March, 456 unique visitors in April and 277 unique visitors in May.

The [Niagara Children's Water Festival Virtual site](https://niagararegion.ca/waterfestival/virtual/activities/default.aspx) (niagararegion.ca/waterfestival/virtual/activities/default.aspx) received 81 visits in April and 135 in May. There were 103 views in April and 177 views in May.

7. Concluding Remarks

Niagara Region successfully hosted the 21st annual NCWF with ongoing support from the Steering Committee partners.


The 2024 NCWF:

- Successfully **taught over 3,200 children about the importance of water** and the environment.
- Was **delivered under targeted cost**.
- Was **well received with excellent feedback** from teachers and volunteers.
- Continues to be a **preferred educational field trip** for teachers and students in the Niagara region.
- Was a **great opportunity for Niagara Region** and other NCWF partners to showcase the work they do related to water resources in Niagara.

The NCWF would not be possible without the support of everyone involved. The Steering Committee would like to extend its appreciation to all festival volunteers, high school volunteers, partners, supporting organizations, teachers, parents and students.

We look forward to hosting another successful event in and hope to expand to reach even more Niagara students in 2025!

Appendix A. 2024 NCWF Map




2024 ACTIVITY CENTRE MAP

***Please note it takes approximately 5 minutes to travel to the outdoor activity centres from the lunch area**

Legend





Bus Zones	School Registration
Info	Washroom
First Aid	Water Wagon
No Parking	Volunteer Registration
Parent/Volunteer Parking Zone 3B	




<p>Indoor Activity Centres</p> <p>South Block</p> <ol style="list-style-type: none"> 1. Rolling to the River 2. Water Whirl <p>MS. Mad Science</p> <ol style="list-style-type: none"> 3. To and Fro with H2O 4. Climate Change 5. Power of Water <p>TB. Things that Bite</p>	<p>Ian Beddis Gym</p> <p>Festival Office and Volunteer Lunch Area School Lunch Area</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------


<p>Outdoor Activity Centres</p> <p>Parking Lot Activity Centres</p> <ol style="list-style-type: none"> 6. Yellow Fish Road 7. GEOH2O 8. Tap Into It <p>Field Activity Centres</p> <ol style="list-style-type: none"> 9. Swim, Crawl, Fly! 10. Sewer Detectives 11. Water Recreation 	<ol style="list-style-type: none"> 12. Global Water Race 13. Duck Detectives 14. Rolling to the River 15. Go with the Flow 16. Alien Invasion 17. Go Fish! 18. Keep it Clean 19. Simply Tremendous 20. Yellow Fish Road 21. Watermain Break 22. Water Whirl 23. Flush the Kids 24. Step4Water 25. Water Recreation
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Watershed Sponsors








TD Friends of the Environment Foundation











niagararegion.ca/waterfestival

Appendix B. 2024 NCWF Budget Summary



2024 Niagara Children's Water Festival Budget - Summary

SOURCES OF FUNDING

Item	2024 Budget		2024 Actual	
Regional Municipality of Niagara	\$	53,700	\$	28,681
City of St. Catharines Donation	\$	10,000	\$	10,000
OPG Donation	\$	5,000	\$	5,000
Other Sponsors	\$	20,000	\$	19,303
Grants	\$	-	\$	5,000
	\$	88,700	\$	67,984

EXPENDITURES

Item	2024 Budget		2024 Actual	
Service Providers	\$	4,000	\$	2,500
Equipment & Supplies	\$	12,700	\$	4,855
Rentals	\$	5,500	\$	4,540
Promotions and Marketing	\$	9,900	\$	7,348
Tents	\$	15,000	\$	13,151
Transportation	\$	15,000	\$	17,141
Food and Hospitality	\$	15,100	\$	13,701
Health & Safety	\$	3,000	\$	2,653
Staff Expenses	\$	200	\$	19
Miscellaneous	\$	500	\$	-
Site Fees - Custodial	\$	2,800	\$	2,035
Site Fees - Contingency	\$	5,000	\$	-
	\$	88,700	\$	67,943

Actual amounts include 1.76% net HST.

Appendix C. 2024 Sponsors



THANK YOU

TO OUR 2024 PARTNERS AND SPONSORS

WATERSHED



TD Friends of the Environment Foundation

RIVER



CREEK



OUR PARTNERS



Memorandum

PWC-C 14-2024

Subject: Process to Appeal Red-Light Camera and Automated Speed Enforcement Infractions

Date: November 5, 2024

To: Public Works Committee

From: Scott Fraser, Associate Director Transportation Planning

This memorandum provides the information requested by [PWC-C 11-2024](#) - Motion Respecting the Process to Appeal Red-light Camera and Automated Speed Enforcement Infractions.

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5976cbfd-e4c5-49ed-9647-7b39d5dd7d97&Agenda=Merged&lang=English&Item=20&Tab=attachments>)

Automated Enforcement (AE) programs such as Red-Light Cameras (RLC) and Automated Speed Enforcement (ASE) use cameras to collect evidence of potential speeding and red-light camera violations.

The RLC and ASE programs use cameras and speed measurement devices to help enforce posted speed limits in community safety zones and stopping on red light at intersections.

The information collected by AE cameras are sent to a Municipal Joint Processing Centre (JPC) where Provincial Offence Officers manually review all information collected by the cameras to identify violations and lay charges as appropriate.

Automated Enforcement tickets are issued only if the evidence collected shows a Highway Traffic Act infraction has occurred.

The Highway Traffic Act (HTA) specifies exemptions for EMS, Fire, and Police vehicles using lights and sirens to respond to an emergency, as well as for snow plows clearing an intersection. Provincial Offences Officers do not have discretion to introduce new exemptions. Tickets will not be issued in circumstances where evidence shows that an exemption under the HTA applies.

Automated enforcement tickets are issued to the owner of the vehicle (not the operator) and consequently there are no demerit points for these tickets.

The Provincial Offences Courts process provides the public with an opportunity to dispute tickets as set out in the *Provincial Offences Act*.

Members of the public who receive tickets can dispute them through the court system, either by requesting a meeting with a prosecutor in an "early resolution" meeting or by requesting a trial. It is through these two options that members of the public can present information about extenuating circumstances that should be considered beyond the exemptions set out in the HTA.

Prosecutors and Justices of the Peace have some discretion and authority to consider the circumstances around each ticket. The Justice of the Peace presiding over the case ultimately has the authority to impose a fine below the minimum (including a \$0 fine) if deemed appropriate based upon a consideration of specific circumstances. This decision will be up to the Justice of the Peace and will be considered on a case-by-case basis.

Information about the dispute process and available options is included on the notice sent to the vehicle owner and is available on the Region's website at [Provincial Offence Court](https://www.niagararegion.ca/living/provincial-offences/default.aspx) (<https://www.niagararegion.ca/living/provincial-offences/default.aspx>).

Courts staff have completed a thorough review regarding the protocol for disputed RLC charges.

Court Services' approach to RLC tickets was informed by case law and consultation with other municipalities that prosecute RLC charges. Each ticket challenged will be assessed individually, taking into account factors such as the risk to public safety that occurred (e.g. the speed at which the driver proceeded through the intersection). Where appropriate, the prosecutor may support a reduction to the minimum fine amount of \$200.

Region Staff have completed a jurisdictional scan through the City of Toronto Joint Processing Centre

Transportation Services relies upon the Toronto Joint Processing Centre (JPC) to share process information related to the issuance of charges. In many cases the JPC advises its partners on matters of consistency that may affect the operations of the JPC. Upon receiving our request for information about the practices of other jurisdictions in relation

to declining to issue charges beyond the exemptions provided by the HTA, the JPC clearly communicated that other jurisdictions with automated enforcement programs are not “exempting” charges that fall outside of those covered in the HTA, which is consistent with our understanding of the limited authority provided to Provincial Offences Officers.

Respectfully submitted and signed by:

Scott Fraser, P.Eng.
Associate Director, Transportation Planning

Minute Item No. 6.1

COM 31-2024

Social Assistance and Employment Opportunities Funding Announcement

That Report COM 31-2024, dated November 5, 2024, respecting Social Assistance and Employment Opportunities Funding Announcement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report COM 31- 2024 **BE RECEIVED** for information regarding the Provincial announcement that the Ministry of Children, Community and Social Services (MCCSS) has reinstated the previous program delivery funding (PDF) model for 2025, ending the funding freeze since 2018, to address the steady rise in Ontario Works (OW) caseloads;
2. That Regional Council **ENDORSE** leveraging existing levy contribution to attract provincial funding (50/50) in order to deliver the mandated social assistance program; and
3. That Regional Council **APPROVE** the conversion of 21 temporary full-time equivalents (FTE's) to 21 permanent FTE's effective January 1, 2025. This is supported by the new provincial funding with no levy increase.

Minute Item No. 6.2

COM 32-2024

Child Care and Early Years 2024 Budget Adjustment

That Report COM 32-2024, dated November 5, 2024, respecting Child Care and Early Years 2024 Budget Adjustment, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a gross operating budget adjustment in the amount of \$3,043,856 gross and \$0 net, to be fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region's early years and child care system.

Minute Item No. 6.3

COM 33-2024

Housing Services Property Management Services Agreements

That Report COM 33-2024, dated November 5, 2024, respecting Housing Services Property Management Services Agreements, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Commissioner of Community Services or designate **BE AUTHORIZED** to enter into agreements, in a form satisfactory to the Director, Legal Services, for the provision of property management services by the Regional Municipality of Niagara to third-party non-profit and co-operative housing providers and community agencies to support new and existing community and supportive housing projects. This is contingent on the approval of the resources noted in the 2025 budget that would be funded through cost recovery for these services.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE
MINUTES**

**PHSSC 10-2024
Tuesday, November 5, 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*, Diodati*, Easton*, Insinna, Jordan*, Kaiser*, Morocco (Committee Co-Chair), Rigby, Seaborn*, Siscoe, Whalen*, Witteveen

Absent/Regrets: Foster, Ip, Sorrento

Staff: C. Banach, Director, Housing Services, A. Basic, Legislative Assistant, R. Hill, Legislative Assistant, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Children's Services, H. Koning, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, A.-M. Norio, Regional Clerk*, M. Sergi, Deputy Chief Administrative Officer, R. Tripp, Chief Administrative Officer, D. Vanecko, Director, Clinical Services (Acting), P. Varias, Acting Director, Senior Services, L. Watson, Director, Social Assistance and Employment Opportunities

* indicates participants who attended the meeting electronically, all others participated in person

1. CALL TO ORDER

Committee Co-Chair Morocco 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 Board of Health Evaluation

Diane Vanecko, Director, Clinical Services, and Dr. Azim Kasmani, Medical Officer of Health, provided information respecting Board of Health Evaluation. Topics of the presentation included:

- Background
- Top Strengths and Results
- Top Areas for Improvement
- Next Steps

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 COM 31-2024

Social Assistance and Employment Opportunities Funding Announcement

Moved by Councillor Whalen
Seconded by Councillor Siscoe

That Report COM 31-2024, dated November 5, 2024, respecting Social Assistance and Employment Opportunities Funding Announcement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report COM 31- 2024 **BE RECEIVED** for information regarding the Provincial announcement that the Ministry of Children, Community and Social Services (MCCSS) has reinstated the previous program delivery funding (PDF) model for 2025, ending the funding freeze since 2018, to address the steady rise in Ontario Works (OW) caseloads;
2. That Regional Council **ENDORSE** leveraging existing levy contribution to attract provincial funding (50/50) in order to deliver the mandated social assistance program; and
3. That Regional Council **APPROVE** the conversion of 21 temporary full-time equivalents (FTE's) to 21 permanent FTE's effective January 1, 2025. This is supported by the new provincial funding with no levy increase.

Carried

6.2 COM 32-2024

Child Care and Early Years 2024 Budget Adjustment

Moved by Councillor Insinna
Seconded by Councillor Siscoe

That Report COM 32-2024, dated November 5, 2024, respecting Child Care and Early Years 2024 Budget Adjustment, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a gross operating budget adjustment in the amount of \$3,043,856 gross and \$0 net, to be fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region's early years and child care system.

Carried

Councillor Information Request(s):

Provide information on the number of children who fall outside of the Canada Wide Early Learning and Child Care (CWELCC) program.
Councillor Easton.

6.3 COM 33-2024

Housing Services Property Management Services Agreements

Moved by Councillor Rigby
Seconded by Councillor Witteveen

That Report COM 33-2024, dated November 5, 2024, respecting Housing Services Property Management Services Agreements, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Commissioner of Community Services or designate **BE AUTHORIZED** to enter into agreements, in a form satisfactory to the Director, Legal Services, for the provision of property management services by the Regional Municipality of Niagara to third-party non-profit and co-operative housing providers and community agencies to support new and existing community and supportive housing projects. This is contingent on the approval of the resources noted in the 2025 budget that would be funded through cost recovery for these services.

Carried

7. **CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

8. OTHER BUSINESS

8.1 Supportive Housing

Councillor Siscoe requested information respecting the supportive housing strategy, specifically when a strategy would be made available, and when Councillors can expect to use this strategy in lobbying efforts with the provincial and federal government. Henri Koning, Commissioner, Community Services, advised that a framework would be provided to Council outlining the current state of the strategy and what challenges staff are facing.

9. NEXT MEETING

The next meeting will be held on Tuesday, December 3, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 1:58 p.m.

Councillor Morocco
Committee Co-Chair

Councillor Chiochio
Committee Co-Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Board of Health Evaluation

Public Health and Social Services Committee

Diane Vanecko

Azim Kasmani

November 5, 2024

Background

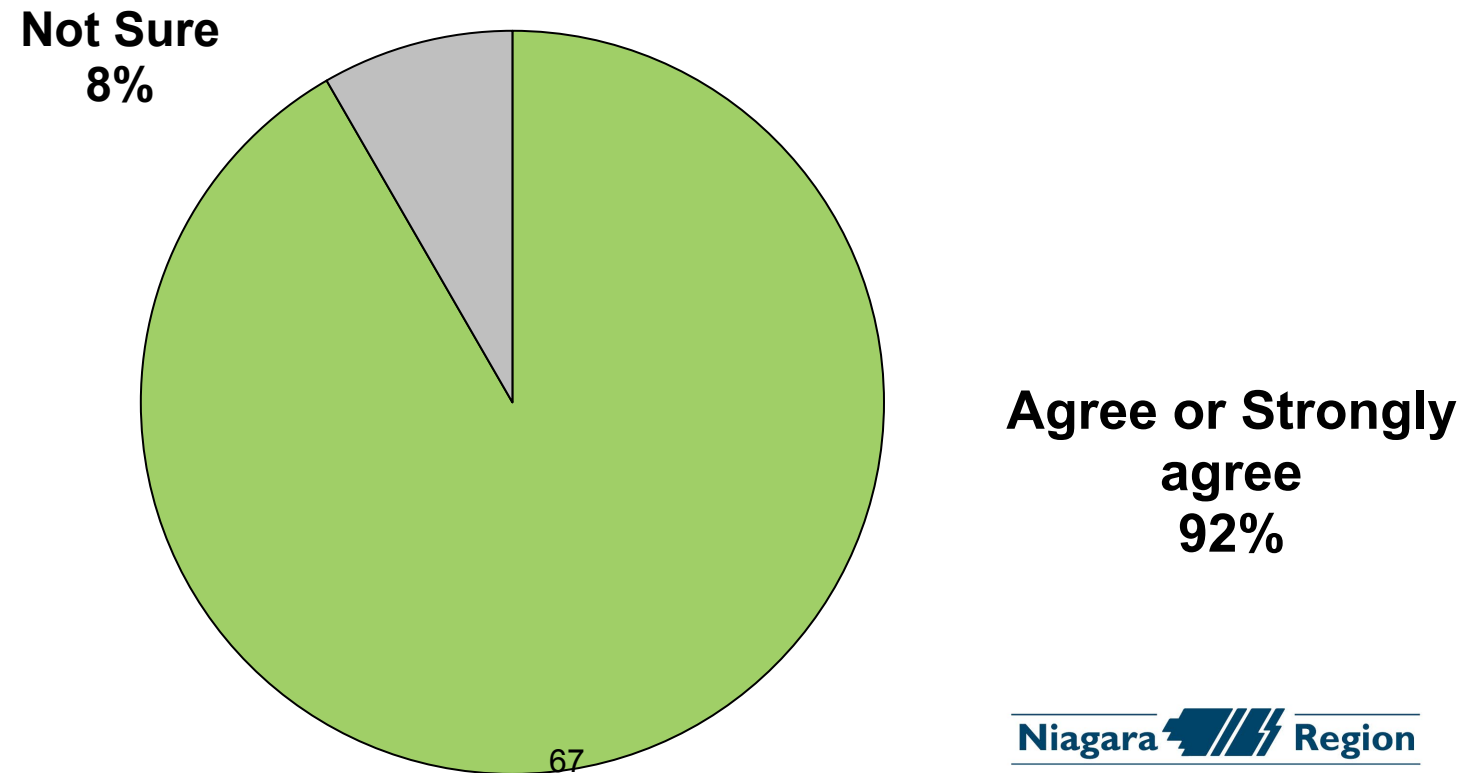
- Confidential 22-question survey completed by Board of Health May 2024
- Public Health Accountability Framework requires Board of Health complete a self-evaluation process at least once every other year
- 24 responses
- Results shared with Board of Health and used to drive continuous improvement

Top Strengths

- Adequately prepared for public health emergencies
- Has a process to handle urgent matters
- Responsive to community needs
- Kept abreast of trends, events and emerging issues
- Adequate opportunities for questions during meetings

Top Strengths Results

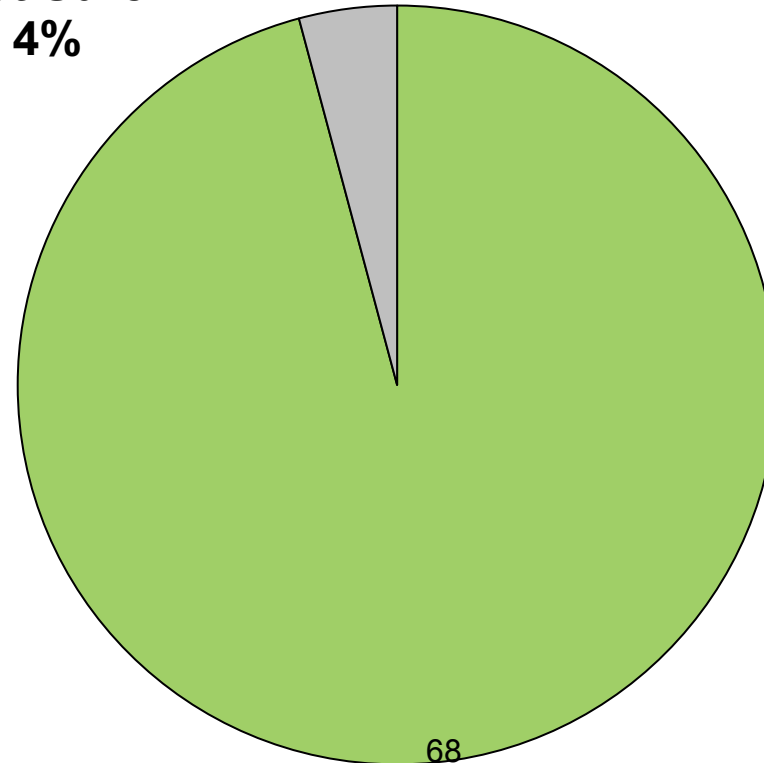
BOARD OF HEALTH IS ADEQUATELY PREPARED FOR PUBLIC HEALTH EMERGENCIES



Top Strengths Continuation 2

BOARD OF HEALTH HAS A PROCESS TO HANDLE URGENT MATTERS

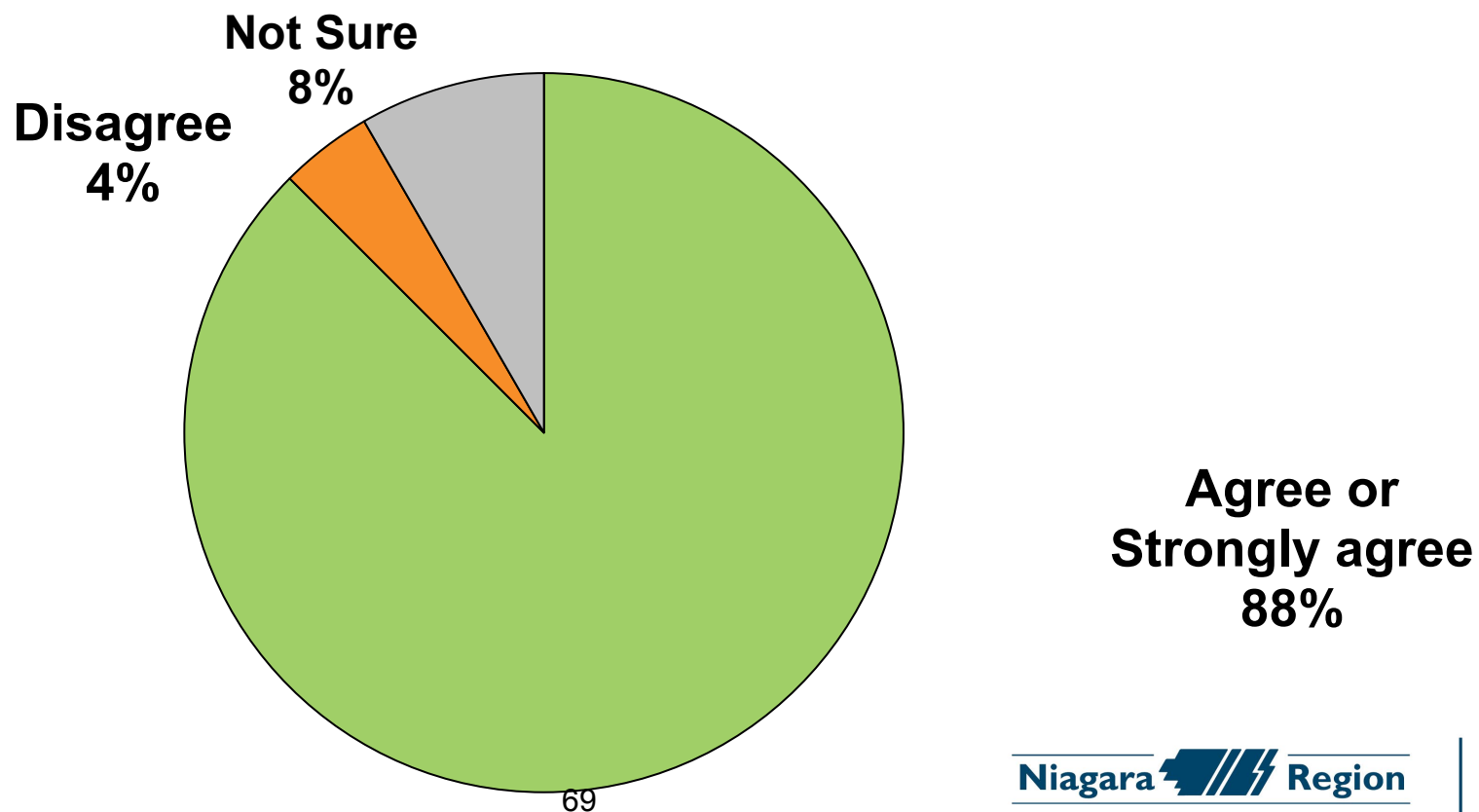
Not Sure
4%



Agree or
Strongly agree
96%

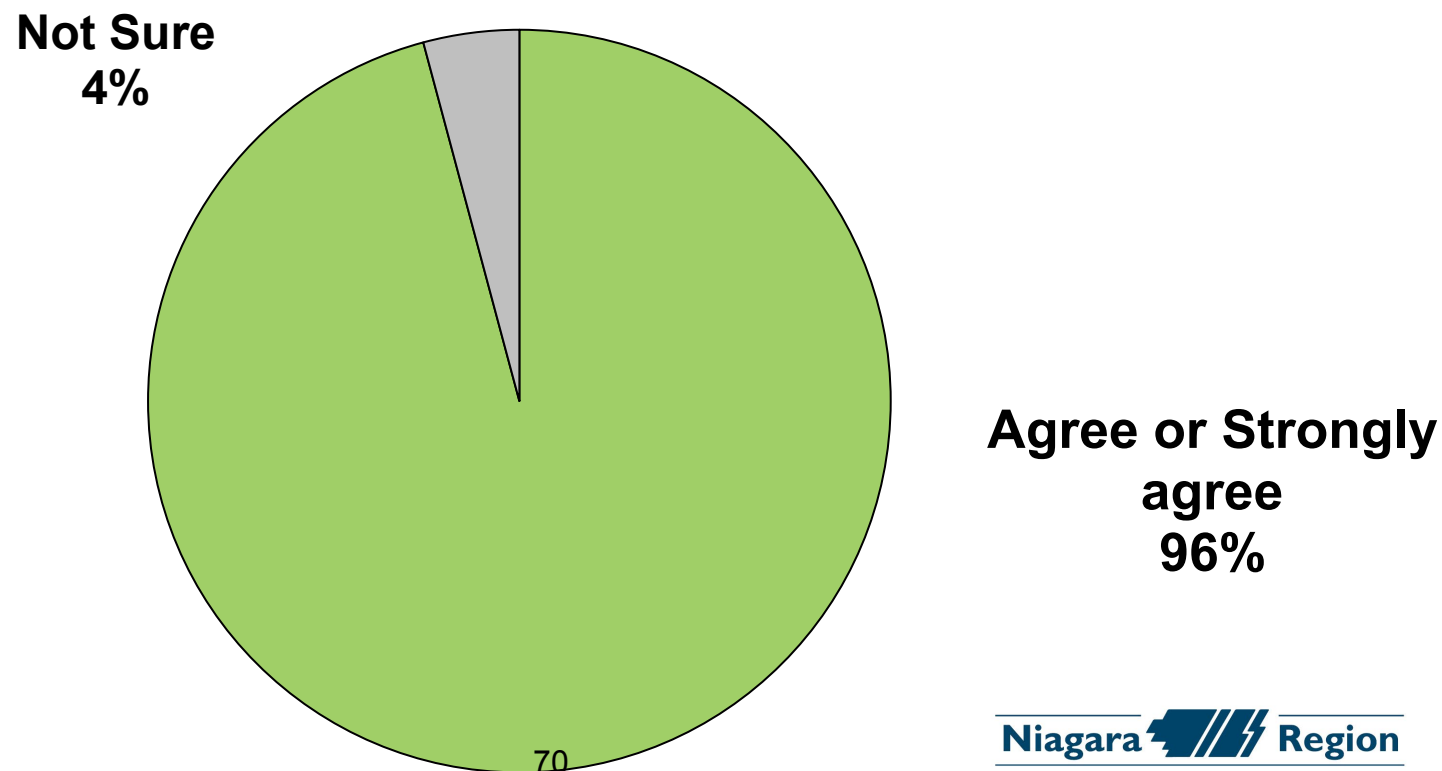
Top Strengths Continuation 3

BOARD OF HEALTH IS RESPONSIVE TO COMMUNITY HEALTH NEEDS



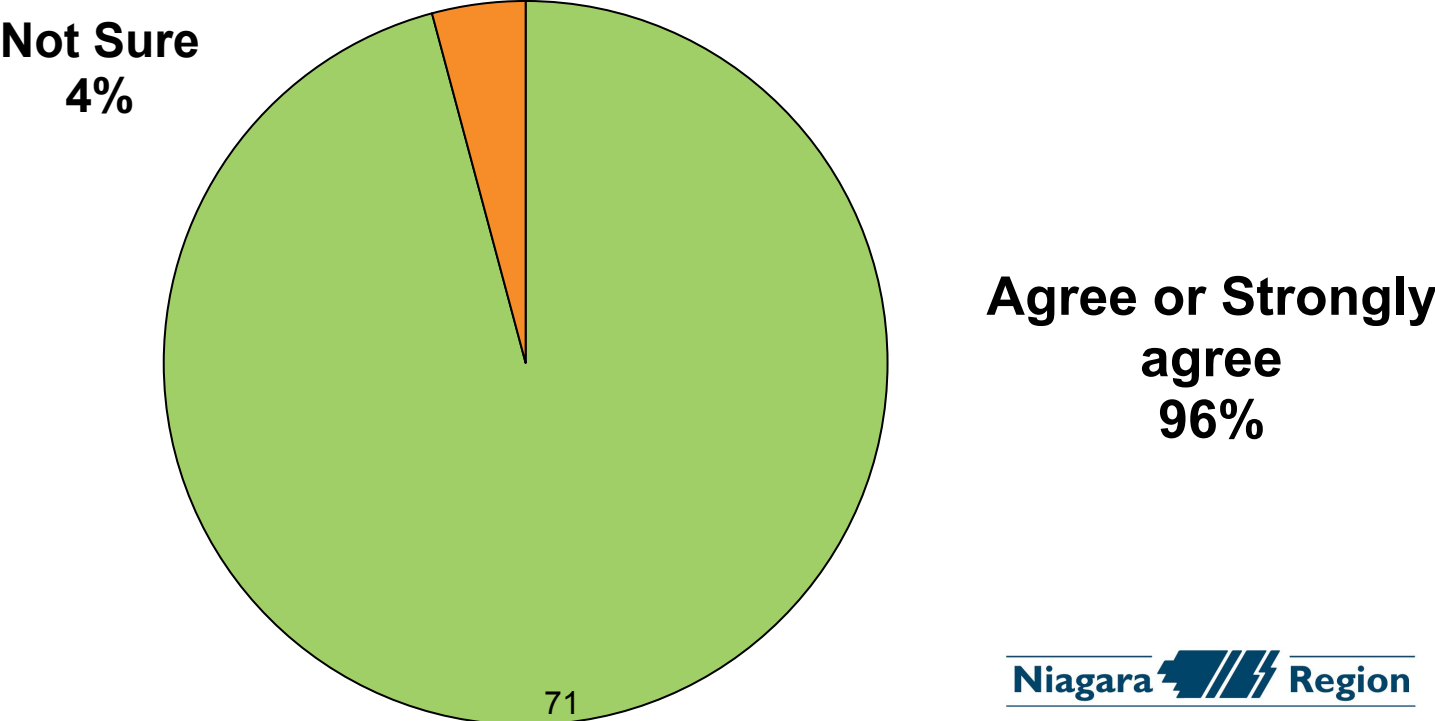
Top Strengths Continuation 4

BOARD OF HEALTH IS KEPT ABREAST OF TRENDS, EVENTS AND ISSUES



Top Strengths Continuation 5

BOARD OF HEALTH HAS ADEQUATE OPPORTUNITIES TO ASK QUESTIONS

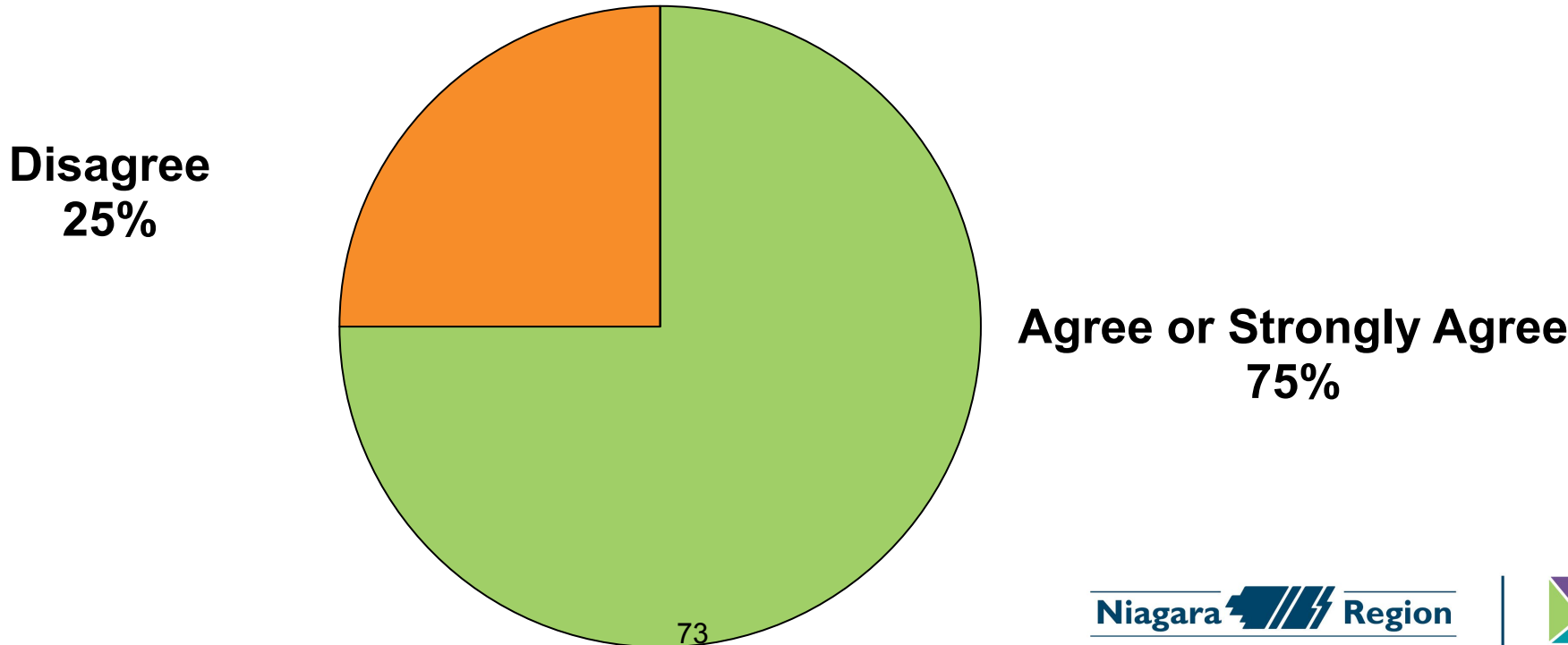


Top Areas for Improvement

- Access to effective orientation to responsibilities
- Understanding roles and responsibilities
- Adequate information to monitor public health performance

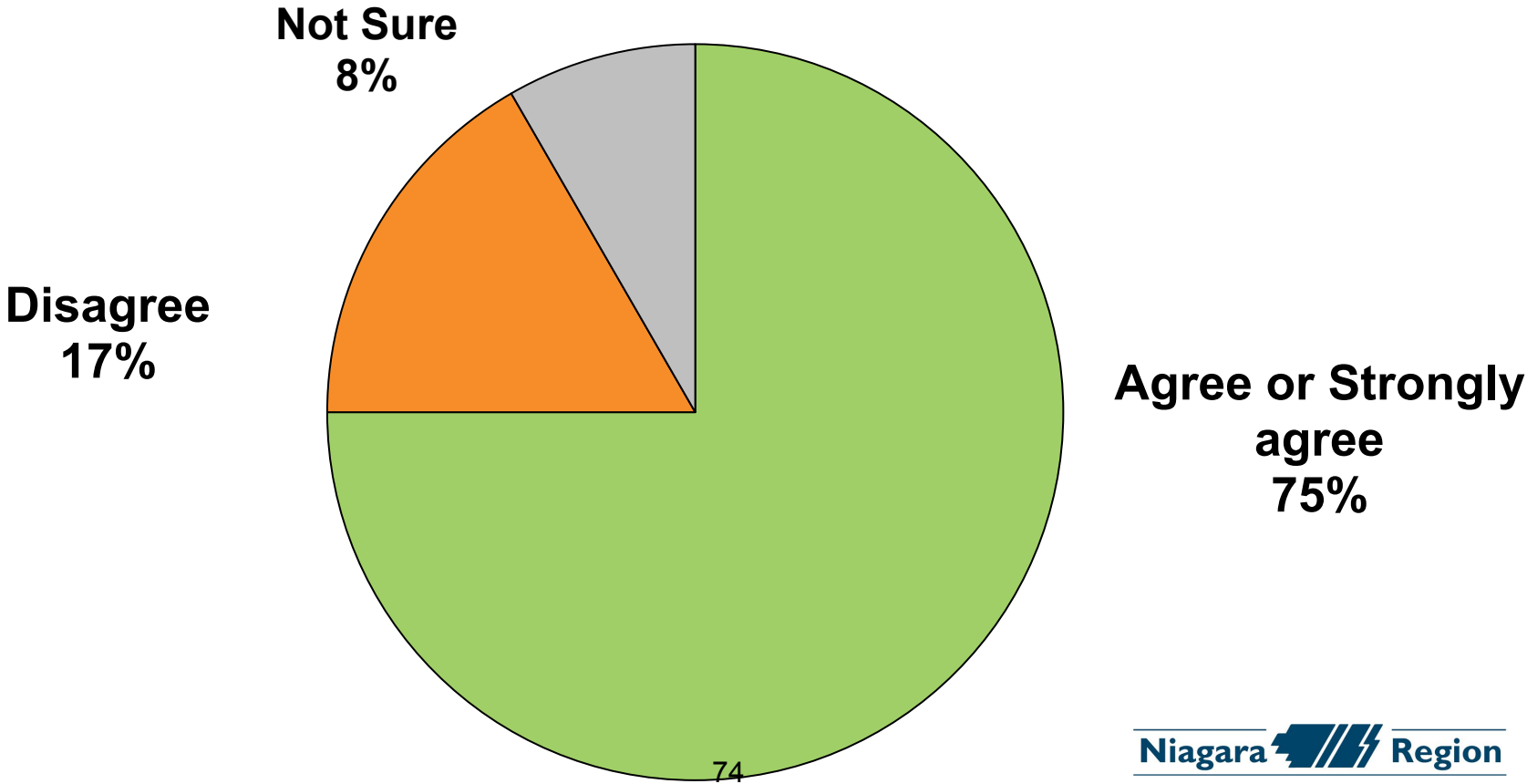
Top Areas for Improvement Continuation

BOARD OF HEALTH HAS ACCESS TO EFFECTIVE ORIENTATION TO THEIR RESPONSIBILITIES



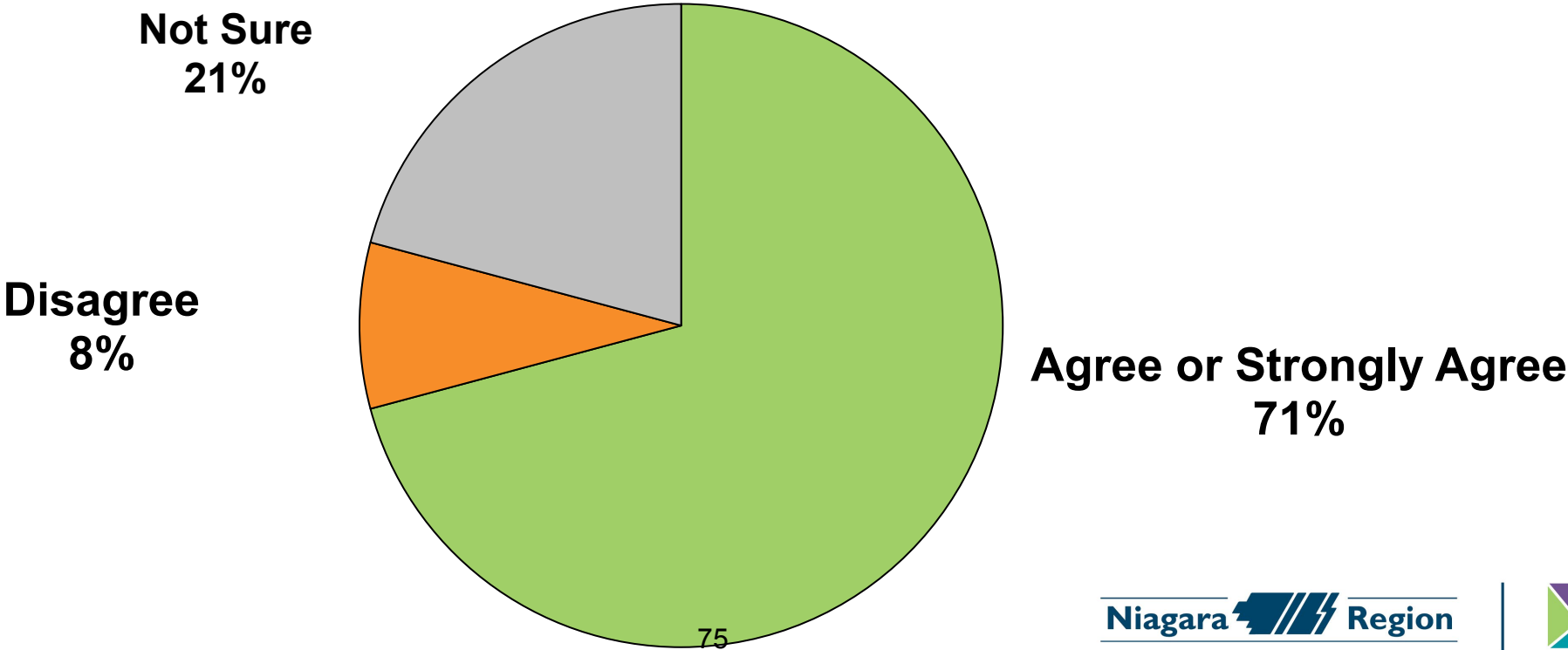
Top Areas for Improvement Continuation 2

BOARD OF HEALTH UNDERSTANDS ROLES AND RESPONSIBILITIES

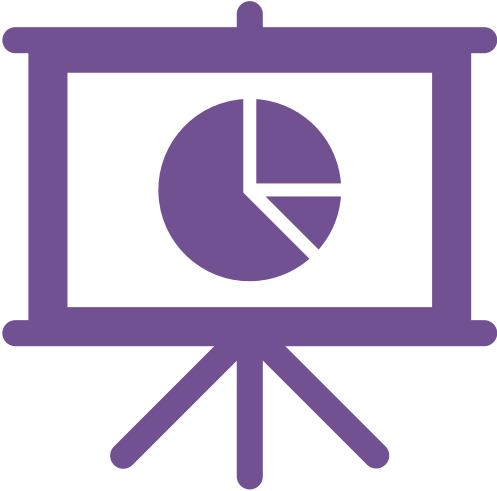


Top Areas for Improvement Continuation 3

BOARD OF HEALTH HAS ADEQUATE INFORMATION TO MONITOR PUBLIC HEALTH PERFORMANCE

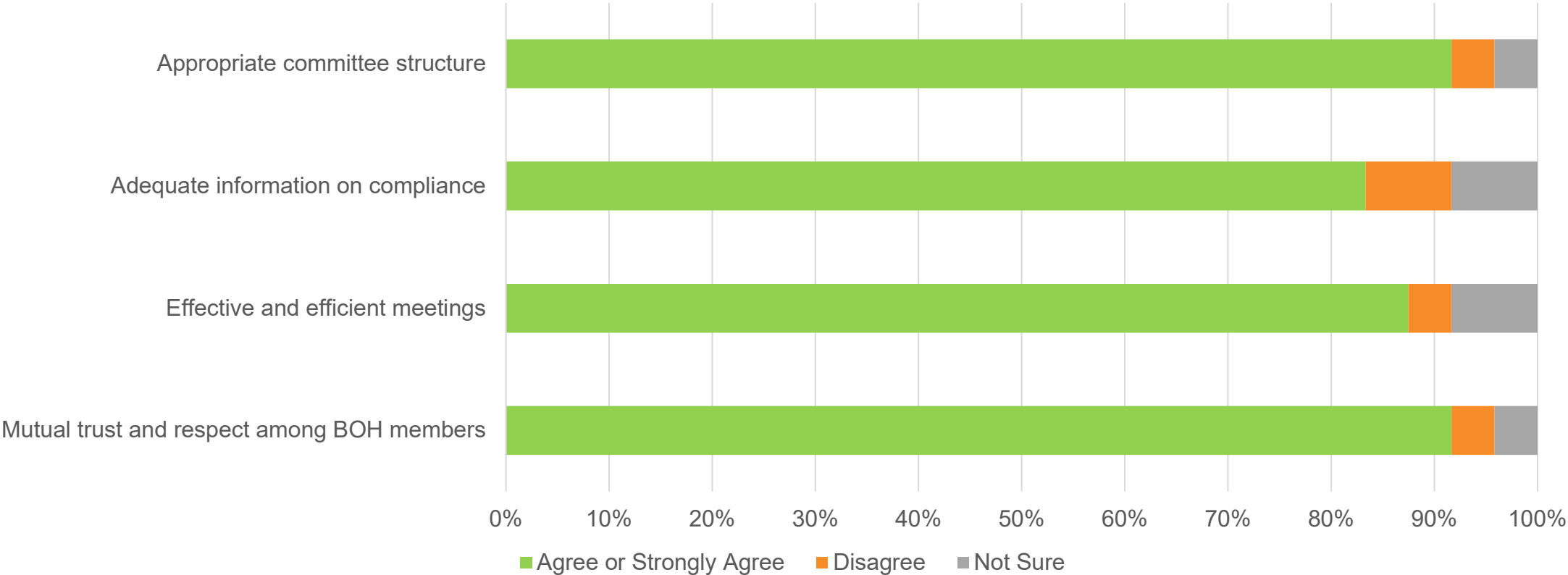


Next steps

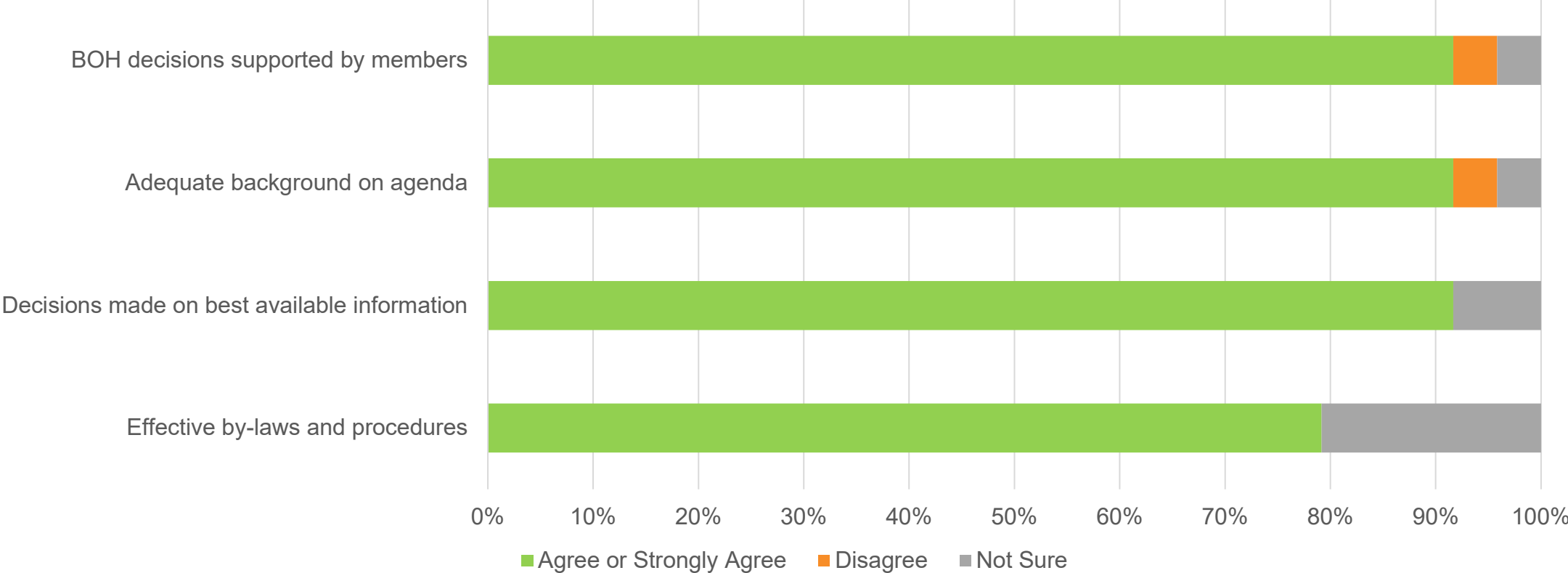


Appendix

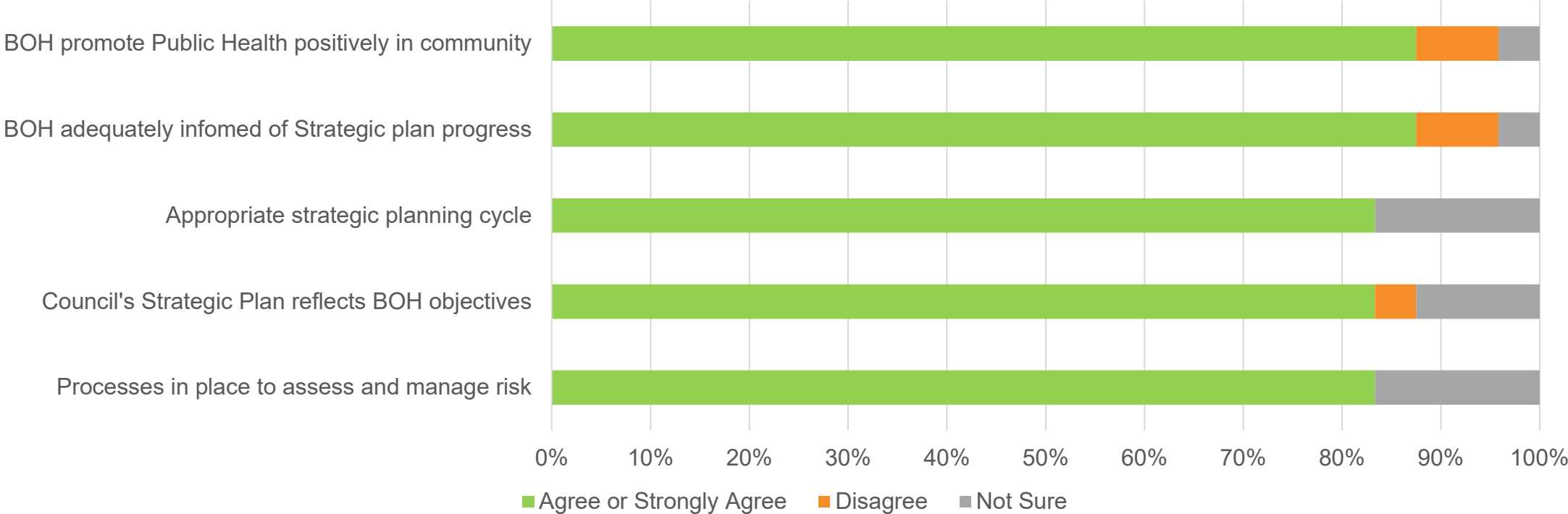
Survey Results



Survey Results Continuation



Survey Results Continuation 2



Subject: Social Assistance and Employment Opportunities Funding Announcement

Report to: Public Health and Social Services Committee

Report date: Tuesday, November 5, 2024

Recommendations

1. That the report COM 31- 2024 **BE RECEIVED** for information regarding the Provincial announcement that the Ministry of Children, Community and Social Services (MCCSS) has reinstated the previous program delivery funding (PDF) model for 2025, ending the funding freeze since 2018, to address the steady rise in Ontario Works (OW) caseloads;
2. That Regional Council **ENDORSE** leveraging existing levy contribution to attract provincial funding (50/50) in order to deliver the mandated social assistance program; and
3. That Regional Council **APPROVE** the conversion of 21 temporary full-time equivalents (FTE's) to 21 permanent FTE's effective January 1, 2025. This is supported by the new provincial funding with no levy increase.

Key Facts

- In 2018, MCCSS froze the Ontario Works Program Delivery (cost shared) Funding at 2018 expenditure actuals. Service demands have steadily increased, resulting in the program being historically underfunded. The Region has contributed proportionally more levy funding into the program to maintain existing staffing levels and direct client benefits.
- The purpose of this report is to inform Council that on September 6, 2024, the Province announced that given the rapidly growing OW caseload, MCCSS would reinstate the previous PDF model in 2025 as part of their efforts to address significant underfunding in Ontario's social assistance system.
- The updated 2025 notional PDF allocations are aligned with projected caseloads with the provincial expectation, in the Region's mandated role, that staffing and direct client benefits would increase accordingly.
- The funding announcement creates an opportunity to:

- rebalance the social assistance budget so that it is appropriately cost shared with the province as set out in legislation,
 - stabilize required staffing through the conversion of 21 temporary staff to 21 permanent staff and
 - increase direct client benefits, utilizing the existing levy contribution previously approved, without incurring an additional increase to the levy for program delivery costs.
- Niagara’s OW caseload has experienced a 25% increase since December 2022 due in part to the extraordinary volume of asylum seekers who arrived in our community (COM 9–2023).
 - To mitigate pressure on the levy over the last number of years, staffing levels were kept critically low and direct benefits for clients have been restricted (October 2023 PHSSC Presentation – Community Services Social Assistance Discretionary Benefits Items).
 - In response, the province provided one-time funding in 2023 and 2024 to add 21 temporary staff and direct client benefits required to respond to the rapidly increasing caseload (COM 24 – 2023 and COM 7-2024). Niagara was able to accept the one-time cost shared provincial funding from MCCSS because of the existing “over contribution” from the levy.

Financial Considerations

The 2024 SAEO budget includes OW Program Delivery Funding (PDF) from MCCSS of \$15.49 million of which \$3.66 million is 100% provincially funded and is conditional upon achieving performance targets and \$11.83 million is funded by the province (with a 50/50 cost share requirement with the Region). The province has frozen funding (which includes direct benefits to clients) to the social assistance sector and, as a result, this PDF funding has not increased since 2018. As a result, and as described in CSD 30-2024 Levy Impact of Mandated Services Provided Under Provincial and Federal Agreements, an incremental levy contribution (above the original 50/50 cost share) has accumulated to sustain the program. Program staff have worked diligently to mitigate budget increases and further impact to the levy that would have otherwise qualified for 50% ministry cost matching if not for the cap. This has led to lower than optimal staffing levels and additional client benefits being underfunded.

Niagara's 2025 PDF allocation from MCCSS is \$4.91 million which is 100% provincially funded and conditional to achieving specific performance targets, and up to \$18.49 million in funding by the province (with a 50/50 cost share requirement with the Region).

This presents an opportunity to fund the transition of one-time temporary FTEs to permanent status, and to rebalance the budget for client benefits where the need has increased significantly due to rising caseloads since 2018 without increasing the levy. In addition, with the aim of being an effective and fiscally responsible partner, SAEO sought the opportunity to attract provincial funding on Housing Stability Benefits previously funded by levy. Prior to this funding announcement, SAEO was estimating needing an 8.7% increase to its 2025 budget (i.e. 0.3% contribution from on the property tax levy to sustain service levels). Table 1 below shows how staff have incorporated the new funding into the proposed 2025 budget to increase service without additional levy.

(in millions)	Province	Region	Total
2024 gross service contract budget (including Housing Stability Benefit which is eligible)	\$ 15.49	\$ 15.70	\$ 31.20
2025 base budget pressure	0.00	1.36	1.36
Re-investment to provide client benefits	0.95	0.95	1.89
Re-investment to improve case manager to client ratios (21 FTE's)	0.90	0.90	1.80
Opportunity to attract funding on Housing Stability Benefits previously funded by levy	0.78	-0.78	0.00
Opportunity to correct overfunding from levy and achieve 50/50 funding as intended in agreement	2.46	-2.46	0.00
2025 gross service contract budget (Note 1)	\$ 20.58	\$ 15.67	\$ 36.25

Note 1 - Provincial PDF funding allocation of \$20.58 million is \$4.91 million at 100% plus \$15.67 million at 50% Region levy cost share. To attract maximum total PDF

funding available of \$23.40 million a further levy contribution of \$2.82 million would be required.

Analysis

2023 and 2024 One Time Program Delivery Funding

Due in part to the extraordinary volume of asylum seekers arriving in Niagara beginning in 2022, and to support SAEO in responding to increased service demands, the province provided one-time funding of \$0.86 million in 2023 and \$1.40 million in 2024 to add temporary staff and increase the budget for direct client benefits. SAEO was able to accept this one-time provincial funding because of the existing “over contribution” in the levy (as the Region addressed inflationary costs each year to maintain base staffing levels) due to frozen provincial funding. This allowed SAEO to hire 21 temporary staff to support the effective delivery of OW. These 21 temporary positions were planned to terminate on December 31, 2024.

One time funding was also used to mitigate further changes to local benefits policy that would limit access and decrease issuance of direct benefits for essential items (e.g. last month’s rent deposits, beds, utility arrears, bus passes, cell phones and internet access) due to the significant increase in caseload.

2025 Updated Program Delivery Funding

The updated 2025 notional PDF allocations are aligned with projected caseloads with the provincial expectation of the Region’s mandated role, that staffing and direct client benefits would increase accordingly. The province has projected an additional 8.9% caseload increase in 2025, which would result in Niagara’s caseload reaching 14,000 in 2025. The new funding provides an opportunity, within the existing previously approved levy to maximize these new provincial dollars, to shift away from reliance on one time funding and stabilize staffing levels and direct client benefits. In addition, moving forward using more of the provincial allocation or making one-time requests, will require additional levy contribution.

Appropriate Staffing Levels

The requested permanent positions (19 unionized positions and 2 non union positions) are necessary to stabilize the workforce. Appropriate staff to client ratio is critical to supporting the delivery of OW services. \$4.91 million (100% provincial funding) of

Niagara's PDF is tied to achieving performance targets. The staff are necessary to conduct legislated tasks governed by over 800 rules to achieve performance targets. Industry standard indicates that optimal service delivery is achieved at a staff to client ratio of 1:35, and a ratio of 1:52 and above is considered a 'point of failure'. With the 21 positions, the staff to client ratio will be 1:63; without, it is 1:70. It remains challenging to recruit for and maintain temporary positions. The existing 21 temporary positions resulted in 65 postings due to staff movement and employees leaving Niagara Region to secure other permanent positions. This unprecedented volume of recruitment creates pressure on human resources and staff training.

Direct Client Benefits

Direct client benefits are also part of the OW program delivery funding that has been frozen since 2018. There are currently over 60,000 people on Ontario Works and Ontario Disability Support Program that are eligible to receive direct client benefits administered through the Ontario Works program. Staff adjudicate over 12,000 requests per month for direct client benefits that are governed by local policy that has continued to be adjusted to accommodate for the higher caseload without any increase to the budget. In the face of frozen OW monthly rates for food and shelter (\$733 for a single person), direct client benefits have a capped budget for essential items such as beds, utility arrears, bus passes, cell phones and internet access. Currently less than 60% of the caseload receive a direct client benefit each month and local policy adjustments have been required to lower the monthly maximum to \$75 per month for many items to remain in line with available funds. Housing Stability Benefits, issued to prevent homelessness and/or establish a new principal residence are an eligible direct client benefit. This funding announcement provides the opportunity to adjust local policy and provide much needed supports without an increase in levy.

Alternatives Reviewed

The funding announcement is an opportunity to correct and rebalance program delivery funding from MCCSS to the original 50/50 cost share.

There is the option to ask for less levy than approved in 2024 but this is not recommended. Reduced levy would result in lower use of available Provincial funds, leaving priority money "on the table" and a position previously taken by Niagara prior to 2018 that left it at a considerable disadvantage as compared to peers who maximized their funds, which would mean continued destabilization of the workforce and inability to meet the demands of the provincial projected caseload increase of 8.9% in 2025 which also jeopardizes Niagara's provincial \$4.9M in performance-based funding. As well,

reduced funding for direct client benefits would result in more restrictive policies to serve a growing caseload which puts pressure on Niagara's shelter system and results in unstable housing for clients.

A second alternative is for Council to maximize the total PDF allocation of \$18,490,400 (50/50 cost share), however this is not recommended due to levy pressures across the Corporation. There is the potential to consider additional levy contributions at a 50/50 cost share if the PDF remains the same in 2026.

Relationship to Council Strategic Priorities

The 21 permanent staff positions and additional client benefits are directly aligned with the Equitable Region priority. SAEO provides direct essential service to approximately 9% of Niagara's population. Service delivery is designed to ensure access to programs is inclusive, free of discrimination, equitable and decision making is transparent and conforms to legislative requirements. Local policy, programs and issuance of direct client benefits are reflective of community needs and developed in partnership with Homelessness and Housing Services to align with improving access to affordable and attainable housing.

Other Pertinent Reports

[COM 9-2023 Asylum Seekers Transferred to Niagara Falls – Request for Immediate Temporary Funding](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=30317>)

[COM 24-2023 Budget Adjustment - Social Assistance and Employment Opportunities](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=32490>)

[Community Services Social Assistance Discretionary Client Benefits Presentation\(1\)\(1\).pdf](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=33578>)

[COM 7-2024 Budget Adjustment - Social Assistance and Employment Opportunities](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=35972>)

Prepared by:

Lori Watson
Director, Community Services

Recommended by:

Henri Koning, MHSc
Acting Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Melissa Austin, Manager, Social Assistance & Employment Opportunities and Donovan D'Amboise, Manager, Program Financial Support

Subject: Child Care and Early Years 2024 Budget Adjustment

Report to: Public Health and Social Services Committee

Report date: Tuesday, November 5, 2024

Recommendations

1. That a gross operating budget adjustment in the amount of \$3,043,856 gross and \$0 net, to be fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region’s early years and child care system.

Key Facts

- The purpose of this report is to inform Council of the 2024 funding announcement received from the MEDU for Children’s Services (in accordance with its municipal service manager responsibilities) and obtain approval of the related budget adjustment. An in-year receipt of funding must comply with 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 \$1.0M for operating programs.
- The MEDU confirmed additional funding of \$3.0M for Niagara Region’s early years and child care system, resulting in a new total funding allocation for 2024 of \$117.7M.
- This increase is attributed to \$2.2M in the Canada Wide Early Learning and Child Care (CWELCC) emerging issues funding, and 0.8M in CWELCC administration funding.

Financial Considerations

Niagara Region received additional funding of \$3.0M from the MEDU resulting in a new total funding allocation for 2024 of \$117.3M. These are 100% MEDU funding dollars with no additional investments required from the regional tax levy. The revised 2024 Children’s Services budget is summarized in the following table:

	2024 Regional Budget	2024 MEDU Budget Adjustment	Revised 2024 Regional Budget
2024 MEDU Funding	\$114.7M	\$3.0M	\$117.7M
2024 Gross Expenses	\$124.2M	\$3.0M	\$127.2M
2024 Niagara Region Levy*	\$9.5M	\$0	\$9.5M

*Includes indirect allocations

The Region’s Children’s Services division will invest the funding into the delivery of early years and child care services as per the MEDU direction.

Analysis

Canada Wide Early Learning Child Care Emerging Issues funding increase

Emerging issues funding was introduced in 2024 by the MEDU to address non-discretionary cost pressures of child care centres enrolled in CWELCC. Niagara Region’s Children’s Services originally received \$2.5M in emerging issues funding.

Over the summer of 2024, the MEDU requested information on system pressures. Niagara Region’s Children’s Services identified a \$2.2M pressure in the CWELCC system for Niagara Region. On September 13, 2024, the MEDU announced \$2.2M in additional emerging issues funding to Niagara Region to be spent in accordance with the 2024 CWELCC guidelines. This funding will provide stability to the sector for the remainder of 2024 and help offset any non-discretionary costs currently not supported with CWELCC funding.

Incremental 2024 CWELCC Administrative Funding

On August 1, 2024, the MEDU released a new cost-based funding model for child care centres enrolled in the CWELCC program. The new funding formula will result in a significant transformation to how operators are currently funded.

To support these costs, MEDU has provided \$0.8M in CWELCC administration funding to be used in accordance with the MEDU administrative spending guidelines to support the transformation to a cost-based funding model.

Alternatives Reviewed

Should the budget adjustment not be approved, the unspent funds would have to be returned to the provincial government, resulting in less funding to the local licensed child care system and threaten the on-going successful implementation of CWELCC.

Relationship to Council Strategic Priorities

Allocating CWELCC emerging issues funding, in accordance with local system pressures, 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.

Other Pertinent Reports

[COM 10-2024 Canada-Wide Early Learning and Child Care Program Update \(escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36981)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36981>)

Prepared by:

John Pickles
Program Financial Specialist
Corporate Services

Recommended by:

Henri Koning, MHSc
Acting Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Satinder Klair, Director, Children's Services.

Subject: Housing Services Property Management Services Agreements

Report to: Public Health and Social Services Committee

Report date: Tuesday, November 5, 2024

Recommendations

1. That the Commissioner of Community Services or designate **BE AUTHORIZED** to enter into agreements, in a form satisfactory to the Director, Legal Services, for the provision of property management services by the Regional Municipality of Niagara to third-party non-profit and co-operative housing providers and community agencies to support new and existing community and supportive housing projects. This is contingent on the approval of the resources noted in the 2025 budget that would be funded through cost recovery for these services.

Key Facts

- Niagara Region Housing Services (NRHS) is proposing to offer property management services to third-party non-profit and co-operative housing providers and community agencies providing community and/or supportive housing.
- The proposed 2025 operating budget includes a request for resources to support the provision of property management services. NRHS will not enter into any property management agreements unless the resource requests and related new fees proposed in the 2025 Fees and Charges By-Law are approved through the budget process.
- Provision of property management services by Niagara Region to third-party non-profit and co-operative housing providers and community agencies aligns with the following Housing Services' Strategic Priorities:
 - Supporting development planning for housing providers and providing ongoing support to the provider advisory committee;
 - Enhance communication and resource sharing with housing providers;
 - Focusing on eviction prevention and tenant supports through a lens of well-being and inclusivity; and
 - Identifying potential partnerships and grant opportunities.
- Benefits for third-party housing providers include opportunities for lowered operating costs and/or service contracts through economies of scale, as the providers'

properties would be included in larger Niagara Regional Housing (NRH) portfolio for typical service contract procurements.

- The expertise of the NRHS Property Management team will provide competent asset management and oversight on third-party housing provider properties, ensuring continued compliance with current legislation and Niagara Region's own standards as a service manager designated under the *Housing Services Act, 2011*, including but not limited to adherence to waitlist policies and tenant selection targets to house those in greatest need.

Financial Considerations

The provision of property management services by Niagara Region's Housing Services will be contingent on the resources noted in the 2025 budget that would be funded through cost recovery for these services.

The proposed 2025 Fees and Charges By-Law will include new hourly fees related to the chargeback and recovery of costs for property management services to private or third-party providers, with total estimated revenue of \$132,000 in year one to be charged back to these providers included in the budget to partially offset and recover related staffing costs. These positions also support the portfolio of properties that are owned by Niagara Regional Housing, including those that are operated directly by the Homelessness Division in Community Services. There is an expectation this portfolio will continue to grow and include additional third-party providers, generating added cost recovery for staffing costs.

The housing operations team has experience in managing the residential properties of NRH's owned units, including the oversight of maintenance and capital repairs at these properties. This property management service will reduce third-party providers' dependence on high-cost external contractors, facilitating day-to-day repairs and maintenance of these facilities and ensuring that critical work and inspections are completed in a timely manner, thereby reducing additional costs that may arise with delays in completing this work, resulting in emergency repairs, and ensuring that the properties remain in compliance with fire and life safety codes.

Analysis

This new property management service is a progression of the New Development Project Management team created by NRHS in 2018. This team continues to deliver successful development project management to housing providers who are developing

new affordable housing projects. The Project Management team functions as a provider's owner representative, and is responsible for all project phases: initiation, funding, design, construction and occupancy planning. Services include: feasibility planning, business case, funding applications, procurement, detailed design review, construction inspections and project closeout. Cost recovery is achieved through fees in accordance with Fees and Charges By-Law paid by owner to NRHS during the various phases of a given project, with the majority of fees paid during construction phase.

NRHS has identified a need for wraparound service and continued formal support for these providers after construction completion through occupancy and long-term operating of the providers' housing assets. NRHS has proven experience operating NRH and Regional housing assets at service level standards. Third-party providers can benefit greatly from this expertise, controlling operating costs, maintaining physical assets and improving tenants' quality of living. These services will include: staff training on new building systems & components, tenant onboarding (move-ins, orientation), utilities and service contract accounts, warranty items and ongoing maintenance.

This new service will allow NRHS to administer proper asset management on new housing projects that include Niagara Region investment through equity contribution or funding allocation.

Alternatives Reviewed

If the requested authority to enter into property management agreements in accordance with this report or the related operating budget are not approved for 2025 through the budget process to enable capacity to provide the service, the housing providers would need to complete the necessary full property management and capital repair work on their properties themselves, through the hiring of their own staff or external contractors, or engage an external property management company, all likely at a significantly higher cost.

Relationship to Council Strategic Priorities

Council's Strategic Priorities include an Equitable Region through providing opportunities for a safe and inclusive Niagara, which includes improving access to affordable and attainable housing. The provision of property management services supports this priority through the addressing of affordable housing needs, supporting third-party providers and NRH to ensure the long-term sustainability and efficiency of

property management operations and maintaining both the providers' and NRH's owned assets in good repair and in compliance with relevant legislation.

Other Pertinent Reports

None.

Prepared by:

Cameron Banach
Director, Housing Services
Community Services

Recommended by:

Henri Koning, MHSc
Commissioner (Acting)
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Gordon Szaszi, Project Manager Housing Development, Jennifer Bailey, Senior Property Manager, Sara Mota, Senior Program Financial Specialist, and reviewed by Roman Ivanov, Legal Counsel.

Minute Item No. 6.1

CSD 57-2024

5698 Main Street, Niagara Falls One-Time Grant Consideration

That Report CSD 57-2024, dated November 6, 2024, respecting 5698 Main Street, Niagara Falls One-Time Grant Consideration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Region **APPROVE** a one-time grant of \$276,621.79, payable to The City of Niagara Falls to be applied to the 2022-2024 outstanding property taxes for the property located at 5698 Main Street in the City of Niagara Falls in lieu of participation in tax increment grant (TIG) payments for this development in support of the City's CIP program; and
2. That the Region **DENY** any future TIG or other grant requests for the development at 5698 Main Street in the City of Niagara Falls ("The City").

Minute Item No. 7

Consent Items for Information

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

CSD 51-2024

Graphic Images in the Public Right of Way Update

CSC-C 11-2024

City of St. Catharines Report – Older Homeowner Tax Increase Deferral Program

Minute Item 10.1

Confidential CSC-C 12-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 - Additional Information Non Union Compensation Review Phase Two Update (Confidential Report HR 7- 2024)

That Confidential CSC-C 12-2024, dated November 6, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relation or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 – Non Union Compensation Review Phase Two Update (Confidential Report HR 7-2024), **BE RECEIVED**.

Minute Item 10.2

Confidential HR 7-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 - Non Union Compensation Review Phase Two Update

That Confidential HR 7-2024, dated October 9, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relation or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 – Non Union Compensation Review Phase Two Update, **BE RECEIVED**.

Minute Item 10.3

Confidential CSD 50-2024

A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation under s. 239(2)(e) and (f) of the Municipal Act, 2001– Bi-Annual Litigation Claims Summary

That Confidential CSD 50-2024, dated November 6, 2024, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation under s. 239(2)(e) and (f) of the Municipal Act, 2001 - Bi-Annual Litigation Claims Summary, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Minute Item 10.4

Confidential CSD 52-2024

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-Hatch Corporation and South Side Low Lift Sewage Pumping Station Upgrades, Chippawa (Niagara Falls) ("South Side SPS Upgrades Project" or "Project")

That Confidential CSD 52-2024, dated November 6, 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 – Hatch Corporation and South Side Low Life Sewage Pumping Station Upgrades, Chippawa (Niagara Falls) (“South Side SPS Upgrades Project” or “Project”), **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Minute Item 10.5

Confidential CSD 54-2024

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 – MacLennan Jaunkalns Miller Architects Ltd. and Canada Games Park

That Confidential CSD 54-2024, dated November 6, 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 – MacLennan Jaunkalns Miller Architects Ltd. And Canada Games Park, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
MINUTES**

CSC 10-2024

Wednesday, November 6, 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*,
Diodati*, Foster (Committee Chair), Gale*, Ganann*, Grant*,
Heit, Secord, Siscoe*, Whalen (Committee Vice-Chair) , Zalepa*

Other Councillors: Craitor*, Sorrento*

Absent/Regrets: Redekop

Staff: R. Ball-Condron, Government Stakeholder Relations Specialist,
A. Basic, Legislative Coordinator, M. Breadner, Manager, Asset
Management Office, B. Brens, Associate Director, Budget
Planning & Strategy, D. Carnegie, Acting Commissioner,
Corporate Services, T. Cimino, Associate Director, Water
Wastewater Engineering*, S. Crocco, Legal Counsel*, D.
Falardeau-Mercier, Manager, Water Wastewater Design &
Development*, D. Gibbs, Director, Legal & Court Services*, R.
Hill, Legislative Assistant, B. Hutchings, Manager, Revenue
Planning & Strategy, Dr. A. Kasmani, Medical Officer of Health,
P. Maposa, Director, Asset Management, F. Meffe, Director,
Human Resources, B. Menage, Director, Procurement &
Strategic Acquisitions*, A.-M. Norio, Regional Clerk, D. Pasto,
Risk Management Program Manager*, M. Raquion, Director,
Financial Management & Planning/ Deputy Treasurer, T.
Ricketts, Commissioner, Public Works, M. Sergi, Deputy Chief
Administrative Officer, M. Steele, Associate Director, Reporting &
Analysis, A. Thomson, Legal Counsel*, R. Tripp, Chief
Administrative Officer, B. Wilson, Legal Counsel*

* indicates participants who attended the meeting electronically,
all others participated in person

1. CALL TO ORDER

Committee Chair Foster called the meeting to order at 9:30 a.m.'

Dan Carnegie, Acting Commissioner, Corporate Services, introduced Melissa Raquion as the new Director of Financial Management & Planning.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Foster read the Land Acknowledgment Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

4.1 Asset Management in Niagara: Understanding Your Role as a Regional Councillor

Pious Maposa, Director, and Michael Breadner, Manager, Asset Management Office, provided information respecting Asset Management in Niagara: Understanding Your Role as a Regional Councillor. Topics of the presentation included:

- Purpose of Council Asset Management Education
- Asset Management Drivers
- Asset Management Journey
- Asset Management Process
- Our Assets and Conditions
- Linking Asset Management to Capital Budget- CAMRA
- Keeping Council Informed

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 CSD 57-2024

5698 Main Street, Niagara Falls One-Time Grant Consideration

Moved by Councillor Whalen

Seconded by Councillor Ganann

That Report CSD 57-2024, dated November 6, 2024, respecting 5698 Main Street, Niagara Falls One-Time Grant Consideration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Region **APPROVE** a one-time grant of \$276,621.79, payable to The City of Niagara Falls to be applied to the 2022-2024 outstanding property taxes for the property located at 5698 Main Street in the City of Niagara Falls in lieu of participation in tax increment grant (TIG) payments for this development in support of the City's CIP program; and

2. That the Region **DENY** any future TIG or other grant requests for the development at 5698 Main Street in the City of Niagara Falls (“The City”).

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Bateman
Seconded by Councillor Heit

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

CSD 51-2024

Graphic Images in the Public Right of Way Update

CSC-C 11-2024

City of St. Catharines Report – Older Homeowner Tax Increase Deferral Program

Carried

8. OTHER BUSINESS

There were no items of other business.

9. CLOSED SESSION

Moved by Councillor Campion
Seconded by Councillor Secord

That this Committee **DO NOW** meet in Closed Session.

Carried

Committee resolved into closed session at 10:05 a.m.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 11:37 a.m. with the following individuals in attendance:

Committee: Bateman, Bradley (Regional Chair)*, Campion, Davies*, Foster (Committee Chair), Ganann*, Grant*, Heit, Secord, Siscoe*, Whalen (Committee Vice-Chair) , Zalepa*

Other Councillors: Craitor*, Sorrento*

Absent/Regrets: Diodati, Gale, Redekop

Staff: K. Angrilli, Manager, Total Rewards, A. Basic, Legislative Coordinator, D. Carnegie, Acting Commissioner, Corporate Services, D. Gibbs, Director, Legal & Court Services*, R. Hill, Legislative Assistant, Dr. A. Kasmani, Medical Officer of Health, F. Meffe, Director, Human Resources, J. Middleton, Associate Director, Talent Development and Rewards, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Sergi, Deputy Chief Administrative Officer, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer

* indicates participants who attended the meeting electronically, all others participated in person

10.1 Confidential CSC-C 12-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 - Additional Information Non Union Compensation Review Phase Two Update (Confidential Report HR 7- 2024)

Moved by Councillor Bateman
Seconded by Councillor Whalen

That Confidential CSC-C 12-2024, dated November 6, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relation or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 – Non Union Compensation Review Phase Two Update (Confidential Report HR 7-2024), **BE RECEIVED.**

Carried

10.2 Confidential HR 7-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 - Non Union Compensation Review Phase Two Update

Moved by Councillor Campion
Seconded by Councillor Secord

That Confidential HR 7-2024, dated October 9, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relation or Employee Negotiations under s. 239(2)(b) and (d) of the Municipal Act, 2001 – Non Union Compensation Review Phase Two Update, **BE RECEIVED.**

Carried

10.3 Confidential CSD 50-2024

A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation under s. 239(2)(e) and (f) of the Municipal Act, 2001– Bi-Annual Litigation Claims Summary

Moved by Councillor Campion
Seconded by Councillor Bateman

That Confidential CSD 50-2024, dated November 6, 2024, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation under s. 239(2)(e) and (f) of the Municipal Act, 2001 - Bi-Annual Litigation Claims Summary, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

10.4 Confidential CSD 52-2024

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-Hatch Corporation and South Side Low Lift Sewage Pumping Station Upgrades, Chippawa (Niagara Falls) ("South Side SPS Upgrades Project" or "Project")

Moved by Councillor Campion
Seconded by Councillor Bateman

That Confidential CSD 52-2024, dated November 6, 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 – Hatch Corporation and South Side Low Life Sewage Pumping Station Upgrades, Chippawa (Niagara Falls) (“South Side SPS Upgrades Project” or “Project”), **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

10.5 Confidential CSD 54-2024

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 – MacLennan Jaunkalns Miller Architects Ltd. and Canada Games Park

Moved by Councillor Champion
Seconded by Councillor Bateman

That Confidential CSD 54-2024, dated November 6, 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 – MacLennan Jaunkalns Miller Architects Ltd. And Canada Games Park, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

11. NEXT MEETING

The next meeting will be held on Wednesday, December 4, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 11:41 a.m.

Councillor Foster
Committee Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk



Council Education
Asset Management in Niagara Region
Understanding Your Role as a Regional Councillor

Council Strategic Priorities

Effective Region

Remaining an employer of choice by transforming service delivery in a way that is innovative, collaborative and fiscally-responsible.

Green and Resilient Region

Focusing on reducing our collective carbon footprint and preparing to adapt to climate change impacts by ensuring current and future infrastructure is resilient.

Equitable Region

Providing opportunities for a safe and inclusive Niagara by listening and responding to our current community needs and planning for future growth.

Prosperous Region

Advocating with senior governments for future growth and enhancing Niagara's transportation network to help support a diverse economy by creating a Region where new and existing businesses can thrive and grow locally, nationally and internationally.

Asset Management Legislation



Infrastructure for Jobs and Prosperity Act, 2015

Ontario Regulation 558/17: Asset Management Planning for Municipal Infrastructure



Safe Drinking Water Act



Clean Water Act



Environmental Protection Act



Development Charges Act, 1997



Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24



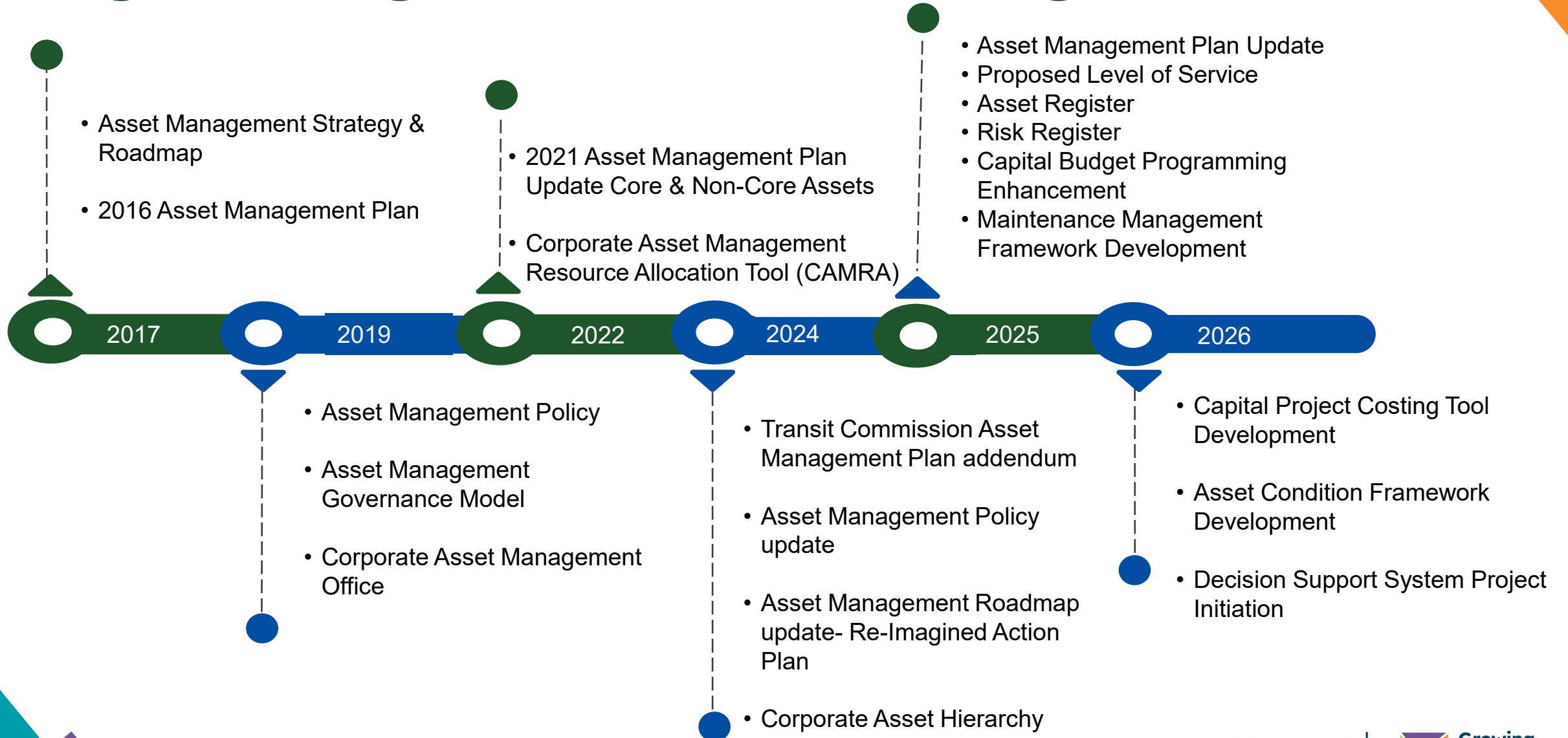
Provincial Planning Statement, 2024



Other legislative requirements

Canada Community Building Fund
(aka Federal Gas Tax Fund)

Niagara Region's Asset Management



Value of Asset Management

Did you know?

- 60% of Canada's core public infrastructure is owned and maintained by municipal governments.
- One-third of municipal infrastructure is in fair, poor, or very poor condition.
- The Canadian Infrastructure Report Card found that "All communities, particularly smaller municipalities, would benefit from increased asset management capacity."

- CIRC 2019

Asset Management Focuses On

- The vision of Niagara Region and how assets support community goals
- Value, purpose, and long-term outcomes of assets
- Managing risks and understanding the context of risks
- Holistic approaches to budgeting
- Collaboration across municipal service areas and with service partners

Niagara Region Assets Overview

Corporate Asset Management

Core Municipal Infrastructure

Water/Wastewater/
Stormwater

Roads / Bridges and
Culverts

Non-core Assets

IT, Facilities, Equipment, Fleet, Police, Emergency Medical Services, Children, & Court, Senior Services, Public Health, Community Housing, Transit, Transportation, Waste Management, and Social Assistance & Employment Opportunities

Niagara Region Assets Value

What are our assets worth

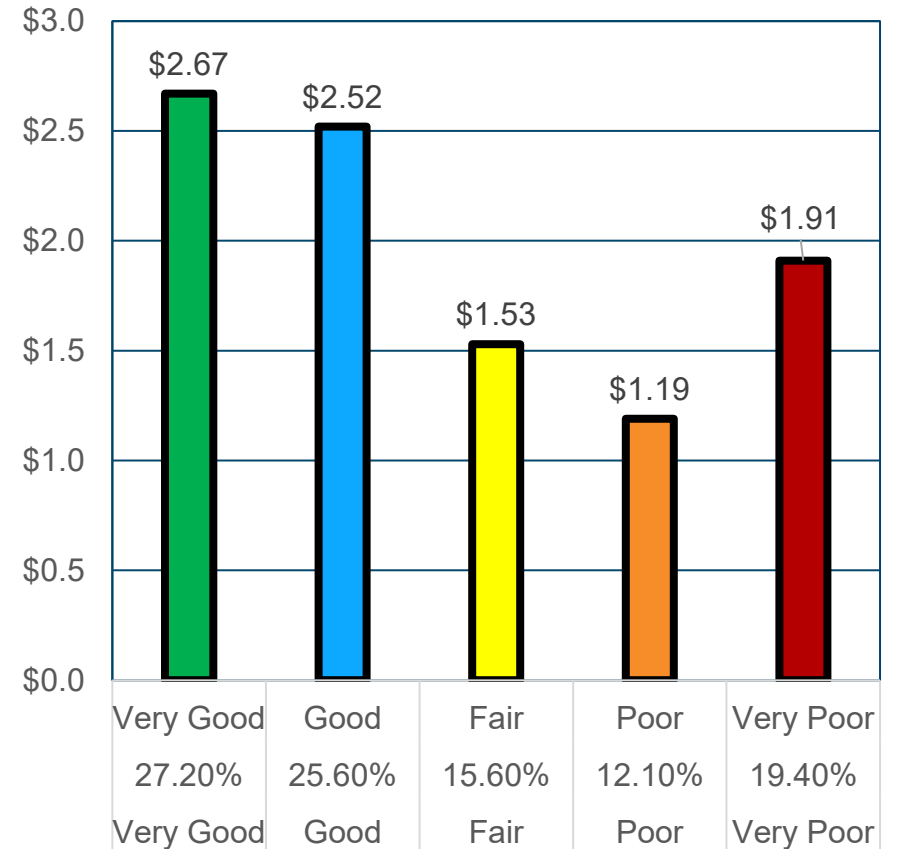
\$9.8B

As of Dec 31st, 2021

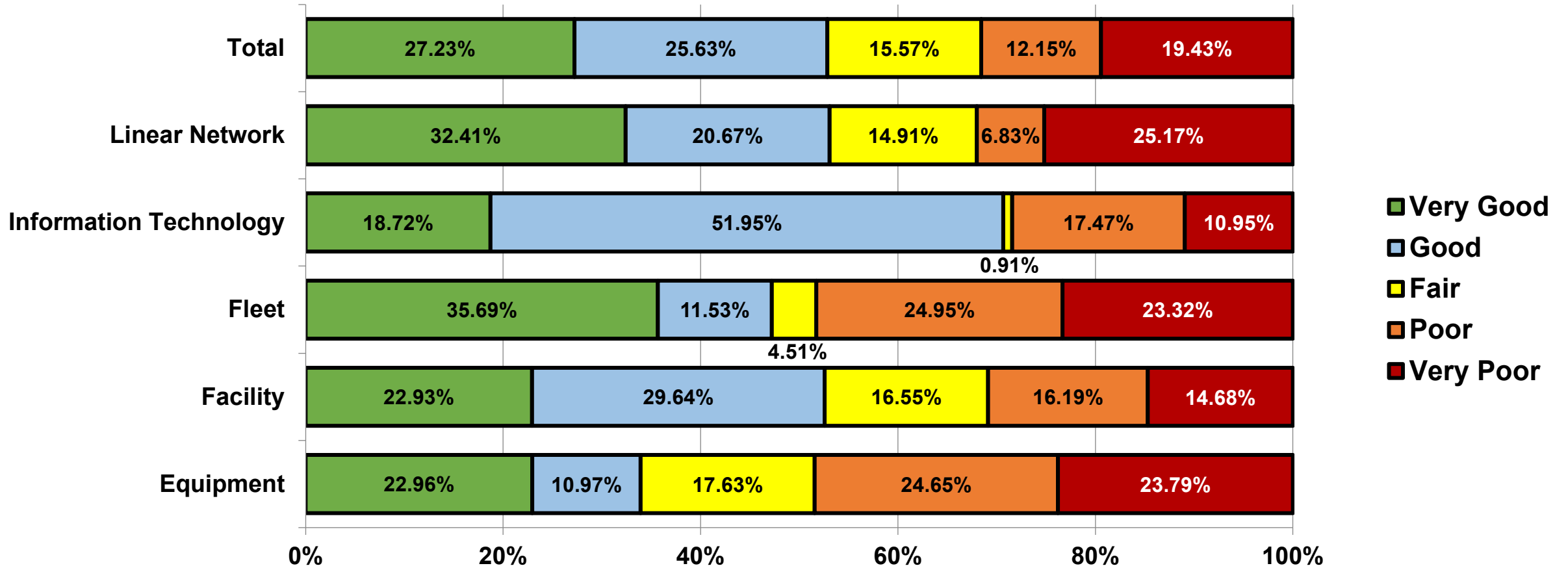
The Region owns and maintains a significant amount of assets. As of December 31, 2021, The 2021 Corporate Asset Management Plan (2021 CAMP) provides details of maintaining and managing the \$9.8 billion in assets replacement value that support the Region's services.

The **Replacement Value** of an asset (also Asset Replacement Cost & Current Replacement Cost) is the cost of replacing an existing asset with a substantially identical new asset or a modern equivalent.

Replacement Value \$ Billions



What condition are our assets in?



- Asset condition as % of value by asset category

Niagara Region Core Assets



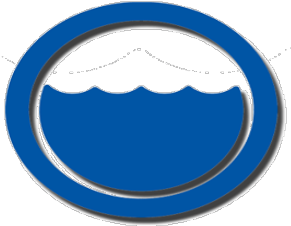
Niagara Region is responsible for the planning, delivering, maintaining and operating of the Region's core infrastructure, such as Water, Wastewater and Roads Assets.

These activities include:

- Maintaining and operating
- Monitoring asset conditions
- Developing and implementing infrastructure renewal plans through the Asset Management program
- Long Term Planning for growth
- Preparing capital budget by applying Asset Management principles, including CAMRA prioritization, level of service, risk, consequence of failure and optimized decision-making

Water & Wastewater Infrastructure

Public Works operates and maintains:



2 “Water Wagons” for the provision of potable water at community events.

Approximately **313+** km of Trunk mains

6 water treatment plants and associated facility assets.

31 outstations, including pump stations, treated water storage facilities, rechlorination facilities, sampling stations, and other facilities, and associated assets.



10 wastewater treatment plants

126 outstations and associated facility assets; outstations include sewage pumping stations, odour control facilities, combined sewer overflow tanks, and a stormwater pumping station.

Approximately **145** kilometres of sanitary gravity collection mains.

Approximately **161** kilometres of sanitary force mains.



5 wastewater treatment lagoons

1 biosolids treatment facility and associated facility assets.

Niagara Region Environmental Laboratory equipment.

Numbers represent quantities

Transportation and Fleet Assets



Public Works operates and maintains:



1,733 lane kilometres of arterial roads



89,085 square meters of bridges



20,146 trees
1 Fleet Service Centre
585 vehicles



1,785 cross culverts
6,720 driveway culverts



241 km of on-road cycling facilities



288 traffic signals
18,655 signs
6,295 luminaries



110 kilometres of storm-water sewers

1,276 guide rails
713 retaining walls
13 barriers

Numbers represent quantities

Niagara's Region Non-Core Assets



Information Technology

- **7,515** IT devices, including computers, monitors and mobile devices.
- **579** IT Infrastructure devices and equipment.
- **333** software and applications.



Owned Corporate Facilities

- Niagara Region Headquarter
- The Environmental Centre
- Niagara Falls Public Health Satellite Office



Court Services

- **1** provincial offences court.

Public Health

- **1** Public Health Satellite Office

Emergency Medical Services

- **13** ambulance bases
- **82** vehicles
- **368** emergency medical equipment

12 Council Education

Police Services

- **98** pieces of equipment for patrol.
- **103** IT-related devices.
- **340** vehicles
- **1** Headquarter.
 - ✓ **6** divisional districts.
 - ✓ **1** tactical unit
 - ✓ **1** training centre.
 - ✓ **1** fleet service centre



Community Housing

- **9** high-rise residential buildings.
- **20** low-rise residential buildings.
- **12** townhouses.
- **20** single/semi houses.



Senior Services

- **9** Long-Term Care Facilities
- **2,043** equipment, including beds, resident care equipment and medical equipment.

Children Services

- **4** Region-owned daycare facilities.

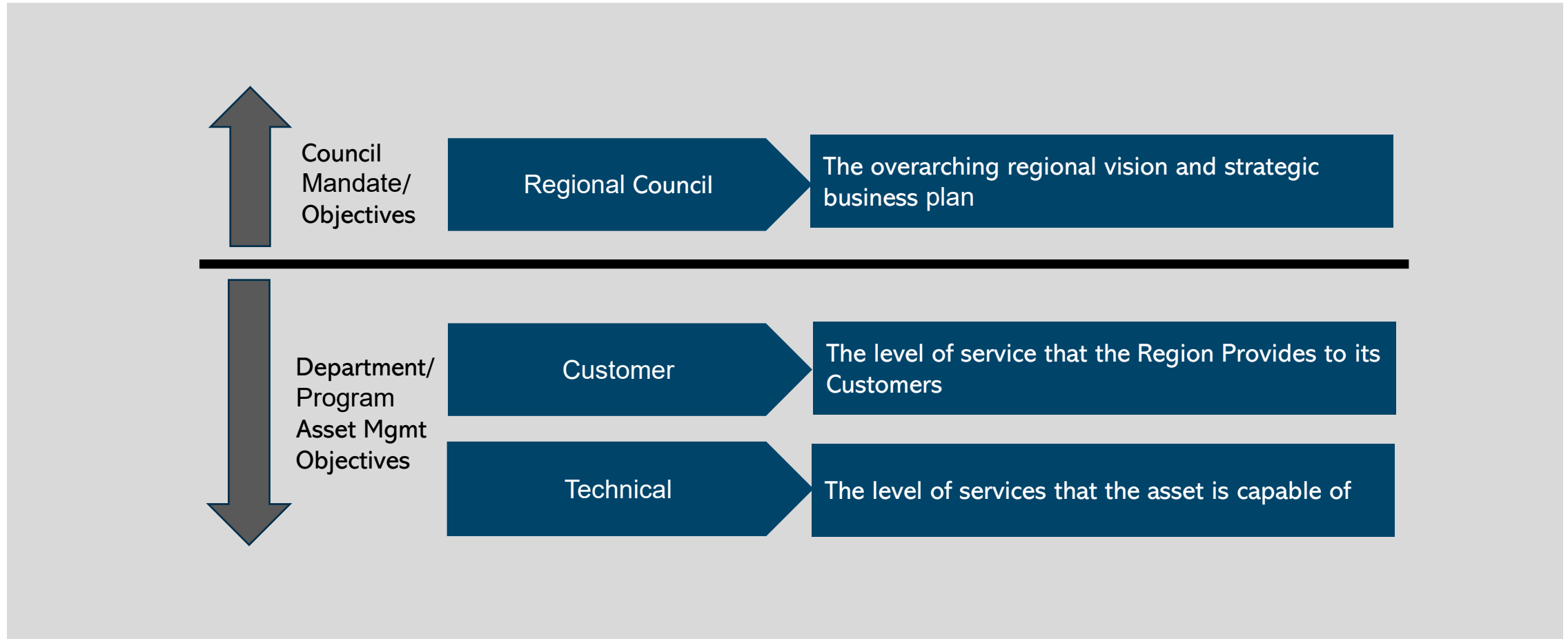
Social Assistance and Employment Opportunities (SAEO)

- **2** Social Assistance and Employment offices.



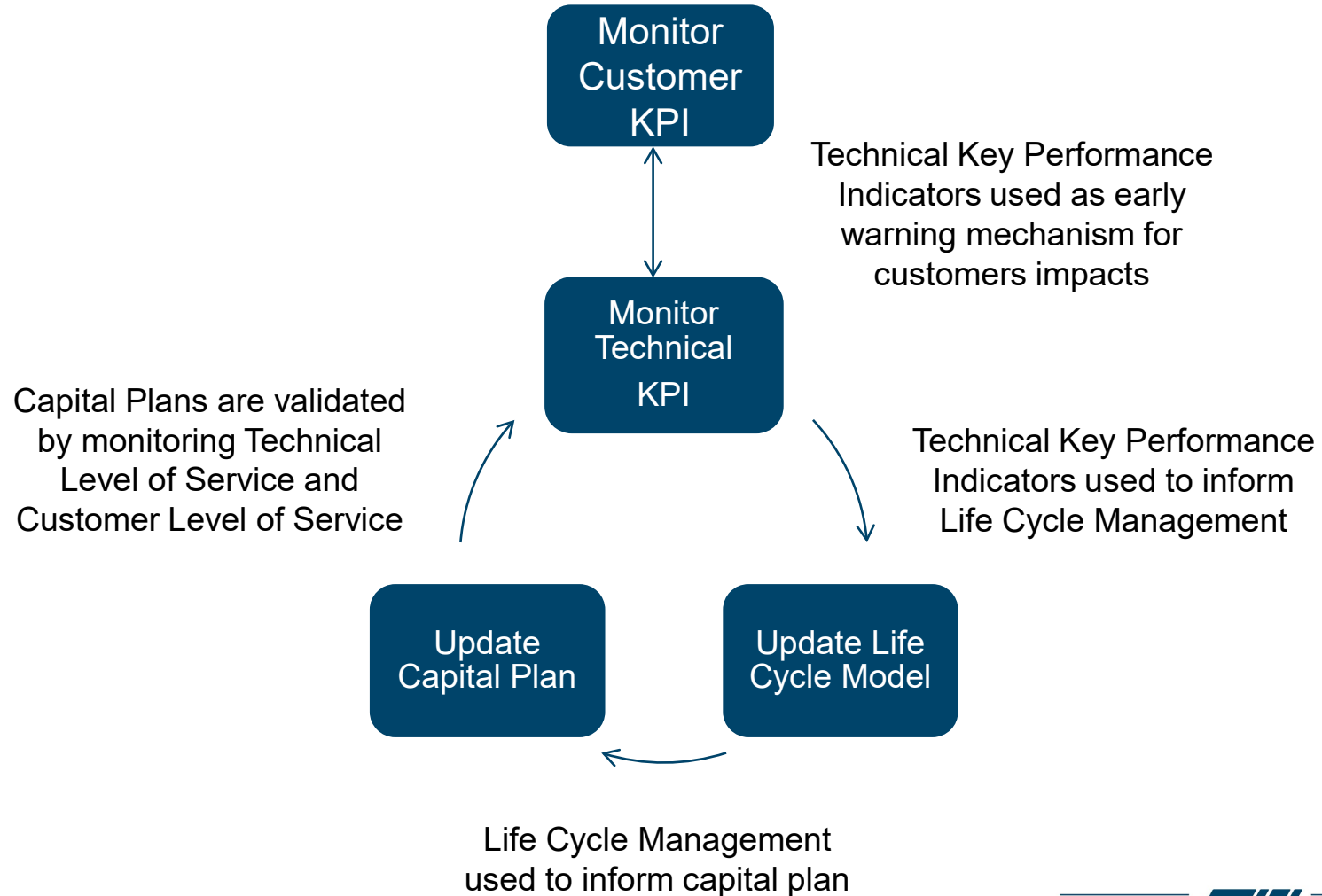
Numbers represent quantities

Customer Level of Service



Technical Level of Service

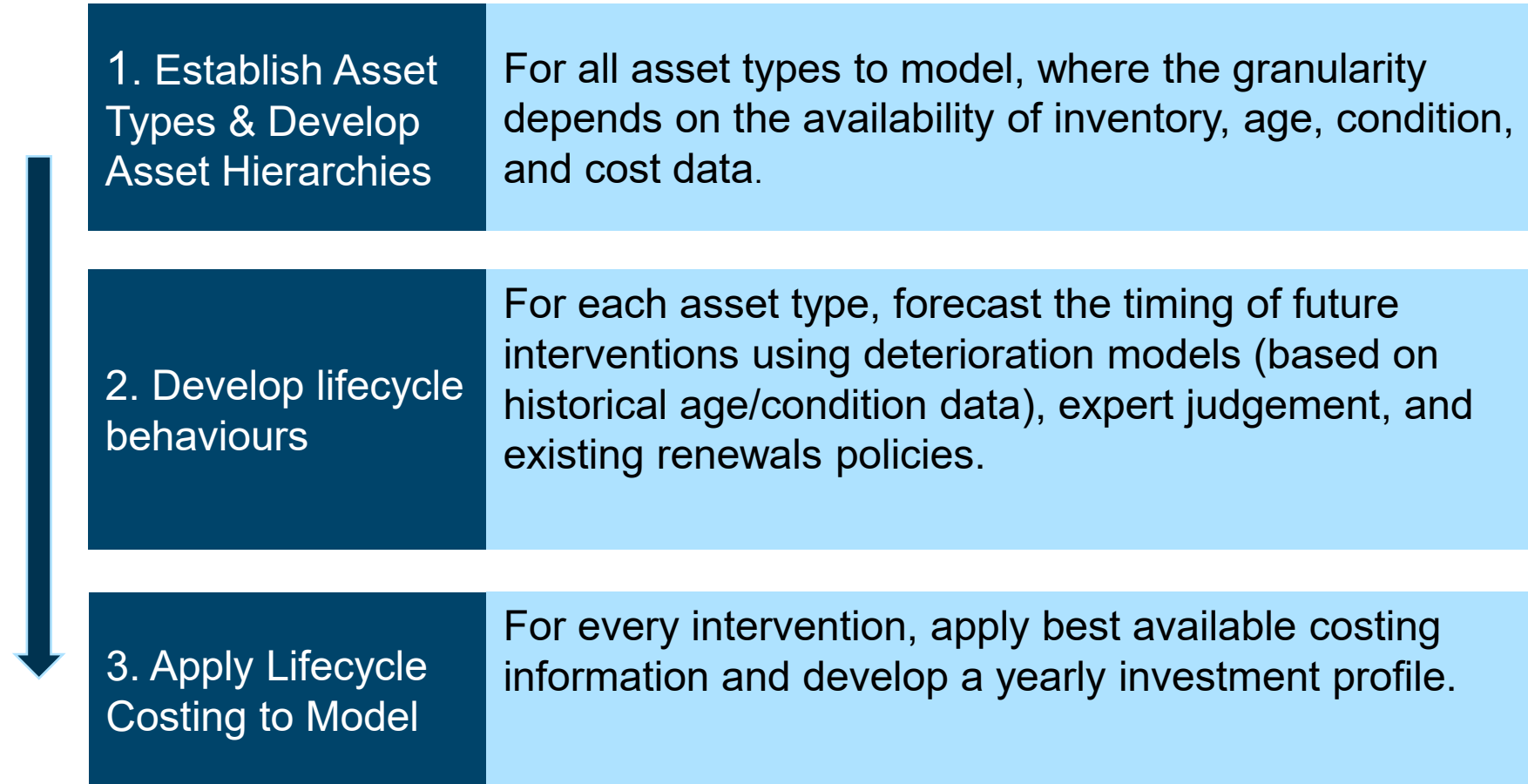
Key Performance Indicators



Typical Levels of Service and Key Performance Indicators Transportation Example

Customer Level of Service	Program Customer Objective	Asset Class	Technical Level of Service	Key Performance Indicator
Safety & Reliability	Safe and efficient movement of people and goods into and within the Region and neighbouring municipalities	Road Network	For paved roads, average pavement condition index value	Average pavement condition index =68
Safety & Reliability	All traffic is supported by regional bridges and culverts	Bridges/Culverts	The average bridge condition index	Average bridge condition index = 69 Average culvert condition index = 70

Lifecycle Modelling








Model Development Process

Risk Management

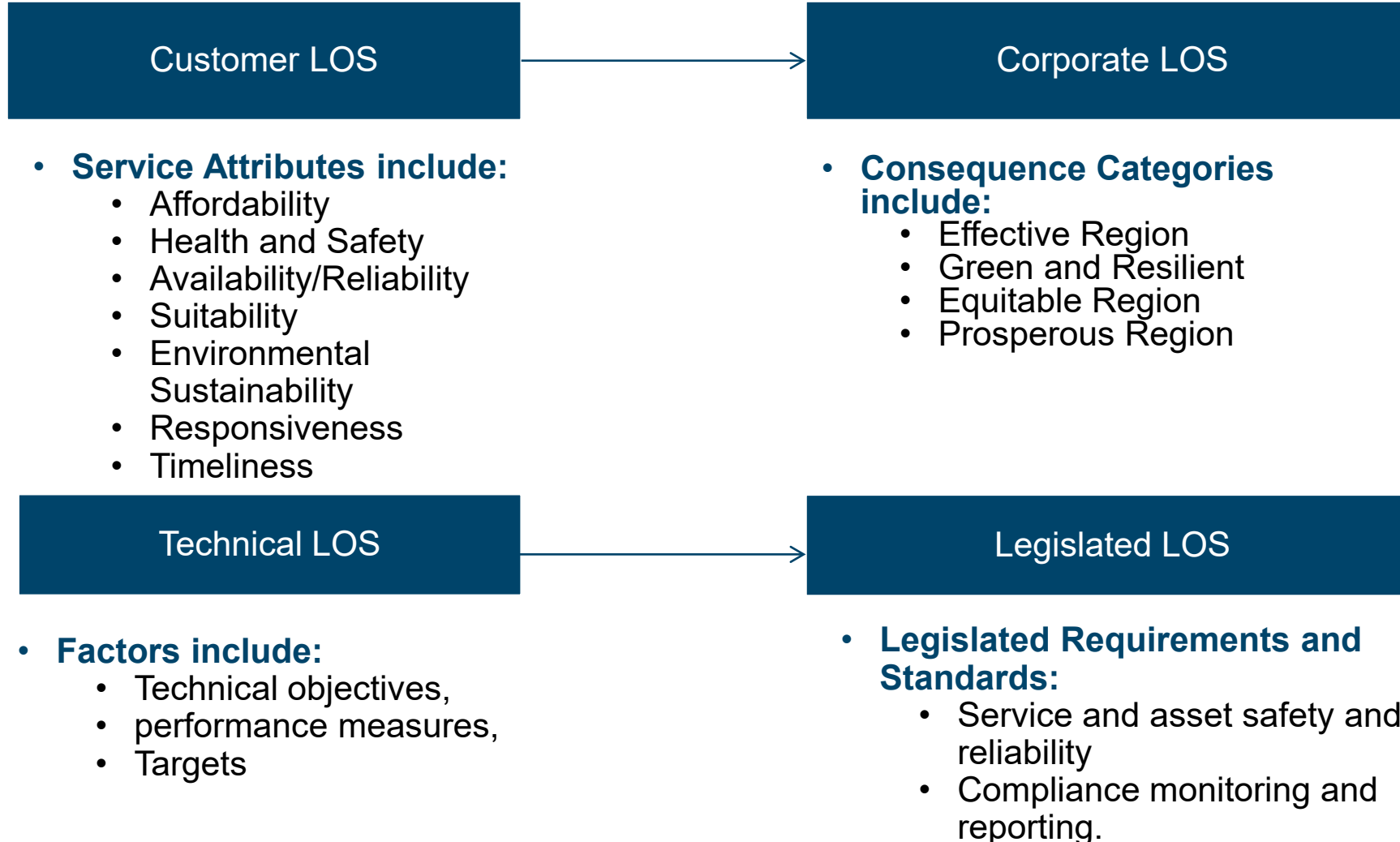
Risk Scoring Approach

Likelihood	1.00	Green	Yellow	Red	Red	Red
	0.50	Green	Yellow	Yellow	Red	Red
	0.33	Blue	Green	Yellow	Yellow	Red
	0.20	Blue	Blue	Green	Yellow	Yellow
	0.10	White	Blue	Blue	Green	Green
		10	20	40	80	160
		Consequence				

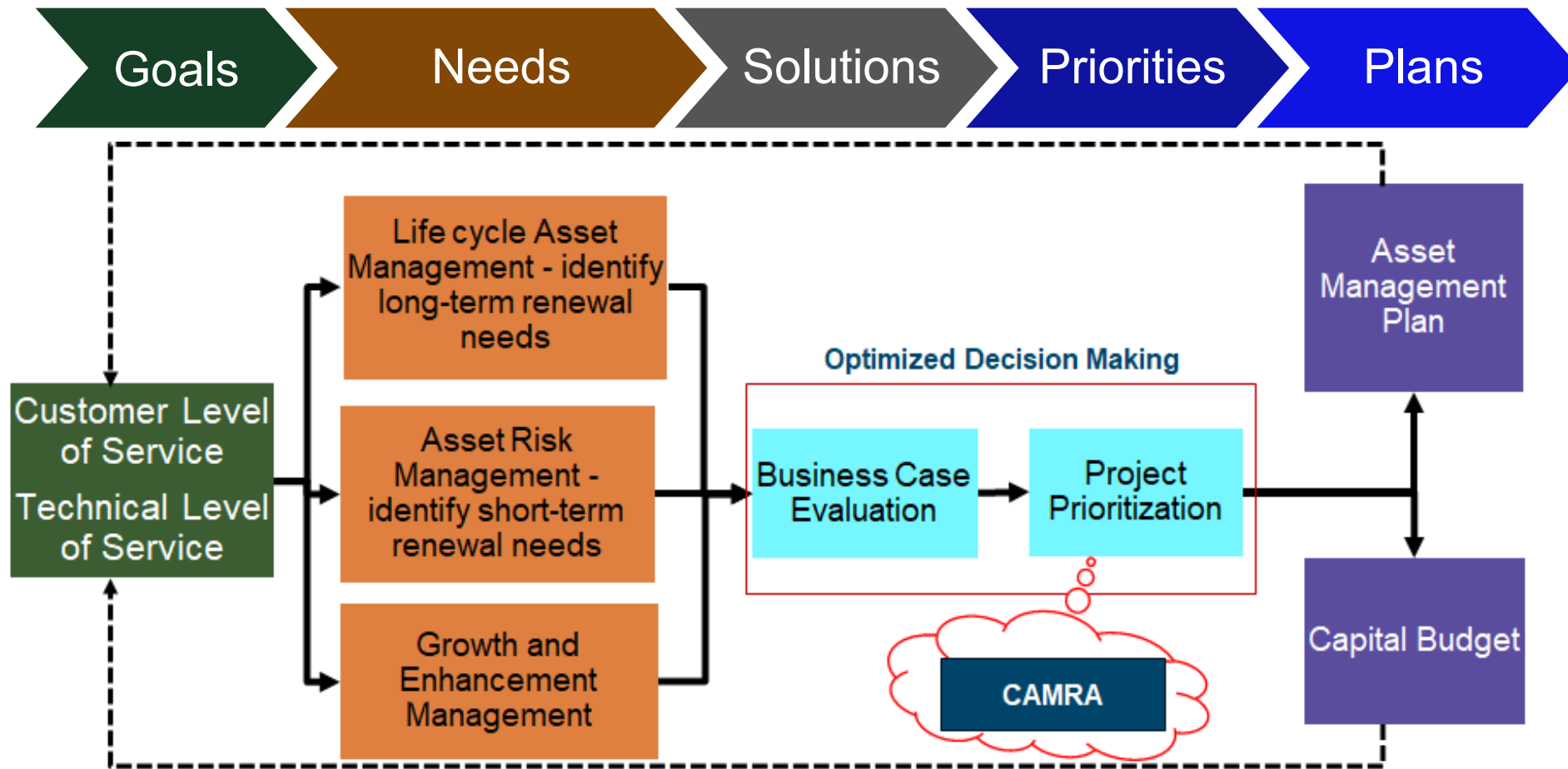
Risk Management Approach

 Extreme Risks	Significant to the Region and therefore need to be actively managed (i.e. . identify capital renewal options, confirm spares strategy & available redundancy, & review monitoring programs).
 High Risks	Will also be actively managed depending on their nature.
 Moderate Risks	
 Low Risks	Generally acceptable without significant mitigation strategies being implemented, although monitoring may still occur in some form.
 Insignificant Risks	

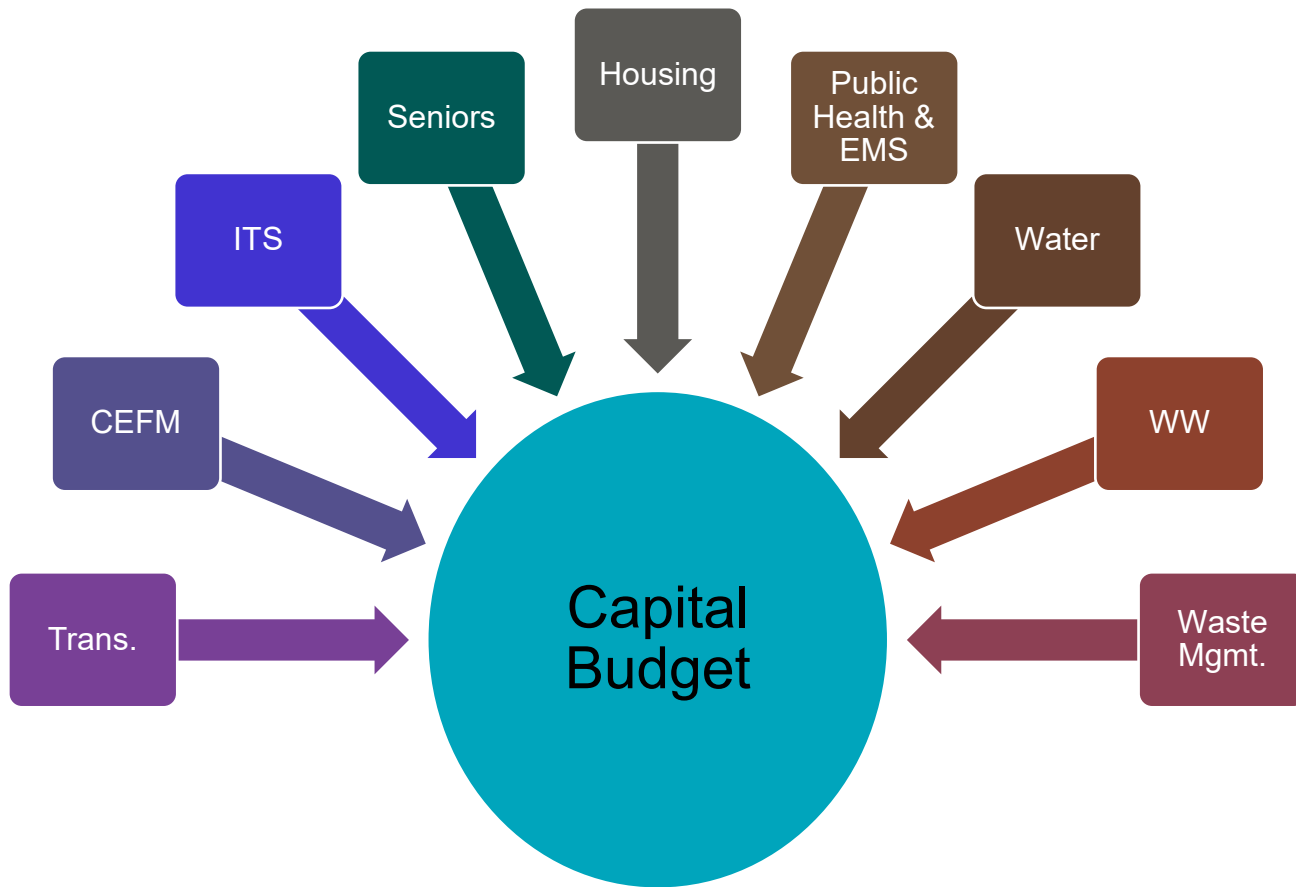
Relating Asset Risk to Level of Service



Optimized Decision Making within Asset Management Framework



Why CAMRA?



- Annual capital needs far surpass available funding
 - Funding gap (AARI shortfall) is growing
 - 2016 - \$73M
 - 2021 - \$193M
- Formalized method to prioritize spending required
- Data-supported decision making

Focus of CAMRA

CAMRA has 2 components

■ Risk

- Risk = PoF * CoF It is measured with 5 weighted criteria under the triple bottom line
- Risk ROI = Risk / Net project cost

■ Council Priority

- Projects alignment with Council Strategic Priorities
- Represents value to the Region from an opportunity (non-risk)

Applying results for prioritization

1

Risk return on investment (ROI) funded primarily through Base budget

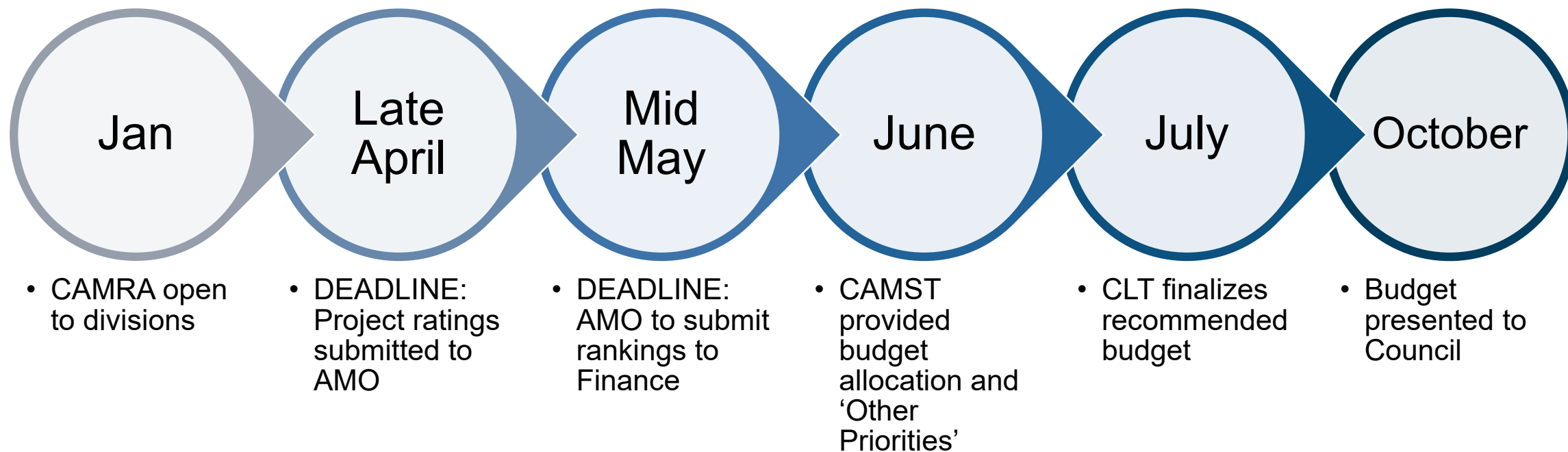
2

Council Priority, Other Priority and Risk ROI funded through Discretionary budget

3

CLT evaluates results and makes final budget recommendation to Council for approval

2025 Budget CAMRA Timelines



Finance's Capital Budget timelines direct remaining timelines

Keeping Council Informed

Type of Communication	Frequency/Timing
Budget	Annually
Asset Management Program Update	Annually
Asset Management Plan	4 years
Asset Management Policy	5 Years
Drinking Water Financial Plan	8 Years

Key Documents

Asset Management legislation, specifically Ontario Regulation 558/17, is available on the Ontario Government [e-Laws website](https://www.ontario.ca/laws) (<https://www.ontario.ca/laws>)



Asset Management Policy C-F-024 -vine



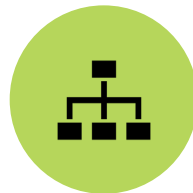
Capital Asset Management Policy C-F-003- vine.
CAMRA Process- vine



Capital Financing Policy -vine



Asset Management Plan-Niagara Region website



Asset Management Governance embedded in the Policy- vine



Asset Management Steering Committee ToR-embedded in the Policy- vine

Contacts



For more information, please contact:

Pious Maposa

Director Asset Management Office

pious.maposa@niagararegion.ca

Subject: 5698 Main Street, Niagara Falls One-Time Grant Consideration

Report to: Corporate Services Committee

Report date: Wednesday, November 6, 2024

Recommendations

1. That the Region **APPROVE** a one-time grant of \$276,621.79, payable to The City of Niagara Falls to be applied to the 2022-2024 outstanding property taxes for the property located at 5698 Main Street in the City of Niagara Falls in lieu of participation in tax increment grant (TIG) payments for this development in support of the City's CIP program; and
2. That the Region **DENY** any future TIG or other grant requests for the development at 5698 Main Street in the City of Niagara Falls ("The City").

Key Facts

- The purpose of this report is to seek Council's approval to provide a one-time grant payment related to the development at 5698 Main Street, Niagara Falls in lieu of the Region participating in annual TIG payments for this development. This one-time grant payment would result in a \$276,621.79 one-time financial impact to the Region in contrast to the TIG payments totalling \$1,061,881.47 over a 10-year period saving the Regional total of \$785,259.68.
- Region's TIG program is a matching CIP program between Local Area Municipalities and the Region. One of the requirements of the program is timely payment of municipal taxes. In the case of 5698 Main Street, Niagara Falls, this property is in non-compliance with their CIP agreement with the City of Niagara Falls as the property is in tax arrears. As a result, it would be a departure from the program for the Region to continue to match TIG funding.
- The City has chosen to provide a one-time grant payment of their portion of outstanding taxes to the end of 2024, in lieu of the City TIG payments that would otherwise be payable pursuant to their agreement with the owner. The City's decision is based on the intent of the Revitalization Grant and the impact of the owner's development on improving the Main/Ferry Street Area as part of their CIP program. Further details can be found in the City's letter attached as Appendix 1.
- The City has requested that the Region consider contributing the Regional portion of outstanding property taxes to the end of 2024 in a one-time grant payment as an

alternative to annual TIG payments for this application. Regional Staff do not have the authority to approve this type of one-time grant.

- As a condition of this arrangement Staff recommend that this payment be treated as a one-time grant in lieu of participation in the City's TIG/CIP program for this specific development and that no further payments or future tax increment grant (TIG) requests be supported for this development.

Financial Considerations

The Region's TIG program is a matching CIP program between Local 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 Local Area Municipality and Applicant.

With regards to 5698 Main Street, Niagara Falls, this property has an approval and executed agreement with the City of Niagara Falls as part of the Historic Drummondville CIP. If all terms of the agreement are met, after the property has been reassessed and one-year of post-assessment taxes are paid the Region receives requests from the Local Area Municipalities to match funding related to the Regional Portion of the tax increment over a 10-year period. With regards to this property the Regional portion of the TIG is \$1,061,881.47 to be paid over a 10-year period. It is the Region's practice to match the TIG grant schedule of the local area municipality. In the case of this property and the City of Niagara Falls, this property if eligible for the TIG would be eligible for a grant following the below schedule.

Table 1 – TIG Schedule for Regional Component of Grant

Year	Grant Factor	Regional Tax Increment Grant Factor
1	80%	\$141,584.20
2	80%	\$141,584.20
3	80%	\$141,584.20
4	80%	\$141,584.20
5	80%	\$141,584.20
6	60%	\$106,188.15
7	60%	\$106,188.15
8	40%	\$70,792.10
9	20%	\$35,396.05
10	20%	\$35,396.05
Total	N/A	\$1,061,881.47

The option of providing a one-time grant payment of \$276,621.79 results in the applicant receiving less than the original grant amount identified in the Agreement and as shown in Table 1 of CSD 57-2024. This also results in less financial impact to the Region overall. The full impact of this grant payment would be seen as part of the 2024 financial results. The Region’s 2024 Budget includes a total of \$50,400 related to this project. This will result in a budget shortfall of \$226,221.79 if this one-time grant is approved. The financial impact of this would be seen in the overall Corporate Services results. If there is not adequate funds to cover this short fall at year end, staff would make the recommendation to fund from the taxpayer relief reserve as part of the year-end transfer report. Should the property continue to be in tax arrears post January 1, 2025 this will be the responsibility of the owner and new condominium owners to rectify.

The Region had estimated a total budget for this TIG over the 10-year period of \$371,700. To date a total of \$50,400 has been included in the budget. The difference in estimate compared to the final amount of the TIG amount is due to the budgeted

amount being based on older estimates of the property's post assessment taxes. The Region was first notified about this potential TIG for the purposes of budget in 2009, this is resulting in the increased post project assessment value of the property and thus an increase in the total TIG matching requirement of the Region.

Analysis

Niagara Falls City Council approved a request for a Revitalization Grant and Residential Loan under the Historic Drummondville Community Improvement Plan (CIP) for 5698 Main Street, Niagara Falls known as the Wellness Suite on August 10, 2009. This grant request was further extended by Niagara Falls City Council in 2016 and 2022 due to construction delays.

The project is now complete, and invoices have been submitted related to the grant application. However, taxes have been in arrears for this property since approximately December 2021, when the 2021 supplemental tax bill was issued following the City's receipt of the revised assessment value from Municipal Property Assessment Corporation. As the condominium units now have occupancy, many of the outstanding tax arrears have transferred to the new condominium owners. The City of Niagara Falls will be administering the grant payment to ensure that it is applied to the outstanding taxes on behalf of the property owner and condominium owners as appropriate.

In accordance with Section 4.2 of the Historic Drummondville Revitalization Grant Agreement dated August 11, 2009, between the City and 753049 Ontario Ltd., as amended by Agreements dated June 14, 2016, and November 16, 2021, the City has the option to terminate grant payments as property taxes have been owing for more than one full year.

Under the Planning Act Section 28 (7.2), the Region is able to provide funding in the form of TIGs for the purpose of supporting a local area municipality's CIP. It is the Region's practice to match TIGs provided by the local area municipalities. In providing this matching funding the Region is reliant on the terms of conditions as outlined in any original CIP documents and agreements with the local area municipality when considering approval of matching TIG funding.

On May 29, 2024 Regional Staff received a letter from the City of Niagara Falls requesting Regional participation through Historic Drummondville CIP related to 5698 Main Street, Niagara Falls. In this letter, the City of Niagara Falls noted that although the project is now complete, the property has been in tax arrears since December 2021. A copy of the letter is attached as Appendix 1. As the property was in tax arrears the

owner is in non-compliance with the original CIP agreement with the City. Despite this non-compliance, the City has decided to grant some relief stating that the intent of the Revitalization Grant was to support the construction of the 102-unit retirement home and that this construction has been completed and improved the Main/Ferry Street area. The City has chosen rather than proceed with annual TIG payments that they will use their allocated grant budget to cover the outstanding tax arrears on the property to the end of 2024 in a one-time grant payment.

The City has noted that they have received support from the property owner in proceeding with this grant payment option. As of January 1, 2025, the CIP Grant will be considered completed. The owner will be responsible for property taxes on a go forward basis.

The City of Niagara Falls has asked that the Region consider matching their approach and consider repurposing the Regional portion of the TIG to a one-time payment of outstanding property taxes to the end of 2024. After reviewing the request and related documents Regional Staff issued a letter on June 25, 2024 indicating that they are unable to approve this request.

As the requested one-time grant payment is no longer a TIG, this grant falls outside of the ability of Regional Staff to provide matching funding through a CIP. As the applicant no longer meets the criteria set out by the TIG agreement and the City of Niagara Falls is not moving forward with a TIG, Regional Staff is unable to approve any funding.

Regional Staff note that the option of providing a one-time grant payment results in the applicant receiving less than the original grant amount identified in the Agreement. Overall, the alternative of Council approving the one-time grant payment in lieu of the annual TIG payment results in overall savings to the Regional taxpayer. The proposed grant may also be viewed, as suggested by the City, as supporting the furtherance of the City's CIP, in that the completed development has resulted in a benefit to the community.

Alternatives Reviewed

Council may choose to deny the request and not provide the one-time grant payment to the owner. This is not recommended as the proposed grant results in a reduction to the overall commitment related to revitalization of areas identified in a CIP. Although the terms of the payment arrangement differ, the overall purpose of the CIP has been achieved by improving the identified area. This property is also contributing to the

housing supply in the Niagara Region which is in alignment with Council's strategic priorities.

Should the property owner become up to date on their tax payments related to the property they could be eligible to receive the full amount of their original TIG request. This would result in a higher financial impact to the Region through the annual commitment over the 10-year period.

Relationship to Council Strategic Priorities

This report relates to Council's Strategic Priorities of an Effective and Equitable Region by providing an alternative approach to supporting growth and development and exploring and implementing opportunities through shared grants with our local municipalities.

Other Pertinent Reports

None.

Prepared by:

Blair Hutchings, MBA, CPA
Manager, Revenue Planning & Strategy
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 Beth Brens, Associate Director, Budget Planning & Strategy/Acting Deputy Treasurer and reviewed by Donna Gibbs, Director, Legal Services.

Appendices

Appendix 1 5698 Main Street Niagara Falls - Regional Participation Request
Letter from the City of Niagara Falls dated May 29, 2024



May 29, 2024

Julianna Vanderlinde
Program Manager, Grants and Incentives
Growth Strategy and Economic Development
Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1042
Thorold, ON L2V 4T7

VIA EMAIL

Dear Ms. Vanderlinde:

**RE: Revitalization Grant, Historic Drummondville CIP Incentive Program
DRU-2009-001, 5698 Main Street (Wellness Suites)
Applicant: 753049 Ontario Ltd. (Nick Vacarro)**

On August 10, 2009, Niagara Falls City Council originally approved a request for a Revitalization Grant and Residential Loan under the Historic Drummondville Community Improvement Plan for 5698 Main Street known as the Wellness Suites. Since that time the following has occurred:

- In 2016 the Owner requested an extension to these agreements which was granted by Council.
- In 2020, the Owner notified the City that they would no longer be pursuing the Residential Loan portion of the application and that Agreement was removed from title. The Revitalization Grant Agreement was extended and amended to impose timelines for the commencement and completion of construction of the project as well as to reflect the condominium ownership of units within the building.
- In 2021, the Owner requested an additional extension which was granted by City Council, as the 102-unit retirement home was completed but the rooftop patio and back terrace remained outstanding due to construction delays.

The project is now complete, and invoices have been submitted. However, taxes have been in arrears for this property since approximately December 2021, when the 2021 supplemental tax bill was issued following the City's receipt of the revised assessment value from MPAC. As the condominium units now have occupancy, many of the outstanding tax arrears have transferred to the new condominium owners.

In accordance with Section 4.2 of the Historic Drummondville Revitalization Grant Agreement dated August 11, 2009, between the City and 753049 Ontario Ltd., as amended by Agreements dated June 14, 2016, and November 16, 2021 (attached), the City has the option to terminate grant payments as property taxes have been owing for more than one full year.

Section 7.8 of the Agreement permits the City to have discretion related to all or a portion of grant payments where the City deems that there is non-compliance by the Owner with this Agreement.

Accordingly, the City has decided to uphold our original commitment to the intent of the Revitalization Grant as the construction of the 102-unit retirement home has improved the Main/Ferry Street area and rather than proceed with annual grant payments, is proposing to use the allocated grant budget to cover the outstanding tax arrears on the property to the end of 2024 in a one-time grant payment. The calculated grant amount based on the increased property reassessment and outstanding property taxes can be seen in the table below.

5698 MAIN STREET	City	Region	Total
Eligible Grant Amount*	\$923,663.43	\$1,061,881.47	\$1,985,544.90
<i>*Based on Assessment Increase, post development</i>			
Outstanding Property Taxes (2021-2024)	\$424,279.35	\$276,621.79	\$700,901.14

A copy of the financial calculations are attached.

This option results in the applicant receiving less than the original grant amount identified in the Agreement. The City has received support from the Owner in proceeding with this grant payment option.

The Region has expressed a continued commitment to this project with a committed contribution to the original application as well as the most recent amendment in 2021. As such, the City of Niagara Falls respectfully requests that the Niagara Region consider contributing the Regional portion of outstanding property taxes to the end of 2024 in a one-time grant payment as an alternative to annual tax increment grant payments for this application. Please contact the undersigned if you have any questions or would like to discuss further.

Respectfully,

Danielle Foley
Senior Planner, Long Range Planning Initiatives

- cc Todd Harrison, Commissioner Corporate Services, Niagara Region
- Jason Burgess, Chief Administrative Officer
- Serge Felicetti, Director of Business Development
- Kira Dolch, General Manager of Planning, Building and Development
- Signe Hansen, Director of Planning
- Nidhi Punyarthi, City Solicitor and Director of Legal Services
- Bonnie Critelli, Office and Law Clerks Supervisor of Legal Services
- Tiffany Clark, Director of Finance
- Amber Ferguson, Senior Manager of Revenue

Subject: Graphic Images in the Public Right of Way Update

Report to: Corporate Services Committee

Report date: Wednesday, November 6, 2024

Recommendations

1. That this report **BE RECEIVED** for information.

Key Facts

- On March 6, 2024, Corporate Services Committee (CSC) passed motion CSC-C 5-2024 directing the Office of the Deputy CAO to provide a report detailing options to govern the display of graphic images in the public right of way.
- On July 10, 2024, report CSD 35-2024 Graphic Images in the Public Right of Way was received by CSC and referred to the Women’s Advisory Committee for information.
- Report CSD 35-2024 outlined governance options currently available to Council, detailed legal considerations and provided a jurisdictional scan of by-laws implemented by other municipalities.
- While the jurisdictional scan, as attached in Appendix 1, found that no upper-tier municipality had a graphic images provision in their signage by-law, many single and lower-tier municipalities were actively exploring governance options.
- Given the emerging nature of the topic, report CSD 35-2024 confirmed staff would monitor by-law developments for the purposes of providing Council with an update.
- Since CSD 35-2024 was received, no upper-tier municipality has enacted a graphic images provision in their signage by-law. Additionally, some of the single and lower-tier municipalities that were exploring governance options have received updated direction from Council, as detailed in the analysis section.
- There have been no changes regarding provincial legislation governing the display and/or delivery of graphic images. A second reading for Bill 80, *Viewers Discretion Act* has not yet been scheduled. If passed, the Act would impose controls on mail delivery of graphic images showing an aborted or otherwise non-viable fetus.

Analysis

Jurisdictional Scan

The below chart details which municipalities have received updated Council direction regarding by-law development to restrict the display of graphic images in the public right of way since report CSD 35-2024 was received. While some single and lower-tier municipalities continue to explore options, others have repealed pre-existing by-laws or have ceased moving forward with by-law development. As reported in the CSD 35-2024 jurisdictional scan, attached as Appendix 1, currently no municipal government in Ontario has implemented a by-law specifically governing the display of graphic images in the public right of way.

Jurisdictional Scan: Status Update on Ontario Municipal By-laws Restricting the Display and/or Delivery of Graphic Images

Exploring By-law Options to Ban the Display of Graphic Signs

Municipality	Update
City of Hamilton	<ul style="list-style-type: none"> No updates from CSD 35-2024
City of London	<p>July 15, 2024 – A draft by-law was brought to Community and Protective Services Committee (CPSC), which recommended enforcing general rules for any advocacy signage related to location (prohibited on sidewalks and within 3 metres of a cross walk) and size (no larger than 2.5 by 3 feet). CPSC recommended that public engagement take place for the proposed by-law.</p> <p>July 23, 2024 – Council directed staff to cease moving forward with developing a by-law to restrict advocacy messaging following a closed session report.</p>
Town of Oakville	<ul style="list-style-type: none"> No updates from CSD 35-2024

By-laws Restricting Advocacy Messaging

Municipality	Update
City of Toronto	April 30, 2024 – Economic and Community Development Committee passed a motion referring the item back to staff requesting that the matter of graphic images be decoupled from the placement of advocacy signs. The motion also requested that staff update the report to include a list of all cities that have passed by-laws related to graphic images, as well as those currently contemplating by-laws.

By-laws Restricting the Delivery of Graphic Images

Municipality	Update
City of St. Catharines	August 12, 2024 - In response to a legal challenge raised by ARPA Canada, a motion was passed repealing By-law 2023-150 and directing staff to report back with empirical evidence, social science studies and statistics about the impacts of graphic images on residents to form the introduction of a revised by-law.
City of London	<ul style="list-style-type: none"> • No updates from CSD 35-2024
City of Woodstock	<ul style="list-style-type: none"> • No updates from CSD 35-2024
City of Burlington	<ul style="list-style-type: none"> • No updates from CSD 35-2024
Town of Ingersoll	<ul style="list-style-type: none"> • No updates from CSD 35-2024

Relationship to Council Strategic Priorities

Exploring best practices related to the display of graphic images in the public right of way is consistent with Council’s 2023-2026 strategic priority focus of creating an equitable Region. Specifically, it supports creating safe and inclusive communities.

Other Pertinent Reports

- [CSD 35-2024 Graphic Images in the Public Right of Way](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=14edeaeb-448c-43b0-ade1-9c40f80c15d1&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

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Submitted by:
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Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director of Legal Court Services and Angelo Apfelbaum, Manager of Business Licensing.

CSD 35-2024 Jurisdictional Scan: Municipal By-laws Restricting the Display and/or Delivery of Graphic Images

Municipalities Exploring By-law Options to Ban the Display of Graphic Signs

Jurisdiction	Status
City of Toronto	April 30, 2024 - The Economic and Community Development Committee received report EC12.7 for information. Staff recommended that residents prevent the unsolicited delivery of graphic flyers by using mechanisms already available to them, such as displaying a no flyer sign on mailboxes. Further, the City will amended their signage by-law to generally prohibit temporary signs with advocacy messaging in the public right of way. Signs may be placed on private property, encroaching only as necessary onto public property with limitations (no larger than 1.2 square meters with 2 sign faces, no more than 3 signs, cannot be within 0.60 metres of a sidewalk, distance restrictions regarding intersections and pedestrian crossovers on collector roads, arterial roads and local roads).
City of London	March 5, 2024 - Council directed staff to bring forward a by-law to the Community and Protective Services Committee that would ban graphic signs from public display by end of Q2 2024.
Town of Oakville	June 19, 2023 - Council directed staff to bring forward recommendations for placing restrictions on graphic flyers and public displays.
City of Hamilton	November 8, 2023 - Council directed staff to bring forward a report to the Planning Committee detailing the feasibility of adopting by-laws to regulate the display of graphic images in public spaces as well as the distribution of graphic flyers by the end of Q2 2024.

Municipalities with By-laws Restricting the Display of Graphic Signs

Jurisdiction	By-Law	Scope
City of Calgary	Temporary Signs on Highways By-law (29M97)	<ul style="list-style-type: none"> • Restricts the placement of signs within playgrounds and school zones and restricts advocacy messaging on public property within 150 metres of a school (if larger than 3.5” by 5” in size) between the hours of 7:30am and 9:00pm during school days. • Advocacy messaging is defined as “messaging that publicly expresses an opinion on an issue or cause.” • Violation of the by-law can result in a fine up to \$1,000.

Municipalities with By-laws Restricting the Delivery of Graphic Images

Jurisdiction	By-Law	Scope
City of Calgary, AB	Community Standards By-law (32M2023)	<ul style="list-style-type: none"> • Flyers delivered to residential homes that contain graphic images must be concealed in an opaque envelope, have a graphic content warning, and include the name and address of the sender. • Graphic images are defined as a visual image showing, or purporting to show, a fetus or any part of a fetus. • Violation of any of the three by-law requirements can carry a fine ranging from \$500 to \$1,000 each.
Town of Airdrie, AB	Community Standards By-law (B-09/2012)	<ul style="list-style-type: none"> • Same scope as the City of Calgary by-law.

Town of Strathmore, AB	Community Standards By-law (23-27)	<ul style="list-style-type: none"> • Same scope as the City of Calgary by-law, except the by-law does not apply to mail delivered by Canada Post or requested by the resident.
Town of Okotoks, AB	Community Standards By-law (31-23)	<ul style="list-style-type: none"> • Same scope as the City of Calgary by-law; except: <ul style="list-style-type: none"> Graphic images are defined as visual image showing, or purporting to show any subject matter that is not in compliance with the Canadian Code of Advertising Standards and offends the standards of public decency prevailing among a significant segment of the population. ○ Fines for each offence starts at \$500 and increases by \$250 for every subsequent offence conducted in the same calendar year, for a maximum of \$1,000
City of London	Graphic Image Delivery By-law (PW-14)	<ul style="list-style-type: none"> • Same scope as the City of Calgary by-law; except: <ul style="list-style-type: none"> ○ Violation of the By-law can result in a maximum fine of \$5,000. ○ By-law does not apply to mail delivered by Canada Post or requested by the resident.
Town of Ingersoll	Graphic Image Delivery By-law (23-5268)	<ul style="list-style-type: none"> • Same scope as the City of London By-law.
City of Woodstock	Graphic Image Delivery By-law (9576-23)	<ul style="list-style-type: none"> • Same scope as the City of London By-law
City of St. Catharines	Graphic Image Delivery By-law (2023-150)	<ul style="list-style-type: none"> • Same scope as the City of London By-law, except minimum and maximum fees are not specified.
City of Burlington	Delivery of Graphic Images By-law (13-2024)	<ul style="list-style-type: none"> • Same scope as the City of London By-law, except minimum and maximum fees are not specified.

Memorandum

CSC-C 11-2024

Subject: City of St. Catharines Report – Older Homeowner Tax Increase Deferral Program

Date: November 6, 2024

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on October 9, 2024, the Corporate Services Committee passed the following recommendation:

1. That Report CSD 32-2024, dated October 9, 2024, respecting Low-Income Seniors & Disability Property Tax Deferral Program, **BE RECEIVED**; and
2. That staff **BE DIRECTED** to provide a report on the City of St. Catharines Older Homeowner Tax Deferral Program.

Further to the direction above, the report from the City of St. Catharines respecting the Older Homeowner Tax Increase Deferral Program is attached for Committee's information.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Corporate Report City Council

Report from: Financial Management Services, Billing

Report Date: October 13, 2023

Meeting Date: October 30, 2023

Report Number: FMS-113-2023

File: 10.57.99

Subject: Older Homeowner Tax Increase Deferral Program

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic and social wellbeing.



Recommendation

That Council approve a property tax increase deferral program for the City's tax increase of property tax for low-income older adult homeowners for implementation in 2024 as outlined in this report; and

That the City Solicitor be directed to prepare the necessary by-law(s).

Summary

At the meeting of March 22, 2021, the Budget Standing Committee (BSC) directed staff to prepare a report on the possibility of an older adults' tax deferral program to come back in Q1 of 2022.

At the March 29, 2023, BSC meeting a motion was approved:

That staff report back on the concept of a Property Tax Increase Deferral Program for low-income seniors, as outlined in a 2021 BSC request.

Peter Frise from Municipal Tax Equity (MTE) Consultants Inc. presented on the Enhanced Senior Tax Deferral Program at the May 24, 2023, BSC meeting. The general scope and purpose of the presentation was to give committee members an understanding (high-level) as to the structure of an enhanced deferral program and to highlight some of the most critical considerations.

Relationship to Strategic Plan

The Older Homeowner Tax Deferral Program would enhance the Social Well Being Pillar by supporting the City's commitment to enhancing the quality of life for seniors.

Background

A mandatory tax relief program for low-income older adults and low-income homeowners with disabilities was introduced as part of the 1998 property tax reform under s. 319 of the *Municipal Act, 2001* (the Act). The eligibility criteria for this program were established by upper-tier municipalities and are administered by the local municipalities. The Niagara Region established the eligibility criteria which is reviewed as part of the annual tax policy report. The program allows for an interest-free deferral of all annual property tax increases for eligible low-income older adults and low-income homeowners with disabilities.

The mandatory tax deferral program allows low-income seniors and low-income persons with disabilities to defer their tax increase through an annual application process at the local municipalities. The amount of tax increase deferred under the current program (Section 319) is low relative to the annual taxes paid. The uptake of this program has been limited. Details of the existing tax deferral program can be found in Appendix 1.

Report

Under Section 319 of the *Municipal Act, 2001*, all municipalities are required to maintain a program to provide financial relief from year-over-year tax increases for low-income seniors, and low-income persons with disabilities. This mandatory program only applies to the marginal amount a property's taxes increase from one year to the next and relief can be provided in the form of either a deferral or cancellation of all, or portion of the eligible increase. Staff has observed that in general, the low uptake of the current tax deferral program is not limited to the City of St. Catharines.

The City does receive a handful of applications every year.

To qualify:

- property taxes must increase by \$200.00 dollars, and
- the deferral is the amount above the \$200.00 threshold,
- along with a qualifying income of \$28,005 per couple.

Most do not find it beneficial to defer a low amount. The one advantage of the legislated program is that deferred amounts attract no interest, making it a more cost-effective option if one were comparing deferred dollar to deferred dollar with a program under which interest is imposed.

The City of St. Catharines is currently exploring its options and opportunities regarding implementing an enhanced property tax increase deferral program for older homeowners with lower household incomes. The City has engaged Municipal Tax

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Equity (MTE) Consultants Inc. to provide policy, program, and implementation design support in relation to this project.

The overarching concept is to allow older, lower-income homeowners to defer the increase in the City portion of their annual property tax bill from the year of application until such time as they sell or otherwise dispose of their home.

- Eligible homeowners would be those 65 years and older, whose household income falls below the City median. Applicants will also be required to meet several technical requirements related to residency, occupancy, and the status of their tax account.
- Once enrolled, participants will be automatically eligible to defer subsequent year's taxes.
- Deferred taxes will be subject to interest; however, this would be subsidized by the City resulting in the effective rate being substantially lower than that which applies to outstanding taxes generally.

The program design elements detailed in Appendix 2 have been developed within these general parameters.

The current program design contemplates that eligible homeowners will be able to defer their property tax increase on the City's portion of their annual property tax bill once they are enrolled in the program. All deferred taxes represent a debt to the City and carry a priority lien against the subject property. These deferred amounts will attract interest for as long as they remain outstanding, however, the interest rate under this program will be offset by a grant from the City which reduces the interest charges on the tax accounts in comparison to interest charges which apply to all other outstanding taxes.

Residential Tenants

While residential tenants contribute to the cost of property taxes as part of their rent or may be solely responsible for those taxes in addition to their base rent, the City cannot extend this program to tenants or any party other than property owners. By its very nature, this program involves the accrual of tax arrears, which will represent a priority lien against the subject property. For the same essential reasons, a tenant cannot use a leased home as security for a bank loan, a tenant has no standing or authority to enter a program of this nature.

Eligible Amounts – Defining City Taxes

The following table provides a breakdown of 2023 property taxes for each 100,000 of Current Value Assessment (CVA). As can be seen, the total taxes are made up of amounts levied by the Region, the City, and the Province, which sets education tax rates.

2023 Tax Levy Per 100,000 of Residential Assessment

Description	Levy	Share of Levy
City General	\$639	38.99%
Urban Service Levy	\$7	0.43%
City Hospital Levy	\$12	0.73%
Infrastructure Levy	\$10	0.61%
City Total	\$668	40.76%
Regional - General	\$624	38.07%
Regional – Waste	\$74	4.51%
Regional – Transit	\$120	7.32%
Regional – Total	\$818	49.91%
Education	\$153	9.33%
Grand Total	\$1,639	100.00%

The foundational concept of the older homeowner tax increase deferral program was to allow eligible taxpayers to defer any increases to the City portion of their tax bill based on the year they enroll. If taxpayer were to enroll today, their annual deferral amount would be the amount by which each year’s City taxes exceed their total 2023 City taxes.

Rates and Form of Interest

Deferred amounts will attract interest, but at a rate much lower than the default 15% per year that applies to outstanding tax balances generally. Staff are recommending that the City implement a fixed interest rate of 5% for this program for a number of reasons;

- If interest rates were to increase significantly, a participant could find themselves facing carrying costs they had not contemplated with a variable rate.
- A fixed rate will allow taxpayers to make solid, informed decisions as to how this program might fit and benefit them. A fixed rate will ensure that what they plan for, and the benefits they expect will not change over time.
- A floating interest rate could give the program the outward appearance of a financing product, rather than a relief program, which is understood to be the core objective.
- Recent interest rate movements are a reminder how stressful, concerning and materially impactful rate changes can be for those who are carrying debt; staff suggest that this is something that should be avoided regarding a public assistance program.
- There will be significant administrative complications involved with adjusting for the difference between the default interest rate and the program rate. A floating program rate will intensify the administrative effort for staff and make it more complicated to understand for the taxpayer.

The 15% penalty and interest are replaced by a 5% interest charge to the applicant by a grant equivalent to the difference between 15% and 5%. This grant is provided by City under Section 107 of the Act. Section 107 allows municipalities to make grants as the council considers appropriate to any person, group, or body for any purpose that council considers to be in the interests of the municipality.

There are very few municipalities in Ontario that offer enhanced tax deferral programs. In 2016, Halton Region implemented their Full Older Adults Property Tax Deferral Program. The program is a Regional program with each local municipality having the option to participate in the program. Halton Region has a population of approximately 597,000 and the home of approximately 67,000 older adults aged 65 years and older. In 2021, a total of 52 households participated in the program Region-wide at a cost of \$140,400. An annual budget of \$50,000 is included in the annual tax levy budget to cover the cost of the tax increase deferral program. It should be noted, however, that because Halton's program is a Regional one, the Region itself must make real cash disbursements to the local municipalities to compensate them for lost interest revenue. In the City's case, as the sole recipient of interest on past due tax accounts and as such, the costs associated with offsetting interest amounts for participants will not result in any external expenditures. However, there is a cost to the municipality of providing the grant for lower interest to the older homeowner and therefore, requires the inclusion in the City's operating budget.

Eligibility for any of these programs is typically income tested based on the Notice of Assessment from the Canada Revenue Agency (CRA). Income would also include all government assistance including Old Age Security (OAS), Canada Pension Plan (CPP), Guaranteed Income Supplement (GIS) and Guaranteed Annual Income Supplement (GAINS). Staff are recommending using the Statistics Canada's Median Total Income for Households for St Catharines adjusted annually for the annual Consumer Price Index (CPI). The income threshold calculated in this manner for 2022, which would support an application in 2023 would be \$81,000.

This program is being offered in addition to, and mutually exclusive of, the existing Regional property tax increase deferral discussed above for low-income older adults (s. 319 of the *Municipal Act, 2001*). For example, if an older adult is accepted for the tax deferral program, then the same person is not eligible for the City's tax deferral for the property tax increase for low-income older adults.

Residents will be encouraged to consult a financial advisor before applying for this tax increase deferral. In particular, participants will want to confirm any and all potential implications around their eligibility to claim property tax related income tax credits such as the Ontario Property Tax Credit and the Senior Homeowner's Property Tax Grant. They must also inform themselves as to how participation in the program might affect lending arrangements that are currently in place or obtained in the future.

Financial Implications for Homeowner

The proposed program allows eligible homeowners to defer their property tax increase on the City’s portion of their annual property tax bill. The illustrations below provide details on how this new program benefits the homeowner. Although the deferred / unpaid city taxes continue to attract penalty at 15%, they are receiving a grant from the City equal to 10% to offset the penalties charged which reduces the interest paid to 5%.

Five Year Tax Deferral Illustration based on home with assessed value of \$250,000.

To illustrate how this program would function over time we have used the historical taxes for a sample property currently assessed at 250,000 and the hypothetical enrollment year of 2019.

Tax Year	Taxes		Eligible Increase for Deferral	Interest		Program Interest @ 5%	Payout Balance (Tax and Interest)
	Total	City Portion		Default Penalty @ 15%	Interest Offset @ 10%		
2018	\$3,245	\$1,428					
2019	\$3,386	\$1,502	\$74	\$6	-\$4	\$2	\$76
2020	\$3,580	\$1,586	\$158	\$25	-\$16	\$8	\$242
2021	\$3,639	\$1,615	\$187	\$51	-\$34	\$17	\$446
2022	\$3,735	\$1,663	\$235	\$83	-\$55	\$28	\$709
2023	\$4,097	\$1,668	\$240	\$119	-\$79	\$40	\$988
Total	\$18,437	\$8,034	\$894	\$283	-\$189	\$94	\$988

Under this illustration, the homeowner deferred \$894 in City taxes in a five-year period. The cost to the taxpayer would be \$94, excluding any enrollment fees.

This amount would represent a priority lien against the home and would become due if the property were sold or otherwise changed ownership. In addition, the Interest Offset of \$189 would be provided as a grant amount provided to the homeowner’s tax account would require annual funding support through the city’s tax levy.

Municipal Funding of Deferrals

The proposed program provides for a deferral rather than the cancellation or rebate of tax. The full City taxes levied against participating properties will be collected.

The quantifiable relief being provided to the taxpayer is the reduced interest in comparison to what would apply if the same tax amounts were left unpaid outside this program. The interest offset amount is technically a cost to the City, but it is more of an opportunity loss than a hard cost. The City would however budget an estimated amount to cover the interest grants provided to those older adult homeowners participating in this program.

The primary function of penalty and interest provisions are to compel timely payment of tax levies; however, they also serve to offset the cashflow related expenses that result from delinquent accounts. In very simple terms, when taxes go unpaid the expenses that those taxes would have paid must be covered by borrowed money or funds drawn from reserves. Interest on the unpaid taxes offset the interest paid on loans, or not realized from funds that might otherwise be invested.

The utility and mechanics of this program are fairly straight forward; the increase in the City portion of taxes owed are deferred from the year program enrolment and accrue interest at a rate of 5% per year. From a municipal operational perspective, it is somewhat more complicated because interest cannot be imposed at a reduced rate in the first instance, nor can the difference simply be written-off.

The basic approach utilized is to allow taxes to go unpaid and attract the standard interest applicable to outstanding accounts and then reconcile the interest imposed for the year against what would have been imposed if the municipality charged only 5% rather than 15%. The City will leverage its authority to make grants to offset the taxpayer's accrued interest so that they are only responsible for paying the equivalent of 5%.

Affecting the reduced interest burden with an offset grant is necessary because municipalities are not permitted to simply write interest off once imposed, or to impose it at a rate other than that set in its by-laws. The outcome is the same for the taxpayer, but this approach is required in order for the program to fall into compliance with the *Municipal Act*, and to ensure a high level of transparency.

Next Steps

Upon Council approval, the implementation of the program would require staff to finalize the program criteria and to develop application process and applicable by-laws. The program will be developed for the implementation in 2024 based on key principles pending Council's approval of the required funding. The tax deferral program would be reviewed annually and any changes to the program will be brought forward to Council for consideration as part of the Operating Budget process.

Environmental Sustainability Implications

There are no environmental sustainability implications with this report.

Operational Implications

There will be additional administrative efforts by staff to manage each of the properties which enter this tax deferral program. These efforts will be incorporated into existing roles and responsibilities of staff positions.

Operating Budget Implications

The annual budget requirements of approximately \$50,000 will be included in the 2024-2026 multi year tax levy to fund the interest grant amount for those enrolled in the program. This estimate is based on the experience of other municipalities with similar programs and will be reviewed annually and adjusted required reported through the annual budget process. An increase in the tax levy budget to fund this program based on 2023 tax rates and the median home has an annual impact of \$0.71 or 0.04%.

With Council's creation and approval of Special Tax Mitigation Fund, the option now exists to have this new program supported by that fund and therefore not create an impact on the City's tax levy budget.

Conclusion

The amount of tax increase deferred under the current program (Section 319) is small relative to the annual taxes paid, and the uptake of this program has been extremely limited. Therefore, the introduction of this enhanced tax increase deferral program for older adult homeowners would be more helpful for seniors in financial needs, especially with the increase in the income threshold.

Notifications

Regional Clerk, Ann-Marie Norio
Regional Treasurer, Todd Harrison

Prepared and submitted by

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Approved by

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Chief Financial Officer and Director of Financial Management Services / City Treasurer

Appendices

1. Current Low-Income Seniors Deferral Program
2. 2023 Low Income Senior Tax Deferral

Existing Regional Program

Low-Income Seniors and Low-Income Persons with Disabilities

If you are a senior over 65 years of age or a low-income person with a disability and own your principal residence in Niagara, you may be eligible for an annual deferral of either all or part of your property tax increases. Basic eligibility requirements are as follows:

Applicant

- 65 years of age or older and in receipt of the monthly Guaranteed Income Supplement provided under Part II of the Old Age Security Act (Canada)
- or -
- Disabled and in receipt of on-going benefits under the Ontario Disability Support Program.

Ownership / Occupancy

- The applicant must own and occupy the property, within Niagara, as their principal residence for which the tax deferral is applied
- The applicant must have owned a residential property within Niagara for a period of one or more years preceding the application

Tax Account Standing

- Tax deferral applies to current taxes only and not tax arrears or outstanding taxes
- To maintain eligibility the property taxes must be current
- Eligibility for the deferral program is required for each taxation year
- A tax reduction from a successful assessment appeal may alter the amount of the tax deferral

Review the [Application for Deferral of Property Taxes and criteria for application \(By-law 96-2006\)](#) for more information about eligibility and tax deferral.

To determine your eligibility to receive a property tax deferral, contact the tax office of your local municipality. Applications for a tax year are to be submitted by February 28 of the following year.

New Proposed Program: Older Homeowner Tax Increase Deferral Program

General Information

The City of St. Catharines offers a tax increase deferral of the City's portion of property taxes to eligible older adult homeowners who require financial assistance. Under this program, the increase in the City's portion of property taxes from the year of enrolment is deferred for applicants who meet the enrollment and ongoing program requirements.

Program Criteria

- This program only applies to taxable property in the residential class.
- All assessed owners must be listed as applicants on the deferral application.
- At least one assessed owner must be age 65 or older as of December 31 of the enrollment year, which is the first year for which eligible taxes will be deferred.
- No more than one assessed owner may be less than 65 years of age as of December 31 of the enrollment year.
- The subject property must be the principal and usual residence of all assessed owners with the exception of an owner living elsewhere for medical or long-term care.
- The property tax account related to the subject property must be current prior to enrollment, except for any amount eligible to be deferred in respect of the enrollment year.
- The total gross income for all assessed owners must be less or equal to the program threshold for the same year. These thresholds will be based on Statistics Canada's median household income for the City, adjusted annually by the annual Consumer Price Index (CPI). To illustrate, the threshold household income calculated in this manner for 2022 would be \$81,000.
- Applications may be made by an assessed owner, their spouse, or a duly authorized representative, however, only an assessed owner can enter into the terms of enrollment.
- For properties with more than one registered owner, all owners must agree to the program terms of enrollment and acknowledge the impact and implications of a tax deferral.
- Where a property is made up of differently classified portions (e.g.) Residential / Farmland, etc.) only taxes levied against the residential portion are eligible for deferral.
- Property owned by a commercial or industrial enterprise or occupied wholly or primarily by tenant(s) are not eligible.
- Enrollment will not be granted if any assessed owner of a subject property has debt to the City in relation to any service, matter or charge that has come due and remains unpaid in whole or in part.

- All applicants must not be currently receiving property tax relief (rebate, deferral, or grant) through another program offered by the Region or the Municipality.

Program Intake

- A non-refundable enrolment fee of \$50 will be payable to the Municipality with the initial application.
- The increase deferral begins when the application is approved and after the final tax billing for the year has been completed. There will be no refunds for taxes already paid.
- An approved application is the agreement between the applicant(s) and the municipality regarding the applicant(s)'s participation in the program.
- The deferred amounts will be the increase in the City portion of their annual tax bill in comparison to the City taxes the year prior to enrolment.
- Interest on the deferred amounts will be charged at the rate of 5% per annum. These costs will be charged to the tax account.
- Interest on the total deferred amount will begin to accrue immediately.
- If enrolled in a pre-authorized payment plan it will be cancelled
- In the event of full repayment, an applicant would be considered withdrawn from the program, in accordance with the by-law. If still eligible, the applicant can apply to be re-admitted to the program. A complete application, as well as the enrolment fee of \$50, is required.
- When full repayment occurs, the applicant will receive a letter from the municipality confirming their withdrawal from the program.

Deferral Term

There is no limit to the length of time participants can remain in the program and eligible amounts will be automatically deferred each year until:

- 1) The property owner(s) direct the City to cease deferring taxes.
- 2) The total balance of deferred taxes and associated interest reaches an amount equivalent to 30% of the property's assessed value.
- 3) The non-deferred portion of the property's taxes fall into arrears; or
- 4) The subject property is sold, transferred or is otherwise subject to a change in ownership.

Under the circumstances 1) through 3), no additional amounts will be deferred, but the outstanding balance remains eligible for deferral and does not become payable immediately.

Deferred balances do not become due until the day the subject property is sold, transferred or is otherwise subject to a change in assessed ownership, however, participants are free to make payments against their deferred balance at any time.

Past due payments

A participant will become ineligible for further deferrals.

- Upon the third payment default within any two consecutive taxation years if any amount, including all or a portion of the third default remained outstanding for more than 30 days.
- Upon the fourth payment default within any two consecutive taxation years if no amount in respect of the first three defaults, including associated penalty remained outstanding for more than 30 days.
- If there is any outstanding, non-deferred amount as of December 31 of any taxation year.

Initiating a Tax Sale on a Participant Property

The tax increase deferral program will result in what will technically be long-term tax arrears, that if left unpaid outside this program, would trigger the tax sale process. The City will initiate a tax sale when the non-deferred taxes levied in the year a participant is precluded from deferring further amounts as the basis for the timing of tax sale registrations. Registration will begin in the third, rather than second year from this marker. Under this timing, a taxpayer that goes into a default position in 2023 could see a tax sale process initiated in January of 2025 if a portion of those 2023 taxes remained unpaid at that time.

It should be noted that this would simply be the initiation point, taxpayers continue to have remedial option after a property has been registered for tax sale.

Note:

Interested homeowners are encouraged to consult a financial advisor before applying for this tax increase deferral. In particular, taxpayers should not enroll until they are fully informed of all potential implications surrounding:

- 1) Their eligibility for, or the amount of property tax related income tax credits such as the Ontario Property Tax Credit and the Senior Homeowner's Property Tax Grant; and
- 2) How participation in the program, and the placement of a priority lien on their home might impact lending arrangements that are currently in place or which they may wish to obtain in the future.

How to Apply

- Initial applications may be made at any time with the first eligible deferral being processed on the first final tax billing to come due once a homeowner has been approved and duly enrolled in the program.
- Applications must be made in writing or on-line by completing the application form and submitting it to the Tax Department at the City of St. Catharines
- Any taxes that are paid prior to the submission of the application will not be refunded.

- The municipality will respond to a completed application within 60 days.
- The applicant agrees to provide the necessary information to the municipality to demonstrate that eligibility requirements have been met. The applicant also signs a waiver providing the municipality access to personal information for the purpose of confirming eligibility.

Examples of which include:

- 1) Proof of age
- 2) Notice of Assessment prepared by Canada Revenue Agency (cannot be older than 2 years from the application date)
- 3) Applications must include signed authorization by the applicant(s) for the release to the Treasurer of the City of St. Catharines that may be required to verify the accuracy of the application.

Repayment

Partial payment towards deferred taxes is permitted at any time.

The deferred taxes shall become due and payable at the earliest of the following dates:

- When the applicant(s) no longer meet eligibility criteria such as income.
- When the property is sold or transferred.
- Upon the death of the applicant, unless the applicant is survived by a spouse who continues to qualify for deferral (The tax deferral cannot be transferred to the estate of deceased owner(s))

Minute Item No. 7.1
ED 14-2024
Niagara Economic Update

That Report ED 14-2024, dated November 6, 2024, respecting Niagara Economic Update, **BE RECEIVED**.

Minute Item No. 7.2
ED 15-2024
Economic Development Foreign Direct Investment (FDI)

That Report ED 15-2024, dated November 6, 2024, respecting Economic Development Foreign Direct Investment (FDI) Update, **BE RECEIVED**.

Minute Item No. 10.1
Confidential PDS 30-2024
A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of the Proposed Uppers Quarry (Niagara Falls) Regional Official Plan Amendment Application

That Confidential PDS 30-2024, dated November 6, 2024, respecting A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of the Proposed Uppers Quarry (Niagara Falls) Regional Official Plan Amendment Application, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

PEDC 10-2024

Wednesday, November 6, 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)*, Champion*, Davies (Committee Vice Chair), Foster*, Ganann*, Huson (Committee Chair), Jordan*, Kaiser*, Morocco, Rigby, Seaborn*, Siscoe*, Steele*, Ugulini, Witteveen*

Absent/Regrets: Junkin, Redekop

Staff: E. Acs, Manager, Community Planning, D. Carnegie, Acting Commissioner, Corporate Services/Treasurer*, E. Chou, Manager, Trade & Investment, S. Crocco, Legal Counsel*, S. Dunsmore, Acting Director, Infrastructure Planning and Development Engineering, R. Hill, Legislative Assistant, M. Marino, Associate Director, Economic Development, B. Landry, Manager, Economic Research and Analysis, D. Morreale, Director, Development Approvals, S. Norman, Senior Planner, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Robinson, Director, Strategic Transformation Office, M. Sergi, Deputy Chief Administrative Officer, G. Spezza, Director, Economic Development, J. Spratt, Legislative Coordinator, A. Stea, Director, Community & Long Range Planning, D. Turner, Manager, Strategic Growth Services

* indicates participants who attended the meeting electronically, all others participated in person

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:05 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Huson read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

Committee Chair Huson declared a conflict with respect to Confidential Report PDS 30-2024 (Minute Item 9.1) respecting A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of the Proposed Uppers Quarry (Niagara Falls) Regional Official Plan Amendment Application, as the subject applicant is a client of her employer and therefore did not take part in its discussion.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

There were no items for consideration.

7. CONSENT ITEMS FOR INFORMATION

7.1 ED 14-2024
Niagara Economic Update

Blake Landry, Manager, Economic Research and Analysis, provided information respecting Niagara Economic Update. Topics of the presentation included:

- Population
- Consumer Price Index
- Gross Domestic Products (2017)
- Wages and Salaries
- Primary Household Income Per Capita
- Home Price Index
- Retail Sales
- Investment in Construction (Residential and Non-residential)
- International Trade
- Business Counts
- Labour Force and Employment
- Unemployment Rate
- Participation Rate

Moved by Councillor Ganann
Seconded by Councillor Ugulini

That Report ED 14-2024, dated November 6, 2024, respecting Niagara Economic Update, **BE RECEIVED**.

Carried

7.2 ED 15-2024

Economic Development Foreign Direct Investment (FDI) Update

Eric Chou, Manager, Trade and Investment, provided an Economic Development Foreign Direct Investment (FDI) Update. Topics of the presentation included:

- Purpose
- Investment Attraction Activities
- Asahi Kasei Invests \$1.56 Billion in Niagara Region
- Additional Companies that have invested in Niagara Region
- Site Visits with Potential Investors

Moved by Councillor Steele
Seconded by Councillor Witteveen

That Report ED 15-2024, dated November 6, 2024, respecting Economic Development Foreign Direct Investment (FDI) Update, **BE RECEIVED**.

Carried

8. **OTHER BUSINESS**

8.1 Bill 23 Update

Michelle Sergi, Deputy Chief Administrative Officer, advised that a letter was sent from Minister Calandra regarding the potential proclamation date for Bill 23. She noted that the tentative date is set for March 31, 2025, but that the commenting period of currently open and additional information will be provided in the Councillor Weekly Correspondence Distribution.

8.2 Greenbelt Plan Amendment No. 4

Councillor Kaiser requested clarification on the Greenbelt Plan Amendment No. 4 Memorandum that was issued in the Councillor Weekly Correspondence Distribution on November 1, 2024. Erik Acs, Manager, Community Planning, provided clarification respecting the preliminary assessment of the amendment's implications.

9. CLOSED SESSION

Committee did not resolve into closed session.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

At this point in the meeting, Committee Vice Chair Davies assumed the chair.

10.1 Confidential PDS 30-2024

A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of the Proposed Uppers Quarry (Niagara Falls) Regional Official Plan Amendment Application

Moved by Councillor Morocco
Seconded by Councillor Bateman

That Confidential PDS 30-2024, dated November 6, 2024, respecting A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of the Proposed Uppers Quarry (Niagara Falls) Regional Official Plan Amendment Application, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED.**

Carried

11. NEXT MEETING

The next meeting will be held on Wednesday, December 4, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 2:11 p.m.

Councillor Huson
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

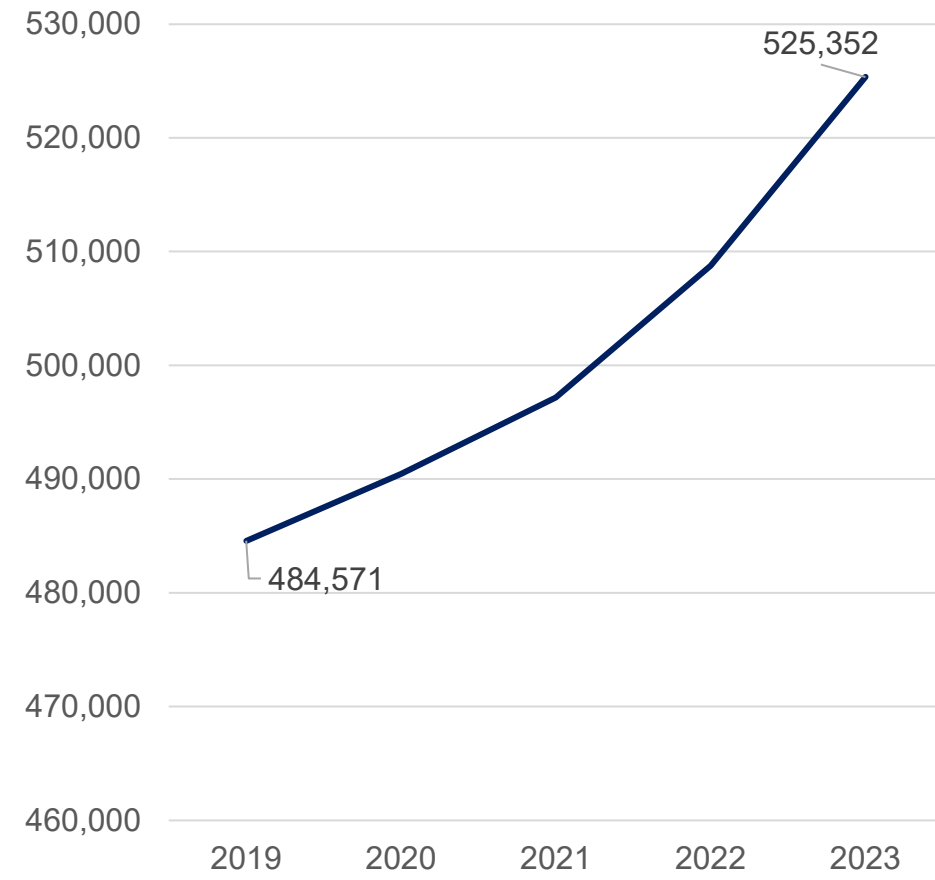
Niagara Economic Update

PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

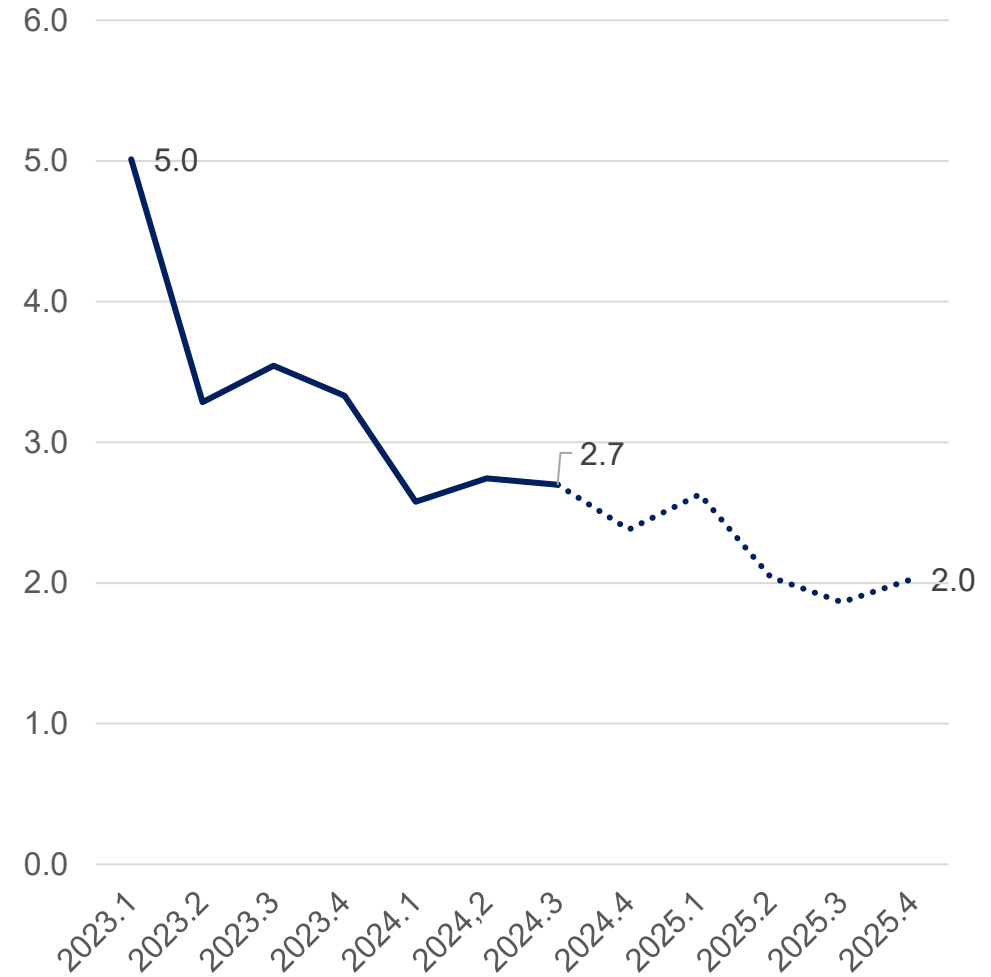
Blake Landry, Ec.D Manager, Economic Research and Analysis

November 6, 2024

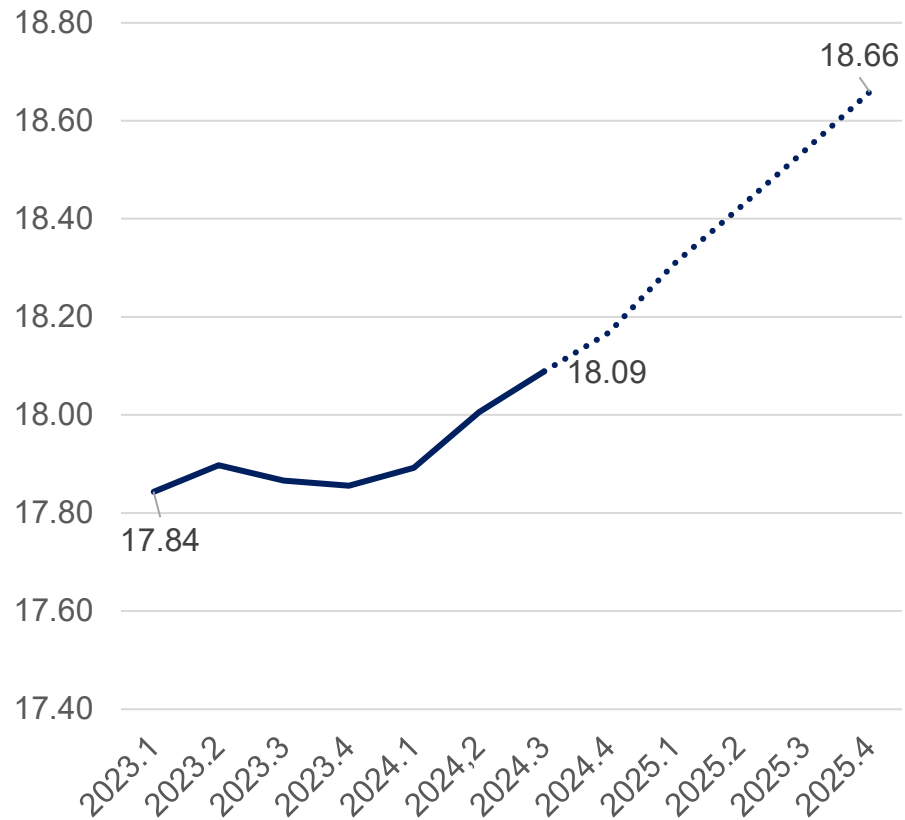
Population



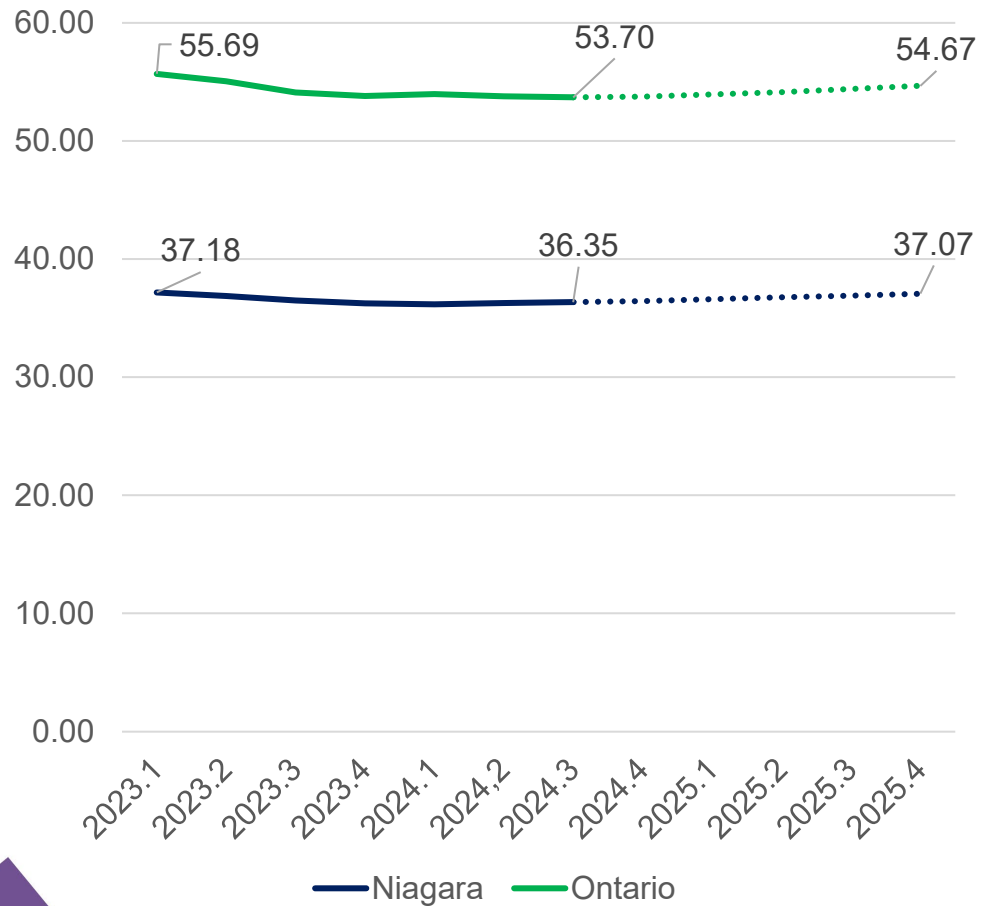
Consumer Price Index (%)



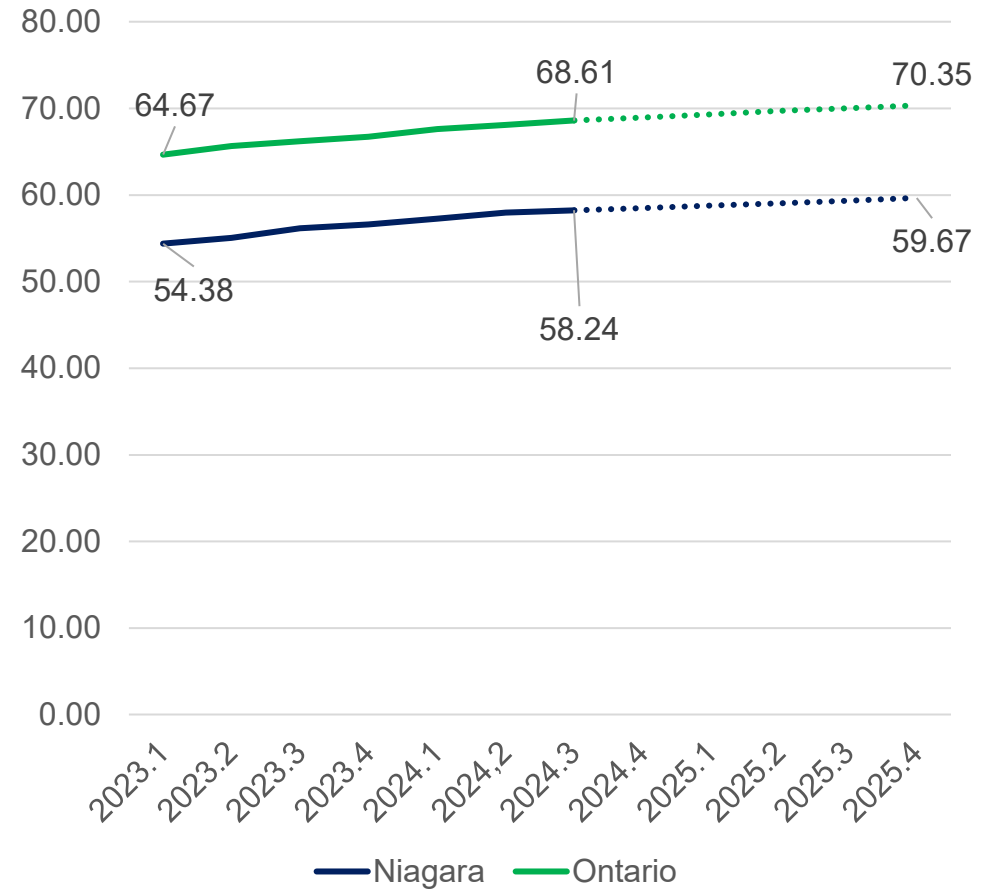
Gross Domestic Product (2017 \$ Billions)



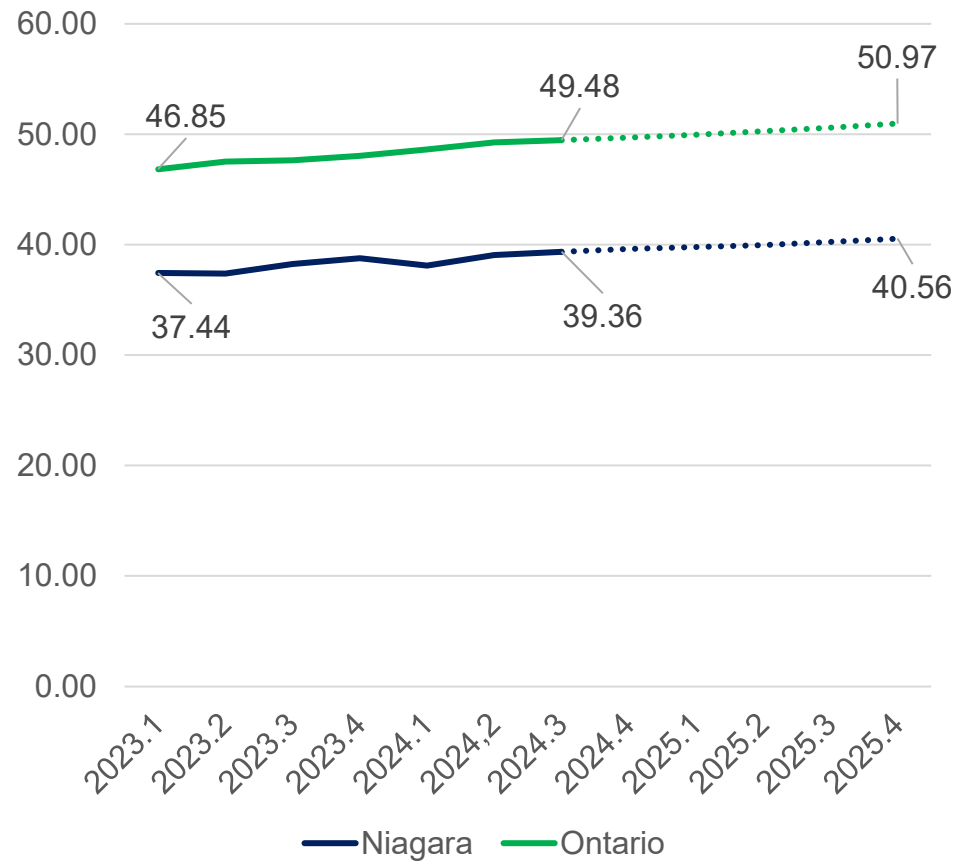
GDP Per Capita (2017 \$ Thousands)



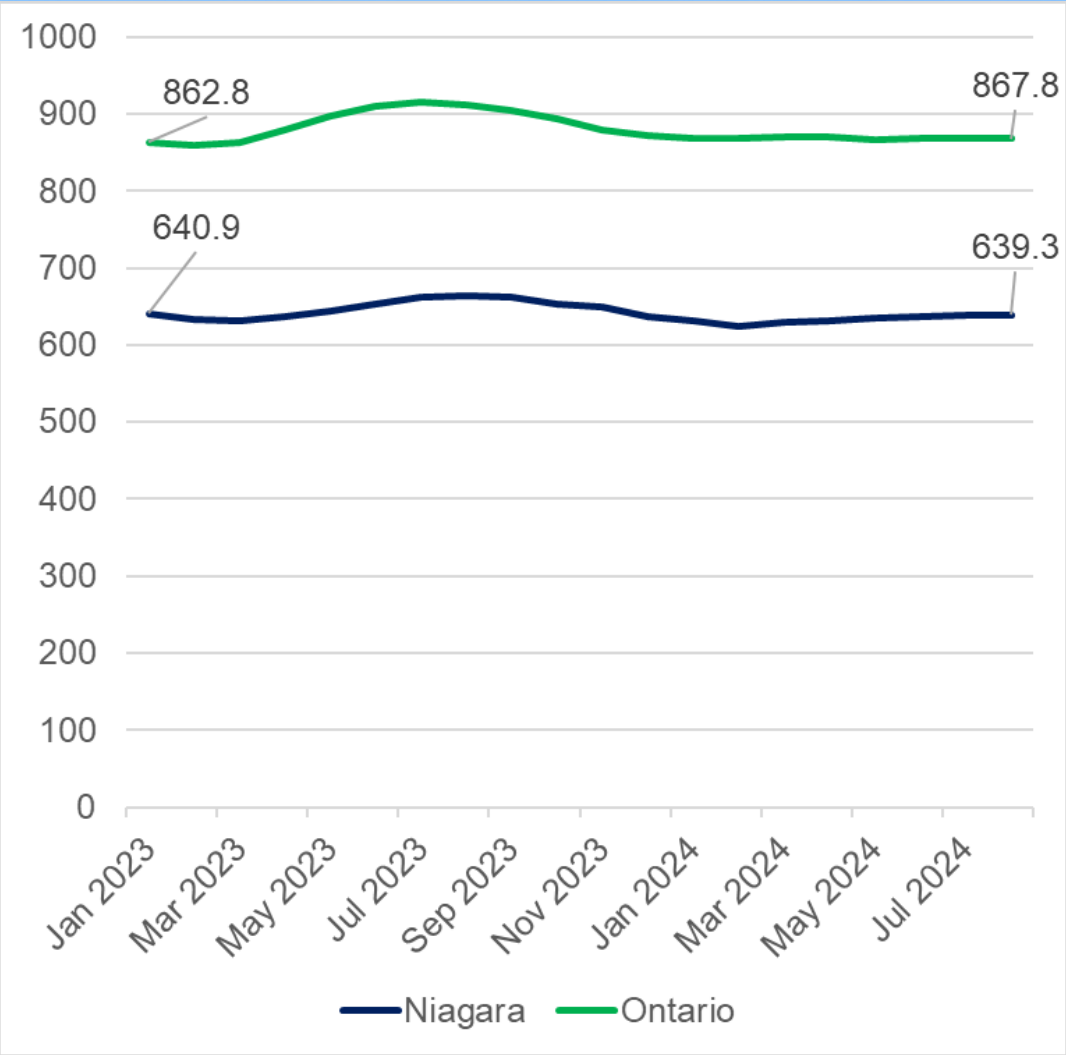
Wages and Salaries (\$ Thousands)



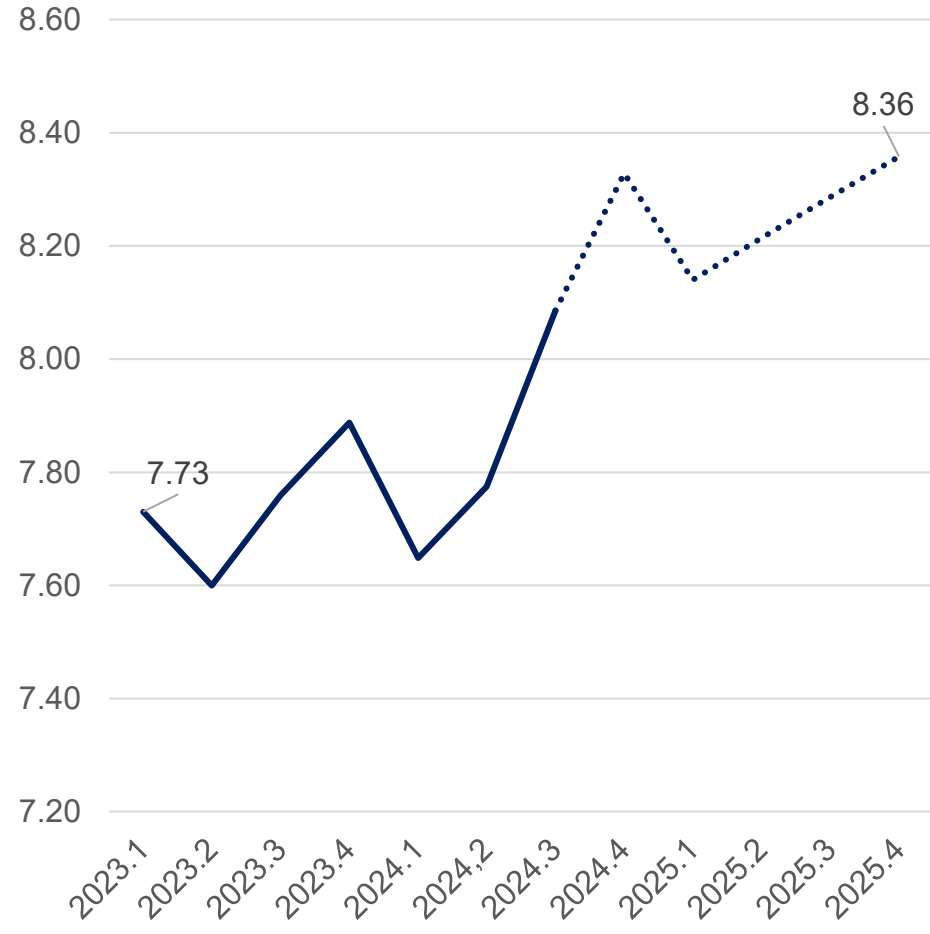
Primary Household Income Per Capita (\$ Thousands)



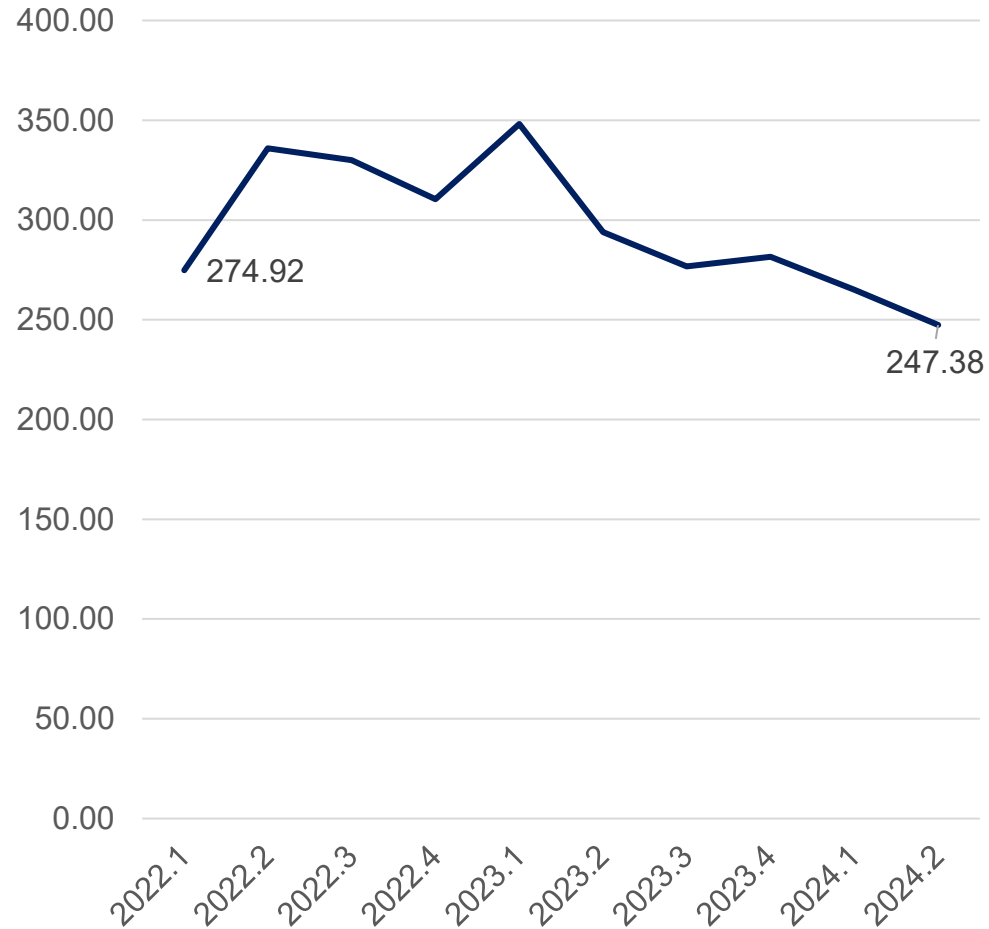
Home Price Index (\$ Thousands)



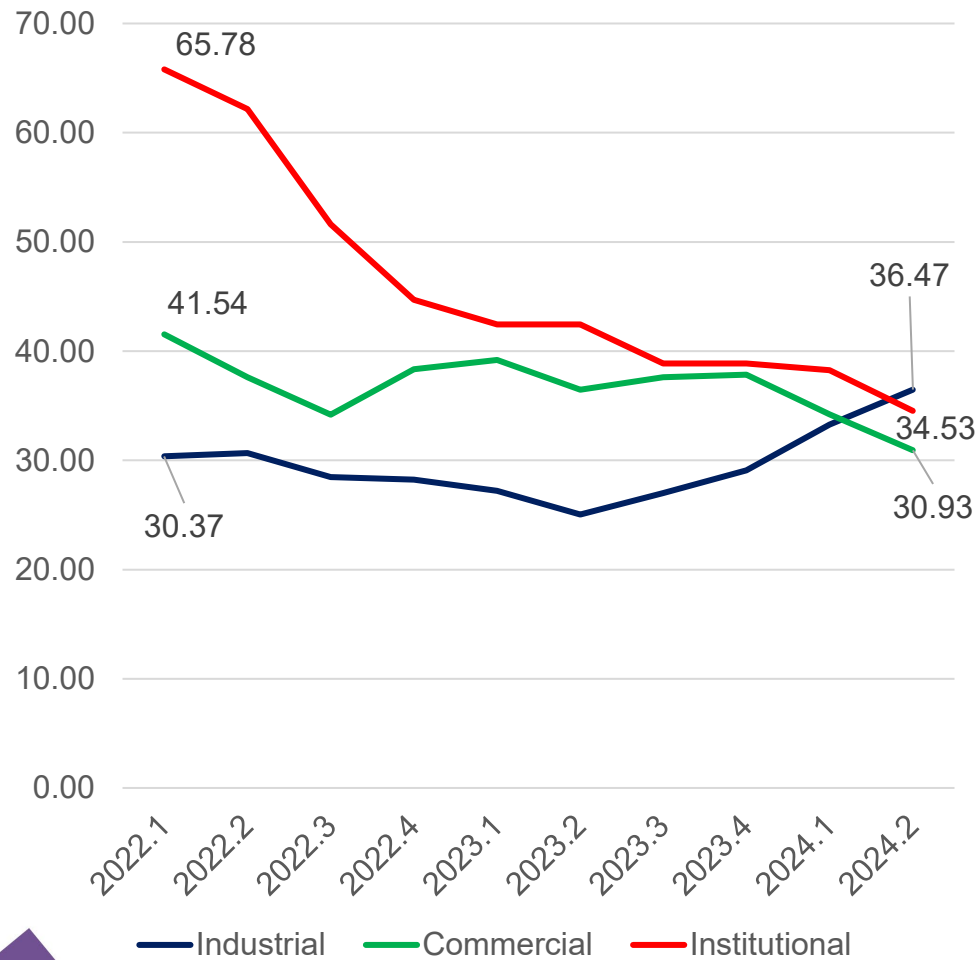
Retail Sales (\$ Billions)



Investment In Construction, Residential (\$ 2012 Millions)

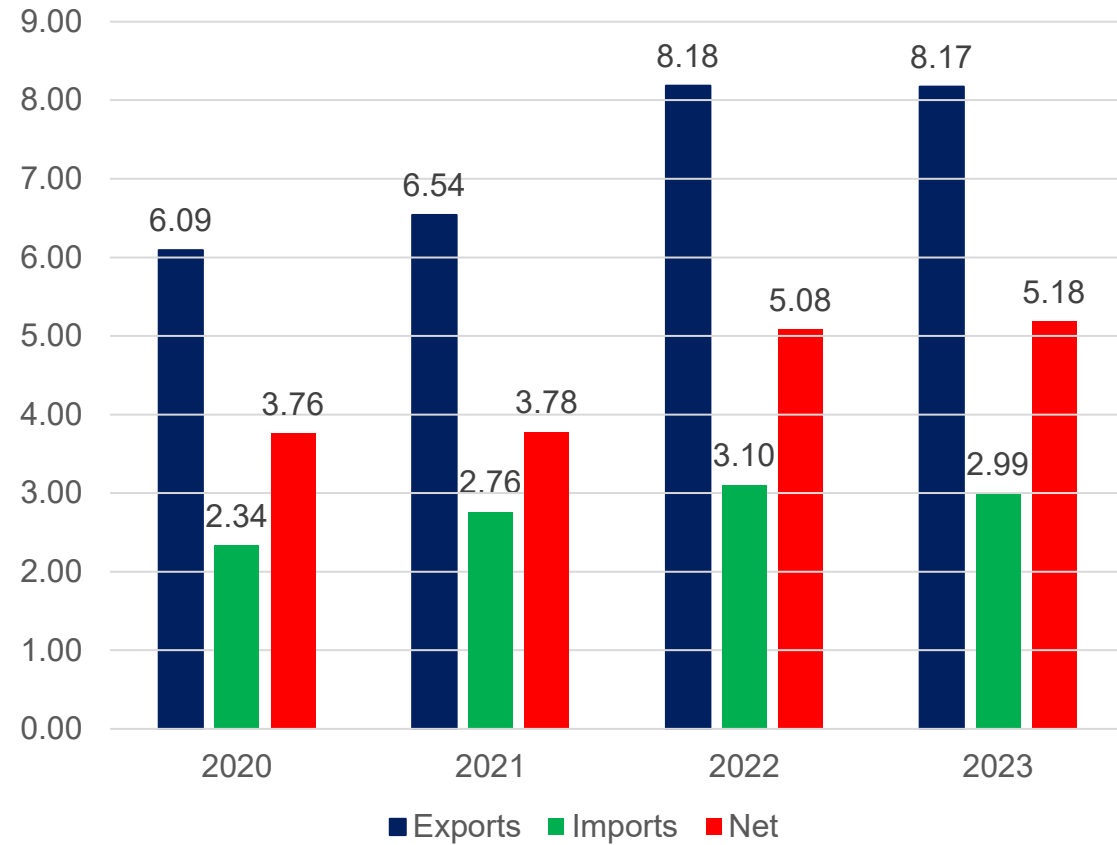


Investment In Construction, Non-residential (\$ 2012 Millions)

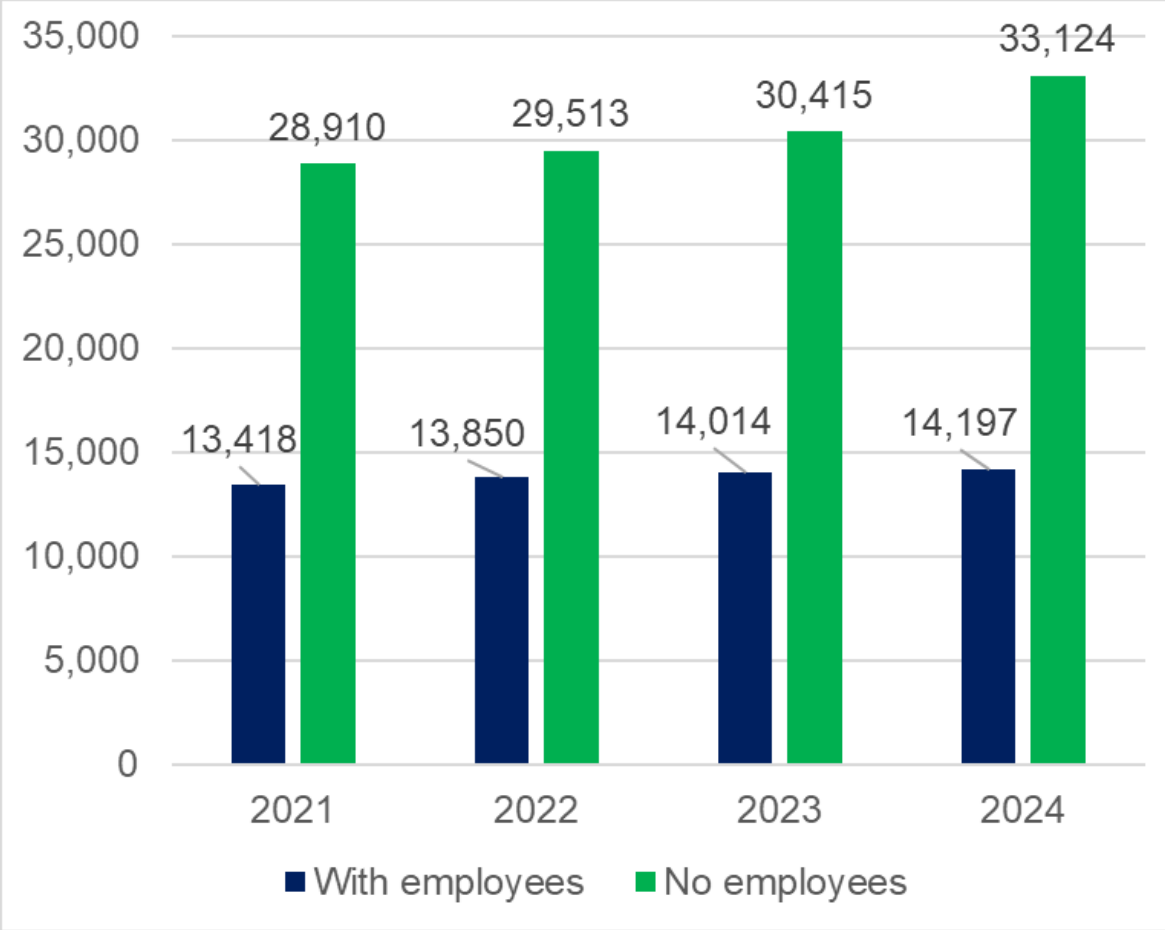




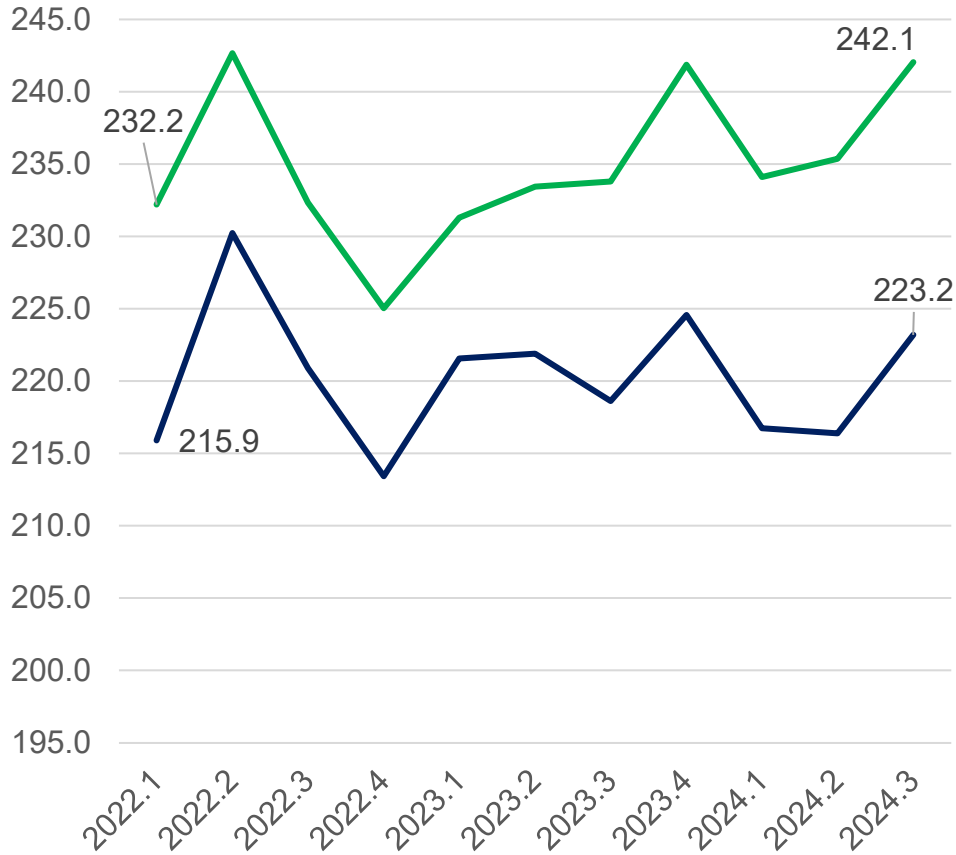
International Trade (\$ Billions)



Business Counts

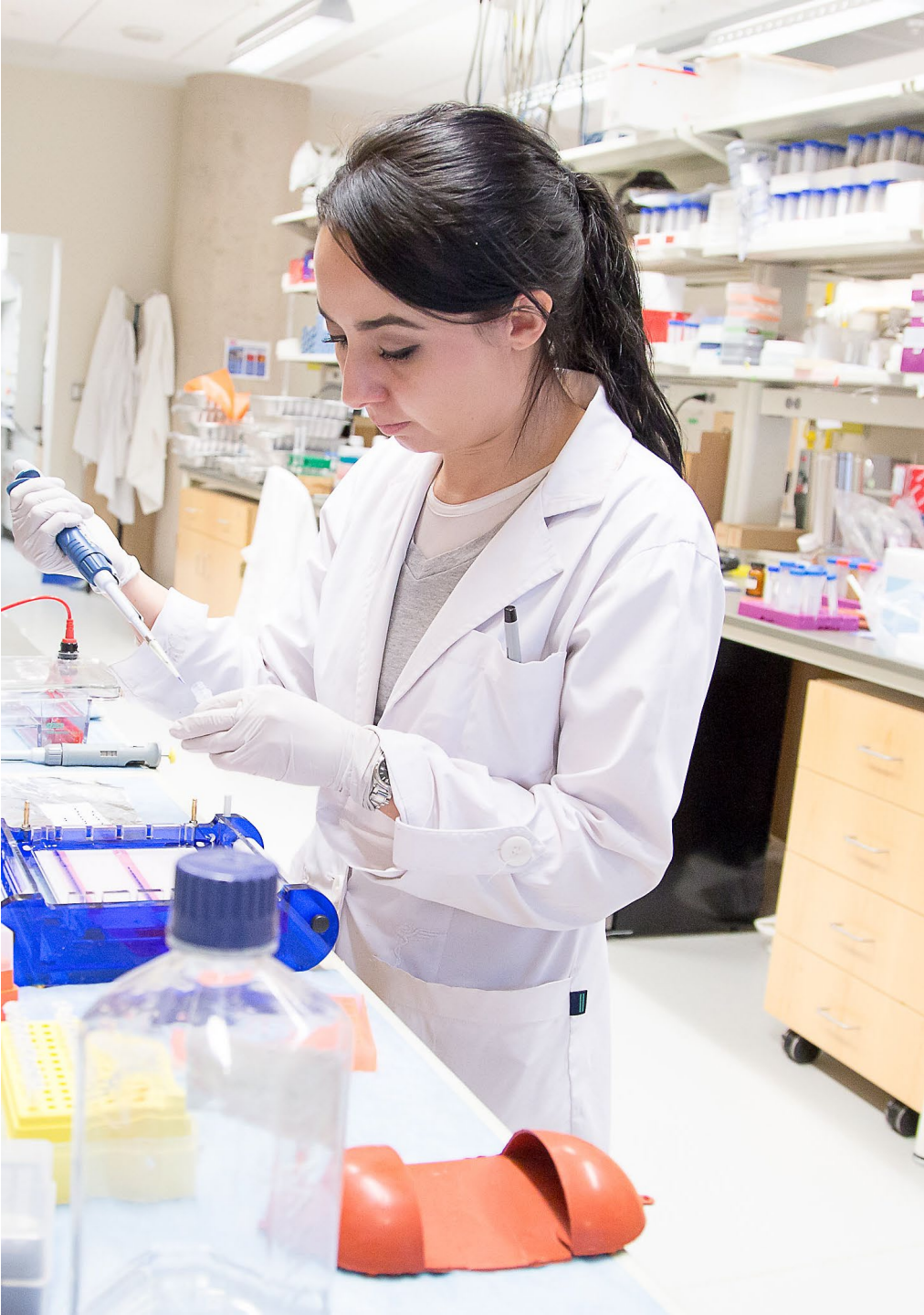
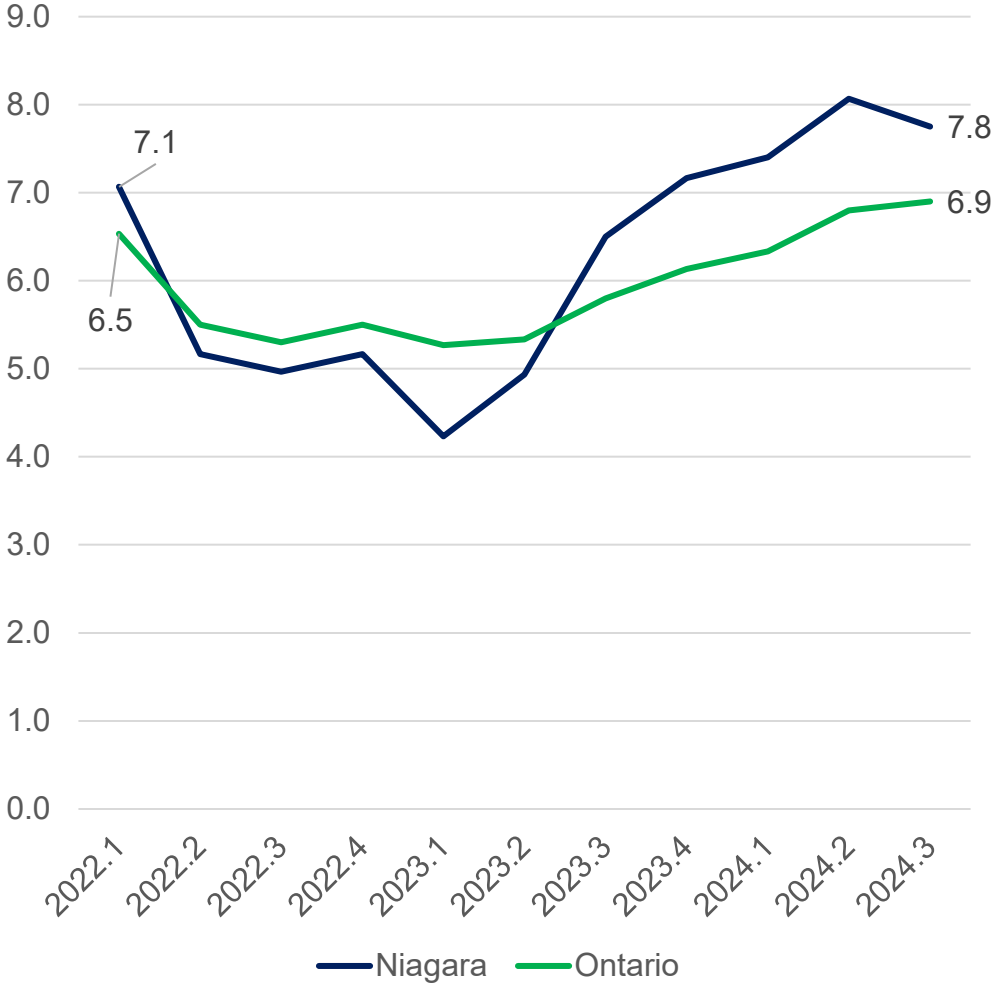


Labour Force and Employment (Thousands)

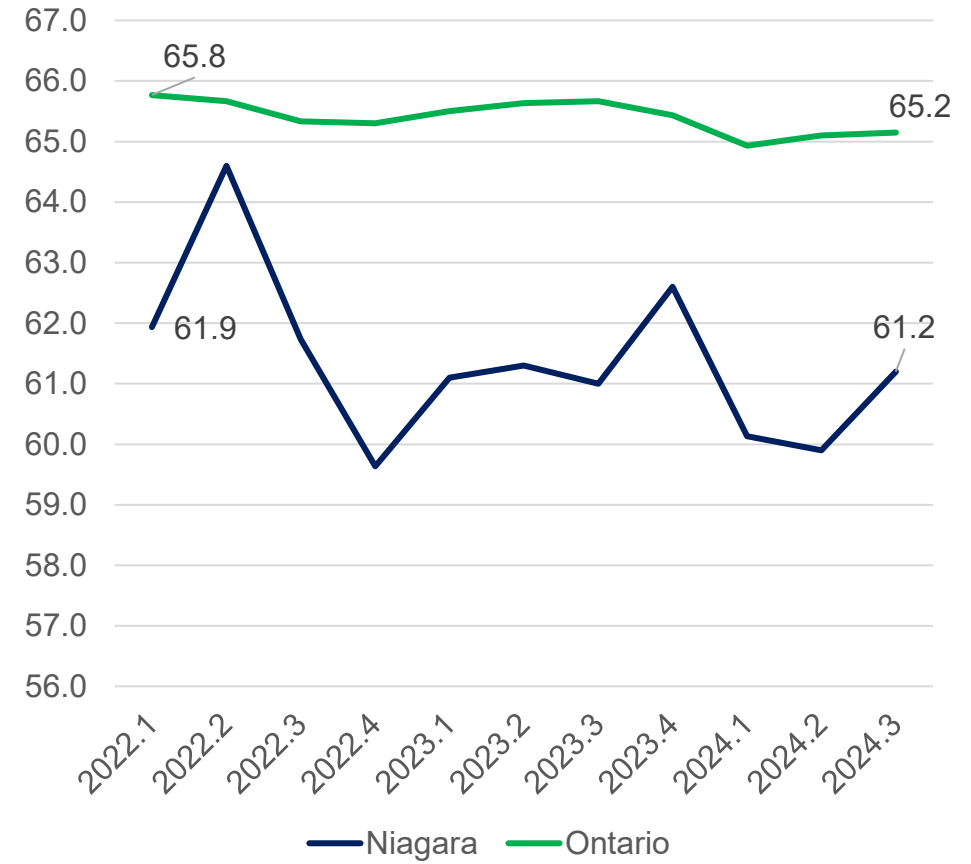


— Labour force — Employment

Unemployment Rate (%)



Participation Rate (%)



Thank You

Blake Landry, Ec.D.
Manager, Economic Research & Analysis
Economic Development Division
Niagara Region
blake.landry@niagararegion.ca

Subject: Niagara Economic Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2024

Recommendations

1. That Report ED 14-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide the Planning and Economic Development Committee with an update on the regional economy.
- Despite a slowing economy, Niagara outperformed Ontario and is forecasted to rebound and grow substantially through 2025 in line with anticipated reductions in the policy interest rate.
- From Q1 2023 to Q3 2024, GDP growth in Niagara was minimal at 1.4%, though it outperformed Ontario's growth of 0.8%. Growth in Niagara is expected to rebound, with a projected rate of 3.2% from Q3 2024 to Q4 2025.

Financial Considerations

The activities described in this report are within the Council-approved 2024 Economic Development operating budget.

Analysis

The Niagara Region has undergone significant economic and demographic changes in recent years with notable growth in population, labour force, and business activity. However, the post-pandemic period resulting in supply chain challenges and high inflation, prompted the Bank of Canada to raise interest rates to 5% by mid-2023, which slowed economic activity. This impact was particularly evident in key indicators such as construction investment and employment. Fortunately, inflation has since declined, and the Bank of Canada has lowered the policy interest rate by 0.75%, bringing it to 4.25%. As of August 2024, inflation has reached the target rate of 2%. The Bank of Canada has also signaled further interest rate cuts, which are expected to stimulate new investment and employment.

This report provides an in-depth analysis of key economic indicators for Niagara with some comparisons to Ontario as a whole.

Population

Post-census population data reveals that the Niagara Region has experienced substantial growth over the past five years. In 2019, the population stood at 484,571. Between 2019 and 2023, the region grew by 40,781 people (8.4%), reaching a total population of 525,352. This growth rate surpasses both Ontario's (7.1%) and Canada's (6.6%) over the same period.

Consumer Price Index (CPI)

The Consumer Price Index (CPI) is a widely used measure of inflation. In mid-2022, inflation in Ontario peaked at 7.5%. However, beginning in June of that year, the Bank of Canada started lowering the policy interest rate, which has cumulatively declined by 0.75 percentage points to 4.25%. As a result, national inflation has dropped to the target rate of 2%. As of Q3 2024, Niagara's inflation rate stands at 2.7% and is declining, with forecasts predicting an average of 2.1% through 2025.

Gross Domestic Product (GDP)

GDP represents the total value of all goods and services produced in an economy. Between Q1 2023 and Q3 2024, GDP grew by 1.4% to \$18.1 billion, which was considered relatively low. However, GDP is projected to rebound, with a forecasted growth rate of 3.2% from Q3 2024 to Q4 2025. In comparison, Ontario's GDP grew at a slower rate of 0.8% during the same period but is expected to rise to 3.3% by Q4 2025, in line with anticipated reductions in the policy interest rate.

GDP per capita, which measures total GDP divided by the total population, is a commonly used indicator of economic productivity. Niagara underperforms Ontario with a GDP per capita of \$36,352 compared to \$53,703 for Ontario. Between Q1 2023 and Q3 2024, productivity in Niagara declined by 2.2% and is projected to rebound only slightly to 2.0% by the end of 2025. In comparison, Ontario performed worse, with a 3.6% decline and forecasted growth of just 1.8%, underperforming Niagara during the same period. The decline in productivity is a national issue in Canada, where population growth is outpacing GDP growth, diluting the GDP per capita.

Wages and Salaries Per Employee

Wages and salaries per employee measure the total wages and salaries in the economy divided by the total number of workers. In Niagara, wages and salaries per employee lagged at \$58,241, compared to \$68,608 for Ontario. From Q1 2023 to Q3 2024, wages and salaries per employee in Niagara grew by 7.1%, outpacing Ontario's growth of 6.1%. Looking ahead, wages and salaries per employee are forecasted to grow by 2.4% in Niagara and 2.5% in Ontario between Q3 2024 and Q4 2025.

Income

Primary household income per capita measures the average income earned by individuals within a household from primary sources, divided by the total population. Income in Niagara has historically lagged behind that of Ontario as a whole. In Q3 2024, primary household income per capita in Niagara was \$39,362, compared to \$49,481 for Ontario. Since Q1 2023, Niagara's primary household income per capita has increased by 5.1%, underperforming Ontario's 5.6% growth. Looking ahead, both Niagara and Ontario are forecasted to grow at the same rate of 3.0%, so Niagara is expected to continue to lag Ontario.

Housing Prices

The housing price index (HPI) measures changes in the price of residential properties over time. In August 2025, the seasonally adjusted HPI for Niagara was \$639,300, compared to \$867,800 for Ontario, indicating that houses in Niagara are 26% less expensive than the provincial average. From January 2023 to August 2024, house prices in Niagara actually declined by 0.2%, while Ontario saw an increase of 0.6%.

Retail Sales

Retail sales in Niagara have shown consistent growth in recent times. From Q1 2023 to Q3 2024, retail sales in Niagara grew by 4.6%, increasing from \$7.72 billion to \$8.1 billion. During the same period, Ontario experienced a slower growth rate of 3.7%. Looking ahead, from Q3 2024 to Q4 2025, retail sales for Niagara are forecasted to grow at 3.4%, compared to 4.4% for Ontario.

Investment In Building Construction

Investment in building construction (constant values, seasonally adjusted) in Niagara has slowed recently, with the exception of industrial construction. Investment in

residential construction has decreased over the past two years, coinciding with the Bank of Canada's increase in the policy interest rate to a high of 5.0% throughout 2023 and the first half of 2024. Investment in commercial building construction has been consistently slow since the pandemic.

In Q2 2024, investment in residential building construction dropped to \$247.4 million, a decline of 29% from a high of \$348.2 million in Q1 2023. Similarly, investment in commercial construction decreased during this period, reaching a low of \$30.9 million, a 26% drop from \$41.5 million in Q1 2022. Investment in institutional building construction also saw a substantial decline, falling to \$34.5 million in Q2 2024 from a high of \$65.8 million in Q1 2022, marking a 48% decrease. In contrast, investment in industrial building construction remained strong during this period, reaching \$36.5 million in Q2 2024, which represents a 20% increase over Q1 2022.

International Trade

International trade remained strong in Niagara throughout 2023. Total exports reached \$8.17 billion, while imports totaled \$2.99 billion, resulting in a net trade balance of \$5.18 billion. Although exports declined slightly by 0.1%, they remained historically high. During the same period, imports decreased by \$110.5 million, contributing to the region's solid net trade balance.

Business Counts

Business counts data captures the number of businesses that have employees on payroll, as well as businesses that have no employees but have annual revenues greater than \$30,000 (self-employed). Business counts in Niagara have remained consistently strong. From 2023 to 2024, businesses with employees grew by 183 for a total of 14,197. Business without employees grew by an astounding 2,709. This is likely due to an influx of self-employed people moving to Niagara during this period, as well as new business start-ups.

Labour

The labour force in Niagara continued to show steady improvement in 2024. From Q3 2023 to Q3 2024, the labour force grew by a substantial 8,300 people (3.5%), reaching 242,100. In comparison, Ontario's labour force grew at a slower rate of 2.8%.

Employment in Niagara grew more slowly than the labour force. Over the same period, employment increased by 4,570 (2.1%) to 223,300. In comparison, Ontario's

employment grew by just 1.5%. Since employment growth lagged behind the labour force growth in Niagara, this led to an increase in the unemployment rate.

In Q3 2024, Niagara's unemployment rate stood at 7.8%, an increase of 3.6% from a historically low rate of 4.2% in Q1 2023. By comparison, Ontario's unemployment rate was 6.9%, rising by 1.6% over the same period. In both Niagara and Ontario, employment is growing at a slower pace than the labour force, resulting in rising unemployment rates. This trend is likely due to high population growth.

Lastly, the participation rate in Niagara has declined since coming out of the pandemic but rebounded slightly in Q2 and Q3 2024. This is a result of the population growing faster than the labour force. Niagara's participation rate was 61.2% in Q3 2024, which was a decreased of 1.4% over Q3 2023. Comparatively, Ontario's participation rate decreased by 0.5% to 65.2% in Q3 2024.

Conclusion

In conclusion, the Niagara Region has demonstrated significant resilience and adaptability in the face of economic and demographic shifts over the past few years. While the post-pandemic period posed challenges, including supply chain disruptions, high inflation, and rising interest rates, the region has managed to maintain notable growth in population, labour force, and business activity. Key sectors, such as industrial construction and retail sales, continue to show strength, even as residential and commercial investment slows. With inflation now under control and further interest rate reductions anticipated, Niagara is poised to stimulate new investment, trade and job creation.

Alternatives Reviewed

All activities described in this report are key functions of Regional Economic Development and the tactics being used are consistent with accepted economic development practices.

Relationship to Council Strategic Priorities

Tracking and reporting on key economic indicators for Niagara supports the Council Strategic Priority of a Prosperous Region.

Other Pertinent Reports

- [ED 7-2024 Niagara Economic Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b480eb56-6bb4-466f-982d-31237205b6be&Agenda=Merged&lang=English&Item=14&Tab=attachments>)

Prepared by:

Blake Landry, Ec.D.
Manager, Economic Research &
Analysis
Economic Development

Recommended by:

George Spezza, Ec.D., CEcD
Director
Economic Development

Submitted by:

Michelle Sergi, MCIP, RPP
Deputy Chief Administrative Officer

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Marco Marino, Associate Director,
Economic Development.

Appendices

Not applicable.

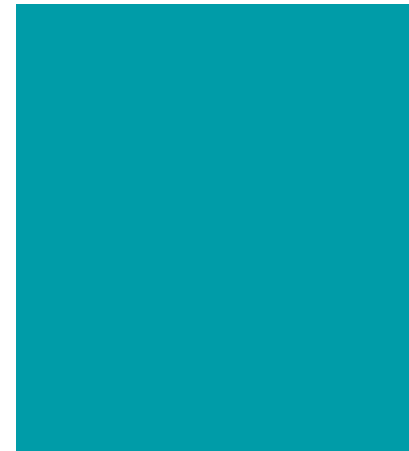
Niagara Economic Development Investment Attraction Update

Eric Chou, Manager, Trade and Investment

Wednesday, November 6, 2024

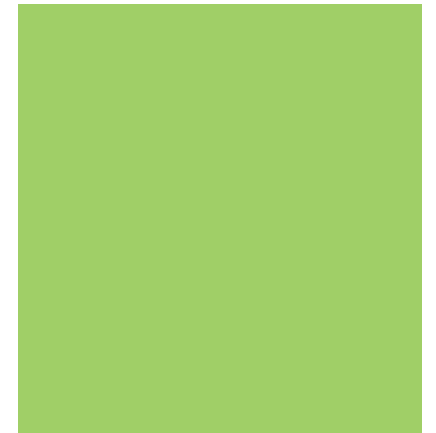
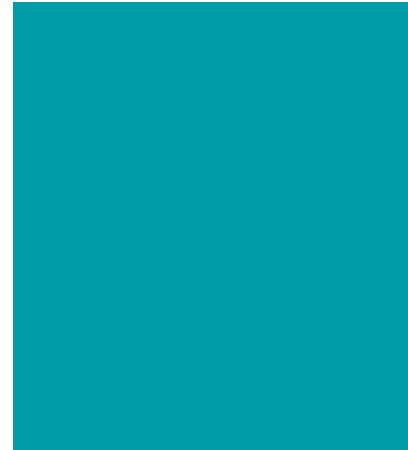
Purpose

- Summarize **key investment attraction activities from Niagara Economic Development** from April to September 2024.
- Demonstrate how investment attraction activities, including external events, hosting prospective clients and investors promote Niagara as an attractive location for investment.
- Highlight Niagara Region's largest investment with the announcement of Asahi Kasei locating to Port Colborne.
- All activities focus on attracting investment, fostering sustainable economic growth, and **positioning Niagara as a leading business destination**. Through strategic projects, Niagara is advancing toward meeting the goals of the Council 2023-2026 Strategic Plan and specifically meeting our Prosperous Region objectives.



Investment Attraction Activities

- April 3 – 5 2024
 - Site Selectors Guild
- April 15 – 18, 2024
 - WEB Summit
- April 22 – 24, 2024
 - Hannover Messe
- May 6 – 10, 2024
 - US Roadshow
- June 10 – 14, 2024
 - Global Affairs Canada Latin America Roadshow



Asahi Kasei Invests \$1.56 Billion in Niagara Region

- May 14, 2024, saw the official announcement of Phase 1 by Asahi Kasei, for their transformational investment of \$1.56 Billion, with approximately 300 jobs to build a lithium-ion battery separator manufacturing facility in Port Colborne.
- The economic development team continues to be involved in the project ensuring that our Team Niagara Task Force stays focused on the delivering the infrastructure that is required.
- On September 11, 2024, Economic Development staff presented Project Eagle to Bruce County Economic Development as a best practice case in investment attraction.



Additional Companies that have invested in Niagara Region



AgTech Business
specializing in sustainable solutions for crop protection and natural pollination.

Manufacturer
invested **\$5 million** in a 3-acre site, creating **10 new jobs** and contributing to Niagara's growing industrial sector.

Consulting Company
specializing in the internationalization of companies, trade, import and export, have incorporated and selected Niagara as their headquarters

Representing a total of **35 new jobs** and a total **CAPEX of \$7M.**

Site Visits with Potential Investors

- April 24, 2024
 - Project Tab (Invest Ontario)
 - \$6.96 Million CAPEX, 380 FTEs
- June 11, 2024 and August 28, 2024
 - Project Dracaena (MEDJCT)
 - \$4.1 Billion CAPEX, 700 FTEs
- June 19, 2024
 - Prospect
 - \$38 Million CAPEX, 60 FTEs
- July 16, 2024
 - Prospect
 - \$30 Million CAPEX, 250 FTEs



QUESTIONS & CONTACT

Eric Chou

Manager, Trade and Investment | Economic Development

Eric.Chou@niagraregion.ca

Subject: Economic Development Foreign Direct Investment (FDI) Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2024

Recommendations

1. That Report ED 15-2024 **BE RECEIVED** for information.

Key Facts

- The objective of this report is to update the Planning and Economic Development Committee (PEDC) on Foreign Direct Investment (FDI) activities conducted from April to September 2024.
- Efforts focus on growing and diversifying the economy by attracting businesses in sectors where Niagara holds a competitive advantage, particularly in emerging areas that present a strong business case for investment. Key activities in this initiative include conducting lead generation and meetings in identified FDI target markets, as well as leading international investment missions with our “Team Niagara” partners.
- Economic Development staff actively partner with area municipalities, provincial and federal government officials, and FDI stakeholders such as Invest in Canada, Invest Ontario, Global Affairs Canada and the Consider Canada Cities Alliance. Additionally, the promotion of the Niagara Region as a Foreign Trade Zone (FTZ) is ongoing to enhance trade programs that advance import and export activities within the region.

Financial Considerations

The activities described in this report have been accommodated within the Council approved 2024 Economic Development budget.

Analysis

Niagara is a Prosperous Region due to its strategic location on the U.S./Canada border, along with the region’s multi-modal transportation infrastructure, and its designation as a Canadian Foreign Trade Zone Point (FTZ) making it an attractive place for companies to invest and conduct trade. The Region also acts as a conduit for international

businesses looking to enter the North America market via international trade agreements, enhancing our regions competitiveness and global supply chain network.

Investment Attraction Activities:

The Economic Development team have attended many external events since April 2024. These events provide Niagara Region with face-to-face opportunities with prospective investors, educational opportunities with in-market influencers (consular offices, trade commissioners and local Chambers of Commerce). These events raise the Niagara Region profile on an international basis ensuring brand recognition leading to potential investment opportunities.

From April 3 – 5, 2024, the Economic Development team attended the Site Selectors Guild. The conference brings together professional site selection consultants and economic development professionals from across the world.

From April 15 – 18, 2024, Niagara Economic Development was also represented at WEB Summit Rio. In partnership with Invest in Hamilton and Global Startups, Niagara had booth presence at the show and met with 17 startups with strong interest in establishing their business in the region.

From April 22 – 24, 2024, Niagara Economic Development attended Hannover Messe. Hannover Messe is one of the world's largest industrial trade shows with over 130,000 attendees and 4,000 exhibitors in 2024. Niagara Economic Development staff participated in 20 one-on-one meetings with international companies during the show.

From May 6 – 10, 2024, Economic Development staff traveled to New York City, Boston, and Chicago to meet with provincial and federal trade investment agencies. The meetings with in-market investment agents allowed Niagara Economic Development to highlight the region's key sectors for investment, learn of new opportunities in the American market and advance relationships.

Niagara Economic Development also joined Global Affairs Canada for the Latin America Roadshow from June 10 – 14, 2024. The program for the roadshow was extensive with events hosted by in-market influencers. A total of 18 one-on-one meetings with businesses were held during the week.

Investment attraction activities also entail hosting prospective investors and clients in Niagara to showcase the available industrial sites, labour capacity, and quality of life in the Niagara region.

On April 24, 2024, economic development staff hosted Invest Ontario and executives from a large Korean manufacturer. Referred to as Project Tab, the potential investment amount is \$696 Million Capital Expenditure (CAPEX) and 380 jobs. The day was spent visiting sites in Niagara and meeting with the local network.

On June 11, 2024, and August 28, 2024, economic development staff hosted the Ministry of Economic Development Job Creation and Trade and company executives for a site visit. Referred to as Project Dracaena, the potential investment amount is \$4.1 Billion CAPEX and 700 jobs.

On June 19, 2024, IAMA Global toured Niagara sites with staff. The potential investment amount is \$38 Million CAPEX and 60 jobs.

On July 16, 2024, Niagara Economic Development toured a potential site for a prospect. The company is looking to expand operations and invest \$30 Million CAPEX creating 250 jobs.

Furthermore, a lead generated from our in-market activities at Hannover Messe is currently in discussion with a local research and innovation centre to set up a greenhouse carbon capture project. This connection was made by economic development staff after the initial meeting in Germany.

Asahi Kasei:

May 14, 2024, saw the official announcement of Phase 1 by Asahi Kasei, for their transformational investment of \$1.56 Billion, with approximately 300 jobs to build a lithium-ion battery separator manufacturing facility in Port Colborne. Over the 3 phases, the expected total investment is \$4.8 Billion and an estimated 1,000 jobs.

The Economic Development team continues to be involved in the project ensuring that our Team Niagara Task Force supports the aftercare aspects of

the project to ensure timelines are met. The team is also supporting Asahi Kasei in various projects since the first site visit in August 2023.

In the summer months, representatives from Asahi Kasei, accompanied by Niagara Region Economic Development staff, met with residents living in direct proximity to the site on June 24, 2024, as well as had positive discussions with Mississauga's of the Credit First Nations on August 8, 2024.

On September 25, 2024, Asahi Kasei held a public community open house in Port Colborne. The event was attended by over 300 residents and well received by the community.

On September 11, 2024, economic development staff was invited to present Project Eagle as a best practice process for investment attraction to Bruce County Economic Development.

On October 7 – 11, 2024, Niagara Region, Port Colborne, Brock University and Niagara College visited Japan and the Asahi Kasei plant in Moriyama. The delegation met with Asahi Kasei executives, academic institutions, The City of Moriyama, Tokyo Metropolitan Government along with Global Affairs Canada and Ontario investment representatives to understand the capacity requirements, labour force needs, academic partnerships and the overall supply chain investment ecosystem potential.

The official ground-breaking at the Asahi Kasei site in Port Colborne is scheduled to take place on November 14, 2024.

Confirmed Pipeline Investments:

There have been additional companies that have confirmed investments in Niagara Region due to the efforts of Economic Development staff. Those efforts have yielded two new companies at a total CAPEX investment of \$7 Million and the creation of 35 jobs, ultimately contributing to Niagara's growing industrial sector.

Additional hosting opportunities have been presented to the Economic Development team. These hosting opportunities allow us to educate and

showcase the region to local influencers with networks that we don't have direct connections with, promoting the benefits of doing business and living in Niagara.

Notable events include the visit from Innovation Norway on August 1, 2024, and the Consider Canada City Alliance meeting on June 26, 2024. Economic Development staff also hosted the Consular Corps Association of Toronto during the 2024 World Rowing Championships and Nations Dinner, which featured representatives from 18 countries from August 22 to 24, 2024.

Other events included engagements with the Port of Baie Comeau on September 13, 2024, and a tour of the Vineland Research and Innovation Centre with a delegation from Dong Thap Province, Vietnam. Additionally, Life Sciences Ontario was engaged on September 23, 2024 to foster effective relations in this sector and continued relations welcoming the Invest Ontario Senior Management Team on November 4, 2024.

FDI Pipeline:

The Economic Development team continues to conduct meetings with leads identified in FDI target markets and sectors. In the second and third quarter of 2024 the team has had meetings with 66 new businesses that have expressed interest in investing in Niagara Region. Niagara Economic Development continues to distinguish between leads and opportunities based on in market activities and working with our government partners and third party in market lead generators. In the second and third quarter of 2024 there were 29 total new opportunities, two of which were converted from leads.

Alternatives Reviewed

Foreign Direct Investment (FDI) is a key function of Regional Economic Development and the tactics being used are consistent with accepted economic development practices.

Relationship to Council Strategic Priorities

Foreign Direct Investment activities support Council's strategic priorities for an Effective and Prosperous Region.

Other Pertinent Reports

- [ED 5-2024: Economic Development Foreign Direct Investment \(FDI\) Update](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=16&Tab=attachment)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=16&Tab=attachment>)

Prepared by:

Eric Chou
Manager, Trade & Investment
Economic Development

Recommended by:

George Spezza, Ec.D., CEcD
Director,
Economic Development

Recommended by:

Michelle Sergi, MCIP, RPP
Deputy Chief Administrative Officer

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Susan White, Finance Administration and Marco Marino, Associate Director Economic Development.

Appendices

N/A

Minute Item No. 6.1

CSD 48-2024

2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

That Report CSD 48-2024, dated November 7, 2024, respecting 2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2025 Water & Wastewater net operating base budget increase of \$5,751,426 (or 3.72%) plus \$11,160,869 (or 7.22%) for capital financing over the 2024 operating budget **BE APPROVED**;
2. That an increase of \$2,053,502 (or 1.33%) over the 2024 operating budget **BE APPROVED** to support additional staffing resources for service delivery;
3. That the 2025 Water Operations gross operating budget of \$57,615,260 and net budget in the amount of \$57,071,267 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Appendix 3 of Report CSD 48-2024, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2025, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2025 variable water rate of \$0.751 shown in Table 2 of Report CSD 48-2024, to be effective January 1, 2025 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2025 Wastewater Operations gross operating budget of \$121,023,619 and net budget in the amount of \$116,477,200 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2025 fixed wastewater requisition as shown in Appendix 5 of Report CSD 48-2024, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2025, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2025 wastewater monthly bills **INCLUDE** the reconciliation for the 2023 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Appendix 6 of Report CSD 48-2024;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 48-2024 **BE CIRCULATED** to the Local Area Municipalities.

Minute Item No. 6.2

BRC-C 2-2024

A letter from M. Siscoe, Chair, Niagara Transit Commission, dated September 23, 2024, respecting 2025 Proposed Operating Budget and Special Levy Requisition - Niagara Transit Commission

That Correspondence Item BRC-C 2-2024, being a letter from M. Siscoe, Chair, Niagara Transit Commission, dated September 23, 2024, respecting 2025 Proposed Operating Budget and Special Levy Requisition - Niagara Transit Commission, **BE RECEIVED**; and the following recommendations **BE APPROVED**:

1. That the Niagara Transit Commission proposed 2025 base gross operating budget submission of \$85,306,542 and net base Special Levy of \$60,488,929 for a net increase of \$2,137,219 or 3.66% **BE APPROVED**;
2. That the 2025 net special levy include additional capital financing of \$2,166,667 or 3.71% over 2024 net special levy **BE APPROVED**;
3. That the net Special Levy of \$62,655,596 (inclusive of recommendations 1 and 2 above) **BE APPORTIONED** between the local municipalities as per Appendix 2 of Report NTC 28-2024 determined in accordance with the methodology approved in Report PW 55-2021 and based on final 2024 current value assessment; and
4. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Regional Council for consideration.

Minute Item No. 7.1

CSD 59-2024

Water and Wastewater Rate Methodology Review

That Report CSD 59-2024, dated November 7, 2024, respecting Water and Wastewater Rate Methodology Review, **BE RECEIVED** for information.

Minute Item No. 7

Consent Items for Information

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

BRC-C 3-2024

Niagara Transit Commission Additional Budget Information

CWCD 2024-172

Councillor Information Request Related to Legal Obligations of Council regarding the Safe Drinking Water Act

BRC-C 4-2024

Correspondence from S. Richards-Haynes, dated November 6, 2024, respecting Niagara Region Transit Budget Consideration

**THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
MINUTES**

BRCOTW 4-2024

Thursday, November 7, 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), Champion*, Chiocchio*, Craitor*, Davies*, Foster, Gale, Ganann, Grant, Heit, Huson, Insinna*, Jordan, Junkin*, Kaiser, Morocco, Redekop (Committee Chair), Rigby, Seaborn, Secord, Siscoe, Sorrento*, Steele, Ugulini, Villella, Whalen (Committee Vice-Chair), Witteveen*, Zalepa*

Absent/Regrets: Diodati, Easton, Ip

Staff: D. Ane, Senior Program Financial Specialist, D. Barnhart, Chief of Staff, Governance*, A. Basic, Legislative Coordinator, B. Brens, Associate Director, Budget Planning & Strategy, J. Brunet, Associate Director, Water Operations Maintenance, D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, C. Courteau, Associate Director, Water Wastewater Integrated Systems, S. Dunsmore, Director, Infrastructure Planning & Development Engineering*, D. Gibbs, Director, Legal & Court Services*, M. Iafrate, Financial & Special Projects Consultant, P. Lambert, Director, Water Wastewater Services, P. Maposa, Director, Asset Management*, D. Morreale, Director, Growth Management & Planning*, R. Muzzell, Manager, Program Financial Support, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, A. Thomson, Legal Counsel, R. Tripp, Chief Administrative Officer

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 Ganann 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 48-2024

2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

Beth Brens, Associate Director, Budget Planning & Strategy, provided information respecting the 2025 Water and Wastewater Operating budget, Rate Setting and Requisition. Topics of the presentation included:

- Key Drivers
- Operating Budget Highlights
- Multi-Year Budget
- Budget Variance Risks
- Requisition to Municipalities
- Next Steps

Moved by Councillor Bateman
Seconded by Councillor Huson

That Report CSD 48-2024, dated November 7, 2024, respecting 2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2025 Water & Wastewater net operating base budget increase of \$5,751,426 (or 3.72%) plus \$11,160,869 (or 7.22%) for capital financing over the 2024 operating budget **BE APPROVED**;
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5. That the Region's proposed 2025 variable water rate of \$0.751 shown in Table 2 of Report CSD 48-2024, to be effective January 1, 2025 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
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8. That the 2025 wastewater monthly bills **INCLUDE** the reconciliation for the 2023 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Appendix 6 of Report CSD 48-2024;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 48-2024 **BE CIRCULATED** to the Local Area Municipalities.

Carried

Councillor Information Request(s):

- Provide a list of efficiencies that were accomplished last year, and which ones are currently underway.
- Provide a summary of the number of watermain breaks per municipality, including the volume of water lost.
- Provide an outline of how the volume of water lost during a watermain break factors into the flows use to set the requisition for each municipality.
- Provide a summary of charges laid against the Region by the Ministry of Environment.
- Provide additional information on the 5-year trends on rate requisitions by municipality.
- Provide information on the flows by plant for each municipality,.

6.2 BRC-C 2-2024

A letter from M. Siscoe, Chair, Niagara Transit Commission, dated September 23, 2024, respecting 2025 Proposed Operating Budget and Special Levy Requisition - Niagara Transit Commission

Moved by Councillor Siscoe
Seconded by Councillor Steele

That Correspondence Item BRC-C 2-2024, being a letter from M. Siscoe, Chair, Niagara Transit Commission, dated September 23, 2024, respecting 2025 Proposed Operating Budget and Special Levy Requisition - Niagara Transit Commission, **BE RECEIVED**; and the following recommendations **BE APPROVED**:

1. That the Niagara Transit Commission proposed 2025 base gross operating budget submission of \$85,306,542 and net base Special Levy of \$60,488,929 for a net increase of \$2,137,219 or 3.66% **BE APPROVED**;
2. That the 2025 net special levy include additional capital financing of \$2,166,667 or 3.71% over 2024 net special levy **BE APPROVED**;
3. That the net Special Levy of \$62,655,596 (inclusive of recommendations 1 and 2 above) **BE APPORTIONED** between the local municipalities as per Appendix 2 of Report NTC 28-2024 determined in accordance with the methodology approved in Report PW 55-2021 and based on final 2024 current value assessment; and
4. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Regional Council for consideration.

Recorded Vote:

Yes (21): Bradley, Campion, Chiochio, Foster, Ganann, Heit, Huson, Jordan, Junkin, Kaiser, Morocco, Rigby, Seaborn, Siscoe, Sorrento, Steele, Ugulini, Whalen, Witteveen, Zalepa, Redekop.

No (8): Bateman, Craitor, Davies, Gale, Grant, Insinna, Secord, Villella.

Carried

7. CONSENT ITEMS FOR INFORMATION

CSD 59-2024 was considered separately.

7.1 CSD 59-2024

Water and Wastewater Rate Methodology Review

Moved by Councillor Huson
Seconded by Councillor Morocco

That Report CSD 59-2024, dated November 7, 2024, respecting Water and Wastewater Rate Methodology Review, **BE RECEIVED** for information.

Carried

Moved by Councillor Steele
Seconded by Councillor Ugulini

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

BRC-C 3-2024

Niagara Transit Commission Additional Budget Information

CWCD 2024-172

Councillor Information Request Related to Legal Obligations of Council regarding the Safe Drinking Water Act

BRC-C 4-2024

Correspondence from S. Richards-Haynes, dated November 6, 2024, respecting Niagara Region Transit Budget Consideration

Carried

8. OTHER BUSINESS

8.1 Budget Meeting Schedule

Councillor Bateman enquired whether a budget meeting schedule is provided to residents. Beth Brens, Associate Director, Budget Planning & Strategy, confirmed that a meeting schedule is available on the Niagara Region website, along with hyperlinks to all of the corresponding documents.

9. NEXT MEETING

The next meeting will be held on Thursday, November 14, 2024, at 6:30 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 9:01 p.m.

Councillor Redekop
Committee Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

TWENTY25

NIAGARA REGION BUDGET

Water & Wastewater Operating Budget,
Rate Setting & Requisition

November 7, 2024

2025 Water & Wastewater Operating Budget

Key Themes

- Recommending 12.27% increase
 - Investment in Capital contributions – recommended increase of 7.22% contribution to capital in alignment with 2021 Asset Management Plan
 - Sustainment of core services - recommended increase of 5.05% for investment in core Water and Wastewater services

Regional share is an average incremental increase of \$0.24 per household per day equating to \$7.40 per month over 2024

2025 Water & Wastewater Operating Budget, Rate Setting and Requisition

What we're going to cover:

- Key Drivers
- Operating Budget Highlights
- Multi-Year Budget
- Budget Variance Risks
- Requisition to Municipalities
- Next Steps

2025 Key Drivers

2021 Asset Management Plan (AMP)

- Water and Wastewater Capital represents 52% or \$5.1 Billion of assets in the Region's 2021 AMP

Per Asset Management Plan	Per Budget
Recommends average annual renewal investment of \$164 Million	2024 Operating Budget included Capital funding for renewal of \$54 Million

2025 Operating Budget Strategy Proposes Total Contributions to Capital of **\$65 Million**

2025 Key Drivers

2023 Water and Wastewater Financial Plan

Given Niagara Region affordability challenges, the 2023 Financial Plan recommended increasing annual contributions to capital of 5.15% (AMP recommended 7.22%)

Historical contributions to capital have fallen short of both the 2021 Asset Management Plan and the 2023 Financial Plan

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

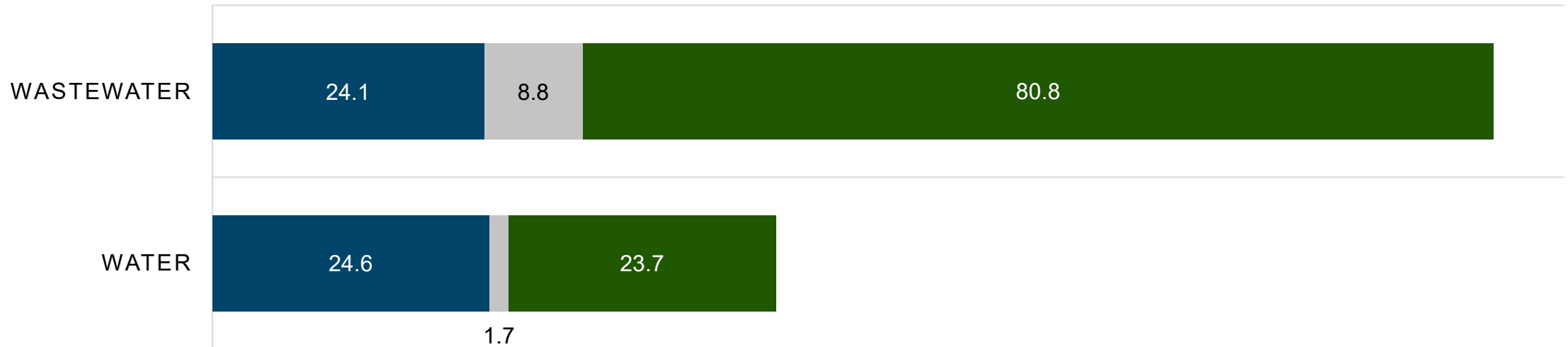
2025 Key Drivers

2021 Asset Management Plan (AMP)

- Water – 44% of plant assets in Poor to Very Poor Condition and Declining
- Wastewater – 49% of plant assets in Poor to Very Poor Condition and Declining

ANNUAL FUNDING VS. NEED

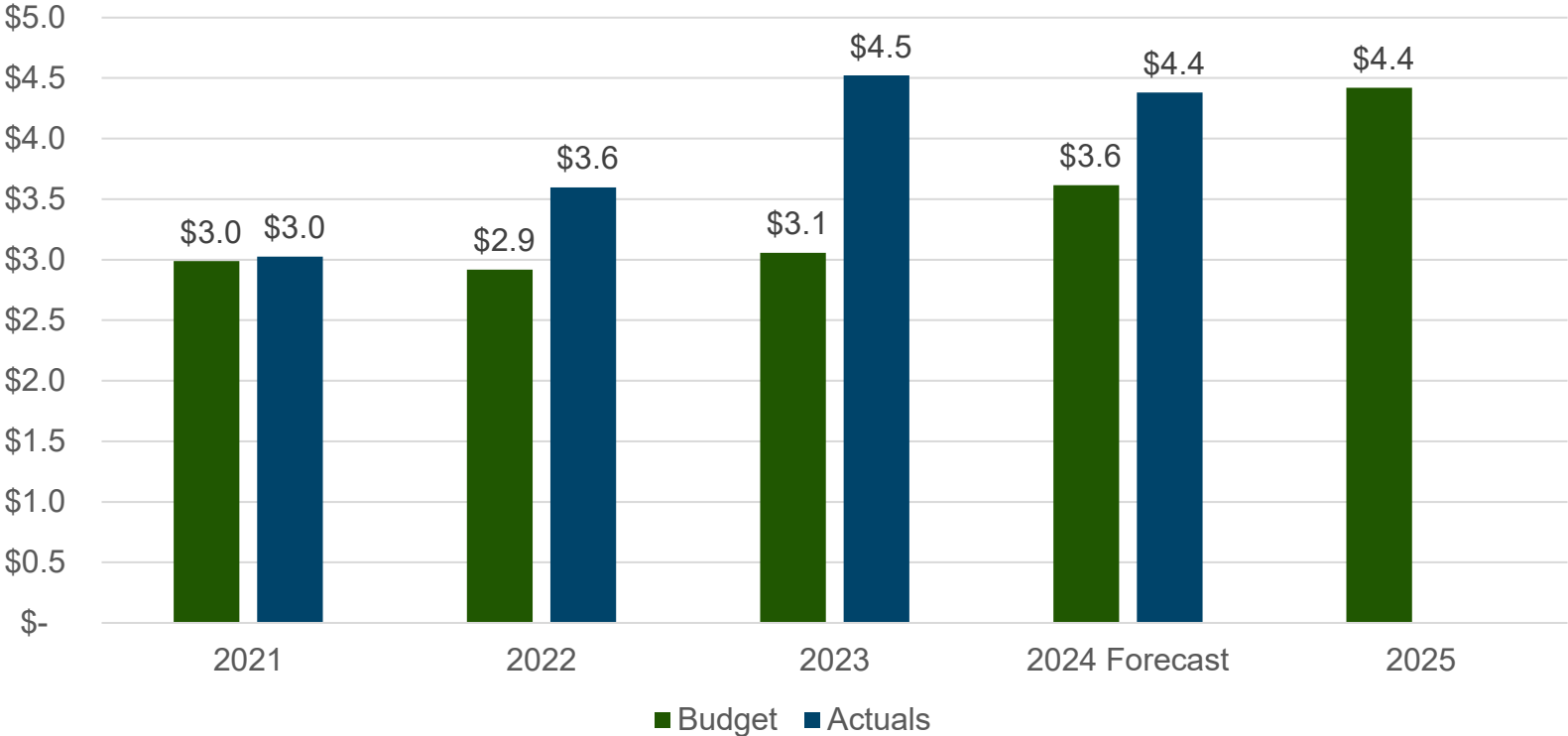
■ 2024 ■ Proposed 2025 ■ 2021 AMP



2025 Key Drivers





Wastewater Equipment Repairs and Maintenance

WW R&M Equipment Budget vs. Actual Trend
(in millions)



- 2024 WW Forecasted R&M deficit - **\$0.8 M**
- 2025 Budget proposes to invest in R&M in alignment with historical spend
- Prioritize preventative maintenance activities

2025 Recommended Budget (in millions)

	Water (\$)	Wastewater (\$)	Total (\$)
Water & Wastewater 2025 Budget Summary			
2024 Net Requisition	53.3	101.3	154.6
2025 Budget:			
Total Operating Expenses	26.3	62.5	88.8
Business Support	2.6	4.2	6.8
Reserve Transfer & Debt Charges	26.2	43.6	69.8
2025 Base Gross Budget Total	55.1	110.3	165.4
Less: Revenues	(0.5)	(4.5)	(5.0)
2025 Net Base Budget	54.5	105.8	160.3
% Change	2.28%	4.48%	3.72% 
Enhanced Capital Financing (7.22%) 	2.3	8.9	11.2
Program Changes – Staffing (1.33%) 	0.3	1.8	2.1
2025 Net Requisition	57.1	116.5	173.6
Percentage Change	7.06%	15.01%	12.27% 

2025 Recommended Budget (in millions)

Continued

Recommended budget increase of **12.27%** (\$19.0M increase)

- 3.72% or \$5.7M for base operating costs
- 7.22% or \$11.2M for enhanced capital financing
- 1.33% or \$2.1M for staffing resources

2025 Budget Snapshot

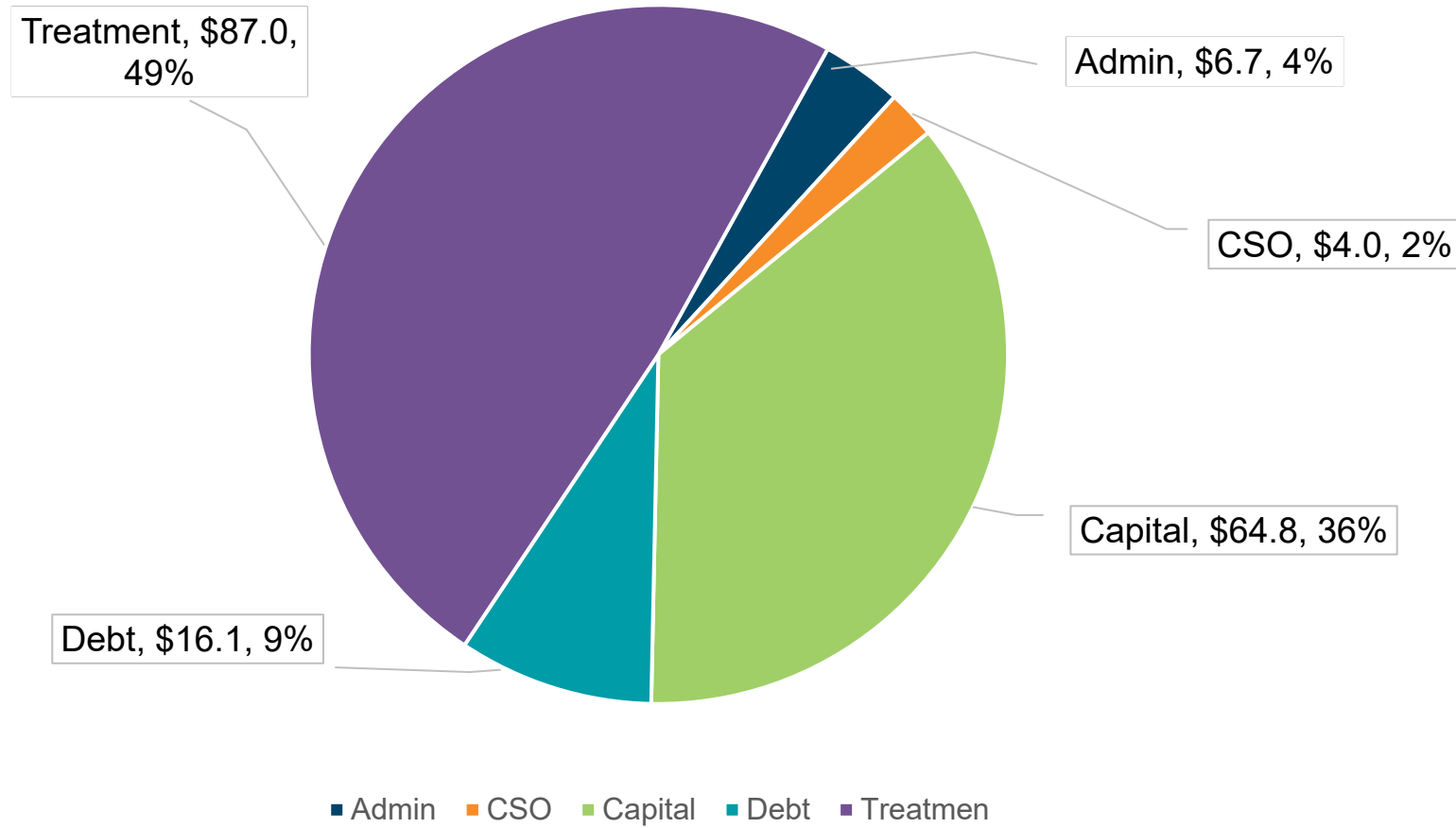
Budget Categories	Per Budget Strategy (%)	Proposed Budget (%)	Change (%)
Base Services	4.11%	3.72%	(0.39)%
Capital Financing	7.22%	7.22%	0.00%
Program Changes	1.26%	1.33%	0.07%
Total	12.59%	12.27%	(0.32)%

Key change drivers:

- Incremental hauled sewage revenue offsetting base increase pressures for R&M

2025 Gross Operating Budget (\$178.6M)

Expenditures by Area (in millions of dollars)



94% of costs associated with essential treatment and capital needs

2025 Budget Summary

Base Increase of \$5.7M on Net Requisition

Pressures mainly attributed to:

- \$1.0M net increase in re-instatement of CSO Program (\$2M gross to \$4M gross)
- \$1.1M increase in repairs and maintenance in line with historical actuals/cost increases
- \$1.4M increase in labour related costs to support the people strategy and union increases
- \$0.4M increase in consulting for building condition assessments

2025 Budget Summary

Base Increase of \$5.7M on Net Requisition Continued

Pressures mainly attributed to (continued):

- \$2.2M inflationary pressures related to chemicals \$0.8M, biosolids haulage and disposal \$0.7M, utilities and property taxes \$0.7M
- \$0.5M in levy related internal and corporate support costs/debt servicing

Pressures offset by:

- \$0.9M additional hauled sewage collection revenue

2025 Operating Budget Staff Summary

in Full Time Equivalents (FTE)

Details	Perm	Temp
2024 - Total	280.6	4.0
2025 – New staffing requests to support program delivery	20.4	-
2025 – Total	301.0	4.0

2025 Program Investments

Staffing Resources – 20.4 FTE

Description/ Title	Operating Impact (\$)	FTE
Systems Maintenance Person	284,528	3.0
Pumping Station Crews	437,452	4.0
Area 1 Operators	200,726	2.0
NOTL Wastewater Operator	100,363	1.0
Crystal Beach Wastewater Operator	100,363	1.0
Senior Project Manager- WWW	45,420	1.0
Project Manager	40,419	1.0
Laboratory Technician II	38,649	0.4
Environmental Compliance Analyst	98,748	1.0
Environmental Sampling Technician	91,050	1.0
SCADA technician	237,895	2.0
W-WW Infrastructure Analyst	251,927	2.0
Security Program Manager	125,963	1.0
	2,053,503	20.4

Staff resources proposed to support preventative maintenance, operations, program delivery, regulatory and compliance requirements, and cyber security.

Maintenance
Operations
Engineering
Lab and Compliance
SCADA and Security

2025 Budget Summary

Reserve Balances

Reserve (In Millions)	Estimated Opening Balance	Interest	Annual Contribution	Usage	Estimated Closing Balance	2025 Target Balance
Wastewater Capital	\$27.80	\$0.70	\$38.40	(\$38.00)	\$27.60	Below target in 2021 Asset Management Plan
Water Capital	\$43.40	\$0.50	\$26.40	(\$50.50)	\$19.30	Below target in 2021 Asset Management Plan
Wastewater Stabilization	\$0.10				\$0.10	\$7.9 - \$11.9 Below Target
Water Stabilization	\$4.00	\$0.10			\$4.10	\$3.0 - \$4.5 Within Target

Below target reserve balances limit our ability to address emerging risks

Water and Wastewater Multi-Year Budget

(in millions of dollars)

Water and Wastewater Requisition	2025	2026	2027
Net Requisition	\$173.5	\$189.6	\$206.4
% Increase	12.27%	9.24%	8.86%

Continued incremental contributions to capital (7.22% assumption based on 2021 Asset Management Plan).

Other pressures consist of investments in the People Strategy and inflation on contractual services and supplies.

2025 Water & Wastewater Budget

Budget Variance Risks

- Wastewater stabilization reserve is inadequately funded
 - Equipment and underground infrastructure failure may impact repair and maintenance expenses
- Approval of rates and fees by-law – hauled sewage rate structure
 - Should this not be approved, would require mitigation in 2025 and any resulting deficit would be funded through stabilization reserve
- Inflation and/or global supply chain challenges
- Flows are weather dependent

2025 Water Requisition

Methodology

- In place since 2009, reaffirmed in 2011 for 2012-2015, and reaffirmed again in 2015
- 25% Fixed Requisition
 - Based on three-year average volume
- 75% Variable Rate
 - Projected water sales of 57.00 M m³ (same as prior year)
 - 75% of \$57.0 million budget divided by 57.00 M m³
 - Variable rate increased to \$0.751 per m³ (2024 rate \$0.701)

2025 Water Requisition

25% Fixed Distribution to Municipality

Municipality	2024 (\$000)	2025 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	1,087	1,172	85	7.83%
Grimsby	711	734	23	3.20%
Lincoln	607	641	34	5.64%
Niagara Falls	3,336	3,660	324	9.71%
Niagara-on-the-Lake	731	762	31	4.30%
Pelham	362	378	16	4.28%
Port Colborne	608	677	69	11.37%
St. Catharines	3,336	3,587	251	7.52%
Thorold	586	620	34	5.76%
Welland	1,734	1,803	69	4.00%
West Lincoln	228	234	6	2.48%
Total	13,327	14,268	942	7.06%

Budget increase
of 7.06%
Varies based on
historical volume
driven by growth
in each
municipality

2025 Wastewater Requisition

Methodology

- 100% fixed since 2007
- 2011 established for 2012 to 2015, and reaffirmed in 2015, the reconciliation and adjustment for actual flows
 - Budget based on 3 years average to September
 - Actual based on 1 year to December
- Reconciliation of 2023 budget included in the 2025 requisition

2025 Wastewater Requisition

100% Fixed Distribution to Municipality

Municipality	2024 (\$000)	2025 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	10,260	11,281	1,021	9.95%
Grimsby	4,231	6,367	2,136	50.49%
Lincoln	4,549	4,535	(14)	-0.31%
Niagara Falls	19,330	23,183	3,853	19.93%
Niagara-on-the-Lake	4,221	5,056	835	19.77%
Pelham	2,054	2,421	367	17.86%
Port Colborne	5,478	6,081	603	11.01%
St. Catharines	27,559	30,861	3,302	11.98%
Thorold	6,620	7,439	819	12.37%
Welland	15,248	17,297	2,049	13.44%
West Lincoln	1,727	1,957	230	13.33%
Total	101,276	116,477	15,200	15.01%

Budget increase of 15.01%
Varies based on historical volume driven by growth in each municipality

2025 Water & Wastewater Cost per Household

BMA Study Average (Includes Region & Local)

Cost per Household	2019	2020	2021	2022	2023	2024 (est)
BMA Survey Average	\$1,103	\$1,151	1,174	1,237	1,302	1,405
Niagara Average	\$1,123	\$1,164	1,202	1,251	1,292	1,398
Variance \$	\$20	\$13	\$28	\$14	-\$11	-\$7
Variance %	2%	1%	2%	1%	1%	1%

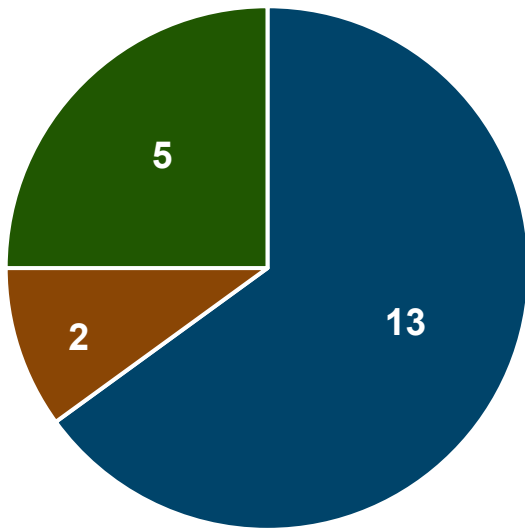
Niagara Region has significantly more infrastructure than its comparators along with a smaller population

Lower average means less investment in aging infrastructure including critical repairs and maintenance

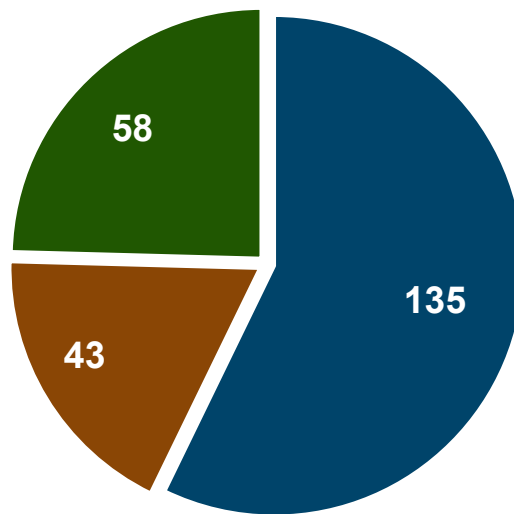
How We Compare – Water & Wastewater

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

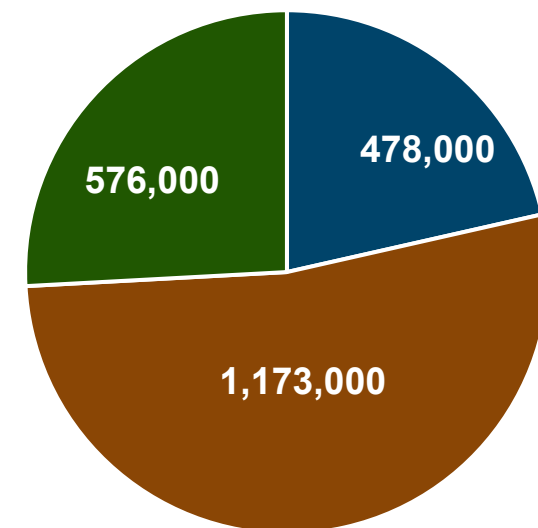
Large Plants (>10MLD)



Pumping Stations



Population



■ Niagara Region
■ York Region
■ Waterloo Region

2025 Water & Wastewater Cost per Household

Estimated Annual Average Impact of Regional Share on Household

50% Region	2024	2025	Incr. (\$)	Incr.(%)
Water & Wastewater	\$699	\$785	\$86	12.27%

Estimated Regional increase ranges from \$69 to \$103 annually
(40%- 60% Regional portion)

Next Steps

Approval & Requisition

- Discussion, review and approval of CSD 48-2024 today
- Council approval of budget and requisitions (including by-laws) on November 21st, 2024
- Communication to LAMs of budget approval and wholesale requisitions which are effective for January flows billed in February
- LAM set their individual fixed and variable rates for their customers

Questions?



Subject: 2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

Report to: Budget Review Committee of the Whole

Report date: Thursday, November 7, 2024

Recommendations

1. That the 2025 Water & Wastewater net operating base budget increase of \$5,751,426 (or 3.72%) plus \$11,160,869 (or 7.22%) for capital financing over the 2024 operating budget **BE APPROVED**;
2. That an increase of \$2,053,502 (or 1.33%) over the 2024 operating budget **BE APPROVED** to support additional staffing resources for service delivery;
3. That the 2025 Water Operations gross operating budget of \$57,615,260 and net budget in the amount of \$57,071,267 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Appendix 3 of Report CSD 48-2024, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2025, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2025 variable water rate of \$0.751 shown in Table 2 of Report CSD 48-2024, to be effective January 1, 2025 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2025 Wastewater Operations gross operating budget of \$121,023,619 and net budget in the amount of \$116,477,200 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2025 fixed wastewater requisition as shown in Appendix 5 of Report CSD 48-2024, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the

Local Area Municipalities starting January 1, 2025, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;

8. That the 2025 wastewater monthly bills **INCLUDE** the reconciliation for the 2023 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Appendix 6 of Report CSD 48-2024;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 48-2024 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The proposed Water net budget represents a \$3.8 million increase, or 7.06% over 2024; the proposed Wastewater net budget represents a \$15.2 million increase, or 15.01% over 2024, for a combined Water & Wastewater budget increase of 12.27% as shown in Table 1.
- Key drivers to the 2025 budget include: reinstatement of the historical CSO program budget, inflation, contract pressures, people strategy support, required repairs and maintenance on equipment and facilities, building condition assessments and the inclusion of additional hauled sewage revenues.
- The 2025 Budget Strategy proposed a total Water and Wastewater budget increase of 12.59% (4.11% for base budget expenditures, 7.22% for capital financing and 1.26% for program changes), however the revised budget estimates, primarily related to incremental hauled sewage revenue included in base services, has decreased the proposed combined increase to 12.27% (3.72% for base budget expenditures, 7.22% for capital financing and 1.33% for program changes)
- The approved 2021 Asset Management Plan (AMP) recommends a yearly increase of 7.22% on the combined water and wastewater rate and requisition for enhanced capital financing over a 10 year period to work towards achieving asset sustainability in the future which has been included in the proposed 2025 Water and Wastewater operating budget.

- The 2025 Budget includes a number of incremental staff to assist in service delivery and risk mitigation which are identified in recommendation 2 (See Appendix 7 to Report CSD 48-2024 for a list of the proposed staffing positions).
- The requisition methodology conforms to Council's approved cost recovery methodology from 2011, which was reaffirmed through Report CSD 61-2015, on July 2, 2015. The methodology apportions to the LAMs water at 75% variable rate and 25% as a fixed component and wastewater 100% fixed. The current methodology will be subject to review in 2025 based on feedback received from LAM partners.
- The proposed variable water rate is increased to \$0.751 (2024 = \$0.701) attributed to the budget increase with no projected change in water flows for 2025.

Financial Considerations

The Water and Wastewater Division's proposed 2025 net budget amount of \$173.5 million represents a \$19.0 million net increase or 12.27% (3.72% for base operating, 7.22% for enhanced capital financing, and 1.33% for staffing program changes) from the 2024 budget, as shown in Table 1. The total net cost related to the Water program is \$57.1 million, representing a net increase of \$3.8 million, or 7.06% from 2024. The remaining \$116.5 million relates to the Wastewater program, which has increased by \$15.2 million, or 15.01% from 2024. The proposed gross budget and comparison to the 2024 net budget are outlined in Table 1.

Table 1 – Summary of Proposed Water and Wastewater Budget (in millions)

Water & Wastewater 2025 Budget Summary	Water (\$)	Wastewater (\$)	Total (\$)
2024 Net Requisition	53.3	101.3	154.6
2025 Budget:			
Total Operating Expenses	26.3	62.5	88.8
Business Support	2.6	4.2	6.8
Reserve Transfer & Debt Charges	26.2	43.6	69.8
2025 Base Gross Budget Total	55.1	110.3	165.4
Less: Revenues	(0.5)	(4.5)	(5.0)
2025 Net Base Budget	54.5	105.8	160.3
% Change	2.28%	4.48%	3.72%
Enhanced Capital Financing (7.22%)	2.3	8.9	11.2
Program Changes – Staffing (1.33%)	0.3	1.8	2.1
2025 Net Requisition	57.1	116.5	173.6
Percentage Change	7.06%	15.01%	12.27%

Analysis

The 2025 Water and Wastewater budgets were developed giving consideration to current inflation, historical results (2023 actuals, 2024 forecast), operational concerns, legislative compliance, standard operating procedures and cross-divisional and corporate business support costs. The 2025 recommended budget is lower than the Budget Strategy estimated budget increase of 12.59% primarily due to the inclusion in the base budget of additional hauled sewage revenue in the amount of \$0.9 million. The inclusion of this incremental revenue was not factored into the Water and Wastewater 2025 Budget Strategy anticipated budget increase. This is discussed further below in the “Budget for Base Services” section of Report CSD 48-2024.

Budget for Base Services

The 2025 Budget Strategy estimated a base services increase of \$6.4 million (4.11%) on the 2024 Water and Wastewater combined rate and requisition. The 2025 Budget Strategy considered the impact of base services including chemical costs, repairs and maintenance, biosolids haulage, utilities and labour related costs. The actual proposed increase for base services is \$5.8 million (3.72%) or a difference of \$0.6 million (0.39%) from the 2025 Budget Strategy.

The 2025 Budget Strategy did not contemplate a new multi-rate cost recovery structure for hauled sewage revenues introduced at the September Public Works Committee meeting via Report PW 26-2024. Staff have included \$0.9 million of incremental hauled sewage revenues in the proposed 2025 operating budget in alignment with the new multi-rate cost recovery structure outlined in Report PW 26-2024. If this incremental revenue was not included in the 2025 Water and Wastewater operating budget, an additional 0.58% would be added to the base services pressures for a total increase of 4.30% to those pressures and overall increase to the proposed 2025 rate and requisition of 12.85%. The difference between the 2025 Base Budget Strategy (4.11%) and the actual proposed 2025 base budget increase excluding the incremental hauled sewage revenue (4.30%) is approximately \$0.3 million. This is primarily a result of additional budget for necessary repairs and maintenance activities on aging equipment and facilities in excess of the original 2025 Budget Strategy estimates.

Given the largely fixed cost nature of the operations (i.e., chemicals, utilities, biosolids haulage and disposal, property tax, previously approved debt charges), inflationary impacts on program delivery have been significant with limited opportunity for budget mitigation without risking core service delivery. Of the total gross budget amount of \$178.6 million for 2025, approximately 94% of the total amount is fixed as it relates to treatment of Water and Wastewater and capital financing. The remaining 6% can be classified as discretionary expenditures that does not specifically relate to Water/Wastewater treatment (i.e., CSO grants, certain building maintenance such as snow removal and grass cutting).

The base pressures to the budget of \$5.8 million (3.72%) are largely due to the following:

- \$1.0 million net increase in the CSO Program. This would increase the gross program budget from \$2 million to \$4 million with 50% of the gross costs funded by Development Charges
- \$1.4 million or 4.8% increase to labour related costs as per current labour contracts and policies
- \$0.8 million or 8.48% increase in chemical costs as a result of contractual price increases and an increase in consumption
- \$0.4 million or 9.29% increase in grounds/building repairs and maintenance due to contractual increases
- \$0.7 million or 11.56% increase in equipment repairs and maintenance due to rising costs and an increase demand in repairing aging infrastructure
- \$0.7 million or 5.39% inflationary increases in utilities and property taxes

- \$0.7 million or 7.95% increase for Regional sludge disposal primarily due to anticipated increases in the annual contract rate and haulage volumes
- \$0.4 million or 44.0% increase in external consulting to support building condition assessments critical for optimal asset management of Water and Wastewater infrastructure

The base pressures noted above were partially offset by identified savings noted below:

- \$0.9 million increase in hauled sewage revenue charged under a proposed multi-rate cost recovery fee structure for commercial and residential customers as per report PW 26-2024

Budget for Capital Financing

In October 2023, Council endorsed a 5.15% annual contribution to capital increase in alignment with the Safe Drinking Water Act (SDWA) Financial Plan for the 2024 budget. The SDWA Financial Plan proposed yearly budget increases of 5.15% for capital and a 2% increase for other operating expenses over a 10 year period. Per the 2021 AMP, achieving capital sustainability requires an annual capital contribution increase of 7.22% to the combined Water and Wastewater rate and requisition over a ten year period. When developing the updated SDWA Financial Plan, staff proposed a contribution to capital increase less than the 2021 AMP recommendation in recognition of ratepayer affordability, staffing and supply chain issues.

While the capital program has been progressing toward sustainability, an increase in backlog, replacement values, and revised capital project estimates require budget increases in excess of those proposed in the SDWA Financial Plan. The 2023 SDWA Financial Plan identified that with a yearly budget increase of 5.15% contributions to capital, approximately \$648 million of Water and Wastewater capital proposed in the AMP would still need to be deferred.

Staff have begun working on the 2025 AMP and early indications show a continued decline in the state of assets along with increased renewal costs since the previous 2021 AMP and the SDWA Financial Plan. The requirement to continue to increase investment to adequately sustain the water and wastewater system are real and present. The 2025 AMP will propose levels of service and financing strategies, including contributions to capital, to be reflected in future budgets.

In anticipation of the 2025 AMP recommendations, staff are proposing an incremental contribution to capital of 7.22% in alignment with the 2021 AMP for the 2025 operating budget. This contribution to capital rate from 2025-2032 would provide approximately \$168 million more in capital funding compared to the SDWA Financial Plan contribution to capital recommendation of 5.15% as shown in Appendix 2 to CSD 48-2024.

Program Changes – Staffing

The recommended 2025 Water and Wastewater operating budget includes the request for 20.4 incremental permanent full-time equivalent (FTE) staff on a path towards minimum staff levels to support program delivery, focus on preventative maintenance activities, compliance with regulators, an increasing capital portfolio, and best industry health and safety practices. These resources result in an incremental budget impact of \$2.1 million (1.33% of the 2024 Water and Wastewater budget). Appendix 7 details the position titles, rationale for positions, and budget related impacts per position.

Reserves and Debt

Operating reserves - The Water and Wastewater Divisions utilize stabilization reserves to mitigate operating deficits and fund one-time expenditures. The Wastewater Stabilization Reserve is forecasted to have a balance at the end of 2024 in the amount of \$0.1 million and the Water Stabilization Reserve is forecasted to have a balance of \$4.0 million. Based on the reserve targets of 10% to 15% of operating expenses, the minimum 2025 target for these reserves is \$7.9 million and \$3.0 million respectively for Wastewater and Water. The Wastewater Stabilization Reserve is considered underfunded and could impact the ability to mitigate risks.

Capital reserves - The projected annual capital reserve contributions until 2032 based on the 2021 AMP recommendations have been included in Appendix 2 to Report CSD 48-2024. This Appendix also includes the projected annual capital reserve contributions until 2032 based on 2023 SDWA Financial Plan recommendation for comparison.

Debt - Council previously approved debt of \$253 million for South Niagara Falls WWTP with \$75.56 million to be funded from the Wastewater rates and the balance from Development Charges. In accordance with Budget Policy, the 2025 budget includes the debt charge placeholder of \$4.6 million which will be used on an annual basis to substitute the rate supported debt approved for the project until project is complete, and debentures issued in approximately 2029. This strategy was supported by Council with the approval of the 2024 Water and Wastewater operating budget recommendations. This will reduce rate supported debt from \$75 million to approximately \$45 million by 2029 and will allow

previously initiated funding for the project of \$38 million to be largely funded with reserve as a risk mitigation measure to the reliance on outstanding Federal and Provincial contribution required to move construction forward. The strategy continues to allow for future debt charges to be reduced, may mitigate increased project capital costs/inflation, manage overall Regional debt capacity and provide greater operating budget flexibility.

Water Requisition

Fixed Water - As per Council’s approved methodology, \$14,267,817 (25%) of the net Water budget will be recovered from fixed monthly requisitions to the local municipalities based on historical flows. Appendix 3 to Report CSD 48-2024 summarizes the fixed amounts to be billed to each LAM based on this methodology.

The historical water flows and percentages utilized are included in Appendices 3 and 4 to Report CSD 48-2024. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the services LAMs starting January 1, 2025. Also included as part of Appendix 3 to Report CSD-48-2024 is the annual impact on the fixed water requisition between 2024 and 2025 for each LAM.

Variable Water - The remaining \$42,803,450 (75%) will be charged through the variable rate. The recommended variable rate of \$0.751 per cubic metre as outlined in Table 3 is based on a water forecast using the past three year average flows. Despite growth for the Region in recent years the flow estimates are still volatile and are dependent on weather conditions. The resulting estimate for 2025 is an overall volume consistent with the amount used for the 2024 budget. An overview of the water trends and related risk is outlined in more detail in Appendix 4 to Report CSD 48-2024. The proposed variable water rate increase is \$0.0499 (7.12%) (2024 = \$0.701) which is attributed only to the budget increase.

Table 3 – Variable Water Rate for 2025 Net Budget

2025 Variable Water Rate	\$/Volume
Variable Allocation (75% x \$57,071,267)	\$42,803,450
2025 Water Flow Forecast (m ³)	57,000,000
Variable Rate (\$/m ³)	\$0.751

Wastewater Requisition

The wastewater net requisition is recovered 100% from fixed monthly requisitions to the local municipalities, apportioned based on the historical three year average flows. The annual amount is divided by twelve to determine the monthly charge to each of the serviced LAMs starting January 1, 2025. Appendix 5 to Report CSD 48-2024 provides the fixed amounts to be billed to each LAM based on this methodology as well as the historical wastewater flows and apportionments and the comparison of the fixed wastewater requisition amount between 2024 and 2025 for each LAM.

As per Council's approved cost recovery methodology, the 2025 monthly Wastewater charges will include reconciliation of the 2023 Wastewater requisition payments. Municipal 2023 rebates or charges will be based on their respective share of actual flows versus the estimated share used to initially allocate the 2023 charges. This reconciliation results in a total of \$347,514 in payments to, and \$347,514 in rebates from, the local municipalities included as Appendix 6 to Report CSD 48-2024. Tables outlining the calculation of the reconciliation and the total charge including the 2025 requisition and 2023 reconciliation by local municipality have been included in Appendix 6 to Report CSD 48-2024 as well.

Multi-Year Forecast

Staff have prepared the multi-year forecast using the 7.22% annual contribution to capital increase recommended in the 2021 AMP as well as inflationary impacts of other operating expenditures. The forecast reflects annual increases of 9.24% in 2026 and 8.86% in 2027. The key assumptions impacting the multi-year forecast are the continued investments in the People Strategy, inflation on contracted services and supplies, and annual increases of contributions to capital of 7.22% as noted above. The recommended contributions to capital will change with the 2025 AMP and will be considered as part of future budget processes. There are many assumptions and unknowns included in these forecasts, and staff will re-evaluate the long-term budget and capital strategies with the budget cycle each year.

It is important to note that the Water and Wastewater division is currently undergoing a number of studies on process and procedure optimization in its various sections. These studies will provide further recommendations on incremental resources to be considered as part of future budget processes. Staff will bring forth these recommendations from these studies once known. As these recommendations are unknown at this time, estimates have not been quantified or included as part of the multi-year operating budget.

Risks & Opportunities

- Unanticipated equipment and underground infrastructure failure may impact repairs and maintenance expenditures which are becoming more frequent given the age and condition of the infrastructure. The Wastewater Stabilization Reserve is underfunded which limits the ability to mitigate these impacts.
- Inflation and/or global supply chain challenges may have a budget impact on expenditures required to support program delivery.
- The implementation of a multi-rate cost recovery fee structure for commercial and residential hauled sewage customers is contingent on Council approval of the fees and charges by-law in December 2024. Should these fees not be approved, the budgeted incremental revenues from these amounts will need to be mitigated throughout 2025.
- Water/wastewater flows are weather dependent creating volatility in treatment costs and directly impact the variable portion of the water rate billed to LAM's

Alternatives Reviewed

The 2025 budget is in alignment with the budget strategy received by Council to sustain core services and maintain base service delivery.

At the discretion of the Council, programs can be identified for elimination from or addition to the budget. If this action is taken, staff request the opportunity to provide impacts/ risks with these decisions.

Relationship to Council Strategic Priorities

The 2025 Water and Wastewater proposed budgets support Council's strategic priorities of Effective Region by delivering fiscally responsible and sustainable services.

Other Pertinent Reports

[PW 45-2023 Safe Drinking Water Act Financial Plan](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6018a681-cfa7-46df-a06b-7c56447bcf99&Agenda=Agenda&lang=English&Item=15&Tab=attachments)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6018a681-cfa7-46df-a06b-7c56447bcf99&Agenda=Agenda&lang=English&Item=15&Tab=attachments>)

[PW 39-2020 South Niagara Falls WWTP Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=f8747f43-9163-45b8-b0aa-6bd3e7d59a34&Agenda=Agenda&lang=English&Item=11>)

[PW 39-2021 South Niagara Falls Wastewater Treatment Plant- Budget and Property](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=456972bd-bf1e-4aa0-afac-55d158224dd3&Agenda=Merged&lang=English&Item=11>)

[CSD 29-2024 2025 Budget Strategy](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5ea2c44e-e03a-4ef1-91b8-f5f6a188db45&Agenda=Agenda&lang=English&Item=13&Tab=attachmentst>)

[PW 26-2024 Hauled Sewage Rate Setting](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5976cbfd-e4c5-49ed-9647-7b39d5dd7d97&Agenda=Merged&lang=English&Item=14&Tab=attachments>)

[CSD 7-2022 2021 Corporate Asset Management Plan](#)

(<https://www.microsoft.com/en-us/edge/welcome?mb05=true&form=MT004S&slide=ie-mode&esf=1>)

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Appendices

- Appendix 1 2025 Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

- Appendix 2 Forecasted Water and Wastewater Transfers to Capital Reserves

- Appendix 3 Fixed Water Requisition by Municipality
- Appendix 4 Water Volume Analysis

- Appendix 5 Fixed Wastewater Requisition by Municipality

- Appendix 6 Wastewater Flows by LAM, and 2023 Fixed Wastewater Requisition Including Reconciliation by Municipality

- Appendix 7 Water and Wastewater 2025 Program Changes - Staffing

2025 Water and Wastewater Schedule of Revenue and Expenditures by Object of Expenditure

Object of Expenditure	2024 Water Budget Total (\$)	2024 Wastewater Budget Total (\$)	2024 Combined Total (\$)	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
A_40000AB Compensation	8,721,339	12,634,052	21,355,391	9,167,033	14,603,786	23,770,819	2,415,428	11.3%	(1)
A_41000AB Administrative	495,276	1,192,850	1,688,126	522,757	769,632	1,292,389	(395,737)	(23.4%)	(2)
A_44000AB Operational & Supply	3,139,508	16,695,419	19,834,927	3,292,643	18,059,924	21,352,567	1,517,640	7.7%	(3)
A_50000AB Occupancy & Infrastructure	5,994,936	12,189,751	18,184,687	6,265,455	12,989,978	19,255,433	1,070,746	5.9%	(4)
A_52000AB Equipment, Vehicles, Technology	1,701,453	3,824,099	5,525,552	1,501,731	4,600,904	6,102,635	577,083	10.4%	(5)
A_56000AB Partnership, Rebate, Exemption	91,850	2,000,000	2,091,850	96,900	4,000,000	4,096,900	2,005,050	95.9%	(6)

2025 Water and Wastewater Schedule of Revenue and Expenditures by Object of Expenditure

Object of Expenditure	2024 Water Budget Total (\$)	2024 Wastewater Budget Total (\$)	2024 Combined Total (\$)	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
A_75100AC Transfers To Funds	24,090,330	29,450,024	53,540,354	26,384,199	38,425,226	64,809,425	11,269,071	21.0%	(7)
A_60000AC Allocation Between Departments	862,667	1,142,710	2,005,377	1,053,891	1,326,049	2,379,940	374,563	18.7%	
A_60260AC Allocation Within Departments	4,163,080	6,830,602	10,993,682	4,626,910	7,993,457	12,620,367	1,626,685	14.8%	(1),(2), (8)
Gross Expenditure Subtotal	49,260,439	85,959,507	135,219,946	52,911,519	102,768,956	155,680,475	20,460,529	15.1%	
A_30000AB Taxation	(53,306,335)	(101,276,335)	(154,582,670)	(57,071,267)	(116,477,200)	(173,548,467)	(18,965,797)	12.3%	
A_32400AB By-Law Charges & Sales	(12,000)	(1,567,278)	(1,579,278)	(24,000)	(2,482,278)	(2,506,278)	(927,000)	58.7%	(9)

2025 Water and Wastewater Schedule of Revenue and Expenditures by Object of Expenditure

Object of Expenditure	2024 Water Budget Total (\$)	2024 Wastewater Budget Total (\$)	2024 Combined Total (\$)	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
A_34950AB Other Revenue	(428,493)	(1,034,140)	(1,462,633)	(489,993)	(2,034,140)	(2,524,133)	(1,061,500)	72.6%	(10)
A_75000AC Transfers From Funds	0	(104,000)	(104,000)	(30,000)	(30,000)	(60,000)	44,000	(42.3%)	
Gross Revenue Subtotal	(53,746,828)	(103,981,753)	(157,728,581)	(57,615,260)	(121,023,618)	(178,638,878)	(20,910,297)	13.3%	
Net Expenditure (revenue) before indirect allocations	(4,486,389)	(18,022,246)	(22,508,635)	(4,703,741)	(18,254,662)	(22,958,403)	(449,768)	2.0%	
A_70000AC Indirect Allocation	2,377,423	3,890,478	6,267,901	2,602,501	4,215,875	6,818,376	550,475	8.8%	

2025 Water and Wastewater Schedule of Revenue and Expenditures by Object of Expenditure

Object of Expenditure	2024 Water Budget Total (\$)	2024 Wastewater Budget Total (\$)	2024 Combined Total (\$)	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
A_70200AC Capital Financing Allocation	2,108,963	14,131,770	16,240,733	2,101,240	14,038,787	16,140,027	(100,706)	(0.6%)	
Allocation Subtotal	4,486,388	18,022,249	22,508,634	4,703,741	18,254,662	22,958,403	449,769	2.0%	
Net Expenditure (revenue) after indirect allocations	0	0	0	0	0	0	0	0	

FTE - Permanent			301.0	20.4
FTE - Temporary	3.9		4.0	0.1
FTE - Total	284.5		305.0	20.5
Student	2.0		2.0	-

Notes:

- (1) Base increases (\$1.1M) in alignment with current labour contracts and policies. Includes \$1.3M in additional program change staff allocated to the Wastewater division. All operating costs associated with Asset Management, Integrated Systems & Engineering are allocated to Water & Wastewater through an Allocation Within Department.
- (2) Decline due to consulting engagements now funded in the Asset Management division instead of the Wastewater division as in the prior year. Offset with increase in Allocation Within Department.
- (3) Increases due to usage trends and contractual pricing for chemicals (\$0.8M) and sludge haulage/disposal (\$0.7M)
- (4) Includes inflationary increase in utilities and property taxes (\$0.7M) and an increase in R&M buildings/grounds due to contractual price increases (\$0.4M)
- (5) Increase primarily related to R&M machinery due to aging infrastructure and cost escalations
- (6) Includes additional gross expenditures (\$2.0M) to restore CSO program to \$4M total
- (7) Includes enhanced capital financing of \$11.2M
- (8) Increase in Allocation Within Department primarily due to additional consulting engagements budgeted in Assset Management - (\$0.6M), as well as additional program change staff budgeted in Integrated Systems (\$0.6M)
- (9) Includes anticipated additional hauled sewage revenue (\$0.9M) due to a multi rate structure
- (10) Includes additional development charge revenue (\$1.0 M) as a result of additional CSO gross expenditures

Forecasted Water and Wastewater Transfer to Capital Reserves (\$Millions) - 7.22% Enhanced Capital Financing, 10 year

Table 1

Capital Financing (\$M)	2024	2025	2026	2027	2028	2029	2030	2031	2032	Target Balance
Water	\$24	\$26	\$29	\$32	\$35	\$39	\$42	\$46	\$50	\$50
Wastewater	\$29	\$33	\$43	\$53	\$65	\$78	\$92	\$108	\$125	\$114
Total	\$54	\$59	\$72	\$85	\$100	\$117	\$134	\$154	\$175	\$164

Forecasted Water and Wastewater Transfer to Capital Reserves (\$Millions) - 4.1% in 2024, 5.15% Enhanced Capital Financing, 50 year

Table 2

Capital Financing (\$M)	2024	2025	2026	2027	2028	2029	2030	2031	2032	Target Balance
Water	\$24	\$26	\$27	\$29	\$30	\$32	\$34	\$36	\$38	\$37
Wastewater	\$29	\$30	\$37	\$45	\$54	\$63	\$72	\$82	\$93	\$85
Total	\$54	\$56	\$64	\$74	\$84	\$95	\$106	\$118	\$131	\$122

Difference

\$3	\$8	\$11	\$16	\$22	\$28	\$36	\$44	\$168
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Note - Forecasted transfers do not include the South Niagara Falls operating cost placeholder transferred to the capital reserve

Table 1 - Fixed Water Requisition by Municipality for 2025 Net Budget

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.21%	\$1,172,068	\$97,672
Grimsby	5.14%	\$733,783	\$61,149
Lincoln	4.49%	\$641,261	\$53,438
Niagara Falls	25.65%	\$3,660,015	\$305,001
Niagara-on-the-Lake	5.34%	\$762,399	\$63,533
Pelham	2.65%	\$377,500	\$31,458
Port Colborne	4.75%	\$677,110	\$56,426
St. Catharines	25.14%	\$3,586,885	\$298,907
Thorold	4.34%	\$619,759	\$51,647
Welland	12.64%	\$1,803,388	\$150,282
West Lincoln	1.64%	\$233,649	\$19,471
Total	100%	\$14,267,817	\$1,188,985

Table 2 - Water Flows by Municipality

Municipality	3-Year Avg. per 2024 By-law (ML)	3-Year Avg. per 2024 By-law (%)	3-Year Avg. per 2025 By-law (ML)	3-Year Avg. per 2025 By-law (%)
Fort Erie	4,510	8.16%	4,651	8.21%
Grimsby	2,950	5.34%	2,912	5.14%
Lincoln	2,516	4.55%	2,545	4.49%
Niagara Falls	13,837	25.03%	14,523	25.65%
Niagara-on-the-Lake	3,030	5.48%	3,025	5.34%
Pelham	1,502	2.72%	1,498	2.65%
Port Colborne	2,520	4.56%	2,687	4.75%
St. Catharines	13,834	25.03%	14,233	25.14%
Thorold	2,432	4.40%	2,459	4.34%
Welland	7,193	13.01%	7,156	12.64%
West Lincoln	947	1.71%	927	1.64%
Total	55,272	100%	56,616	100%

Table 3 - Fixed Water Requisition by Municipality

Municipality	2024 (\$000)	2025 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	1,087	1,172	85	7.83%
Grimsby	711	734	23	3.20%
Lincoln	607	641	34	5.64%
Niagara Falls	3,336	3,660	324	9.71%
Niagara-on-the-Lake	731	762	31	4.30%
Pelham	362	378	16	4.28%
Port Colborne	608	677	69	11.37%
St. Catharines	3,336	3,587	251	7.52%
Thorold	586	620	34	5.76%
Welland	1,734	1,803	69	4.00%
West Lincoln	228	234	6	2.48%
Total	13,327	14,268	942	7.06%

Water Volume Analysis

Flows in ML	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Projected Flows for Rate Setting	57,000	57,000	57,000	57,250	57,250	57,250	57,250	57,250	57,000	57,000
Actual Flows	58,800	56,986	58,491	55,458	55,517	54,065	56,239	56,474	57,475	N/A
Variance	1,800	-14	1,491	-1,792	-1,733	-3,185	-1,011	-776	475	N/A

The 2024 actual flows are estimated to finish the year slightly higher than projected flows (0.8%). The forecasted water usage in 2024 is estimated to total 57,475 ML.

The water volume forecast for 2025 has been prepared giving consideration to historical trends and current considerations with the same level of flows proposed in 2024 in line with the forecasted flows for the remainder of 2024.

2016 experienced drought conditions during the summer. 2018 flows represented a more typical summer weather year. 2017 and 2019 experienced very wet summers. 2022 and 2023 also experienced wetter than normal summers. The 2020 flows were impacted by a dry summer and COVID-19 shutdowns. The 2021 flows were impacted by a combination of a wet spring/summer and continued COVID-19 related shutdowns through the year.

Variation in water flows may also be experienced as a result of: capital repairs to address water loss at Region and Local levels, growth in user base, and increased conservation efforts.

Table 1 - Fixed Wastewater Requisition by Municipality for 2025 Net Budget

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	9.68%	\$11,280,662	\$940,055
Grimsby	5.47%	\$6,367,322	\$530,610
Lincoln	3.89%	\$4,534,756	\$377,896
Niagara Falls	19.90%	\$23,183,235	\$1,931,936
Niagara-on-the-Lake	4.34%	\$5,055,585	\$421,299
Pelham	2.08%	\$2,420,883	\$201,740
Port Colborne	5.22%	\$6,080,856	\$506,738
St. Catharines	26.50%	\$30,861,246	\$2,571,771
Thorold	6.39%	\$7,438,751	\$619,896
Welland	14.85%	\$17,296,735	\$1,441,395
West Lincoln	1.68%	\$1,957,171	\$163,098
Total	100%	\$116,477,200	\$9,706,433

Table 2 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2024 By-law (ML)	3-Year Avg. per 2024 By-law (%)	3-Year Avg. per 2025 By-law (ML)	3-Year Avg. per 2025 By-law (%)
Fort Erie	7,239	10.13%	7,243	9.68%
Grimsby	2,985	4.18%	4,088	5.47%
Lincoln	3,210	4.49%	2,912	3.89%
Niagara Falls	13,640	19.09%	14,885	19.90%
Niagara-on-the-Lake	2,979	4.17%	3,246	4.34%
Pelham	1,449	2.03%	1,554	2.08%
Port Colborne	3,865	5.41%	3,904	5.22%
St. Catharines	19,446	27.21%	19,815	26.50%
Thorold	4,671	6.54%	4,776	6.39%
Welland	10,759	15.06%	11,106	14.85%
West Lincoln	1,218	1.71%	1,257	1.68%
Total	71,462	100%	74,786	100%

Table 3 - Fixed Wastewater Requisition by Municipality

Municipality	2024 (\$000)	2025 (\$000)	Difference (\$000)	Difference (%) ¹
Fort Erie	10,260	11,281	1,021	9.95%
Grimsby	4,231	6,367	2,136	50.49%
Lincoln	4,549	4,535	(14)	-0.31%
Niagara Falls	19,330	23,183	3,853	19.93%
Niagara-on-the-Lake	4,221	5,056	835	19.77%
Pelham	2,054	2,421	367	17.86%
Port Colborne	5,478	6,081	603	11.01%
St. Catharines	27,559	30,861	3,302	11.98%
Thorold	6,620	7,439	819	12.37%
Welland	15,248	17,297	2,049	13.44%
West Lincoln	1,727	1,957	230	13.33%
Total	101,276	116,477	15,200	15.01%

Note:

(1) Municipalities with increases above the average are generally the municipalities that have the highest assessment growth, meaning that average impact to be expected by the average user will be less than the percentage change noted in the requisition due to the relative increase in the number of users (i.e, properties).

Wastewater Flows by LAM and 2023 Fixed
Wastewater Requisition Including Reconciliation
by Municipality

CSD 48-2024
Appendix 6
November 7, 2024

Table 1 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2023 By-law (ML)	2023 By-Law Period Actual Flows ¹
Fort Erie	7,086	7,142
Grimsby	2,699	4,395
Lincoln	2,980	2,963
Niagara Falls	12,808	15,285
Niagara-on-the- Lake	2,820	3,377
Pelham	1,379	1,598
Port Colborne	3,823	4,130
St. Catharines	20,106	19,805
Thorold	4,419	4,806
Welland	10,339	11,881
West Lincoln	1,258	1,339
Total	69,717	76,722

Table 2 - Wastewater Fixed Allocation Percentages

Municipality	3-Year Avg. per 2023 By-law (ML)	2023 By-Law Period Actual Flows ¹	Difference
Fort Erie	10.16%	9.31%	-0.86%
Grimsby	3.87%	5.73%	1.86%
Lincoln	4.27%	3.86%	-0.41%
Niagara Falls	18.37%	19.92%	1.55%
Niagara-on-the- Lake	4.04%	4.40%	0.36%
Pelham	1.98%	2.08%	0.10%
Port Colborne	5.48%	5.38%	-0.10%
St. Catharines	28.84%	25.81%	-3.03%
Thorold	6.34%	6.26%	-0.07%
Welland	14.83%	15.49%	0.66%
West Lincoln	1.80%	1.75%	-0.06%
Total	100%	100%	0%

Wastewater Flows by LAM, Allocation Percentages,
2023 Fixed Wastewater Requisition Including
Reconciliation by Municipality

CSD 48-2024
Appendix 6
November 7, 2024

Table 3 - Wastewater Fixed Allocation Charge Reconciliation (\$000)

Municipality	3-Year Avg. per 2023 By-law (ML) ^{1, 2}	2023 By-Law Period Actual Flows ¹	Underpayment/ (Overpayment) ³
Fort Erie	9,366	8,578	(788)
Grimsby	3,567	5,279	1,712
Lincoln	3,938	3,559	(379)
Niagara Falls	16,929	18,358	1,429
Niagara-on-the-Lake	3,727	4,056	329
Pelham	1,823	1,919	96
Port Colborne	5,053	4,961	(92)
St. Catharines	26,577	23,788	(2,789)
Thorold	5,841	5,773	(68)
Welland	13,666	14,270	604
West Lincoln	1,663	1,609	(54)
Total	92,150	92,150	(0)

Sum of Overpayment: (4,170)
Percentage of Requisition 4.53%

Notes:

- 1 - 2023 By-law period to date consists of the 12 month period from January 2023 to
- 2 - Charges paid excludes payments made/rebates received for 2021 reconciliation
- 3 - Underpayments/(Overpayments) based on comparing 2 different allocation methodologies

Table 4 - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition 2024 By-law (\$000)	Requisition 2025 By-law (\$000)	Reconciliation 2024 By-law (2022 Rec.) (\$000)	Reconciliation 2025 By-law (2023 Rec.) (\$000)	Total Charge 2024 By-law (\$000)	Total Charge 2025 By-law (\$000)	Difference (\$000)	Difference (%)
Fort Erie	10,260	11,281	(218)	(788)	10,042	10,493	451	4.49%
Grimsby	4,231	6,367	275	1,712	4,506	8,080	3,573	79.30%
Lincoln	4,549	4,535	786	(379)	5,335	4,156	(1,179)	-22.10%
Niagara Falls	19,330	23,183	1,193	1,429	20,523	24,613	4,090	19.93%
Niagara-on-the-Lake	4,221	5,056	343	329	4,564	5,384	820	17.97%
Pelham	2,054	2,421	137	96	2,191	2,517	326	14.89%
Port Colborne	5,478	6,081	(602)	(92)	4,876	5,989	1,113	22.82%
St. Catharines	27,559	30,861	(2,223)	(2,789)	25,335	28,072	2,737	10.80%
Thorold	6,620	7,439	643	(68)	7,263	7,371	107	1.48%
Welland	15,248	17,297	(151)	604	15,097	17,900	2,803	18.57%
West Lincoln	1,727	1,957	(183)	(54)	1,544	1,903	359	23.28%
Total	101,276	116,477	-	-	101,276	116,477	15,201	15.01%

Table 5 - 2023 Wastewater Reconciliation by Municipality

Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	(788,429)	(65,702)	
Grimsby	1,712,252		142,688
Lincoln	(379,228)	(31,602)	
Niagara Falls	1,428,992		119,083
Niagara-on-the-Lake	328,702		27,392
Pelham	96,756		8,063
Port Colborne	(91,592)	(7,633)	
St. Catharines	(2,788,445)	(232,370)	
Thorold	(68,347)	(5,696)	
Welland	603,460		50,288
West Lincoln	(54,121)	(4,510)	
Total	-	(347,514)	347,514

Position	FTE	Operating Impact \$ (Millions)	Rationale for Position
Systems Maintenance Person	3.0	\$0.28	Additional staff to support a preventative/performance-based maintenance model to ensure that assets will perform reliably to prevent sewage releases, basement flooding or non-compliance
Pumping Station Crews	4.0	0.44	Staffing resources to assist the WW section with providing reactive and preventative maintenance to Sewage Pumping Stations (SPS) sewage forcemains, odour control facilities and various CSO tanks within the wastewater collection system. Two (2) personnel would be allocated to support each of Area 2 and Area 3
Area 1 Operators	2.0	0.20	Addition of two (2) Wastewater Operators in Wastewater Area I to assist with compliance related issues currently being encountered at the Niagara Falls and Stevensville Lagoon Wastewater Facilities
NOTL Wastewater Operator	1.0	0.10	Addition of one (1) Wastewater Operator will allow the NOTL WWTP to be operated on a 24/7 basis. The NOTL and Crystal Beach plants have only been staffed 40 hours per week due to a lack of staff in the two areas. All other WWTP and WTPs in the Division are staffed 168 hours (24/7) per week
Crystal Beach Wastewater Operator	1.0	0.10	Addition of one (1) Wastewater Operator will allow the Crystal Beach WWTP to be operated on a 24/7 basis. The additional operator will supplement the current staff complement at the Crystal Beach WWTP in Fort Erie. Both the NOTL and Crystal Beach plants have only been staffed 40 hours per week due to a lack of staff in the two areas. All other WWTP and WTPs in the Division are staffed 24/7 (168 hours per week)
Senior Project Manager - WWW	1.0	0.05	The addition of one (1) full time Senior Project Manager to assist in delivering current and projected projects in Area 2
Project Manager	1.0	0.04	The addition of one (1) full time Project Manager is required to deliver the 2025 and beyond water and wastewater capital program

Water and Wastewater 2025 Program Changes - Staffing

Position	FTE	Operating Impact \$ (Millions)	Rationale for Position
Laboratory Technician II	0.4	0.04	The request is to convert the part-time Lab Technician I position into a full-time Lab Technician II position to better suit the laboratory cross training with the other Lab Technician IIs and increase the collaboration effort with the laboratory group
Environmental Compliance Analyst	1.0	0.09	The position will analyze the testing results from samples collected by the Environmental Sampling Technician and Environmental Enforcement Officers to assist the supervisor in coordinating work and inspection efforts. The position will also assist the existing Compliance Supervisor and Compliance Analyst in meeting Provincial regulations
Environmental Sampling Technician	1.0	0.09	The addition of a sampling technician will assume the sampling workload from the 3 Environmental Enforcement Officers and allow them to concentrate on by-law enforcement activities
SCADA Technician	2.0	0.24	The demand for the SCADA group is higher than can be provided by the current complement of staff. The addition of 2 SCADA technicians will support SCADA implementation and technical upgrade activities in WWWW facilities
W-WW Infrastructure Analyst	2.0	0.25	The Infrastructure Analysts will be responsible for servicing, maintaining and applying security patches to W-WW SCADA servers, viewnodes and network hardware. The requested 2 positions will also be responsible for installing and maintaining all Corporate IT hardware in Water/Wastewater facilities
Security Program Manager	1.0	0.13	The W-WW Security Program Manager will be responsible to manage and develop the W-WW security program , implement the Security Master Plan and to deliver the security capital works program
Totals	20.4	\$2.05	

September 23, 2024

Regional Chair Bradley and Council
Regional Municipality of Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

RE: 2025 Proposed Operating Budget and Special Levy Requisition - Niagara Transit Commission

Dear Regional Chair Bradley and Council,

Please be advised that its meeting of September 17, 2024, the Niagara Transit Commission passed the following motion:

That Report NTC 28-2024, dated September 17, 2024, respecting 2025 Operating Budget and Special Levy Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed 2025 base gross operating budget submission of \$85,306,542 and net base Special Levy of \$60,488,929 for a net increase of \$2,137,219 or 3.66%;
2. That the 2025 net special levy include additional capital financing of \$2,166,667 or 3.71% over 2024 net special levy **BE APPROVED**;
3. That the net Special Levy of \$62,655,596 (inclusive of recommendations 1 and 2 above) **BE APPORTIONED** between the local municipalities as per Appendix 2 determined in accordance with the methodology approved in PW 55-2021 and based on final 2024 current value assessment;
4. That this report **BE PROVIDED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on October 17, 2024, and subsequently Regional Council on November 21, 2024, for approval and subsequent calculation of the Special Levy tax rates for each municipality following Regional Council tax policy decisions; and
5. That a copy of this Report **BE CIRCULATED** to the Local Area Municipalities.

I would ask that this information be placed on the agenda for the Regional Budget Review Committee of the Whole meeting scheduled for Thursday, October 17, 2024.

The presentation materials will be provided in advance of the meeting. Please be advised that General Manager, Carla Stout, and myself, in my capacity as Board Chair, will be in attendance to address this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Mat Siscoe". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mat Siscoe,
Board Chair, Niagara Transit Commission

Subject: **2025 Operating Budget and Special Levy Requisition**

Report to: Niagara Transit Commission Board

Report date: **Tuesday, September 17, 2024**

Recommendations

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed 2025 base gross operating budget submission of \$85,306,542 and net base Special Levy of \$60,488,929 for a net increase of \$2,137,219 or 3.66%;
2. That the 2025 net special levy include additional capital financing of \$2,166,667 or 3.71% over 2024 net special levy **BE APPROVED**;
3. That the net Special Levy of \$62,655,596 (inclusive of recommendations 1 and 2 above) **BE APPORTIONED** between the local municipalities as per Appendix 2 determined in accordance with the methodology approved in PW 55-2021 and based on final 2024 current value assessment;
4. That this report **BE PROVIDED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on October 17, 2024, and subsequently Regional Council on November 21, 2024, for approval and subsequent calculation of the Special Levy tax rates for each municipality following Regional Council tax policy decisions; and
5. That a copy of this Report **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The purpose of this report is to seek approval for the proposed 2025 Operating Budget for NTC.
- At Niagara Region's BRCOTW meeting on July 25, 2024, the budget planning strategy presented for 2025 included a focus on aligning with the Budget Planning By-law's principles and priorities of sustainability and affordability. The strategy used was to maintain delivery of base services in light of inflationary pressures, support the capital funding gap and continue to address the impacts of funding the operating with reserves.

- The 2025 budget is based on 2023 actuals and 2024 June year-to-date actuals pro-rated annually, as well as a current understanding of key contracts and inflationary increases.
- The budget increase is driven by increases in rightsizing of labour related costs, fuel costs, increased insurance premium, increased shared services, and the elimination of the WEGO contract revenue from the City of Niagara Falls. Cost pressures have been partially offset by increased fare revenues from incremental ridership, reduction in consulting and savings from the commingled specialty contract.
- The NTC budget will be presented to Regional Council on November 21, 2024 for consideration and approval in accordance with the Council approved timetable and Article 7.3 of the Municipal Service By-law (MSB).

Financial Considerations

The 2025 NTC operating budget includes a base increase of 7.38% or \$4,303,886 to maintain current service standards, including a commitment to the triple majority strategy to increase contributions to capital reserves and reduce reliance on funding operations through Provincial Gas Tax. No additional service levels were considered in the 2025 budget in order to stabilize the budget, balance taxpayer affordability, as well as await further insights from the pending strategic review.

The 2025 proposed operating budget is provided in Table 1 below, with further details by object of expenditure and comparison to 2024 included in Appendix 1.

Table 1: Proposed NTC 2025 Operating Budget

Item	2024	2025	\$ Change	% Change
Gross Expenditure	\$82,704,767	\$85,306,542	\$2,601,775	3.15%
Gross Revenue	(24,353,057)	(24,817,613)	(464,556)	1.91%
Net Base Budget after Indirect Allocations	\$58,351,710	\$60,488,929	\$2,137,219	3.66%
Capital Financing	0	2,166,667	2,166,667	3.71%
Total Base Budget	\$58,351,710	\$62,655,596	\$4,303,886	7.38%

Table 2 compares the expected 2025 budget, included in the 2025 Budget Strategy report CSD 29-2024 presented to Council on July 25, 2024, and the proposed 2025 budget. The NTC proposed budget is less than the expected budget included in the budget strategy. Although there were some incremental pressures, there were some efficiencies found through reviewing the budget more closely. These efficiencies include the addition of supplemental tax revenue and write-offs into the NTC budget, refinement

in consulting and branding costs required in the first two years of amalgamation, and savings realized from the award of one contract for the delivery of commingled specialty services.

Table 2: 2025 Proposed Operating Budget compared to Budget Strategy Report

Budget Categories	Budget Strategy	2025 Proposed Budget	Reduction
Base Services	3.93%	3.15%	(0.77%)
PGT Strategy	0.51%	0.51%	-
Net Base Services	4.44%	3.67%	(0.77%)
Capital Financing	3.71%	3.71%	-
Subtotal	8.15%	7.38%	(0.77%)
Estimated Assessment Growth	1.50%	1.50%	-
Total	6.65%	5.88%	(0.77%)

Analysis

The pressures specific to the 2025 operating budget by object of expenditure are as follows:

Operating Expenditures

- Labour Related Costs – Labour related costs have increased by \$3.85 million due to the rightsizing of the actual benefits issued based on historical data, annual performance wage increases for non-union FTE’s and final negotiated collective bargaining agreement annual wage increases. No new FTE’s were requested by NTC through the 2025 budget.
- Administrative – The decrease of \$0.41 million relates mainly to refinement in expected consulting costs which were higher for the first two years after amalgamation and a reallocation and review of the marketing budget to support the new Customer Experience department.
- Operational & Supply - The decrease of \$1.72 million relates mainly to savings on the commingled On-demand/Specialized specialty services contract approved for July 1, 2024. These savings are due to consolidating to one service provider across the Region with a 2-year signed contract.
- Equipment, Vehicles, Technology – The increase in equipment, vehicles, technology of \$0.4 million relates mainly to incremental fuel costs of \$0.3 million.

The 2025 budget estimate was prepared based on current fuel usage and the Niagara Region corporate fuel price budget assumptions which highlighted estimated costs for fuel and gasoline to be used in the 2025 estimates. The remaining \$0.1 million increase relates to incremental costs for new IT software support.

- Financial Expenditures – This new budget line of \$0.1 million is related to the estimate for the allocation of tax write-offs reconciled by the local area municipalities at the end of each year. The supplemental tax revenues are recorded in taxation noted below. The budget is based on the 2023 actuals reconciliations.
- Transfer to Capital Reserves - The capital needs of the NTC are significant, which requires a balance between operational budget affordability and capital sustainability. Included in the triple majority strategy was the strategy to build up capital reserves. The strategy included phasing in \$6.5 million of required annual transfers to capital reserve 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 provincial gas tax (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 total required annual transfer to capital reserves to complete all approved 2025 capital projects would be \$2,426,692. However, by only contributing the minimum to cover 2025 capital projects, this will leave a \$0 balance in the capital reserve by the end of 2025. This will put pressure on 2026 and future capital requests resulting in required projects relating to repairs and replacements having to be delayed. Regional Council approved the full transfer as recommended in this report at their Budget review Committee-of-the-Whole meeting on September 12, 2024.
- Shared Services – There is an increase in shared services costs in 2025 of \$315 thousand. This is due to an 8.9% expected increase in insurance premium of \$176 thousand, increased labour costs of \$236 thousand related to the shared services provided by 14 permanent FTE's of the Niagara Region offset by a reduction of \$97 thousand in one-time ADP and consulting costs required in 2024.

Operating Revenues

- WEGO Transition - The WEGO contract with the City of Niagara Falls ended in September 2024. The Commission is committed to maintaining the required level of service for the local residents of the City of Niagara Falls along Lundy's Lane. Local routes 116 & 216 now maintain the base local service and address the removal of the (visitor transportation system) VTS Red Line. There is no longer a contracted fee received for this service resulting in reduced revenues of \$1.8 million.
- Fare Revenues – There is a \$1.5 million increase to 2025 budgeted fare revenue as a result of expected increased ridership and forecasted 2024 fare revenues. In addition, there is a slight increase related to the implementation of the fare harmonization effective July 1, 2025 (approved through report NTC 22-2024).
- Provincial Gas Tax (PGT) Revenue - Also included in the triple majority strategy was the strategy to earmark reserve PGT entirely for capital for long-term asset sustainability, however as a 2023 budget mitigation strategy \$1.6 million of PGT was used in the operating budget. The 2025 budget includes the reduction of PGT used in operating by \$0.3 million. This reduction is to continue to be reduced to \$0 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.
- Supplemental Taxes – Increased budgeted revenues of \$0.87 million based on actual 2023 supplemental tax revenue received is to be allocated to the Transit Special Levy. Supplemental tax revenue relates to incremental tax revenue received during the year related to new assessment and can fluctuate year over year based on assessment growth.
- Advertising Revenues – Increased advertising revenues of \$0.3 million based on 2024 forecasted annual revenues to be received through current contracts.

As with any budget, the following are additional risks identified:

- Fuel prices continue to fluctuate, which we will report through our quarterly reviews to the Board.
- Year-end local area municipality reconciliations of Supplemental Tax revenue and Tax write-offs which fluctuate year over year as it is hard to predict as these are based on how much assessment will change in a given year.

- 2025 budget does not take into consideration any phased-in service hour alignments for conventional or specialty services based on the triple majority strategy to increase services by 2025.
- Potential for increases in ridership or changes related to the implementation of fare harmonization.
- Fluctuations in vehicle maintenance costs as it is difficult to predict which parts may be required to be repaired.

Full-time Equivalents

The budget includes labour related costs that accommodate the organization chart and corporate and administrative services supported by Regional shared services as approved in 2022. In accordance with the Budget Planning By-law the staff complement in Table 3 and 4 is provided for in the recommended NTC budget as full-time equivalents (FTE) which converts headcount based on full time hours for each position as per the Budget Planning By-law. In 2025, there is an increase of two permanent FTE's added within the shared services support (Table 3). One FTE is being moved from a temporary FTE to a permanent FTE as they have been supporting our payroll department since amalgamation. The second FTE is for the contract administrator position in facilities which was temporary in 2023 during amalgamation. During the 2024 budget process it was assumed that the temporary position may not be required. However, this position continued as temporary in facilities supporting NTC, but the cost was not charged back to NTC for 2024. After two years the position is being requested to be permanent FTE for 2025 and to continue to support the contract administration in facilities relating to NTC.

Table 3: 2025 proposed NTC permanent Staff Compliment compared to 2024

Full-Time Equivalents by Division	2025 Permanent	2024 Permanent	Variance
Corporate	2.0	2.0	-
Fleet & Facilities	68.0	68.0	-
Operations	338.3	338.3	-
Planning & Performance	14.0	14.0	-
Customer Experience	29.0	29.0	-
Total NTC FTEs	451.3	451.3	-
Shared Services	14.0	12.0	2.0
TOTAL FTE	465.3	463.3	2.0

Table 4: 2025 proposed NTC temporary Staff Compliment compared to 2024

Full-Time Equivalents by Division	2025 Temporary	2024 Temporary	Variance
Corporate	1.0	1.0	(0.0)
Planning & Performance	1.0	1.0	(0.0)
Total NTC FTEs	2.0	2.0	(0.0)
Shared Services	0.0	1.0	(1.0)
TOTAL FTE	2.0	3.0	(1.0)

2025 Transit Requisition

The net requisition amount will be allocated to the LAMs in accordance with the methodology approved in PW 55-2021. As such, costs will be apportioned on the following basis:

- Municipal service cost of \$43.7 million is apportioned based on proportionate share of service hours. This methodology recognized that the cost for each municipality would not reflect the actual cost of services delivered in the municipality but reflects the triple majority approved methodology that best aligned with the Transit financial model evaluation criteria.
- Regional transit which was transferred to NTC upon amalgamation is apportioned based on the proportionate share of Regional assessment. The 2025 value of 17.5 million is based on the 2024 budgeted allocation adjusted for an estimated increase for inflation of 2%.
- 2022 Revenue shortfalls that were funded with one time funding of \$5.7 million were directly levied on the previous conventional transit providers (Niagara Falls, St. Catharines and Welland). The strategy to gradually reduce this impact on these municipalities was to reduce it by \$2.8 million or 50% in 2024 proportionately and the remaining balance will be reduced by 50% again in 2025 and 2026 (\$1.4 million in each of these years).

Appendix 2 presents the results of this methodology by municipality with Appendix 3 providing a further year over year comparison both by municipality and by average household in each municipality.

The net requisition, after estimated assessment growth, changes by municipality ranges from -6.1% to 28.3%. These requisition changes are the result of the differences in local

service hours, 2024 assessment changes and budget increase. The large difference in range is mainly driven by service hours. The cost per household at this time is an estimate only as the actual special levy tax rate will be calculated based on final 2024 tax roll assessment to be delivered in December and subject to Regional tax policy decisions in the first quarter of 2025. The actual cost per household at that time will also reflect actual municipal assessment growth which can only be estimated at this time at the average of 1.5% for all of the Region.

Additional Considerations:

The NTC is currently undergoing a strategic review and master plan which is to be completed in 2025. As the results of this plan are not known at this time, NTC staff is not recommending any new service changes within the 2025 budget until this plan is complete. The following is a list of additional items and requests by the Board and Council that have been considered throughout the 2025 budget planning process but are not recommended at this time.

1. A motion was passed by the Town of Fort Erie requesting consideration for a new fixed route in Fort Erie. The estimated annual operating costs for a new fixed conventional route would be approximately \$839,560 or 1.4% increase to the operating budget. These costs would include labour (five additional FTE's), maintenance of vehicles, fuel, etc. In addition, a new bus would also be required which depending on the size of the vehicle could cost up to approximately \$1 million or an increase of 1.7% on the operating budget as this request would require an increase to the transfer to capital reserves to fund the capital purchase. The NTC has currently maximized our capital reserve balances and there is no request included within the capital budget ask for a new growth bus. In addition, it will take approximately 18 months for a new bus to be received from the time ordered.
2. As part of the triple majority vote, there was a Service Strategy developed to harmonize all operating hours by 2025. The estimated annual operating cost of harmonizing all conventional and in-house specialized hours in St. Catharines, Welland and Niagara Falls is \$1,957,398 or 3.4% increase to the operating budget. These costs include labour (twelve additional FTE's), maintenance of vehicles, fuel, etc. There are no immediate capital needs for this service increase.
3. As part of the triple majority vote, there was a Service Strategy developed to introduce Sunday and Holiday service on IMT routes. The estimated annual

operating cost of this new service is \$976,128 or 1.7% increase to the operating budget. These costs include labour (six additional FTE's), maintenance on vehicles, fuel, etc. There are no immediate capital needs for this service increase.

4. Further to enquiries by local area municipalities and a motion from West Lincoln to the Board and as part of the triple majority vote, there was questions about initiating the Service Strategy developed to harmonize all operating hours by 2025. The estimated cost of harmonizing all hours and introduction of Sunday and Holiday service on contracted out commingled service is \$863,200 or a 1.5% increase to the operating budget. This service is currently contracted out and there would be no requirement for additional FTE's or capital needs. The actual implementation date during the 2025 year would be dependent on the provider's ability to ramp up.

Alternatives Reviewed

The recommended budget is in alignment with the budget strategy received by Regional Council to maintain delivery of base services and support capital sustainability. Several budget mitigation options were investigated through the line-by-line analysis described in the Financial Implications and Analysis sections of this report. The budget proposed is staff's best recommendations, however at the discretion of the Board, programs can be identified for elimination from or addition to the budget.

Relationship to Niagara Transit Commission Strategic Priorities

The 2025 special levy budget supports all facets of the organization in their support of NTC's strategic priorities.

Other Pertinent Reports

- NTC 20-2024 2025 Capital Budget
- CSD 29-2024 2025 Budget Strategy

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Submitted by:
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Niagara Transit Commission

This report was prepared in consultation with Stephanie Muhic, Program Financial Specialist, and reviewed by Melanie Steele, Associate Director, Reporting & Analysis.

Appendices

Appendix 1	2025 vs 2024 NTC Operating Budget by Operating Expenditure
Appendix 2	2025 NTC Requisition Summary by Municipality
Appendix 3	2025 vs 2024 Requisition by Municipality & Cost by Household
Appendix 4	2025 Operating Business Case – Enhanced Capital Financing

Appendix 1 - 2025 vs 2024 NTC Operating Budget by Operating Expenditure

Operating Expenditure	2025	2024	Variance \$	Variance %
Labour Related Costs	47,207,205	43,352,418	3,854,787	8.89%
Administrative	2,299,542	2,706,401	(406,859)	-15.03%
Operational and Supply	7,878,060	9,596,051	(1,717,991)	-17.90%
Occupancy & Infrastructure	1,262,000	1,239,000	23,000	1.86%
Equipment, Vehicles, Technology	15,864,980	15,431,765	433,215	2.81%
Partnership, Rebate, Exemption	512	-	512	0.00%
Financial Expenditures	129,410	-	129,410	0.00%
Transfers to Capital Reserve	4,333,334	2,166,667	2,166,667	100.00%
Debt	2,162,477	2,192,199	(29,722)	-1.36%
Shared Services	6,335,689	6,020,266	315,423	5.24%
Total Gross Expenses	87,473,209	82,704,767	4,768,442	5.77%
Fare Revenue	(19,696,998)	(18,180,846)	(1,516,152)	8.34%
Tax Revenue	(874,598)	-	(874,598)	0.00%
Other Revenue	(4,075,125)	(5,903,492)	1,828,367	-30.97%
Federal & Provincial Revenue	(170,892)	(167,000)	(3,892)	2.33%
Transfers from Encumbrance Reserve	-	(101,719)	101,719	-100.00%
Total Gross Revenues	(24,817,613)	(24,353,057)	(464,556)	1.91%
Total Special Levy	62,655,596	58,351,710	4,303,886	7.38%

Appendix 2 - 2025 Requisition Summary by Local Area Municipality

Municipality	2024			2025					2024	Change
	2024 Service Hours	2024 Service Hours Allocation %	2025 Service Hours	2025 Service Hour allocation %	2025 Service Hour Allocation	2025 Regional Assessment Allocation ¹	2025 Direct Municipal Allocation ²	2025 Special Levy Requisition	2024 Special Levy Requisition	
Fort Erie	25,444	5.6%	32,294	7.0%	3,054,552	1,119,755	0	4,174,307	3,216,271	958,036
Grimsby	8,483	1.9%	8,741	1.9%	826,774	1,326,855	0	2,153,629	2,017,945	135,684
Lincoln	5,980	1.3%	8,251	1.8%	780,427	1,084,485	0	1,864,912	1,570,406	294,506
Niagara Falls	130,411	28.6%	130,411	28.2%	12,335,020	3,653,361	513,744	16,502,125	15,595,172	906,953
Niagara-on-the-lake	15,912	3.5%	12,599	2.7%	1,191,686	1,494,386	0	2,686,072	2,815,212	(129,140)
Pelham	2,545	0.6%	2,520	0.5%	238,356	756,004	0	994,360	946,537	47,823
Port Colborne	5,655	1.2%	6,420	1.4%	607,240	554,269	0	1,161,509	1,019,075	142,434
St. Catharines	193,924	42.6%	193,924	41.9%	18,342,444	4,387,624	592,500	23,322,568	21,863,873	1,458,695
Thorold	14,647	3.2%	14,647	3.2%	1,385,397	822,138	0	2,207,535	2,004,606	202,929
Wainfleet	-	0.0%	-	0.0%	0	263,017	0	263,017	256,677	6,340
Welland	52,565	11.5%	52,565	11.4%	4,971,899	1,483,306	318,750	6,773,955	6,497,598	276,357
West Lincoln	-	0.0%	-	0.0%	0	551,607	0	551,607	548,338	3,269
Total	455,566	100.0%	462,372	100.0%	43,733,795	17,496,807	1,424,994	62,655,596	58,351,710	4,303,886

¹ 2024 Total Regional Allocation adjusted for 2% CPI allocated based on the 2024 Municipal current value assessment.

² The strategy was to reduce the direct municipal allocation by 50% in 2024 and 25% in each of 2025 and 2026. This results in the 2025 allocation being a 50% reduction over 2024.

Appendix 3 - 2025 vs 2024 Cost Per Local Area Municipality

Municipality	2024 Approved Budget	2025 Approved Budget	Change in \$	Change in %	Estimated Forecasted Assessment Growth ¹	Change net of Estimated Assessment Growth
Fort Erie	3,216,271	4,174,307	958,036	29.8%	1.5%	28.3%
Grimsby	2,017,945	2,153,629	135,684	6.7%	1.5%	5.2%
Lincoln	1,570,406	1,864,912	294,506	18.8%	1.5%	17.3%
Niagara Falls	15,595,172	16,502,125	906,953	5.8%	1.5%	4.3%
NOTL	2,815,212	2,686,072	(129,140)	-4.6%	1.5%	-6.1%
Port Colborne	1,019,075	1,161,509	142,434	14.0%	1.5%	12.5%
Pelham	946,537	994,360	47,823	5.1%	1.5%	3.6%
St. Catharines	21,863,873	23,322,568	1,458,695	6.7%	1.5%	5.2%
Thorold	2,004,606	2,207,535	202,929	10.1%	1.5%	8.6%
Wainfleet	256,677	263,017	6,340	2.5%	1.5%	1.0%
Welland	6,497,598	6,773,955	276,357	4.3%	1.5%	2.8%
West Lincoln	548,338	551,607	3,269	0.6%	1.5%	-0.9%
Total Base Budget	58,351,710	62,655,596	4,303,886	7.4%	1.5%	5.9%

¹ - Estimate of assessment growth as per the 2025 Budget Strategy Report CSD 29-2024.

Appendix 3 - 2025 vs 2024 Cost per Household (Net of Assessment Growth)

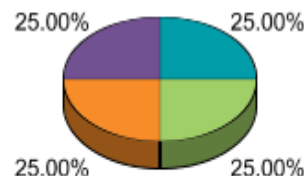
Municipality	2024 Household Current Value Assessment	2024 Approved Budget	2024 Cost per Household	2025 Approved Budget	2025 Cost per Household ²	Change in \$	Change in %
Fort Erie	234,434	3,216,271	162	4,174,307	211	48	29.8%
Grimsby	449,251	2,017,945	165	2,153,629	176	11	6.7%
Lincoln	403,747	1,570,406	141	1,864,912	168	26	18.8%
Niagara Falls	283,758	15,595,172	292	16,502,125	309	17	5.8%
NOTL	543,320	2,815,212	247	2,686,072	236	(11)	-4.6%
Pelham	400,278	946,537	121	994,360	127	6	5.1%
Port Colborne	200,914	1,019,075	89	1,161,509	102	12	14.0%
St. Catharines	273,999	21,863,873	329	23,322,568	351	22	6.7%
Thorold	279,950	2,004,606	165	2,207,535	181	17	10.1%
Wainfleet	318,887	256,677	75	263,017	77	2	2.5%
Welland	229,501	6,497,598	243	6,773,955	253	10	4.3%
West Lincoln	385,958	548,338	93	551,607	93	1	0.6%
Total	-	58,351,710	-	62,655,596	-	-	-

² - Estimate based on 2024 tax rate. Cost per household will be updated once 2024 final tax roll received.

2025 Business Case - Enhanced Capital Financing

FTE Scenario
 Department Niagara Transit Commission
 Committee Report # NTC 20-2024 & Triple Majority
 Case Start Date 1/1/25

Effective Regions Equitable Region
 Green Resilient Region Prosperous Region



Alignment to Council Strategic Priorities

The capital financing strategy supports all four of Council’s strategic priorities as it supports investment to deliver sustainable core services (Effective); Supports zero emissions growth projects to purchases buses and infrastructure (Green Resilient); access to transit such as shelters and bus stops replacements, terminals and parking lots (Prosperous); and investment in specialty vehicles (Equitable). Adequate funding supports projects that move all pillars forward.

Description

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. Included in report CSD 29-2024 Budget Strategy, was an enhanced contribution to capital of \$2,166,667 in order to support the infrastructure deficit in accordance with the Asset Management Plan and Capital Financing Strategy. The current operating contributions to the capital reserves for Transit is \$2,166,667. Sustainable reserve funding is critical to lowering the infrastructure deficit. In addition, it provides the Region more flexibility for future capital decisions.

2025 Business Case - Capital Financing - Enhanced Capital Financing

Business Reasons

The sustainability strategy for capital, as approved in the triple majority agreement, recommended phasing in \$6.5M of required annual transfers to capital reserves over 3 years (\$2.17M in 2023; \$4.33M in 2024 and \$6.5M in 2025 and ongoing). 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 \$3.3M 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 \$293.3M with a backlog of \$52.4M.

To mitigate pressures in the 2024 budget, the enhanced capital contribution was paused in 2024. Staff are recommending that the incremental transfer of \$2.2M be reinstated in 2025 to progress towards the total \$6.5M required by 2026. Price escalations in capital renewal requirements will continue to be evaluated and reflected in budget recommendations.

NTC is forecasting a 2024 year-end balance in Capital Reserves of \$1.5M. Included in the 2025 operating budget submission will be the \$4.33M transfer to capital reserves. Based on the submission, \$3.99M is required from reserves to fund the capital budget for 2025. At a minimum, the Board would need to support a transfer to capital reserves of \$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.

Included in Appendix 3 of the 2025 Capital Budget is a summary of the forecasted capital reserves over the next 10 years assuming the capital contribution is approved.

Risk Assessment Description: High-Priority

Risk associated with not funding the increased capital contributions would mean the capital program will continue to be strained thus resulting in capital project deferrals which may increase maintenance costs due to potential asset failures and significant disruptions in service due to asset failures. In addition, if the amount of the annual transfer to capital reserve is maintained at its current level, there would not be enough capital reserves to fund the capital requests for 2026 and beyond. The risk of not increasing the annual transfer to the capital reserves is a continued lack of funding balance in the Capital Transit Reserve to the point of potentially not being sufficient to fund the capital budget required to maintain existing assets.

In the approved 2025 Capital Budget, \$3,994,000 is required from capital reserves to fund the 2025 projects. If the 2025 enhanced transfer to capital is not approved the lowest priority project based on CAMRA results is the Welland Terminal Parking lot. The project has a gross cost of \$895,000. Based on the current reserve balance at the end of 2024 at a minimum an additional \$260,025 is required to be able to fund the entire project to repair the parking lot.

2025 Business Case - Capital Financing - Enhanced Capital Financing

Financial and Staffing Impacts

Category of Expenditure	2025	2026	2027
Labour Related Costs	-	-	-
Administrative	-	-	-
Operational & Supply	-	-	-
Occupancy & Infrastructure	-	-	-
Equipment	-	-	-
Community Assistance	-	-	-
Community Assistance	-	-	-
Financial Expenditures	-	-	-
Financial Expenditures	2,166,667	4,333,334	-
Gross Expenditure	2,166,667	4,333,334	-
Other Revenue	-	-	-
Federal & Provincial Grants	-	-	-
By-Law Charges & Sales	-	-	-
Transfers From Reserves	-	-	-
Gross Revenue	-	-	-
Net Tax Levy Impact	2,166,667	4,333,334	-
Permanent FTEs	-	-	-
Temporary FTEs	-	-	-
Net FTEs	-	-	-

Prepared By: Tim Luey
Position: Deputy General Manager - Planning & Performance

Reviewed By: Stephanie Muhic
Position: Senior Program Financial Specialist

Approved By: Carla Stout
Position: General Manager

Subject: Water and Wastewater Rate Methodology Review

Report to: Budget Review Committee of the Whole

Report date: Thursday, November 7, 2024

Recommendations

1. That this report **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to advise Council of recent discussions with Local Area Municipalities (LAMs) in relation to our current Water and Wastewater Rate allocation methodology (i.e., the way in which the Region recovers annual budgeted costs from the LAMs to deliver water and wastewater services).
- The current cost recovery methodology for water has been in place since, 2009, and was reaffirmed in 2011 for 2012-2015, and again in 2015 and apportions water costs at 75% variable rate and 25% as a fixed component to the LAMs.
- The current cost recovery methodology for wastewater was established in 2011 for 2012 to 2015 and reaffirmed in 2015 and apportions wastewater costs at 100% fixed.
- The feedback received from some of the LAMs is that the current cost recovery methodology is due for a review as it hasn't been reviewed for ten years. In addition, for wastewater specifically, the methodology should be reviewed to ensure it is fair, equitable and stable.
- Regional Council directs the method by which water and wastewater costs are apportioned to the LAMs and would recommend changes to the current methodology based on receiving majority support for a change from the LAMs.

Financial Considerations

The cost to undertake a review of the water and wastewater rate allocation methodology and to provide recommendations is estimated at \$60K for consulting support, in addition to staff time. The estimated consultant cost has been included in the 2025 proposed water and wastewater budget as a one-time ask funded from water and wastewater stabilization reserves.

The outcome of the methodology review could result in a change to the allocation methodology that would have impact on the amount allocated to each of the 11 participating LAMs. If a change to the methodology was recommended by regional staff, with majority support from the LAMs, a separate report would be brought forward to Council to seek approval and provide further information on what the impact of a change would be to each of the LAMs.

Regional Council approves the water and wastewater budget each year. The budget will not change as a result of a review of the allocation methodology, rather, the way in which budgeted costs are allocated to LAMs will change. The current methodology is the way in which the Region recovers the budgeted cost to deliver water and wastewater services. With a fixed allocation the Region is guaranteed to recover our costs, regardless of variable flows. 75% of the water budget is recovered through a variable rate, which does provide some risk to the Region, if we don't sell as much water as budgeted, we will not collect as much water revenues as budgeted. Changing the way in which we recovery costs could result in more risk to the region.

Analysis

Current Methodology Overview

The water methodology has been in place since 2009, and was reaffirmed in 2011 for 2012-2015, and again in 2015. 25% of the Region's net operating water budget is apportioned based on previous three year's average water supply volumes (example – 2025 budget based on October 2021 – September 2024). 75% of the Region's net operating water budget is apportioned on a variable rate, which is calculated by taking 75% of the Region's 2025 water net operating budget and dividing by the estimated supply volume.

The wastewater methodology has been in place since 2007, with an update in 2011 for 2012-2015 and reaffirmed in 2015. 100% of the Region's net operating wastewater budget is apportioned based on previous three year's average wastewater supply volumes (example - 2025 budget based on October 2021 – September 2024). Actual costs are allocated based on 1 year to December (example - reconciliation for the 2023 net requisition allocation based on actual wastewater flows versus the estimated flows will be included on 2025 wastewater monthly bills).

Waterloo and York Region have similar systems to Niagara, where they act as wholesalers to their LAMs. Both Waterloo and York allocate costs solely based on a

uniform volume-based water and wastewater rate. This results in these Regions taking on all of the risk when it comes to the impact of volumes.

Previous Review

The previous review considered the following in the consultation process, risk management (Predictability and volatility), equity and accountability, simplicity and transparency, conservation, economic development, and history.

The analysis included the review of results of the current methodology, referenced historical flow and budget data to estimate potential impacts and characteristics of methodology alternatives, and reviewed methodologies utilized by other two-tier water and wastewater systems in Ontario.

The resourcing required in previous reviews included the use of consultants, Council working groups, staff time and Council time both at the Local and Regional level.

Current Review

We are working with the LAMs to determine a set of principles to evaluate possible changes to the methodology against. Staff will report back to council on principles used for evaluation, consultants' recommendations, follow up discussions with LAMs as well as any proposed changes to the current methodology, including allocation impacts to each of the LAMs.

Alternatives Reviewed

As the ask for this came from the Area Treasurers and CAO's no other alternatives were considered.

Relationship to Council Strategic Priorities

The review of the current cost recovery model for water and wastewater aligns with Effective Region, implement continuous improvement and modernized processes to ensure value-for-money in Regional services and programs from the lens of the LAMs.

Other Pertinent Reports

- CSD 47-2014 Water & Wastewater Rate and Requisition Methodology
- CSD 61-2015 Water & Wastewater Rate and Requisition Methodology

Prepared by:

Beth Brens
AD, Budgets, Planning and Strategy
Corporate Services

Recommended by:

Dan Carnegie
Acting Commissioner of Corporate
Services/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer



niagara
transit
commission

MEMORANDUM

Subject: Niagara Transit Commission Additional Budget Information

Date: October 31, 2024

To: Niagara Region Budget Review Committee of the Whole

Cc: Niagara Transit Commission Board

From: Mat Siscoe, Chair

Budget Committee Members,

The following is provided for information to Budget Review Committee members in response to questions received by Niagara Transit at the October 17, 2024 meeting of the Budget Review Committee of the Whole.

It is important to note that the framework for the budget and special levy have been set by Regional Council in the Establishing By-Law through the triple-majority process and that the Niagara Transit Commission (NTC) are contractually bound by the Municipal Transfer Agreements. The established special levy framework means that the majority of the budget is not discretionary, as transit service delivered by the NTC is required to be maintained for a period of seven years at or above 2020 service levels. Any budget changes that negatively impact on those previously established service levels would place Niagara Transit in violation of those agreements.

The authority to determine how to levy taxes for transit rests solely with the Regional Council. The NTC governing by-law maintains the Region as the authority over budget approvals and authorizes the NTC to make submissions to the Region on what should be in the budget.

The current approach adopted by Regional Council is reflective of the Financial Strategy developed in response to significant consultation and input from the local area municipalities to gain support for the triple-majority process necessary to transfer legal authority to the Region for intermunicipal transit to pave the way for a single consolidated unified public transit system and the amalgamation of existing local transit services.

Despite being a young organization, Niagara Transit is already seen as an example to other jurisdictions of how to successfully achieve a regional transit network. Despite the expedited timeline to become operational, Niagara Transit has been operationally successful since Day 1 and has seen an 84% increase in ridership since its inception. This increase in ridership has been managed with a 7.5% budget increase in 2023 (a 3.29% operating increase net of transfer to capital) and a 5.8% budget increase in 2024, highlighting the efficiencies and opportunities realized through Council's creation of a regional service.

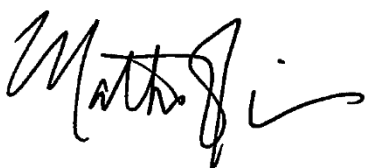
This impressive increase in service was achieved while standing up a new organization and dealing with elements such as inflationary pressures, merging contracts and unions, and unexpected vehicle and infrastructure maintenance; all within a greatly condensed timeframe than was originally planned. Staffing increases have only been made to keep pace with operations and have primarily been made within budget parameters through the use of contract efficiencies realized. Standing up the new organization has also been done against the backdrop of needing to establish reserve funds and without the benefit of the organization's first master plan.

In previous 2025 budget planning discussions between Budget Review Committee members this year, I had committed to providing Council with historical ridership data. NTC staff has demonstrated herein the efficient management of a significant increase in service required since amalgamation and during the standing up of the new Niagara Transit Commission. Any prior data to 2022 has not been included as it was the information of previous providers and contractors and was not shared with the NTC in a robust way nor was it wholly accessible to recreate historical data.

It is important to remember that local transit investments are not made in isolation. Programs such as increased investment in GO service and the province's tourism vision for Niagara hinge on a well-connected and functioning local transit network. Most federal and provincial funding programs require local investment.

Niagara Transit is pleased to provide the following information for the committee.

Sincerely,



Mat Siscoe
Chair, Niagara Transit Commission

Brock University and Niagara College

Brock University and Niagara College contribute significantly to transit in Niagara. Their separate contracts with Niagara Transit result in an increase in available service for local residents and bring in significant revenue that reduces the cost for local area municipalities; especially Thorold/St. Catharines and along intermunicipal routes (IMT). When measured against the local area municipalities' Transit Special Levy, aside from the three conventional systems in the largest municipalities, Niagara College and Brock are the fourth and fifth largest contributors to the Niagara Transit budget respectively.

Brock University and Niagara College service hours and contract amounts.

Municipality	2025 Service Hours	2025 Service Hour allocation %	2025 Service Hour Allocation	2025 Regional Assessment Allocation	2025 Direct Revenue	2025 Special Levy Requisition
St. Catharines	193,924	41.9%	18,342,444	4,387,624	592,500	23,322,568
Niagara Falls	130,411	28.2%	12,335,020	3,653,361	513,744	16,502,125
Welland	52,565	11.4%	4,971,899	1,483,306	318,750	6,773,955
Fort Erie	32,294	7.0%	3,054,552	1,119,755	0	4,174,307
Niagara-on-the-lake	12,599	2.7%	1,191,686	1,494,386	0	2,686,072
Thorold	14,647	3.2%	1,385,397	822,138	0	2,207,535
Grimsby	8,741	1.9%	826,774	1,326,855	0	2,153,629
Lincoln	8,251	1.8%	780,427	1,084,485	0	1,864,912

Port Colborne	6,420	1.4%	607,240	554,269	0	1,161,509
Pelham	2,520	0.5%	238,356	756,004	0	994,360
West Lincoln	-	0.0%	0	551,607	0	551,607
Wainfleet	-	0.0%	0	263,017	0	263,017
Total	462,372	100.0%	43,733,795	17,496,807	1,424,994	62,655,596

Post-Secondary Institution	Annual Service Hours	Budgeted Service Hour Costs	Additional Budget Contract Revenue	2025 Budgeted Revenue
BUSU	26,267	3,540,792	1,546,198	5,086,990
NCSAC	35,748	4,818,830	1,600,982	6,419,812

Revenues

When compared as overall sources of revenue, Niagara College and Brock University represent the third and fourth largest revenue streams for Niagara Transit. Their investment by their student body and to transit provides substantial, stable revenue that helps to offset costs for Niagara Region and local area municipalities. Other revenues such as the Provincial Gas Tax (PGT) are not guaranteed and could be removed by the provincial government at any time. It is also important to note that revenue and costs are not isolated. For example, fare revenue is heavily dependent on service levels. Any reduction in service hours sees a corresponding drop in fare revenue.

Breakdown of NTC revenue.

NTC Revenue	2025 Budget	Total %
Special Levy	62,655,596	71.6%
Fare Revenue	8,190,197	9.4%
Niagara College Contract	6,419,812	7.3%

Brock University Contract	5,086,990	5.8%
Fuel Chargeback	1,895,559	2.2%
Provincial Gas Tax	1,314,565	1.5%
Supplemental Tax Revenue	874,598	1.0%
Other Revenue	865,000	1.0%
Federal & Provincial	170,892	0.2%
Total Revenue	87,473,209	100.0%

Carbon Tax Information

The NTC is expecting to pay the following in Federal Carbon Tax per litre on January 1, 2025:

- Diesel - \$0.2139 per litre (Expected to increase to \$0.2540 on April 1, 2025)
- Gasoline - \$0.1761 per litre (Expected to increase to \$0.2091 on April 1, 2025)

The NTC has included \$1,308,041 in its 2025 budget to pay Federal Carbon Tax on diesel and gasoline fuel usage.

2024 Operating Surplus

In accordance with the Municipal Service Board By-law, any in-year surplus/deficit is to be guided by the Niagara Regional Operating Surplus/Deficit Policy. Thus, any surplus available at the end of 2024 would go to the NTC Board first for approval through the year-end transfer report and would be allocated to reserves in accordance with the by-law. The Q2 forecast included a \$400 thousand total surplus which has included the recognition of \$1.6 million of PGT. It would be recommended to reduce the PGT allocation funding to operations to have a net zero surplus and utilize the PGT funding for capital. The Q2 forecast included a surplus in fare revenues of \$1.8 million which is being used to offset incremental costs in labour, maintenance, etc.

As the NTC is funded by a Special Levy, the NTC has separate reserves than those funded from the General Levy, however similar funding principles apply. Note that upon amalgamation there were \$0 reserve balances for our stabilization and capital reserves.

Stabilization Reserves

Stabilization reserves are used during the budget to cover future one-time items, or extraordinary expenses or potential deficits at year end. The opening 2024 balance is \$2,086,731. The Regional Reserve and Reserve Funds Policy indicates that stabilization reserve target balances should be 10% to 15% of gross operating expenditures (excluding reserve transfers and capital costs). The minimum target balance of 10% of the gross operating costs is \$8 million. A few items which could potentially impact the 2025 year-end results include volatility in diesel and gas prices, increases in maintenance and parts and fare revenues could decline.

Table 1: Reserve Summary

Reserve Description	2024 Balance	Target Balance
Transit Stabilization	\$2,086,731	\$7,818,000 to \$11,727,000

Intermunicipal Routes

IMT routes are vital to all local area municipalities to create a truly interconnected transit network. The current routes were inherited from Niagara Region through amalgamation and have changed very little since 2011. They are currently being evaluated as a part of the master plan process through a borderless lens to match demand. The routes cannot be broken down by local area municipality served due to their design to cross boundaries, a farebox changeover in early 2023 and related technical issues to extrapolate that data, but the table below summarizes the ridership per IMT route.

IMT Ridership

Routes	Ridership 2023*	2024 Forecast	Total Service Hours
22	7,517	6,610	3,681
25	29,413	27,009	5,379
34	7,716	9,508	2,146
40 & 45 (including A/B)	475,150	681,670	35,679
50 & 55	112,600	141,256	11,088
60 & 65 (including A/C)	215,230	307,599	28,915

70 & 75	254,824	324,813	20,821
Unallocated*	236,944	-	
IMT Specialized and On Demand Portion uploaded			44,637
			152,346

*Due to farebox transition in 2023 and 2024, some ridership for inter-municipal routes could not be accurately determined.

Ridership Increases

Since Niagara Transit was established, ridership has seen significant increases. Notable is the 214% increase on conventional routes and large increases in Niagara Falls, Niagara-on-the-Lake, Port Colborne, Welland and Thorold. St. Catharines’ increase, while a lower percentage, has a high volume with a jump of over 1.1M rides. Overall Niagara Transit has seen and managed an 84% increase in ridership with an initial budget year investment of 7.5% in 2023 (only a 3.29% operating increase net of transfer to capital) and a 5.8% budget increase in 2024, showcasing the high level of efficiency that has been found over the short period of time in standing up the new organization. Staffing increases have been made to match operations and have been predominantly made within approved budgets with dollars used from efficiencies found. Local municipalities that have seen decreases in ridership have been challenged by minimal or no intramunicipal transit to support local movement and connect to IMT routes. Full dependence on commingled microtransit and the 50% increase in ridership since 2022 that has pressurized that service has created an instability in the delivery of the service. Rider demand and unmet trip requests are starting to affect the experience of using transit in these communities and is negatively impacting ridership.

Note: Initial service hours were set based on data provided by each municipality. With actual ridership data from 2023 and forecasted numbers for 2024, Niagara Transit can now adjust service hours to better align with demand in microtransit-served communities. Ridership and service levels will be periodically reviewed to ensure service hours reflect any significant changes in usage.

Ridership Numbers

	2022 Actual Ridership	2023 Actual Ridership	2024 Forecasted Ridership	Percentage Change from 2022 to 2024
IMT Conventional	477,638	1,339,394	1,498,465	214%
IMT Specialized	23,239	27,980	30,845	33%
St. Catharines	3,167,002	4,304,867	4,313,073	36%
Niagara Falls	1,225,966	2,619,400	3,188,016	160%
Welland	400,282	689,717	795,577	99%
Niagara on the Lake	19,008	40,656	51,691	172%
Port Colborne	7,229	19,583	19,634	172%
Pelham	4,573	4,603	5,053	10%
Thorold	187,557	313,025	323,235	72%
Fort Erie	64,041	91,134	94,353	47%
Grimsby	37,314	35,068	25,030	-33%
Lincoln	21,070	19,326	22,667	8%
West Lincoln	7,081	4,622	2,712	-62%
Wainfleet	1,474	1,547	706	-52%
	5,643,474	9,510,922	10,371,056	84%
* Microtransit and Specialized trips are based on Origin of Trips only.				

	2022 Actual Ridership	2023 Actual Ridership	2024 Forecasted Ridership	Percentage Change from 2022 to 2024
Specialized Ridership	87,284	113,897	117,273	34%
Conventional Ridership	5,397,072	9,170,139	10,014,056	86%
Microtransit Ridership	159,118	226,886	239,727	51%
	5,643,474	9,510,922	10,371,056	84%

Transit Requisition Allocation and The Impact of Assessment and Estimates

The transit requisition methodology was established on amalgamation of the NTC with significant consultation and input from the local area municipalities to gain support during the triple majority process. More details on the financial strategy are outlined in [PW 55-2021 Report](#) and in more detail in [LNTC-C 3-2021](#).

The special levy was established acknowledging the different service levels to each municipality with 3 components:

1. The majority of the requisition is allocated based on service hours to each municipality. As the NTC budget changes any financial impacts are incorporated into this component of the requisition.
2. A fixed amount which is based on the regional transit costs at the time of amalgamation, inflated annually, is allocated based on taxable assessment.
3. A direct allocation to the previous conventional transit providers (Niagara Falls, St. Catharines and Welland) to acknowledge some unsustainable funding sources leveraged during the pandemic that needed to be embedded into the NTC's budget more sustainably on amalgamation. A 3-year plan was outlined to smooth the impact of eliminating the direct allocation with 2025 being the last year a direct allocation will occur.

A detailed comparison of the 2025 vs 2024 allocation by component for each municipality can be found in the table below. The final column of the table shows how the overall requisition, increasing 7.38%, correlates to an increase in each municipal allocation. The service hour allocation, regional assessment allocation and direct municipal allocation and % change in each are also shown.

1. With no changes in service hours, municipalities could expect to see a 14.04% in their service hour allocation. This is simply based on the 7.38% increase in the NTC budget and the shifts resulting from reducing the direct municipal allocation.
 - **Municipalities seeing a service hour allocation increase above 14.04% have proportionately received more service hours and those below 14.04% proportionately less.**

2. With no changes in taxable assessment from 2023 to 2024, municipalities could expect to see a 2.0% increase in their regional assessment allocation. This is simply based off the annual inflationary increase applied to this component.
 - **Municipalities seeing a regional assessment allocation increase above 2.0% have seen a larger increase in 2024 taxable assessment relative to other municipalities and those seeing an increase below 2.0% have experienced a lower increase in 2024 taxable assessment relative to other municipalities.**

Municipality	Year	Service Hours	Service Hour allocation %	Service Hour Allocation	Regional Assessment Allocation	Direct Municipal Allocation	2025 Special Levy Requisition
Fort Erie	2025	32,294	7.0%	\$ 3,054,552	\$ 1,119,755	\$ -	\$ 4,174,307
Fort Erie	2024	25,444	5.6%	\$ 2,141,789	\$ 1,074,482	\$ -	\$ 3,216,271
% increase/(decrease)		26.92%		42.62%	4.21%		29.79%
Grimsby	2025	8,741	1.9%	\$ 826,774	\$ 1,326,855	\$ -	\$ 2,153,629
Grimsby	2024	8,483	1.9%	\$ 714,070	\$ 1,303,875	\$ -	\$ 2,017,945
% increase/(decrease)		3.04%		15.78%	1.76%		6.72%
Lincoln	2025	8,251	1.8%	\$ 780,427	\$ 1,084,485	\$ -	\$ 1,864,912
Lincoln	2024	5,980	1.3%	\$ 503,376	\$ 1,067,030	\$ -	\$ 1,570,406
% increase/(decrease)		37.98%		55.04%	1.64%		18.75%
Niagara Falls	2025	130,411	28.2%	\$12,335,020	\$ 3,653,361	\$ 513,744	\$16,502,125
Niagara Falls	2024	130,411	28.6%	\$10,977,552	\$ 3,590,133	\$1,027,487	\$15,595,172
% increase/(decrease)		0.00%		12.37%	1.76%	-50.00%	5.82%
Niagara-on-the-lake	2025	12,599	2.7%	\$ 1,191,686	\$ 1,494,386	\$ -	\$ 2,686,072
Niagara-on-the-lake	2024	15,912	3.5%	\$ 1,339,418	\$ 1,475,794	\$ -	\$ 2,815,212
% increase/(decrease)		-20.82%		-11.03%	1.26%		-4.59%
Pelham	2025	2,520	0.5%	\$ 238,356	\$ 756,004	\$ -	\$ 994,360
Pelham	2024	2,545	0.6%	\$ 214,229	\$ 732,308	\$ -	\$ 946,537
% increase/(decrease)		-0.98%		11.26%	3.24%		5.05%
Port Colborne	2025	6,420	1.4%	\$ 607,240	\$ 554,269	\$ -	\$ 1,161,509
Port Colborne	2024	5,655	1.2%	\$ 476,019	\$ 543,056	\$ -	\$ 1,019,075
% increase/(decrease)		13.53%		27.57%	2.06%		13.98%
St. Catharines	2025	193,924	41.9%	\$18,342,444	\$ 4,387,624	\$ 592,500	\$23,322,568
St. Catharines	2024	193,924	42.6%	\$16,323,860	\$ 4,355,013	\$1,185,000	\$21,863,873
% increase/(decrease)		0.00%		12.37%	0.75%	-50.00%	6.67%
Thorold	2025	14,647	3.2%	\$ 1,385,397	\$ 822,138	\$ -	\$ 2,207,535
Thorold	2024	14,647	3.2%	\$ 1,232,934	\$ 771,672	\$ -	\$ 2,004,606
% increase/(decrease)		0.00%		12.37%	6.54%		10.12%
Wainfleet	2025	-	0.0%	\$ -	\$ 263,017	\$ -	\$ 263,017
Wainfleet	2024	-	0.0%	\$ -	\$ 256,677	\$ -	\$ 256,677
% increase/(decrease)					2.47%		2.47%
Welland	2025	52,565	11.4%	\$ 4,971,899	\$ 1,483,306	\$ 318,750	\$ 6,773,955
Welland	2024	52,565	11.5%	\$ 4,424,742	\$ 1,435,356	\$ 637,500	\$ 6,497,598
% increase/(decrease)		0.00%		12.37%	3.34%	-50.00%	4.25%
West Lincoln	2025	-	0.0%	\$ -	\$ 551,607	\$ -	\$ 551,607
West Lincoln	2024	-	0.0%	\$ -	\$ 548,338	\$ -	\$ 548,338
% increase/(decrease)					0.60%		0.60%
Total	2025	462,372		\$ 43,733,795	\$ 17,496,807	\$ 1,424,994	\$ 62,655,596
Total	2024	455,566		\$ 38,347,989	\$ 17,153,734	\$ 2,849,987	\$ 58,351,710
% increase/(decrease)		1.49%		14.04%	2.00%	-50.00%	7.38%

It is important to note that these are based on the total requisition amount and estimates known at the time of preparing the budget. 2025 actual impacts to each taxpayer will vary within each municipality and will ultimately be subject to the 2025 tax assessment growth in each municipality which might be higher or lower than the average 1.5% illustrated during this budget. If growth in a municipality is greater than 1.5% the impact to individual taxpayers in that municipality will be less than outlined in the budget report and vice versa.

Memorandum

CWCD 2024-172

Subject: Councillor Information Request Related to Legal Obligations of Council regarding Safe Drinking Water Act

Date: October 18, 2024

To: Regional Council

From: Donna Gibbs, Director, Legal Services

This memo is in response to a Councillor Information Request at the September 12 Budget Review Committee of the Whole Meeting for information regarding the legal obligations of Council under the Safe Drinking Water Act.

The [Safe Drinking Water Act, 2002, S.O. 2002, c. 32](https://www.ontario.ca/laws/statute/02s32) (<https://www.ontario.ca/laws/statute/02s32>) (the “Act”) imposes a statutory standard of care that applies to municipal councillors. More specifically, *section 19 of the Act* requires that owners of the municipal drinking water system, and every person who, on behalf of the municipality, oversees the operating authority of the system or exercises decision-making authority over the system, shall:

- a) exercise the level of care, diligence, and skill in respect of a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation; and
- b) act honestly, competently and with integrity, with a view to ensuring the protection and safety of the users of the municipal drinking water system.

Council should be aware that failure to meet the statutory standard of care comes with serious consequences. In addition to potential community impacts given the criticality of safe drinking water, the Act further provides that every person who fails to carry out their statutory duty is guilty of an offence and upon conviction may be subject to a fine, and in certain circumstances may be liable to imprisonment. The penalty imposed in a given instance would be determined by the Court based on the severity and consequences of the offence in question.

It is important to note that although members of Council have some relief from the personal civil liability when they act in good faith pursuant to sections 448-450 of the Municipal Act (and to that end the Region also has a Legal Indemnification Policy and

insurance coverage in place to protect Councillors that are subject to legal proceedings); that would not apply to the extent that Councillors are negligent and fail to properly carry out their legislative duties. As such, a Councillor could be charged with (and convicted of) an offence for failing to meet the standard of care imposed under the Act and be personally responsible for all resulting penalties.

What is considered to be an appropriate level of care will vary from one situation to another. Councillors are not expected to be experts in the areas of drinking water and treatment but are expected to educate themselves on this statutory requirement (e.g. participate in standard of care training and read the provincial guide developed for municipal councillors as referenced below), gain an understanding of the Region's drinking water systems (e.g. ask questions, ensure familiarity with the Region's Water Quality Management System Operational Plan that is approved by Council, arrange a tour of the Region's drinking water facilities) and act on advice (including identified deficiencies and action items) identified in reports from Staff as appropriate to ensure legislative compliance.

The Province has developed a resource specifically for municipal councillors to answer questions about the statutory standard of care under the Act that is recommended for Councillors to review: [Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils](https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils). (<https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils>)

To further support Council in understanding its legislative responsibilities, similar to other municipalities across Ontario, PW staff facilitate the delivery of training for each term of Council on the standard of care under the Act from the [Walkerton Clean Water Centre](https://wcwc.ca/) (<https://wcwc.ca/>) ("WCWC"). The WCWC is a board-governed operational service agency of the Government of Ontario that coordinates and provides mandatory training required by the Ministry of the Environment, Conservation and Parks, specialized training, and information to drinking water system owners, operators, operating authorities, and the public. This was offered to the current term of Council pursuant to report PW 5-2023 considered by the Public Works Committee on March 7, 2023; however Councillors can also individually enroll in online (on demand) training provided by WCWC designed to inform municipal councillors of their oversight responsibilities under section 19 of the Act [Responsibilities Under the Statutory Standard of Care - Safe Drinking Water Act - CEU: 0.3 - Walkerton Clean Water Centre \(wcwc.ca\)](https://wcwc.ca/coursecatalog/responsibilities-under-the-statutory-standard-of-care-safe-drinking-water-act/), (<https://wcwc.ca/coursecatalog/responsibilities-under-the-statutory-standard-of-care-safe-drinking-water-act/>) at a cost of \$150 plus HST.

Council may also be interested to review the [Minister's Annual Report on Drinking Water \(2023\) | ontario.ca](https://www.ontario.ca/page/ministers-annual-report-drinking-water-2023#section-3) (<https://www.ontario.ca/page/ministers-annual-report-drinking-water-2023#section-3>) that includes key findings from (and a link to) Ontario's Chief Drinking Water Inspector's annual report on the performance of Ontario's regulated drinking water systems.

Respectfully submitted and signed by

Donna Gibbs
Director, Legal and Court Services

From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Basic, Azra](#); [Lotimer, Kelly](#); [Hill, Rebecca](#)
Subject: FW: Online Form - Enquiry from Region website
Date: Wednesday, November 6, 2024 9:39:47 AM

From: Niagara Region Website
Sent: Wednesday, 06 November 2024 09:39:40 (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

Sandy Richards-Haynes

phone

[REDACTED]

email

[REDACTED]

municipality

Thorold

subject

Niagara Regional Transit Concerns

comments

Dear regional clerk I am writing regarding the upcoming council meeting on Thursday, November 7, where I understand Carla Stout from Niagara Region Transit will be presenting the proposed 2025 budget. I am hoping to speak briefly to provide a perspective from the passenger side of transit services. Many passengers, myself included, have become increasingly frustrated with the lack of service improvements despite the regional transit unification. For example, while regional transit now operates under a single umbrella, there is still no Sunday service. Many passengers purchase 31-day passes but cannot use them on Sundays, effectively losing four days of

access. This also means many residents must incur additional costs to travel to work on Sundays, as commuting needs often cross city boundaries. Additionally, the current summer service on Route 321 Confederation in Thorold is not meeting residents' needs. Between 10:30 a.m. and 1:30 p.m., there is no service, and service ends entirely by 5:30 p.m., with no weekend or evening options. This gap in service leaves passengers with limited options, sometimes requiring them to walk 20 to 30 minutes home at night. I've personally tried to address this issue over the past year, but I have been redirected between city and regional authorities, with no clear accountability for these service decisions. The demand for increased service is not unique to Thorold; Fort Erie and other areas have voiced similar concerns. Several towns still lack any regional transit service despite paying regional taxes that contribute to transit funding. While budget increases are being considered, I believe service expansions should be prioritized to match the needs of the communities contributing to this funding. I apologize for the short notice, as I only recently learned of Ms. Stout's attendance. If possible, I would appreciate the opportunity to present these issues at the meeting. If not, I would be grateful if some of these concerns could still be relayed to the council for consideration. Thank you very much for your time and attention. I look forward to your response. Kind regards, Sandy Richards-Haynes

reply
yes

Page Referrer

<https://www.niagararegion.ca/government/clerk/contact-regional-clerk.aspx>



Minute Item No. 6.1
BRC-C 5-2024
Court Services 2025 Proposed Operating Budget

That Correspondence Item BRC-C 5-2024, dated October 29, 2024, respecting Court Services 2025 Proposed Operating Budget, **BE RECEIVED**; and

That the Court Services 2025 Proposed Operating Budget **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region.

Minute Item No. 6.2
BRC-C 6-2024
Proposed Niagara Regional Housing 2025 Operating Budget

That Correspondence Item BRC-C 6-2024, dated November 6, 2024, respecting Proposed Niagara Regional Housing 2025 Operating Budget, **BE RECEIVED**; and

That the Niagara Regional Housing 2025 Proposed Operating Budget **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region.

Minute Item No. 6.3
BRC-C 7-2024
2025 Proposed Operating Budget - Niagara Regional Police Service and Police Service Board

1. That Correspondence Item BRC-C 7-2024, dated November 5, 2024, respecting 2025 Proposed Operating Budget - Niagara Regional Police Service and Police Service Board, **BE RECEIVED**;
2. That the Niagara Regional Police Service and Police Service Board 2025 Proposed Operating Budget of \$213,308,546 or 13.18% **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region;
3. That Niagara Regional Council **DIRECT** the Regional Chair to write a letter to Premier Doug Ford and Solicitor General Michael Kerzner to request that the increase in the Niagara Regional Police Services operating budget of \$10,323,969 (5.7%) as a result of the replacement of the Police Services Act with the Community Safety and Policing Act, be funded by the province, rather than through the tax levy funded by the property taxes of Niagara residents; and
4. That this motion and the letter written by the Regional Chair **BE CIRCULATED** to all 12 local area municipalities, Niagara's four MPPs, the Association of Municipalities of Ontario (AMO), Ontario's Inspectorate of Policing, and the Niagara Regional Police Service Board.

**THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
MINUTES**

BRCOTW 5-2024

Thursday, November 14, 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), Champion*, Chiocchio, Craitor*, Diodati, Easton*, Foster, Gale*, Ganann*, Grant*, Heit, Huson, Insinna*, Ip, Jordan*, Junkin*, Kaiser*, Morocco, Redekop (Committee Chair), Rigby, Seaborn*, Siscoe, Sorrento*, Steele, Ugulini, Villella, Whalen (Committee Vice-Chair), Witteveen, Zalepa

Absent/Regrets: Davies, Secord

Staff: C. Banach, Chief Executive Officer, Niagara Regional Housing/Director, Housing Services, D. Barnhart, Chief of Staff, Governance*, B. Brens, Associate Director, Budget Planning & Strategy, D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, D. D'Amboise, Manager, Program Financial Support*, J. Dimanis, Manager, Housing Operations, D. Gibbs, Director, Legal & Court Services, R. Hill, Legislative Assistant, H. Koning, Acting Commissioner, Community Services, P. Maposa, Director, Asset Management*, S. Mota, Program Financial Specialist, R. Muzzell, Manager, Program Financial Support, A. Niece, Program Financial Specialist, A.-M. Norio, Regional Clerk, M. Raquion, Director, Financial Management and Planning/Deputy Treasurer, T. Ricketts, Commissioner, Public Works*, M. Sergi, Deputy Chief Administrative Officer*, J. Spratt, Legislative Coordinator, F. Tassone, Director, Transportation Services*, R. Tripp, Chief Administrative Officer, M. Vink, Associate Director, Court Services

Others Present: B. Fordy, Chief of Police, Niagara Regional Police Service, L. Gagnon, Director, Corporate Services, Niagara Peninsula Conservation Authority, J. Lawson, Niagara Regional Police Service Board Chair*, L. Lee-Yates, CAO/Secretary-Treasurer, Niagara Peninsula Conservation Authority, L. Rullo, Finance Manager, Niagara Regional Police Service,

* indicates members who participated electronically, all other members 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 Bateman read the Land Acknowledgement Statement.

3. **DISCLOSURES OF PECUNIARY INTEREST**

See Minute Item 6.3

4. **PRESENTATIONS**

There were no presentations.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 **BRC-C 5-2024**

Miranda Vink, Associate Director, Court Services, provided information respecting the Court Services 2025 Proposed Operating Budget. Topics of the presentation included:

- Court Services Operating Budget
- Budget Drivers
- Annual Charging Volumes
- Budget Summary
- Operating Budget Staff Summary
- Proposed Budget Investments
- Next Steps

Moved by Councillor Rigby
Seconded by Councillor Ugolini

That Correspondence Item BRC-C 5-2024, dated October 29, 2024, respecting Court Services 2025 Proposed Operating Budget, **BE RECEIVED**; and

That the Court Services 2025 Proposed Operating Budget **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region.

Carried

6.2 BRC-C 6-2024

Cameron Banach, Chief Executive Officer, Niagara Regional Housing, and Jim Dimanis, Manager Housing Operations, provided information respecting Proposed Niagara Regional Housing 2025 Operating Budget. Topics of the presentation included:

- Core Services and Service Delivery Model
- Key Service Levels
- Service Outlook
- Niagara Regional Housing (NRH) Priority Projects or Initiatives
- NRH New Development Projects
- Performance Measures and Results
- 2025 Budget Recommendations
- 2025 Operating Budget Overview
- Budget Overview
- 2025 Levy Budget Analysis
- Efficiencies
- 2025 Proposed Budget Investments

Moved by Councillor Zalepa
Seconded by Councillor Heit

That Correspondence Item BRC-C 6-2024, dated November 6, 2024, respecting Proposed Niagara Regional Housing 2025 Operating Budget, **BE RECEIVED**; and

That the Niagara Regional Housing 2025 Proposed Operating Budget **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region.

Carried

6.3 BRC-C 7-2024

Chief Fordy, Niagara Regional Police Service, and Jen Lawson, Police Service Board Chair, provided information respecting the 2025 Proposed Operating Budget - Niagara Regional Police Service and Police Service Board. Topics of the presentation included:

- Chief's Vision and What Sets Us Apart
- Growth of Population, Calls for Service and Cases
- Clearance Rates
- Population versus Total Personnel by Police Service
- Community Safety and Compliance

- Right Sizing
- Base Budget Increase by Pressure
- 2025 Operating Budget
- Direct Impact of Community Safety and Policing Act, 2019 (CSPA)
- Risks of Deferring
- Mitigation Strategies
- 2025 Operating Budget Process and Funding Sources
- Policing in the 21st Century

Councillor Information Request(s):

Provide the cost associated with calls to Niagara Regional Police Service related to domestic violence. Councillor Bateman.

Consider including population data for the comparator regions in future presentations. Councillor Kaiser.

Provide the data used to forecast future calls per service as well as break down of call by local area municipality. Committee Chair Redekop.

Provide the comparator costs of other Police Service Boards. Councillor Kaiser.

Moved by Councillor Foster

Seconded by Councillor Morocco

1. That Correspondence Item BRC-C 7-2024, dated November 5, 2024, respecting 2025 Proposed Operating Budget - Niagara Regional Police Service and Police Service Board, **BE RECEIVED**; and
2. That the Niagara Regional Police Service and Police Service Board 2025 Proposed Operating Budget **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region.

Moved by Councillor Ip

Seconded by Councillor Steele

That the motion **BE AMENDED** to include the following:

1. ***That Niagara Regional Council DIRECT the Regional Chair to write a letter to Premier Doug Ford and Solicitor General Michael Kerzner to request that the increase in the Niagara Regional Police Services operating budget of \$10,323,969 (5.7%) as a result of the replacement of the Police Services Act with the Community Safety and Policing Act, be funded by the province, rather than through the tax levy funded by the property taxes of Niagara residents; and***

2. ***That this motion and the letter written by the Regional Chair BE CIRCULATED to all 12 local area municipalities, Niagara's four MPPs, the Association of Municipalities of Ontario (AMO), Ontario's Inspectorate of Policing, and the Niagara Regional Police Service Board.***

Carried

Moved by Councillor Huson
Seconded by Councillor Morocco

That Regional Council **EXTEND** this meeting's curfew to 11:00 p.m.

Carried

Moved by Councillor Steele
Seconded by Councillor Ugolini

That the budget submission **BE AMENDED** to remove 1.9% (due to staggered hiring) for a new proposed operating budget of \$213,308,546 or 13.18%.

Carried

The Committee Chair called the vote on the motion as amended, as follows:

1. That Correspondence Item BRC-C 7-2024, dated November 5, 2024, respecting 2025 Proposed Operating Budget - Niagara Regional Police Service and Police Service Board, **BE RECEIVED**;
2. That the Niagara Regional Police Service and Police Service Board 2025 Proposed Operating Budget of \$213,308,546 or 13.18% **BE APPROVED** in principle subject to consideration of the general levy for Niagara Region;
3. That Niagara Regional Council **DIRECT** the Regional Chair to write a letter to Premier Doug Ford and Solicitor General Michael Kerzner to request that the increase in the Niagara Regional Police Services operating budget of \$10,323,969 (5.7%) as a result of the replacement of the Police Services Act with the Community Safety and Policing Act, be funded by the province, rather than through the tax levy funded by the property taxes of Niagara residents; and

4. That this motion and the letter written by the Regional Chair **BE CIRCULATED** to all 12 local area municipalities, Niagara's four MPPs, the Association of Municipalities of Ontario (AMO), Ontario's Inspectorate of Policing, and the Niagara Regional Police Service Board.

A request was made to vote separately on the clauses.

The Committee Chair called the vote on Clauses 1 and 2.

Recorded vote:

Yes (15): Champion, Diodati, Foster, Gale, Heit, Ip, Morocco, Rigby, Siscoe, Sorrento, Steele, Ugulini, Whalen, Witteveen, Zalepa.

No (14): Bateman, Bradley, Craitor, Easton, Ganann, Grant, Huson, Insinna, Jordan, Junkin, Kaiser, Seaborn, Redekop, Villella.

Carried

The Committee Chair called the vote on Clauses 3 and 4.

Recorded vote:

Yes (29): Bradley, Champion, Chiochio, Craitor, Diodati, Easton, Foster, Gale, Ganann, Grant, Heit, Huson, Insinna, Ip, Jordan, Junkin, Kaiser, Morocco, Redekop, Rigby, Seaborn, Siscoe, Sorrento, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (1): Bateman.

Carried

Councillor Information Request(s):

Consider including all charges in the 2027 Development Charge background study for Police Service to ensure future development rate charges are accurately determined. Councillor Steele.

Provide the percentage of the Regional budget that is allocated to Niagara Regional Police Service and the percentage for comparative regions. Councillor Insinna.

At this point in the meeting, Councillor Huson declared a conflict respect to Correspondence Item BRC-C 8-2024 (Minute item 6.4) respecting Niagara Peninsula Conservation Authority 2025 Draft Budgets and Municipal Levies, as the NPCA is a client of her employer and therefore did not take part in its discussion.

Moved by Councillor Ugolini
Seconded by Councillor Siscoe

That consideration of the Niagara Peninsula Conservation Authority 2025 Draft Budgets and Municipal Levies, **BE DEFERRED** to a Budget Review Committee of the Whole meeting to be held on November 21, 2024.

Carried

10. ADJOURNMENT

The meeting adjourned at 11:00 p.m.

Councillor Redekop
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

TWENTY25

NIAGARA REGION BUDGET

Court Services Operating Budget

Budget Review Committee of the Whole

November 14, 2024

2025 Court Services Operating Budget

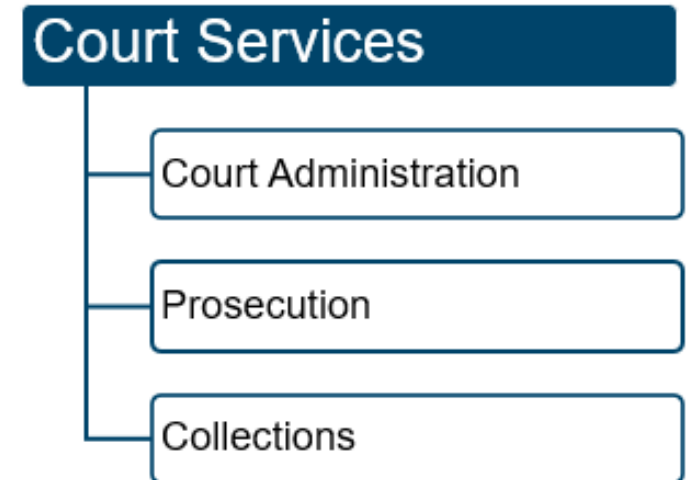
What We are Going to Cover

- Key Themes
- 2025 Budget Drivers
- Charging Volumes
- 2025 Operating Budget Overview
- 2025 Budget Investments (Program Changes)
- Next Steps

2025 Court Services Operating Budget

Key Themes

- Self-funded, not reliant on Levy
- Provides for Net Revenue sharing -Region 50% and Local Area Municipalities (LAMs) 50%
- Service delivery is mandatory pursuant to the Transfer Agreement with the Province which also establishes service level requirements



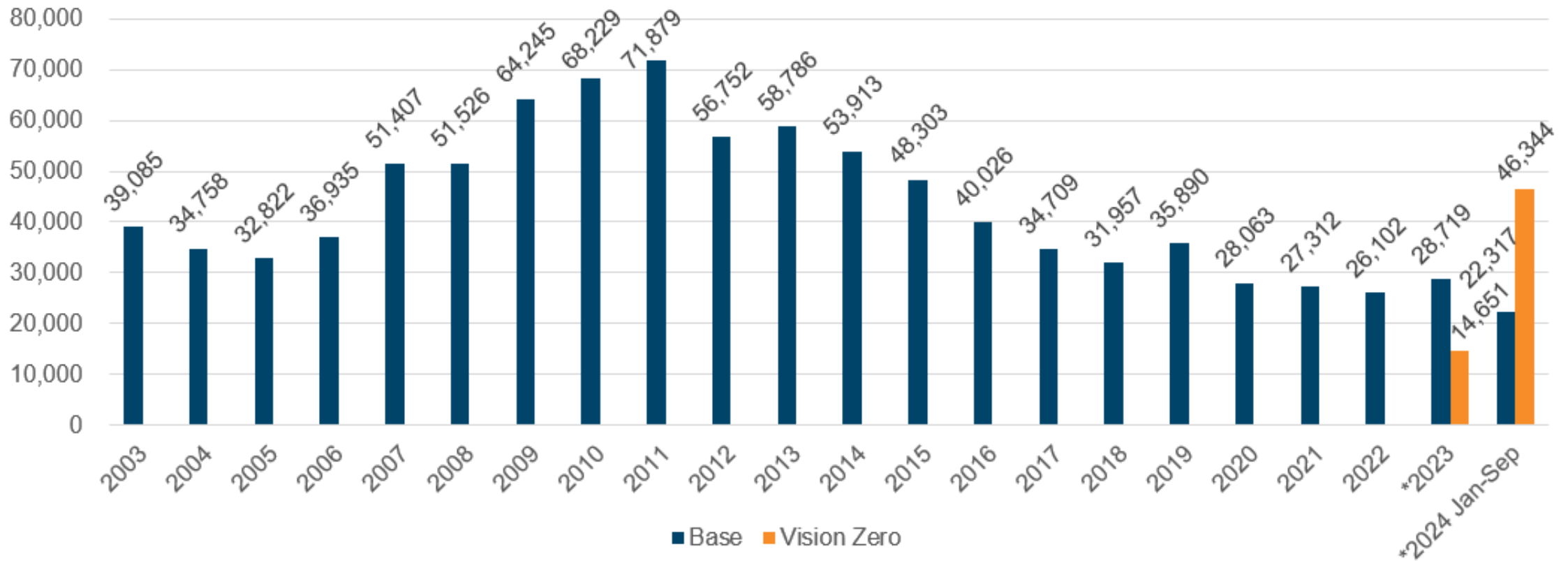
2025 Budget Drivers

Operational Impact

- Expansion of Vision Zero program driving increased net revenues and shared distribution between LAMs and the Region
- Investment in People Strategy and updates in union agreement
- Projected increase in delinquent revenue based on new Third Party Collections contracts awarded in Q4 2024

Annual Charging Volumes

2003 to September 2024



5

***Note:** ASE charges launched in September 2023; RLC in March 2024, contributing to overall increases³¹² in these years

2025 Budget Summary

Including Program Changes (in \$1,000's)

Budget Component	2024 Total Program	Base	Vision Zero	2025 Total Program	Change
Labour Related Costs	\$ 2,992	\$ 2,490	\$ 831	\$ 3,321	\$ 329
Administrative	\$ 2,665	\$ 1,432	\$ 1,919	\$ 3,351	\$ 686
Operational & Supply (*)	\$ 419	\$ 238	\$ 946	\$ 1,184	\$ 765
Occupancy & Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment, Vehicles and Tech.	\$ 24	\$ 46	\$ 10	\$ 56	\$ 32
Financial Expenditures	\$ 179	\$ 174	\$ 35	\$ 209	\$ 30
Transfer to Funds	\$ 200	\$ 200	\$ -	\$ 200	\$ -
Intercompany Transfers	\$ 2,094	\$ (1)	\$ 3,143	\$ 3,142	\$ 1,048
Gross Expenditures	\$ 8,573	\$ 4,579	\$ 6,884	\$ 11,463	\$ 2,890
Revenues	\$ (9,909)	\$ (5,740)	\$ (7,255)	\$ (12,995)	\$ (3,086)
Net Expenditures (Revenue) Before Indirect Allocations	\$ (1,336)	\$ (1,161)	\$ (371)	\$ (1,532)	\$ (196)
Indirect Allocations	\$ 1,254	\$ 1,062	\$ 371	\$ 1,433	\$ 179
Net Expenditures (Revenue) After Indirect Allocations	\$ (82)	\$ (99)	\$ -	\$ (99)	\$ (17)

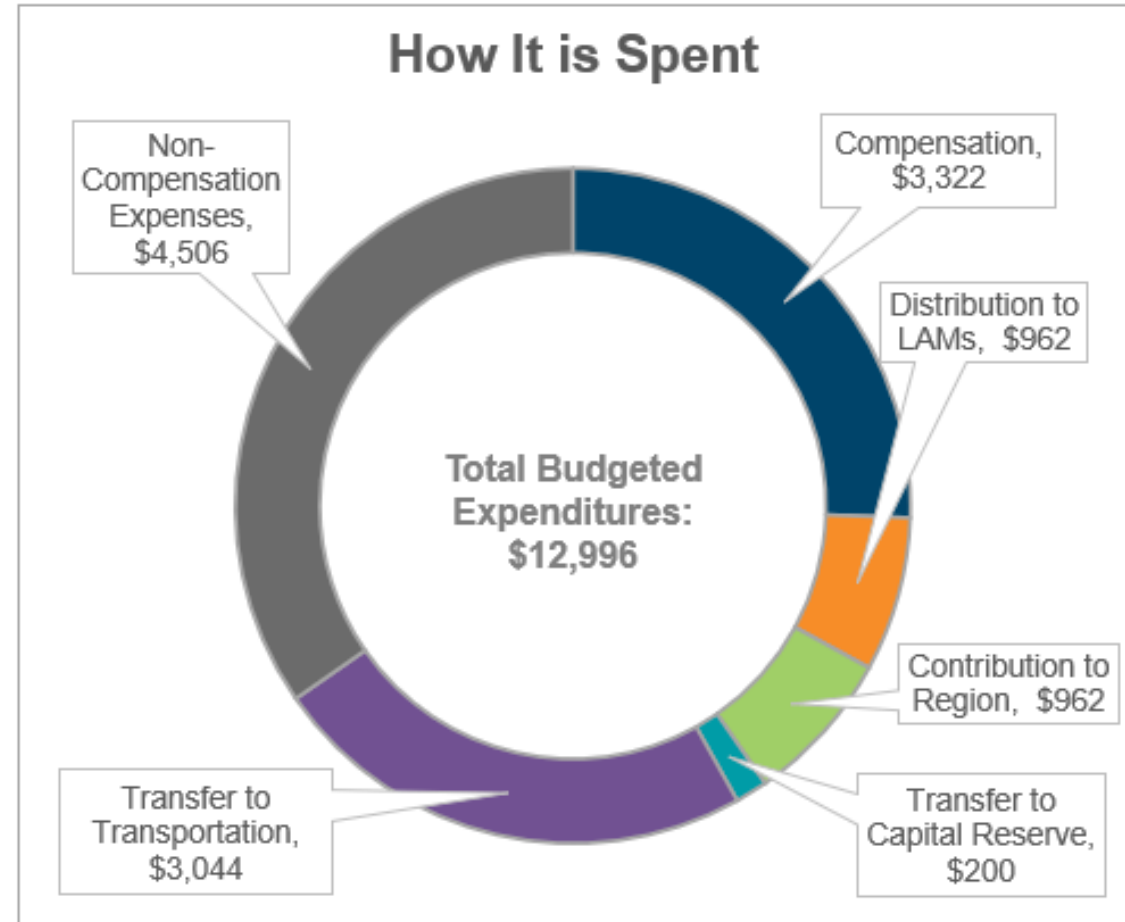
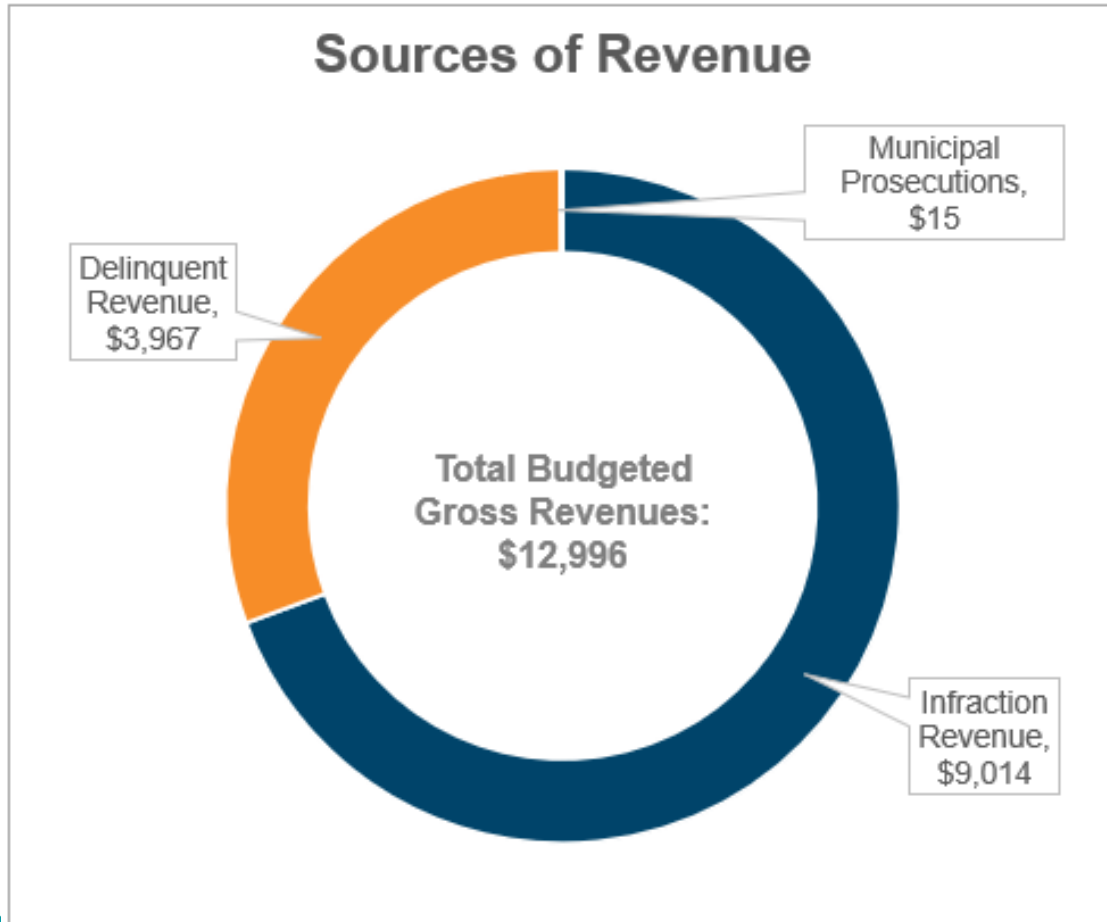
Base operating budget proposing \$17k increase in the distribution to the LAMs

Vision Zero operating budget proposing \$862k increase in the distribution to the LAMs

* Distribution to/(recovery from) LAMs is budgeted within this line

2025 Budget Summary

Including Program Changes (in \$1,000's)



2025 Budget Summary

Increase of \$0.9M in Distribution to LAMs

Base Operations - \$0.0M Increase in Distribution to LAMs

- \$0.4M increase in labour related costs to support the people strategy and updates to the union agreement
- \$0.2M increase in costs directly attributable to ticket volumes
- Almost fully offset by \$0.6M increase in infraction and delinquent revenues
- \$0.017M increase in net revenues for both the Region and LAMs

2025 Budget Summary

Increase of \$0.9M in Distribution to LAMs

Vision Zero Operations - \$0.9M Increase in Distribution to LAMs

Pressures mainly attributed to:

- \$0.4M increase in victim fine surcharges and other costs directly attributable to increased revenues
- \$0.4M increase for Vision Zero program costs within Transportation and allocation of corporate support costs
- \$0.9M increase in Region's share of net revenues

2025 Budget Summary

Increase of \$0.9M in Distribution to LAMs

Pressures offset by:

- \$2.5M increase in infraction and delinquent revenues
- \$0.1M decrease in call-in prosecutors

2025 Operating Budget Staff Summary

in Permanent Full-Time Equivalents (FTE)

Operating Area	2024	2025	Change	Comments
Base	23	25	2	Addition of 2 Prosecutors for Part III and Part IX Prosecutions
Vision Zero	12	10	-2	Reduction of 2 vacant Vision Zero positions
Total Court Services	35	35	0	

Proposed program changes offset with internal restructuring

2025 Proposed Budget Investments

Part III & Part IX Prosecution Transfer from Province

- Increased scope of control over the prosecution and management of complex cases; including the opportunity to achieve efficiencies in use of court time and resources, as well as supporting the effective administration of the Provincial Offences Court program
- Annual cost net of distribution to municipalities is \$108,995; addition of 2 permanent FTE, internal restructuring

2025 Proposed Budget Investments

Digital Evidence Management System

- Annual software fee of \$17,000
- Purchase of digital evidence management system technology to support effective management of increased volume of digital evidence
- Same platform as NRPS and OPP resulting in efficiencies

Next Steps

Approval and Communication

- BRCOTW consideration of JBM-C 7-2024 today
- Council approval of budget on December 12, 2024
- Communication of budget approval to Area Treasurers and LAMs

Questions?

Miranda Vink

Associate Director, Court Services

905-687-6590 Ext 1631

miranda.vink@niagararegion.ca



October 29, 2024

Regional Chair Bradley and Council
Regional Municipality of Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Regional Chair Bradley and Council

RE: Court Services 2025 Proposed Operating Budget

Please be advised that at its meeting of October 24, 2024 The Joint Board of Management, Niagara Courts passed the following motion:

That Report JBM-C 7-2024, dated October 24, 2024, respecting Court Services 2025 Operating Budget, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2025 Court Services gross base operating budget of \$12,777,778 and net base revenue of \$218,342 (increase in net revenue of \$136,545 or 166.9% over the 2024 net operating budget) as outlined in Appendix 3 to Report JBM-C 7-2024, **BE APPROVED**;
2. That an increase of \$118,888 (or 245.4%) over the 2024 net operating budget **BE APPROVED** to support program changes for the transfer of Part III and Part IX prosecution and a digital evidence management system (DEMS); and
3. That the total 2025 Court Services gross operating budget of 12,896,666 and net revenue of \$99,454, as outlined in Appendix 3 to Report JBM-C 7-2024, **BE APPROVED** and **BE RECOMMENDED** to Niagara Region Council as part of the 2025 operating budget deliberations.

I would ask that this information be placed on the agenda for the Regional Budget Review committee of the Whole meeting scheduled for November 14, 2024. The presentation materials will be provided in advance of the meeting.

Sincerely,



Miranda Vink
Manager, Court Services

Subject: Court Services 2025 Operating Budget

Report to: Joint Board of Management

Report date: Thursday, October 17, 2024

Recommendations

1. That the 2025 Court Services gross base operating budget of \$12,777,778 and net base revenue of \$218,342 (increase in net revenue of \$136,545 or 166.9% over the 2024 net operating budget) as outlined in Appendix 3 to Report JBM-C 7-2024, **BE APPROVED**;
2. That an increase of \$118,888 (or 245.4%) over the 2024 net operating budget **BE APPROVED** to support program changes for the transfer of Part III and Part IX prosecution and a digital evidence management system (DEMS); and
3. That the total 2025 Court Services gross operating budget of 12,896,666 and net revenue of \$99,454, as outlined in Appendix 3 to Report JBM-C 7-2024, **BE APPROVED** and **BE RECOMMENDED** to Niagara Region Council as part of the 2025 operating budget deliberations.

Key Facts

- The purpose of this report is to seek approval for the proposed 2025 operating budget as outlined in Appendix 3 to Report JBM-C 7-2024. The budget has been prepared in consideration with the budget requirements as outlined in the Niagara Region Courts Inter-Municipal agreement.
- Court Services staff administer a high volume of charges under the Highway Traffic Act, the Trespass to Property Act, the Liquor Licence and Control Act, municipal by-laws, other provincial and federal legislation including more serious matters such as charges under the Compulsory Automobile Insurance Act, the Environmental Protection Act, and the Fire Prevention and Protection Act.
- There are several external factors, not within the control of Court Services, that impact revenue. These external factors and trends are discussed throughout the report and have been considered when preparing the 2025 operating budget.

- The proposed 2025 budget includes business cases for two proposed program changes; the transfer of Part III and Part IX prosecutions, as well as the procurement of a Digital Evidence Management System, as outlined in Appendices 4 and 5 to Report JBM-C 7-2024.
- Should the Joint Board of Management (JBM) and Regional Council approve the Court Services 2025 operating budget including the program changes, the budgeted distribution of net revenue will total \$961,969 (\$99,454 from Base Operations and \$862,515 from Vision Zero (VZ) Operations) for the Local Area Municipalities (LAMs) and \$961,969 for the Region.

Financial Considerations

Court Services is budgeting a 2025 net operating revenue including program changes, before distribution to LAMs but after indirect allocations, of \$1,923,938, which after the 50% allocation to the LAMs, will result in \$961,969 net revenue to the Region. Of this net revenue, \$862,515 is driven by the Vision Zero operations and is allocated to the Region's Transportation division to reinvest into road safety programs as per the Amendment to the Inter-Municipal Agreement. The remaining budgeted net revenue of \$99,454 represents an overall increase in the net revenues of \$17,658 or 21.6% from 2024, as outlined in Appendix 3 to Report JBM-C 7-2024.

Appendix 3 to Report JBM-C 7-2024 provides a summary of the consolidated operating budget, while Appendices 1 and 2 to Report JBM-C 7-2024 segregate the base operations (non-Vision Zero) and the Vision Zero operations, respectively.

The VZ Road Safety Program was initially approved in 2020, subject to successful negotiations with the LAMs for an amendment to the Inter-Municipal Agreement with respect to the sharing of both program revenues and costs, that was completed in 2022. As a result, in 2022, the installation of certain automated traffic enforcement devices on specific Regional roads was approved to proceed. The VZ program is comprised of several traffic safety initiatives led by the Region's Transportation Services department including red light cameras (RLC) and automated speed enforcement (ASE) for which the related Highway Traffic Act charges and resulting fine revenue is processed through the Provincial Offences Court. The VZ program launched, with a phased-in approach, in September 2023 with the installation of ASE, followed by the installation of RLC in March 2024.

The 2024 VZ budget was prepared ahead of the launch of the program and therefore included many assumptions pertaining to anticipated operations. With the launch of

ASE in September 2023 and RLC in March 2024 the full impact of the programs on operations is not yet known. The 2025 VZ operating budget has been updated based on factors impacting 2024 actual results. It is anticipated that, as the program continues to expand and actual operating results are realized, future budgets will be updated to better reflect operations.

The 2025 operating budget assumes a full year (12 months) of operations of both ASE and RLC. Staff will continue to review the actual operating results of VZ throughout 2025 and will make any necessary adjustments to the 2026 and future year budgets based on actual results and trends experienced.

Analysis

The Court Services operation generates revenue and continues to be self-funded, and therefore is not reliant on the levy budget. Pursuant to the Inter-Municipal Agreement, as amended, net revenue is shared with 50% going to the Region and 50% going to the LAMs. For the purposes of budgeting, reporting, and distribution to LAMS, base and VZ operations are separately tracked.

In preparation of the 2025 operating budget, staff reviewed 2022 and 2023 actuals and 2024 year-to-date operating results, as well as the 5-year average and long-term trends. Staff considered these trends and factors when preparing the 2025 operating budget. Adjustments were made to the assumptions in the budget where historical trending indicated that changes may be required.

Base Operations

For base operations, the 2025 net operating revenue including program changes, before distribution to LAMs is \$198,908. After the 50% allocation to the LAMs, this will result in \$99,454 net revenue to the Region. The budgeted net revenue represents an overall increase in the net revenues of \$17,658 or 21.6% from 2024 as outlined in Appendix 1 to Report JBM-C 7-2024. Significant items driving the 2025 budget are outlined below.

Infraction Revenue

- Judicial resourcing challenges continue to impact the volume of matters that can be seen by the courts, based on court closures or adjournments.

- As of September 5, 2024, Court Services has experienced 2 court closures due to lack of judicial resources, impacting matters for 18 defendants. Although 2024 closures are lower than 2021 through 2023 rates, it is important to note that since 2021, closures have occurred at a greater rate during Q4 on an annual basis (therefore the total closures for 2024 are unknown at the time of writing this report). An extended wait time for trial results in a longer timeline between the charges laid and an outcome (infraction revenue) being realized.
- As a result of the judicial resourcing challenges, in addition to closures of scheduled court dates, Court Services' is currently operating only 1.5 of the three available courtrooms based on judicial resources available. There is no indication that additional judicial resources will be available in the first quarter or beyond in 2025.
- Charging volumes by enforcement agencies in 2022 were at historical all-time lows since the transfer of Provincial Offences Court operations in 2001. Base charging volumes continue to remain far below pre-2020 averages and there has been a 3% decrease in charging volumes experienced from January to August 2024 compared to the same period in 2023.
- In recognizing recent trends related to one-time large-value fine payments for infraction revenue, as well as conservative trending to 2023 revenue, the 2025 infraction revenue budget has been increased by \$504,000 or 19.4% for base operations.

Delinquent Revenue

- As of August 2024, the average number of monthly new base delinquent cases is 786 per month, which represents an 18% increase over 2023. Rates of delinquency still remain significantly higher than the monthly average of 592 from 2019 to 2021.
- Although the number of delinquent cases has remained higher the past 2 years, this does not necessarily correlate into a direct increase in delinquent fine revenue as Court Services operates on a cash basis and revenue is only recorded when it is collected/paid. The volume of delinquent cases is high, however Court Services' ability to collect upon these charges is decreasing due to economic factors.
- Court Services Collections staff continue to utilize all enforcement tools available including collection notices, driver's licence suspensions, plate denials, referral to

third party collection agencies and credit reporting, civil enforcement (Garnishments and Writs of Seizure and Sale), as well Add to Tax Roll, to collect the unpaid fines.

- Based on the factors noted above, base delinquent revenue is budgeted to increase \$50,000 over 2024 or 1.9% for base operations.

Expenses

While charging volumes are low, workload remains very high. In consulting with our peers across Ontario, we know that this is a common shared experience with other POA courthouses across the province. Workload impacts include:

- The September 2023 transfer of signing authority to the Clerk of the Court from the Justice of the Peace under Bill 177; the Clerk of the Court are now responsible for the processing and approval of reopenings. Further, Court Services has experienced a continued increased rate of reopening requests, despite an overall reduction in charging volumes:
 - 2024 January to August YTD – 911 reopenings
 - 2021-2023 – average 1020 reopenings annually
 - 2020 – 548 reopenings
 - 2019 – 768 reopenings
- Virtual and hybrid courts are more complex and require additional supports to run a virtual/hybrid courtroom.
- A higher rate of delinquency means more time dedicated to collection efforts, processing extensions of time to pay, investigating opportunities for writs, liens, and add to tax roll.

Program Changes

1. Transfer of Part III and Part IX Prosecution Matters

As part of the transfer of responsibility for the administration and prosecution of POA matters pursuant to an agreement with the Province in 2000, only the responsibility for the prosecution of Part I POA charges was transferred to the Region. The Province retained the prosecution of the Part III and Part IX charges; which are more serious charges with higher penalties.

In 2018 the Province enacted Bill 177: Stronger, Fairer Ontario (Budget Measures) Act, which permits the Province to enter into an agreement with Municipalities to

download responsibility for the prosecution of Part III POA charges. Pursuant to Bill 177, the Ministry of the Attorney General (MAG) is now seeking to transfer these matters from the Crown to municipalities on a voluntary basis, with the timing of individual transfers across the Province being informed by local site readiness and capacity.

A business case was brought forward for consideration as part of the 2024 budget process. At that time, staff had recommended not to proceed with the voluntary transfer. Conversations with the Crown Attorney's office have remained ongoing since that time. Staff are submitting a business case for the 2025 budget, recommending the transfer at this time, in light of the increased number of municipalities who have engaged in the voluntary transfer (and experienced operational benefits as a result) and the risks of the Province implementing a mid-year rate change related to Crown Prosecutions and/or mandating the transfer to municipalities.

The proposed transfer is a budgeted increase of \$217,990, of which 50% of the net expense is allocated to the LAMs through the distribution. Court Services is requesting an increase of two permanent full-time equivalent (FTE) employees.

Further details of the Transfer of Part III and Part IX Prosecution Matters can be found within the operating business case (#BC005), which has been attached as Appendix 4 to Report JBM-C 7-2024.

2. Digital Evidence Management System (DEMS)

The proposed program change is \$19,000 for the implementation of the Digital Evidence Management System, of which 50% of the net expense is allocated to the LAMs through the distribution. Court Services seeks to procure the DEMS technology to support the administration of the Provincial Offences Court program. Considering the substantial increase in digital evidence in recent years, obtaining a DEMS license for Court Services will allow prosecution to achieve significant efficiencies in meeting the legislative as well as technical requirements of digital evidence management, enhancing and modernizing the administration of Provincial Offences Court, and customer service. Using the same platform as our partners (NRPS, OPP) will also facilitate collaboration and create efficiencies in engagement with those enforcement agencies.

Further details of DEMS can be found within the operating business case (#BC075), which has been attached as Appendix 5 to Report JBM-C 7-2024.

Vision Zero

The total net revenue relating to the VZ operations is \$0 (2024 - \$0) as shown in Appendix 2 to Report JBM-C 7-2024. Net revenue from VZ operations of \$1,725,030 is distributed as \$862,515 to the LAMs and \$862,515 allocation between departments to the Region's Transportation division to reinvest into road safety programs as per the Amendment to the Inter-Municipal Agreement.

The 2025 VZ budget reflects the changes that have occurred, or that are anticipated to occur, based on limited realized operating results within the VZ program. Additionally, as per PW 11-2024, the increased capacity of the Joint Processing Centre is anticipated to result in an increase from 45,000 tickets (40,000 ASE and 5,000 RLC) to 65,000 tickets (60,000 ASE and 5,000 RLC) in 2025. Other significant items driving the 2025 budget are outlined below.

Infraction Revenue

The 2025 infraction revenue budget has been set at \$5,914,000 an increase of \$1,774,000 or 42.8% over the 2024 budget. The 2024 budget was established ahead of the launch of the VZ program and therefore included a significant number of assumptions built into revenue calculations including the estimated infraction revenue per ticket. Based on realized operations so far within the VZ program, the average revenue per ticket has been adjusted within the calculations included in the budget, resulting in an adjustment to budgeted infraction revenues within the program.

Delinquent Revenue

Court Services Collections staff began receiving Vision Zero delinquent cases in January 2024. As of August 2024, the average number of new Vision Zero delinquent cases are 628 per month.

The 2025 delinquent budget revenue has been set at \$1,341,000 which is an increase of \$762,000 or 131.6% from the 2024 budget. The 2024 budget was established ahead of the launch of the VZ program and therefore included a number of assumptions. Based on limited realized operating results of the program, it is estimated that delinquent revenues will be higher than previously anticipated on an annual basis.

Expenses

As of October 2024, Court Services has completed recruitment of 7 of the 12 approved VZ FTEs (which were approved as part of the 2020 operating budget). Based on realized experience to date, it is not anticipated that all 12 of the approved FTEs will be required for the administration and prosecution of VZ charges. As such, Court Services will be reducing the total maximum VZ FTEs from 12 to 10. This would also assist in creating a net-zero change in total Court Services FTEs, if the proposed business case for the transfer of Part III prosecutions is approved, as a result of introducing two new FTEs in the base operating budget to support the transfer of Part III prosecutions. With Niagara Region's Transportation Division having received approval to update their agreement with the Joint Processing Centre to increase the annual number of ASE charges from 45,000 to 60,000 annually, the recruitment of the remaining three VZ FTEs will continue on a gradual basis as required as the long-term operational impacts of the VZ continue to be realized.

Niagara Region Courts Inter-Municipal Agreement

The budget has been prepared in consideration with the budget requirements as outlined in the Niagara Region Courts Inter-Municipal agreement. The Niagara Region Courts Inter-Municipal Agreement (the "Inter-Municipal Agreement") provides that:

Section 7 – Budget 7.1

The Manager, on behalf of the Agent, shall prepare an annual budget for the Program setting out estimated operating and capital costs, and projected revenue from fines, fees, applicable grants, subsidies and other revenues. The budget shall be submitted to the Board for approval.

Section 8 – Apportionment of Costs and Revenue

8.1 The Agent shall be entitled to recover its costs from the gross revenues generated by the transfer of POA administration. Gross revenues shall not include Part II Parking revenues, as otherwise provided for in Section 6 of this Agreement.

8.2 The Region shall receive 50% of the net revenues.

8.3 All Municipalities, with the exception of the Region, shall receive 50% of net revenues, and it shall be distributed on the basis of assessment.

Alternatives Reviewed

Any reduction of expenditures as outlined in Appendix 1 to Report JBM-C 7-2024 could result in the Niagara Region not being able to meet its obligations under the Memorandum of Understanding with the Ministry of the Attorney General to properly administer the Provincial Offences Court (including increased legislative duties imposed pursuant to Bill 177). This may result in charges being dismissed for lack of prosecution, loss of revenue as well as reputational risk.

Should the business case related to DEMS not be supported for 2025 implementation, Court Services' ability to efficiently prosecute cases and provide timely access to disclosure will be impacted given the increasing volume of digital evidence and lack of existing technology to manage it, which could in turn compromise program delivery obligations set forth as the administrator of POA on behalf of the MAG.

Should the business case related to the transfer of Part III and Part IX Prosecutions not be approved, there will be a lost opportunity to realize efficiencies and improvements in court utilization and customer service and the risk of MAG implementing a mid-year rate change related to Crown Prosecutions and/or mandating the transfer to municipalities, resulting in mid-year budget changes.

Relationship to Council Strategic Priorities

Court Services aims to continually support Regional Council's Effective Region and Equitable Region objectives as they pertain to the administration of the Provincial Offences Court program as core service to residents and visitors to the region and the overall goals of enhanced program effectiveness, court modernization fiscal responsibility and supporting community safety across Niagara.

Other Pertinent Reports

- [PW 64-2019 – Public Works – Vision Zero Road Safety Program](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=277bcf05-71ce-4d77-867e-5e839b3f87be&Agenda=Agenda&lang=English&Item=13&Tab=attachments)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=277bcf05-71ce-4d77-867e-5e839b3f87be&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

- [PW 11-2024 – Vision Zero: Automated Speed Enforcement Preliminary Results and Next Steps](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=f1a449da-56b7-47e5-a046-29635f575803&Agenda=Merged&lang=English&Item=20&Tab=attachments>)

- [JBM-C 6-2024 – 2nd Quarter Variance Analysis and Forecast to December 31, 2024](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=67d9a7ac-2c91-4dfe-bedc-6c6c78fc233e&Agenda=Agenda&lang=English&Item=10&Tab=attachments>)

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Appendices

- Appendix 1 Schedule of Expenditures and Revenue – Base Operations - 2025 Budget
- Appendix 2 Schedule of Expenditures and Revenue – VZ Operations - 2025 Budget
- Appendix 3 Schedule of Expenditures and Revenue – Total Program Operations –
2025 Budget
- Appendix 4 Operating Business Case – Transfer of Part III and Part IX Matters
- Appendix 5 Operating Business Case – Digital Evidence Management System
(DEMS)

Schedule of Expenditures and Revenue - Base Operations - 2025 Budget

Object of Expenditure	2024 Base Budget (\$)	2025 Base Budget (\$)	Base Budget Variance (\$)	Base Budget Variance (%)	Proposed Program Changes	Revised 2025 Base Budget	Revised Base Budget Variance (\$)	Revised Base Budget Variance (%)	Note
Labour Related Costs	2,095,707	2,238,208	142,501	6.8%	251,990	2,490,198	394,491	18.8%	(2)
Administrative	1,166,580	1,474,270	307,690	26.4%	(42,000)	1,432,270	265,690	22.8%	(3)
Operational & Supply	220,796	356,092	135,296	61.3%	(117,889)	238,203	17,407	7.9%	(1)
Occupancy & Infrastructure	0	0	0	0.0%	0	0	0	0.0%	
Equipment, Vehicles, Technology	23,850	22,200	(1,650)	(6.9%)	24,000	46,200	22,350	93.7%	
Financial Expenditures	179,000	174,000	(5,000)	(2.8%)	0	174,000	(5,000)	(2.8%)	
Transfers To Funds	200,000	200,000	0	0.0%	0	200,000	0	0.0%	(4)
Allocation Between Departments	(2,778)	(1,360)	1,418	(51.0%)	0	(1,360)	1,418	(51.0%)	
Gross Expenditure Subtotal	3,883,155	4,463,410	580,255	14.9%	116,101	4,579,511	696,356	17.9%	
Other Revenue	(5,189,800)	(5,740,800)	(551,000)	10.6%	0	(5,740,800)	(551,000)	10.6%	(6)
Gross Revenue Subtotal	(5,189,800)	(5,740,800)	(551,000)	10.6%	0	(5,740,800)	(551,000)	10.6%	
Net Expenditure (revenue) before indirect allocations	(1,306,645)	(1,277,390)	29,255	(2.2%)	116,101	(1,161,289)	145,356	(11.1%)	
Indirect Allocation	659,178	624,748	(34,430)	(5.2%)	2,787	627,535	(31,643)	(4.8%)	
Capital Financing Allocation	565,671	434,300	(131,371)	(23.2%)	0	434,300	(131,371)	(23.2%)	
Allocation Subtotal	1,224,849	1,059,048	(165,801)	(13.5%)	2,787	1,061,835	(163,014)	(13.3%)	(5)
Net Expenditure (revenue) after indirect allocations	(81,796)	(218,342)	(136,546)	166.9%	118,888	(99,454)	(17,658)	21.6%	
FTE - Reg	23	23	0	0.0%	2	25	2	8.7%	

Notes:

(1) Distribution (recovery) from LAM is included in this object of expenditure and is calculated as 50% of the net expenditure (revenue) after indirect allocations. In 2024 total budgeted distribution to LAMs was \$81,796. In 2025 total budgeted distribution to LAMs is \$218,342. If the program changes are accepted, the distribution to LAMs will decrease to \$99,454.

(3) Administrative: The net increase is largely driven by revisions in the estimate of budgeted Victim Fine Surcharge expenses, an increase in Payticket online services resulting from an increase in contract costs and an increase in credit card fee costs due to higher anticipated credit card payments. These costs increases are net of budgeted decreases in adjudication and other miscellaneous accounts (such as tuition fees, business forms, office supplies, interpreter expenses and external legal expenses).

(4) Transfer to Funds: There is no proposed change in the transfer to reserve funds amount. The 2025 operating budget includes an annual \$200,000 transfer to the Courts Facility Renewal Reserve to fund the future replacement of the courthouse or other capital needs, in accordance with the Corporate Asset Management strategy.

(5) Indirect Allocations and Capital Financing Allocations: The net decrease is mainly driven by program support reductions as well as transfer of some program support costs to the VZ operating budget.

(6) Revenues: The increase is mainly driven by budgeting to trends around one-time large-value fine payments for infraction revenue as well as conservative trending to 2023 revenue.

Schedule of Expenditures and Revenue - VZ Operations - 2025 Budget

Object of Expenditure	2024 Vision Zero Budget (\$)	2025 Vision Zero Budget (\$)	Vision Zero Budget Variance (\$)	Vision Zero Budget Variance (%)	Note
Labour Related Costs	896,113	831,398	(64,715)	(7.2%)	(3)
Administrative	1,498,916	1,918,535	419,619	28.0%	(4)
Operational & Supply	197,740	945,765	748,025	378.3%	(1)
Occupancy & Infrastructure	0	0	0	0.0%	
Technology	0	10,500	10,500	0.0%	(5)
Financial Expenditures	0	35,000	35,000	0.0%	(6)
Transfers To Funds	0	0	0	0.0%	
Departments	2,097,212	3,143,205	1,045,993	49.9%	(2)
Gross Expenditure Subtotal	4,689,981	6,884,403	2,194,422	46.8%	
Other Revenue	(4,719,428)	(7,255,320)	(2,535,892)	53.7%	(7)
Gross Revenue Subtotal	(4,719,428)	(7,255,320)	(2,535,892)	53.7%	
Net Expenditure (revenue) before indirect allocations	(29,447)	(370,917)	(341,470)	1,159.6%	
Indirect Allocation	27,706	182,091	154,385	557.2%	
Capital Financing Allocation	1,741	188,826	187,085	10,745.8%	
Allocation Subtotal	29,447	370,917	341,470	1,159.6%	(8)
Net Expenditure (revenue) after indirect allocations	0	0	0	0.0%	
FTE - Reg	12	10	(2)	(16.7%)	

Notes:

(1) Distribution (recovery) from LAM is included in this object of expenditure and is calculated as 50% of the net expenditure (revenue) after indirect allocations. In 2024 total budgeted distribution to LAMs was \$0. In 2025 total budgeted distribution to LAMs is \$862,515.

(2) Vision Zero budget includes Allocation Between Departments representing a transfer of net operating revenues to the Niagara Region's Transportation division and is used by the Transportation division to offset budgeted expenditures related to the Vision Zero Road Safety Program in accordance with the Amendment to the Inter-Municipal Agreement.

(3) Labour Related Costs: The net decrease is driven mainly by a reduction of 2 VZ FTEs due to realized experience to date with the administration and prosecution of VZ charges.

(4) Administrative: the increase is mainly due to an increase in Victim Fine Surcharge which is calculated and aligned with VZ revenues. In addition, there is an increase in Payticket online ticket payment services as a result of the newly negotiated contract, as well as increases in ICON charges, credit card payments, interpreter expenses and postage driven by the expansion of the VZ program in 2025.

(5) Equipment, Vehicles and Technology: the increase is due to the inclusion of minor IT costs in the budget in order to purchase IT equipment for VZ FTEs as they are recruited as well as replacement of any necessary IT equipment for existing staff in addition to VZ's allocation of Court Administration Management System (CAMS) as mentioned above in base operations.

(6) Financial Expenditures: the increase is due to inclusion of collections costs in 2025.

(7) Revenues: the increase is due to adjustments made to the high level budget assumption for 2024, as well as an increase in tickets processed.

(8) Indirect Allocations and Capital Financing Allocations: The net increase is mainly driven by an allocation of additional program support costs from base operations that are directly attributable to VZ operations.

Schedule of Expenditures and Revenue - Total Program Operations - 2025 Budget

Object of Expenditure	2024 Total Budget (\$)	2025 Total Budget (\$)	Total Combined Variance (\$)	Total Combined Variance (%)	Proposed Program Changes	Revised 2025 Total Budget	Revised Total Budget Variance (\$)	Revised Total Budget Variance (%)	Note
Labour Related Costs	2,991,818	3,069,606	77,788	2.6%	251,990	3,321,596	329,778	11.0%	
Administrative	2,665,496	3,392,805	727,309	27.3%	(42,000)	3,350,805	685,309	25.7%	
Operational & Supply	418,536	1,301,857	883,321	211.1%	(117,889)	1,183,968	765,432	182.9%	(1)
Occupancy & Infrastructure	0	0	0	0.0%	0	0	0	0.0%	
Technology	23,850	32,700	8,850	37.1%	24,000	56,700	32,850	137.7%	
Financial Expenditures	179,000	209,000	30,000	16.8%	0	209,000	30,000	16.8%	
Transfers To Funds	200,000	200,000	0	0.0%	0	200,000	0	0.0%	
Allocation Between Departments	2,094,434	3,141,845	1,047,411	50.0%	0	3,141,845	1,047,411	50.0%	(2)
Gross Expenditure Subtotal	8,573,134	11,347,813	2,774,679	32.4%	116,101	11,463,914	2,890,780	33.7%	
Other Revenue	(9,909,228)	(12,996,120)	(3,086,892)	31.2%	0	(12,996,120)	(3,086,892)	31.2%	
Gross Revenue Subtotal	(9,909,228)	(12,996,120)	(3,086,892)	31.2%	0	(12,996,120)	(3,086,892)	31.2%	
Net Expenditure (revenue) before indirect allocations	(1,336,094)	(1,648,307)	(312,213)	23.4%	116,101	(1,532,206)	(196,112)	14.7%	
Indirect Allocation	686,886	806,837	119,951	17.5%	2,787	809,624	122,738	17.9%	
Capital Financing Allocation	567,412	623,128	55,716	9.8%	0	623,128	55,716	9.8%	
Allocation Subtotal	1,254,298	1,429,965	175,667	14.0%	2,787	1,432,752	178,454	14.2%	
Net Expenditure (revenue) after indirect allocations	(81,796)	(218,342)	(136,545)	166.9%	118,888	(99,454)	(17,658)	21.6%	
FTE - Reg	35	33	(2)	(5.7%)	2	35	0	0.0%	

Notes:

(1) Distribution (recovery) from LAM is included in this object of expenditure and is calculated as 50% of the net expenditure (revenue) after indirect allocations. In 2024 total budgeted distribution to LAMs was \$81,796, which is comprised of a \$81,796 distribution for base budget operations and \$0 for Vision Zero.

In 2025 total budgeted distribution to LAMs is \$1,080,857, which is comprised of budgeted distribution to LAMs for base budget operations of \$218,342 and \$862,515 for Vision Zero. If the program change recommendations are accepted, the distribution to LAMs will decrease to \$961,969 comprised of base budget operations of \$99,454 and \$862,515 for Vision Zero.

(2) Vision Zero budget includes Allocation Between Departments representing a transfer of net operating revenues to the Niagara Region's Transportation division and is used by the Transportation division to offset budgeted expenditures related to the Vision Zero Road Safety Program in accordance with the Amendment to the Inter-Municipal Agreement.

Transfer of Part III and Part IX Prosecution

Type: Growth/New Programs

Department: Corporate Services

Committee Report: JBM-C 7-2024

Case Start Date: 2025-01-01

Alignment to Council’s Strategic Priorities

Effective Region	Green Resilient Region	Equitable Region	Prosperous Region
100%	0%	0%	0%

Through the transfer of Part III and Part IX Prosecutions, Court Services aims to support Regional Council’s Effective Region objective by enhancing customer service and maximizing the efficient use of court time and resources as a continuous improvement initiative.

Description

As part of the transfer of responsibility for the administration and prosecution of Provincial Offences Act (POA) matters pursuant to an agreement with the Province in 2000, only the responsibility for the prosecution of Part I POA charges was transferred to the Region. The Province retained the prosecution of the Part III and Part IX charges; which are more serious charges with higher penalties.

In 2018 the Province enacted Bill 177: Stronger, Fairer Ontario (Budget Measures) Act, which permits the Province to enter into an agreement with Municipalities to download responsibility for the prosecution of Part III POA charges. Pursuant to Bill 177, the Ministry of the Attorney General (MAG) is now seeking to transfer these matters from the Crown to municipalities on a voluntary basis, with the timing of individual transfers across the Province being informed by local site readiness and capacity.

Court Services is currently billed \$109/hr for in-court Part III provincial prosecution services. The Region does not pay the Province for any appeals court appearances, judicial pre-trials, or “out of court” work or related administrative support undertaken for the prosecution of those charges.

The Crown Attorney’s office in Niagara currently uses 2 FTEs: 1 for the Provincial Prosecutor position and 1 to perform Prosecution Assistant support. The Crown’s office also regularly utilizes 2 articling students to assist with managing prosecution and workload. The Crown’s office have provided the following averages to illustrate the Part III related workload:

1500 Disclosure Requests Completed Annually by Crown Prosecution Assistant
115 days of court annually by Crown Prosecutor

At the current time, Regional Prosecution Team complete the following:
2457 Disclosure Requests Completed Annually by Prosecution Coordinator
136 days of court annually per Regional Prosecutor (not inclusive of appeals, judicial pre-trials and conflict court matters)

Based on the known workload of Part III transfers related to annual disclosure requests and number of court appearances, the current Prosecution resources would be insufficient and unable to absorb this additional work.

From 2019 to 2023, Niagara received an annual volume of 3,465 Part III cases which would fall under the Crown's prosecution responsibilities. Based on the same 5 year period, the average annual expense of Part III Prosecution by the local Crown's office is \$44,246 per year.

In order to operationalize the program within Court Services, Staff propose that a restructuring of the Prosecution Team would be required to address the additional workload, including the addition of 2 net new permanent FTEs (further details below).

The total estimated net operating impact for 2025 would be \$217,990, half funded by the LAMs and half funded by Regional Levy netting to \$108,995; being the combined salaries and associated costs of restructuring the Prosecution Team and adding 2 net new FTEs (1 Prosecutor II FTE and 1 Prosecution Coordinator FTE) including minor IT purchases, training and education costs, and membership and licensing fees, with these expenses partially offset by savings of approximately \$42,000 annually in administration costs. The net reduction in administration costs is a result of the removal of in-court time of the Provincial Prosecutor (budgeted at \$50,000 in 2024) as a result of the transfer to POA and is partially offset by membership dues and fees, professional development costs and office supplies.

The current Prosecution Team Structure (Base Budget, Non-VZ FTEs) is as follows:

- 3 Prosecutor FTEs
- 1 Prosecution Coordinator FTE

In order to support a program change of this magnitude, an enhanced Prosecution team structure is required and would include the introduction of a Prosecutor I role and a Prosecutor II role, through the conversion of 3 existing FTEs in addition to adding 2 net new FTEs as follows;

- Add 1 Prosecution Coordinator FTE
- Add 1 Prosecutor II FTE
- Convert 1 existing Prosecutor FTE to Prosecutor II role
- Convert 2 Prosecutor FTEs to Prosecutor I role

The proposed changes would then result in the following new Prosecution Team Structure (Base Budget, Non-VZ FTEs):

- 2 Prosecutor I FTEs
- 2 Prosecutor II FTEs
- 2 Prosecution Coordinator FTEs

Part III prosecutions are more complex and require more time than Part I ("ticket") charges to review and prepare for trial. Part III matters also require more experience and different skillsets as responsibilities include addressing more serious matters and dealing with victims. Responsibility for Part III prosecutions would be shared between the Prosecutor II roles and the Manager Prosecution and Collections. The Prosecutor I role would be a repurposing of the current Prosecutor role, which would be responsible for the prosecutions of Part I matters (no change).

An additional Prosecution Coordinator will be required to support in the preparation of approximately 1500 disclosure requests annually, in addition to the preparation of files and materials for court appearances.

This proposed restructuring represents a lower level of resources than is currently utilized by the Crowns' office to perform the same work, given that the Crown's office also utilizes two articling students per year, as well as two additional law students every summer to assist with POA Part III prosecution and administration in addition to the 2 FTEs.

Business Reasons

Primary benefits anticipated following the transfer of these prosecutions are enhancements to customer service, program consistency and more efficient use of court time. For example, currently, Part III defendants attend court matters at 445 East Main Street, however the Crown Prosecutor (CP) does not work onsite. Defendants must contact CP directly for information related to their case and may only obtain disclosure at the Criminal Courthouse location during specific dates and times; whereas upon transfer, defendants would be able to obtain disclosure or contact staff at the POA Courthouse in Welland at any time during normal business hours; streamlining service to one team, one building with enhanced hours. Additionally, this transfer would increase Court Services' scope of control over the prosecution and management of such cases; including the opportunity to achieve consistency in outcomes and efficiencies in use of court time.

Staff have engaged in consultation with other municipalities who have completed transfer and have confirmed the positive benefits of this program change, including enhancements related to program consistency, customer service and optimization of court time. In light of the increased number of municipalities have engaged in the transfer have experienced benefits as a result, staff recommend moving forward with voluntary transfer to mitigate potential risk of future mandatory transfer and mid-year budget change.

The revenues from any fines associated with Part III matters are already included in revenues received by POA Court Services. As such there would be no additional revenue associated with this transfer. The transfer is essentially a download of prosecution services from the Province to the Region. The transfer would eliminate the existing budgeted expense of the hourly fee of \$109/hour for the Crown Prosecutor. However, the Crown's office presently utilizes 2 FTEs to support these prosecutions and current fees do not include time spent in appeals court, time spent in Judicial Pre-Trials (JPT), or any out of court time; file preparation, trial preparation, pre-trials, etc. which would need to be completed by Staff upon transfer. The Crown's office also utilizes two articling students per year, as well as two additional law students every summer to assist with POA Part III prosecution and administration, which are also not included in these current fees.

Risk Assessment Description:

The transfer of these prosecutions could not be successfully absorbed with existing FTEs based on the significant workload increase in terms of case numbers and case complexity. The transfer at this time is voluntary, therefore staff would not proceed to take on this transfer absent additional staffing resources in the event that this business case is not approved; however failing to proceed would be a lost opportunity to realize efficiencies in court time and improvements in customer service.

Should the Region not opt into the voluntary transfer, there is no known immediate financial impact based on information currently available. Court Services has continued to have ongoing communication with the local Crown Attorney and is aware that there is potential for a significant increase in fees charged to municipalities to reflect actual cost recovery. It is also possible that the Province may make the transfer mandatory at a later date, potentially resulting in unplanned mid-year budget impact and/or decreased flexibility in terms of start date based on site readiness (and resulting operational pressures of implementation). However, to date, there has not been any formal communication regarding pending changes to the fees paid to the Province for prosecution, or regarding mandatory transfer of Part III Prosecutions from the Province.

Financial and Staffing Impacts

Object of Expenditure	2025	2026	2027
Labour Related Costs	\$251,990	\$256,429	\$267,629
Administrative	(42,000)	(42,816)	(43,648)
Operational & Supply	(107,995)	(107,306)	(113,025)
Occupancy & Infrastructure	-	-	-
Equipment, Vehicles, Technology	7,000	1,000	1,020
Community Assistance	-	-	-
Financial Expenditures	-	-	-
Transfer to Reserve	-	-	-
Gross Expenditures	\$108,995	\$107,307	\$113,026
Other Revenue	-	-	-
Federal and Provincial Grants	-	-	-
By-Law Charges & Sales	-	-	-
Transfer from Reserve	-	-	-
Gross Revenue	\$0	\$0	\$0
Net Impact	\$108,995	\$107,307	\$113,026
Permanent FTEs	2.0	2.0	2.0
Temporary FTEs	-	-	-

**total annual budget impact*

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Commissioner of Corporate Services/Treasurer

Digital Evidence Management System (DEMS)

Type: Growth/New Programs

Department: Corporate Services

Committee Report: JBM-C 7-2024

Case Start Date: 2025-01-01

Alignment to Council’s Strategic Priorities

Effective Region	Green Resilient Region	Equitable Region	Prosperous Region
100%	0%	0%	0%

Court Services will support Regional Council’s Effective Region objective through the procurement of a Digital Evidence Management System (DEMS) that will support the administration of the Provincial Offences Court program as a core service to residents and visitors to the region committed to continuous improvement by achieving enhanced program effectiveness and process modernization. Considering the substantial increase in digital evidence in recent years, obtaining a DEMS license for Court Services will allow prosecution to achieve significant efficiencies in meeting the legislative as well as technical requirements of digital evidence management; enhancing and modernizing the administration of Provincial Offences Court and customer service. Using the same platform as our partners (NRPS, OPP) will also facilitate collaboration and create efficiencies in engagement with those enforcement agencies.

Description

In 2023, Niagara Regional Police Service (NRPS) introduced DEMS to manage digital evidence, in addition to a rollout of electronic communication devices (i.e. smart phones) to all enforcement officers. These devices allow officers to obtain evidence in a digital manner, in real time; e.g. statements via voice recording at the roadside, photos or videos of an accident site, etc. Consequently, this has resulted in a significant increase in the volume of digital evidence for Provincial Offences matters.

In addition to police evidence, the capacity for civilians to collect and share digital evidence has changed dramatically in recent years; smart phones with photo, video and audio capabilities, doorbell cameras, home security cameras and dashboard cams have become commonplace. The DEMS system is critical to support the management of digital evidence as well as the capacity for law enforcement to share and distribute these electronic files in an efficient and effective manner with the courts as required. This same platform is also used by OPP as well as the Crown Attorney’s office, therefore efficiencies will result from obtaining DEMS for Court Services.

Court Services is also aware that NRPS is planning the intro of body cameras for officers in the next 24-36 months likely resulting in a further increase in the volume of digital evidence captured by officers in turn becoming part of the case file requiring management, maintenance, and storage.

As the DEMS program would strictly support POA charges and would not be applicable to Vision Zero charges, the annual licensing costs for DEMS would be captured solely within Court Services' base budget.

The cost for the software license is \$17,000 annually, based on the number of required users. It is anticipated that the annual cost will remain the same over the next 3 years as a limited number of employees require access to the platform.

Business Reasons

Court Services utilizes several case management systems for the administration of POA offences, including the Integrated Court Offences Network (ICON) and the Court Administration Management System (CAMS). Court Services does not presently have technology which allows for the effective management of digital evidence, meaning that the process of managing digital evidence is time consuming and labour intensive. From 2021 through 2022, Prosecution processed an average of 1,728 disclosure requests per year. Comparably, in 2023 a total of 2,456 requests were processed. As the demand for disclosure increases, in addition to the complexity of digital evidence management, it is not sustainable or efficient to manage the current and anticipated future pressures of digital evidence within current available systems. Obtaining a DEMS license for Court Services will allow prosecution to meet the legislative as well as technical requirements of digital evidence management, e.g. redacting information which cannot be released as part of the evidence disclosure process (such as editing an audio recording of a witness statement to redact their date of birth or address when stated, as legislatively required by MFIPPA). DEMS is a specialized evidence management program which not only stores digital evidence but also provides tools for redaction, transcription of audio or video files, sharing files as part of the disclosure process, etc. all within one system.

Based on current volumes, obtaining this platform will allow Court Services to effectively manage digital evidence as a new and growing area of business within the current staff complement. Court Services will continue to monitor this trend and assess the resulting labour impact.

Risk Assessment Description:

The procurement of this technology will support the efficient management of digital evidence along with mitigating the risks indicated below:

- The preparation of disclosure of evidence in its current and anticipated future state cannot be managed in a timely or effective manner with the technology presently available to staff (and within the current staff complement)
- Lack of effective and efficient management of digital evidence as no specialised software or technology is presently available to Court Services

These risks could compromise Court Services' ability to effectively deliver prosecution services in accordance with the expectations of the public, standards established by Ontario caselaw, and the program delivery obligations set forth as the administrator of POA on behalf of the Ministry of the Attorney General. Without the necessary technology for the coordination, preparation, management and disclosure of digital evidence, the Region faces reputational risk and potential legal challenges.

Financial and Staffing Impacts

Object of Expenditure	2025	2026	2027
Labour Related Costs			
Administrative			
Operational & Supply	(\$8,500)	(\$8,500)	(\$8,500)
Occupancy & Infrastructure			
Equipment, Vehicles, Technology	\$17,000	\$17,000	\$17,000
Community Assistance			
Financial Expenditures			
Transfer to Reserve			
Gross Expenditures	\$8,500	\$8,500	\$8,500
Other Revenue			
Federal and Provincial Grants			
By-Law Charges & Sales			
Transfer from Reserve			
Gross Revenue	\$0	\$0	\$0
Net Impact	\$8,500	\$8,500	\$8,500
Permanent FTEs	-	-	-
Temporary FTEs	-	-	-

**total annual budget impact*

Prepared by:
Miranda Vink
Associate Director, Court Services

Reviewed by:
Adam Niece
Program Financial Specialist

Approved by:
Dan Carnegie
Commissioner of Corporate Services/Treasurer

Niagara Regional Housing

Cameron Banach – CEO, Niagara Regional Housing

Jim Dimanis – Manager, Housing Operations

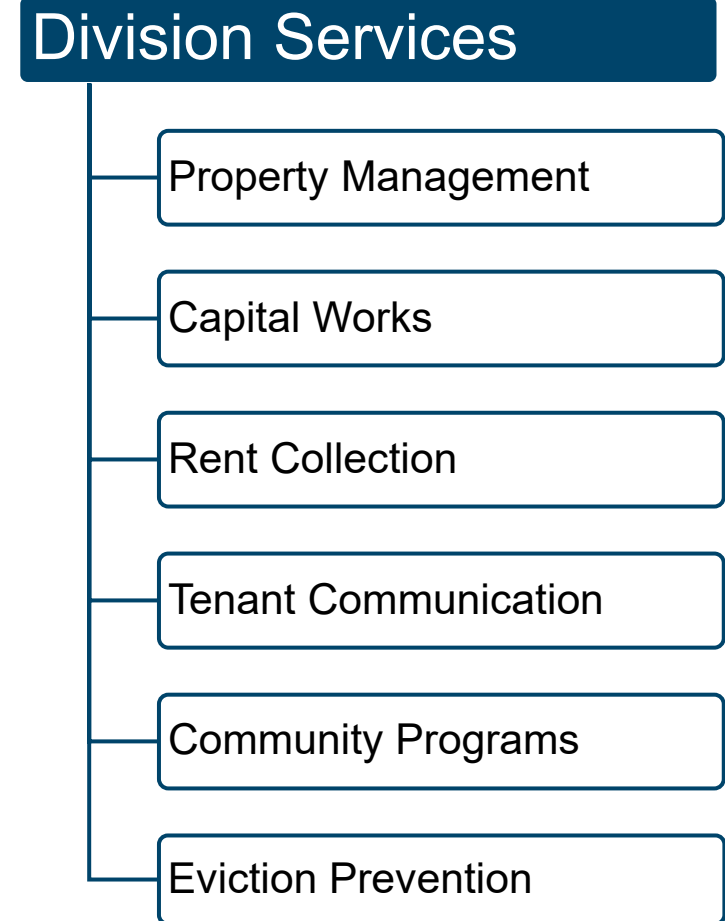
Core Services

- Niagara Regional Housing (NRH) and its board of directors provide governance, oversight and financial management of the owned housing units and support future development of Niagara's owned 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

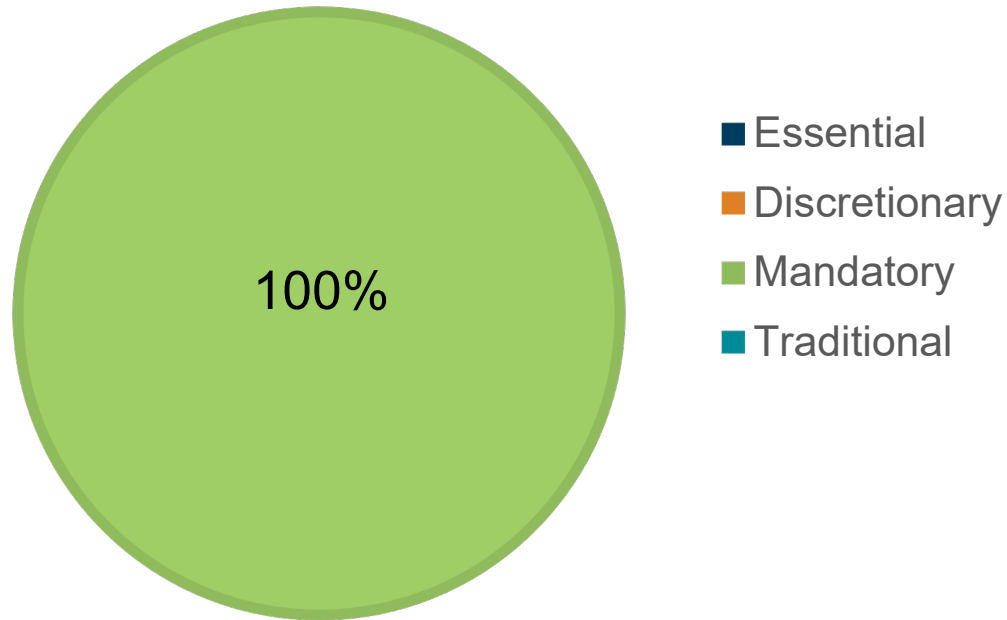
Service Delivery Model

How we do it

- Management of owned properties through both day-to-day and preventative maintenance
- Undertake and manage capital works projects
- Raise awareness, investigate, and implement energy conservation measures
- Collection of rent
- Co-ordinate regular Tenant Advisory Committee (TAC) meetings
- Collaborate with partners to provide services, programs, and activities
- Eviction prevention through on-going tenant support



Key Service Levels



Provision of Public Housing is a mandatory service since downloaded to the Region (Niagara Regional Housing)

Services Outlook

- Availability of housing units at affordable market rents
- RGI rental revenue not keeping pace with inflationary pressures on costs
- On-going capital needs for aging infrastructure
- Staffing requirements to support additional units/new development
- Landlord and Tenant Board

NRH Priority Projects or Initiatives

- Capital works projects – leveraging CMHC funding
- Energy efficiency initiatives within owned units
- Support of homelessness portfolio
- Consolidated Housing Master Plan roadmap
- New development initiatives

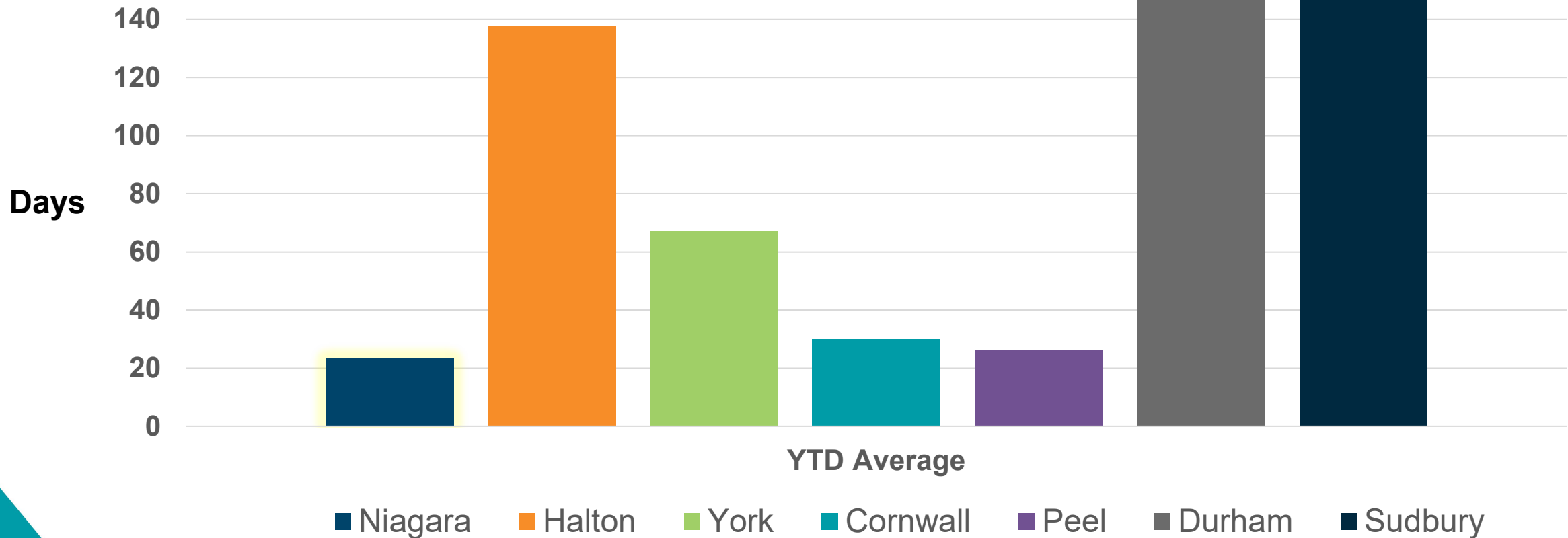
NRH New Development Projects

- Upcoming Development:
 - St. Catharines emergency shelter – permanent location to be determined
 - South Niagara emergency shelter – modular-style shelter in Welland
 - Geneva Street
 - Phase 1 (2024-2025) – 36 bridge housing and 12-14 supportive housing units
 - Phase 2 (2025-2026) – proposed 36 affordable units (townhouses)

Performance Measures and Results

Vacant Unit Turnover Rate in Number of Days

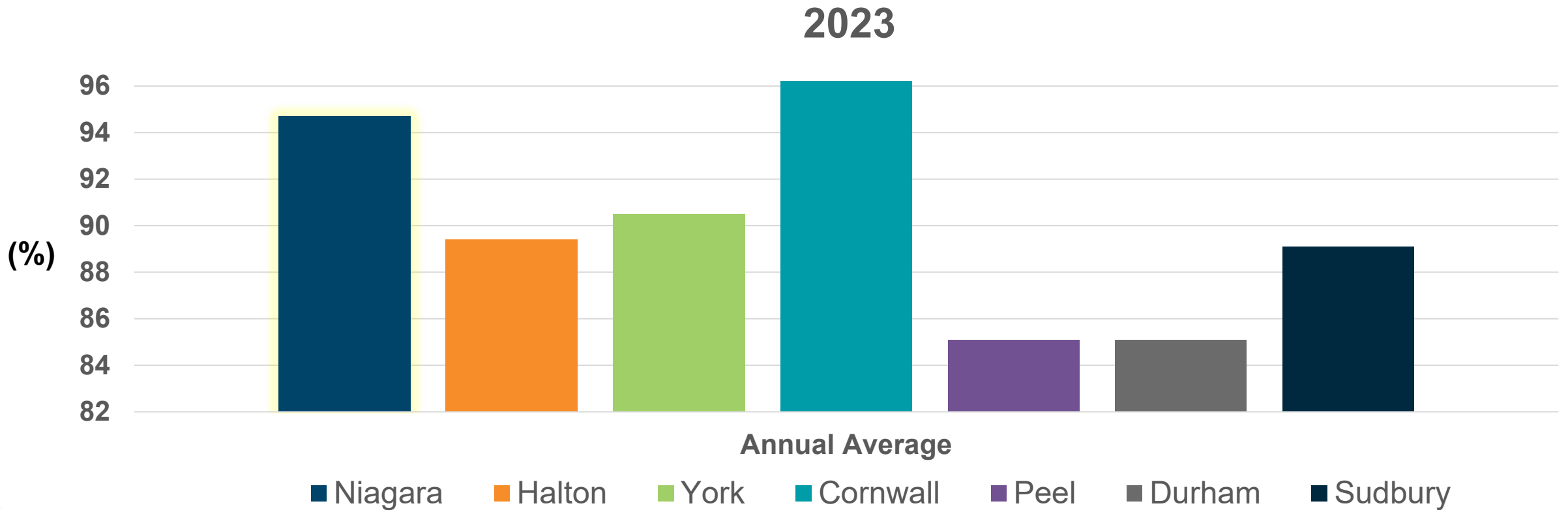
2024



8 Niagara has the lowest year-to-date average for vacant unit turnover

Performance Measures and Results

Annual Average Percentage of Households in Good Financial Standing



9 Niagara has the 2nd highest percentage of households in good financial standing in 2023 at 94.7%³⁵⁷

2025 Budget Recommendation - NRH

That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross operating budget of \$24,686,077 and net levy budget of \$4,517,610 for an increase of \$105,237 or 2.4% over the 2024 net levy budget.

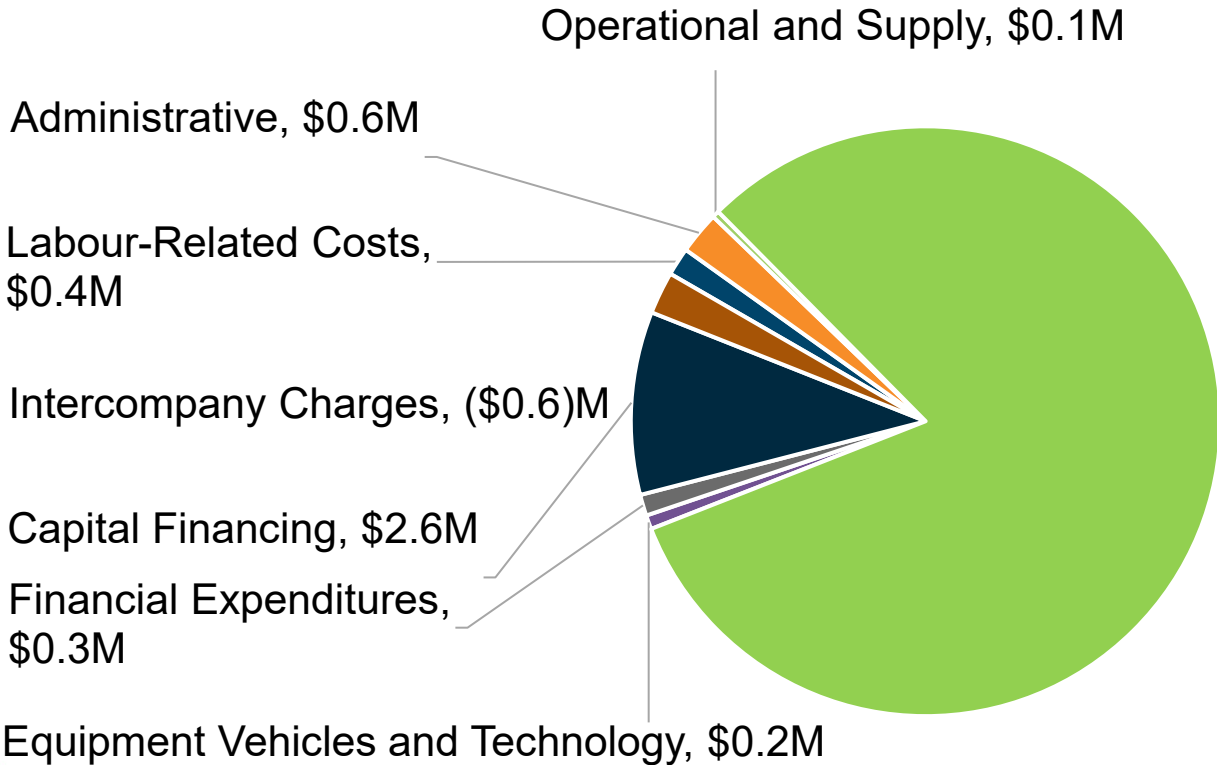
Recommendation <i>(in millions)</i>	2024 Approved Budget	2025 Proposed Budget	Change \$	Change %
Gross Expenditures	\$24.0	\$24.7	\$0.7	2.9%
Gross Revenue	(19.6)	(20.2)	(0.6)	3.1%
Net Levy Budget	\$4.4	\$4.5	\$0.1	2.4%

2025 Operating Budget Overview - NRH

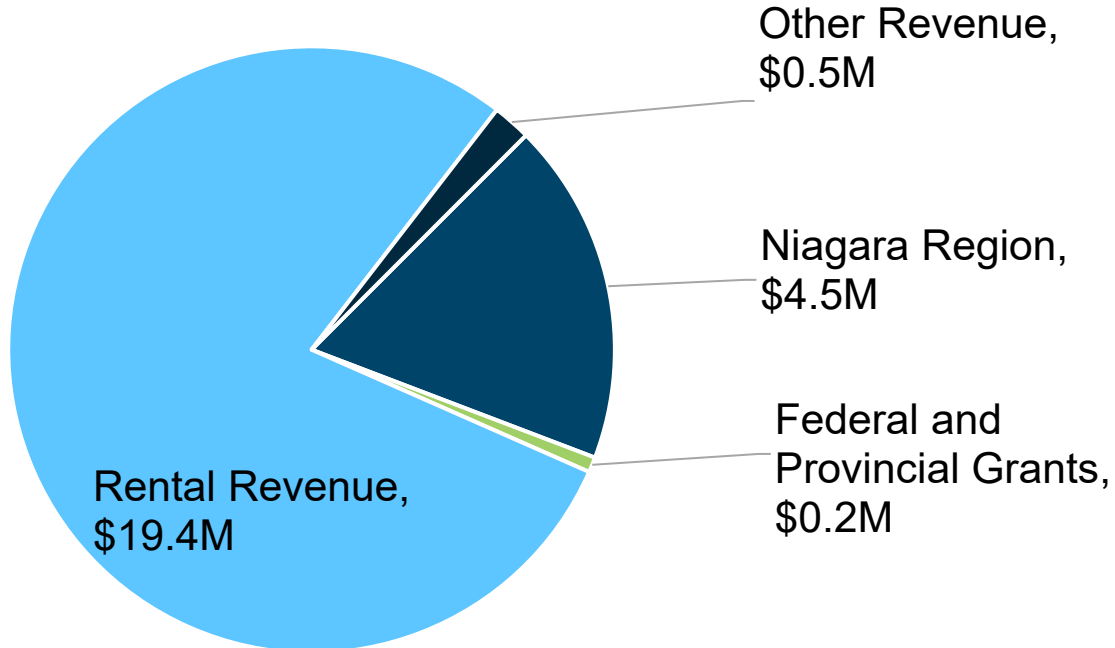
	\$	%	FTE
2024 Net Budget	4,412,374		
Expenditure Increase	703,945		
Revenue Increase	(598,709)		
2025 Net Base Budget Before Efficiencies	105,236	2.4%	
Efficiencies			
2025 Net Base Budget Required Before Program Investments	105,236	2.4%	
Program Investments	0		
2025 Net Base Budget Required After Program Changes	105,236	2.4%	
2025 Base Budget Recommended	\$4,517,610		

Budget Overview – Gross Budget of \$24.7M

Where the money goes



Where the money comes from



2025 Levy Budget Analysis – Key Drivers

Gross Expenditure – \$0.7M increase; Gross Revenue – \$0.6M increase

- Occupancy and building service cost increases
 - property taxes - \$0.3M
 - utilities - \$0.1M
 - repairs and maintenance, including service contracts - \$0.4M
 - building phone lines and internet service - \$0.1M
- Increased occupancy costs largely offset by rent increases - \$0.6M

2025 Levy Budget Analysis

Other Factors / Budget Variances

- New emergency shelter occupancy costs and right-sizing of existing supportive housing and shelter facility budgets (\$0.1 million)
 - Funded through transfer from Homelessness division to operate program
- Decrease in debt repayment costs and associated federal funding (\$0.2 million)
- No change in capital transfer to NRH Owned Units reserve (\$2.6 million)

Efficiencies

Utilities and Repair and Maintenance Savings

- Temperature control systems in over 1,600 units
- Natural gas contract
- Efficiencies through capital repair and replacement (e.g. boilers, windows, roof replacements, building envelope – EIFS, elevator modernization, plumbing upgrades)
- Appliance replacement program

2025 Proposed Budget Investments

No new proposed programs in NRH for 2025

- Maintain current building services to NRH owned units
- High Level Customer Service
- Continue with New Development Initiatives

Questions?





Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Street Address:
Campbell East
1815 Sir Isaac Brock Way
Thorold ON

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

November 6, 2024

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

Dear Ms. Norio,

At their October 25, 2024 special meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 8-2024:

Recommendations

Staff Recommend that the Board of Directors **APPROVE** the following:

1. That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross operating budget of \$24,686,077 and the net levy budget of \$4,517,610, for an increase of \$105,237 or 2.4% over the 2024 net levy budget as per Appendix 1 to Report 24-227-4.4; and
2. That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on November 14, 2024 for consideration as part of the 2025 operating budget deliberations.

Your assistance is requested in moving report NRH 8-2024 through proper channels to BRCOTW.

Sincerely,

Councillor Gary Zalepa
Chair

Subject: Proposed Niagara Regional Housing 2025 Operating Budget Submission

Report to: Board of Directors of Niagara Regional Housing

Report date: Friday, October 25, 2024

Recommendations

1. That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross operating budget of \$24,686,077 and the net levy budget of \$4,517,610, for an increase of \$105,237 or 2.4% over the 2024 net levy budget as per Appendix 1 to Report 24-227-4.4; and
2. That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on November 14, 2024 for consideration as part of the 2025 operating budget deliberations.

Key Facts

- The purpose of this report is to seek approval for the proposed 2025 Levy Operating Budget for NRH.
- At Niagara Region's BRCOTW meeting on July 25, 2024, the budget planning strategy presented for 2025 included a focus on aligning with the Budget Planning By-law's principles and priorities of sustainability and affordability. The strategy used was to sustain core services, maintaining base service delivery, continuing to invest in capital contributions to close the funding gap reported in the "2021 Asset Management Plan," and to support Council's Strategic Priorities.
- The NRH operating budget is presented for approval for the oversight and operation of existing NRH-owned units and the new development of NRH-owned units, with regional employees providing support to housing operations through the existing shared services agreement with the Niagara Region.
- A line-by-line review of the proposed operating budget was completed with the goal of balancing sustainability and affordability while maintaining the delivery of base services for 2025.
- The key drivers of the 2025 budget include inflationary pressures for property taxes and repairs and maintenance costs, such as property maintenance service contracts, which are increasing at a greater rate than the affordable rents charged to

tenants, where rents are the source of 78.7% of revenues in the NRH operating budget. The result is an increase in the net levy for NRH to fund these net inflationary pressures of \$105,237.

Financial Considerations

The 2025 NRH operating budget was prepared in alignment with the strategy received by Council, which outlined a strategy of balancing sustainability and affordability by sustaining core services and maintaining base service delivery. The 2025 NRH levy operating budget includes a base increase of 2.4% or \$105,237 to maintain current service standards, and there are no program changes proposed with the 2025 budget.

The 2025 proposed levy operating budget is provided in table 1 below, with further details included in Appendix 1 to report 24-227-4.4.

Table 1: Proposed NRH 2025 Levy Operating Budget (in millions)

Item	2024	2025	\$ Change	% Change
Gross Expenditure	\$24.0	\$24.7	\$0.7	2.9%
Gross Revenue	(19.6)	(20.2)	(0.6)	3.1%
Net Base Budget before Indirect Allocations	\$4.4	\$4.5	\$0.1	2.4%

Analysis

The preparation of the 2025 operating budget for the operation of NRH-owned units included a line-by-line analysis and thorough review of the operating needs for 2025, including analysis of all cost estimates and service contracts, as well as a review of workplans for the next year by managers and senior leaders. The budget presented reflects the base costs required to continue to operate the NRH-owned buildings and units at the mandated service-level standards.

Base Budget Drivers

The pressures in operations that contribute to the operating increases are:

- \$0.3 million inflationary increase in property taxes for NRH-owned properties
- \$0.1 million increase in utility costs

- \$0.4 million inflationary increase in property and unit repairs and maintenance, including service contracts such as grounds maintenance, pest control and building automation systems.

These inflationary cost pressures have been partially offset by:

- \$0.6 million in increased rental revenues, primarily resulting from an increased number of units projected to pay market rents in 2025 due to few housing options available for tenants in a position to pay affordable market rates to move on from their unit
- \$0.1 million increase in the recovery from Niagara Region's Homelessness Services division to fund the occupancy costs of the bridge, supportive and transitional housing facilities, as well as the emergency shelters in St. Catharines and Welland

Mitigation options were reviewed to offset the inflationary pressures associated with the delivery of NRH's base services; however, there are limited opportunities, as NRH must continue to maintain its units at an acceptable level to meet provincial service-level standards, so they do not fall into a state of disrepair that requires removing them from service. Consideration is given to opportunities for cost savings when the NRH team is planning for and implementing improvements within the buildings that enhance energy and other efficiencies, which have helped to mitigate the increases seen year-over-year that would otherwise have been higher. For example, NRH has entered into a multi-year contract program for natural gas to secure the rates paid within the NRH-owned buildings, and has also installed K3D heat control systems to reduce electrical and gas heating costs for multi-unit apartment buildings, which has led to an increase in utility costs that is below the inflationary average. In addition, the capital repair and replacement work that was made possible through the funding strategy approved by the Board and Council in report NRH 11-2022 to leverage the \$16.4 million in CMHC capital repair funding has allowed for increased efficiencies and reduced operating repair costs to units.

Program Changes

There are no proposed program changes included in the NRH operating budget for 2025 before indirect allocations.

However, it is important to note that there are three (3) new FTEs proposed in the Housing Services budget within Community Services, which supports NRH operations

through a shared services agreement between NRH and the Niagara Region. These new FTEs will support the growing portfolio of NRH-owned units and buildings, including the facilities owned by NRH and operated by the Homelessness division. Although these FTEs do not directly impact the NRH budget before indirect allocations, the impacts of the addition account for \$64 thousand of the \$82 thousand increase related to overall program changes in indirect allocations.

Reserve Strategy and Forecast

In alignment with the current reserve strategy, the budget recommends maintaining the annual base budget transfer of \$2.6 million to the NRH Owned Units Reserve, which supports the capital needs of the existing NRH owned units.

Appendix 2 to report 24-227-4.4 shows the forecasted NRH Owned Units Reserve balance. This forecast incorporates the funding strategy approved by the Board and Council through NRH 11-2022 that included substantial use of the NRH Owned-Units reserve from 2023 to 2025 to support Niagara Region's 70% share of the costs required to leverage the 30% CMHC capital repair funding for the work to be completed within these budget years.

NRH is supported by the Region's asset management program and is working to update a new 2025 asset management plan by June 2025. This plan will restate asset replacement needs to maintain our assets in a good state of repair and must also outline a financial funding strategy for these assets. Staff expect the results of this updated plan and financial strategy to inform reserve contribution changes needed in the 2026 budget and beyond.

NRH is consolidated into the Niagara Region's operations and does not have a dedicated stabilization reserve. Any operating-related variances that cannot be managed within NRH's budget would be supported by the Region's Taxpayer Relief Reserve through the year end transfer report process.

Multi-Year Forecast

The multi-year forecast reflects annual increases of 8.0% in 2026 and 9.9% in 2027, which is reflective of the fact that inflationary pressures and costs related to oversight and operation of the existing owned units are increasing at a greater rate than the affordable RGI rental revenues that are charged to tenants. There are many

assumptions and unknowns included in these forecasts, and staff will re-evaluate the long-term budget and reserve strategies with the budget cycle each year.

Risks and Opportunities

The proposed 2025 budget, like any other budget, has a number of risks and opportunities. One of the primary risks for 2025 is related to inflationary pressures of the service contracts to maintain and service the owned-unit properties, as well as property taxes, as higher than anticipated increases to these estimated annual costs could result in variances to the proposed budget.

Another significant risk within the NRH budget relates to the rental revenues that have been estimated that offset the operating costs of the owned units. Revenues have been estimated based on current charges; however, approximately 94% of tenants pay rent-geared-to-income (RGI), which is 30% of their household income, so the amount of rent to be charged will vary depending on the income of the tenants housed in the units.

Alternatives Reviewed

The 2025 NRH budget is in alignment with the budget strategy received by Council to sustain core services and maintain base service delivery.

At the discretion of the Board, programs can be identified for elimination from or addition to the budget. If this action is taken, staff request the opportunity to provide impacts/risks with these decisions.

Relationship to NRH and/or Council Strategic Priorities

The 2025 NRH proposed budget will provide the financial framework to achieve NRH Strategic Priorities, and aligns with Niagara Region's 2023 – 2026 Council Strategic Priorities supporting an Equitable Region through improving access to affordable housing and Effective Region through the delivery of fiscally responsible and sustainable core services.

Other Pertinent Reports

NRH 11-2022 Proposed Revised Niagara Regional Housing 2023 Capital Budget Submission including CMHC Funding

SPEC 2-2024-2.1 Proposed Niagara Regional Housing 2025 Capital Budget
Submission
CSD 29-2024 2025 Budget Strategy

Submitted by:



Cameron Banach, CEO

Approved by:



Gary Zalepa, Chair

This report was prepared by Sara Mota, Program Financial Specialist in consultation with Donovan D'Amboise, Manager, Program Financial Support and reviewed by Melanie Steele, Associate Director, Reporting and Analysis.

Appendices

Appendix 1 2025 NRH Schedule of Revenues and Expenditures by Object of
Expenditure

Appendix 2 Forecasted NRH Owned Units Reserve Balance

2025 OPERATING BUDGET

November 14, 2025



CHIEF'S VISION

Community Centric Policing Professionalism
Intelligence Led Caring Continuous Improvement
Responsibility Modernization Loyalty Cooperation
Wellness Trust **Community** Compliance
Helpful Courtesy Stratified Policing
Right-Sizing Communication Unity Innovation Diversity
Community Engagement Leadership Respect
Transparency and Mobilization



WHAT SETS US APART

4 International Border Crossings

12 Unique Communities

1,500 Square Kilometers of Waterways

1,853 Square Kilometers of Land

29,500+ Post Secondary Students

532,268 Projected Population in 2025

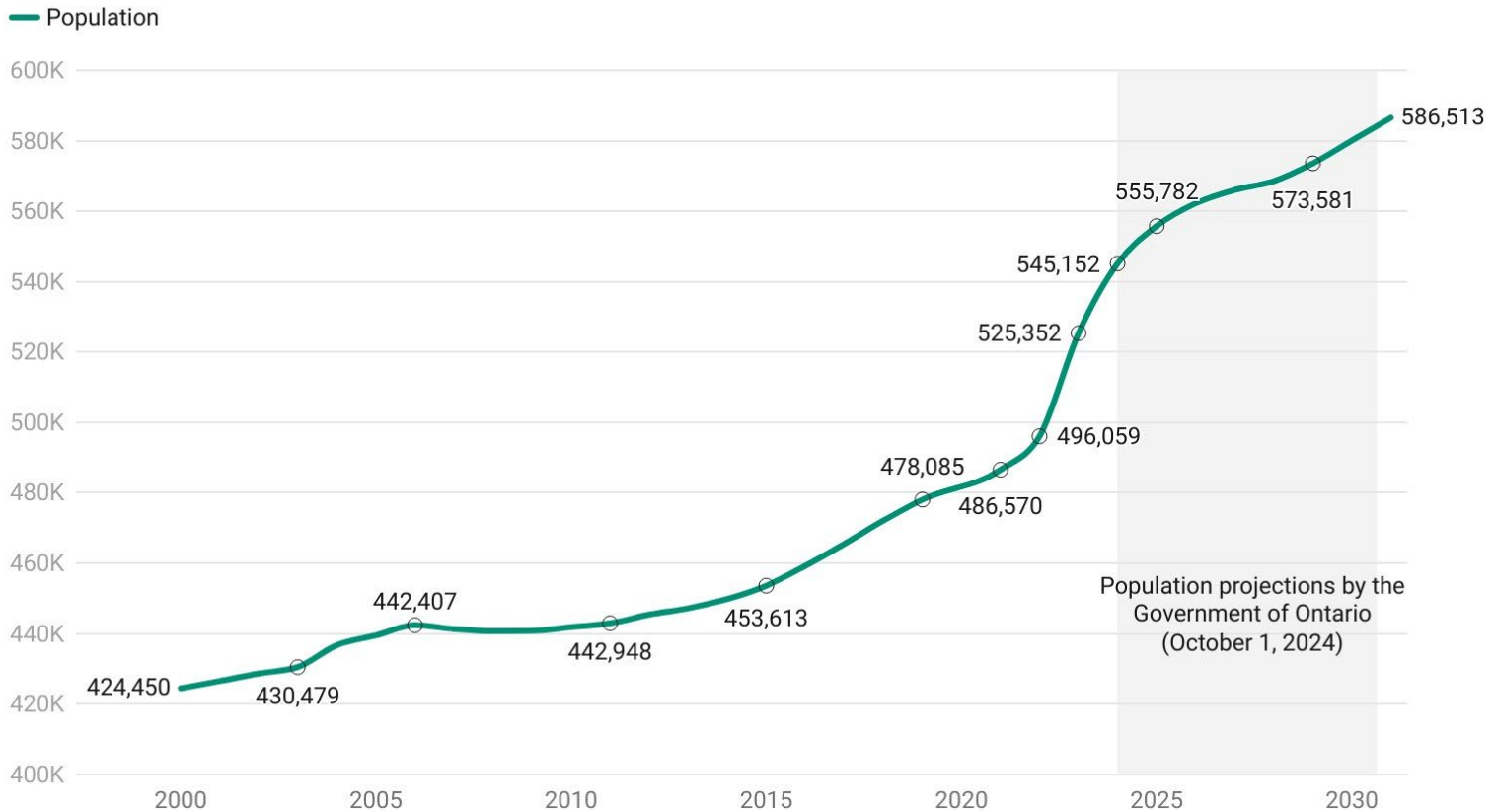
13 Million + Visitors Annually



GROWTH OF POPULATION NIAGARA REGION – 2030 PROJECTION

Population Niagara Region (2000-2030)

Historical and Projected Population in Niagara Region



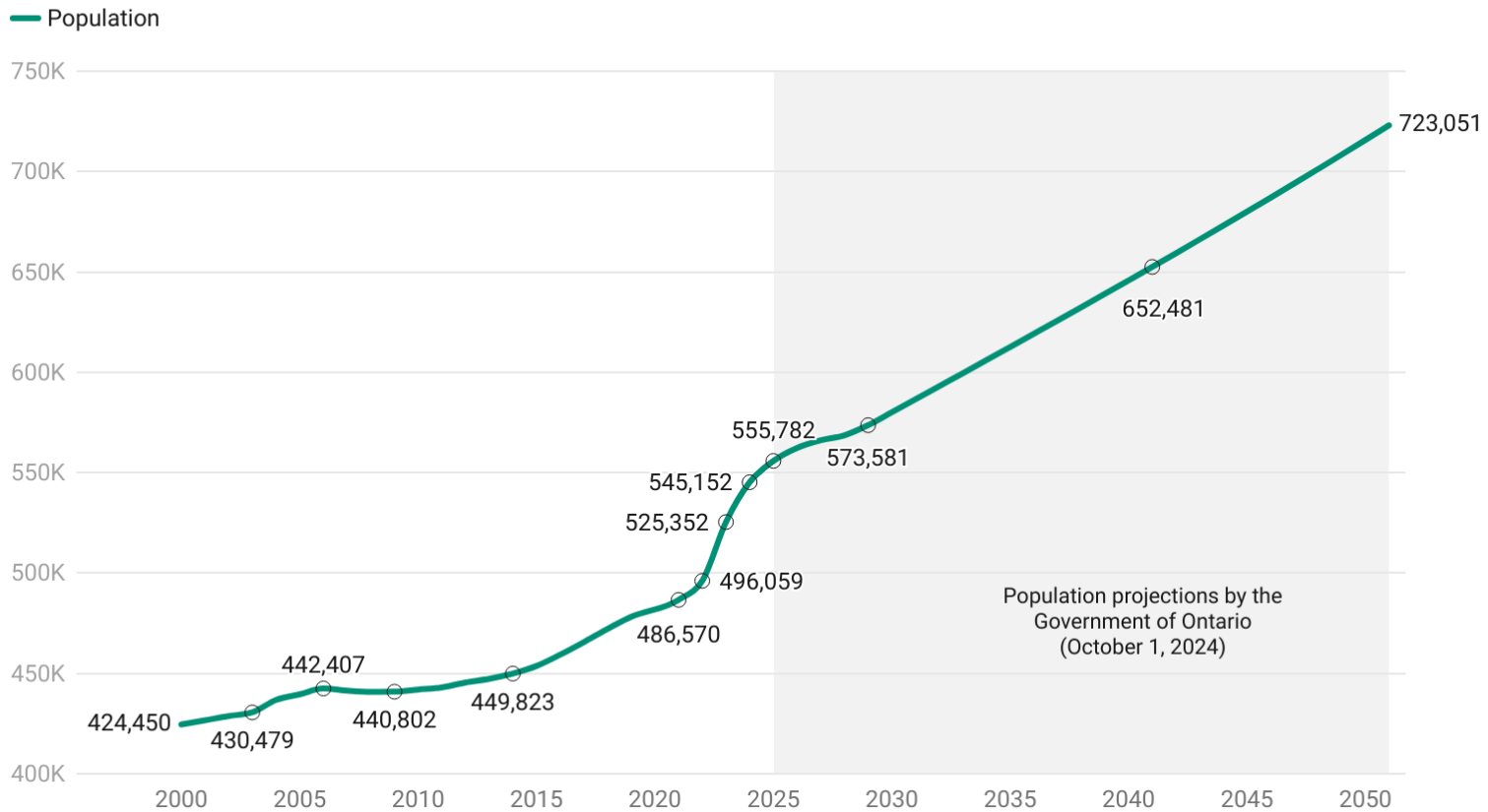
[Population projections - Dataset - Ontario Data Catalogue](#)



GROWTH OF POPULATION NIAGARA REGION – 2050 PROJECTION

Population Niagara Region

Historical and Projected Population in Niagara Region

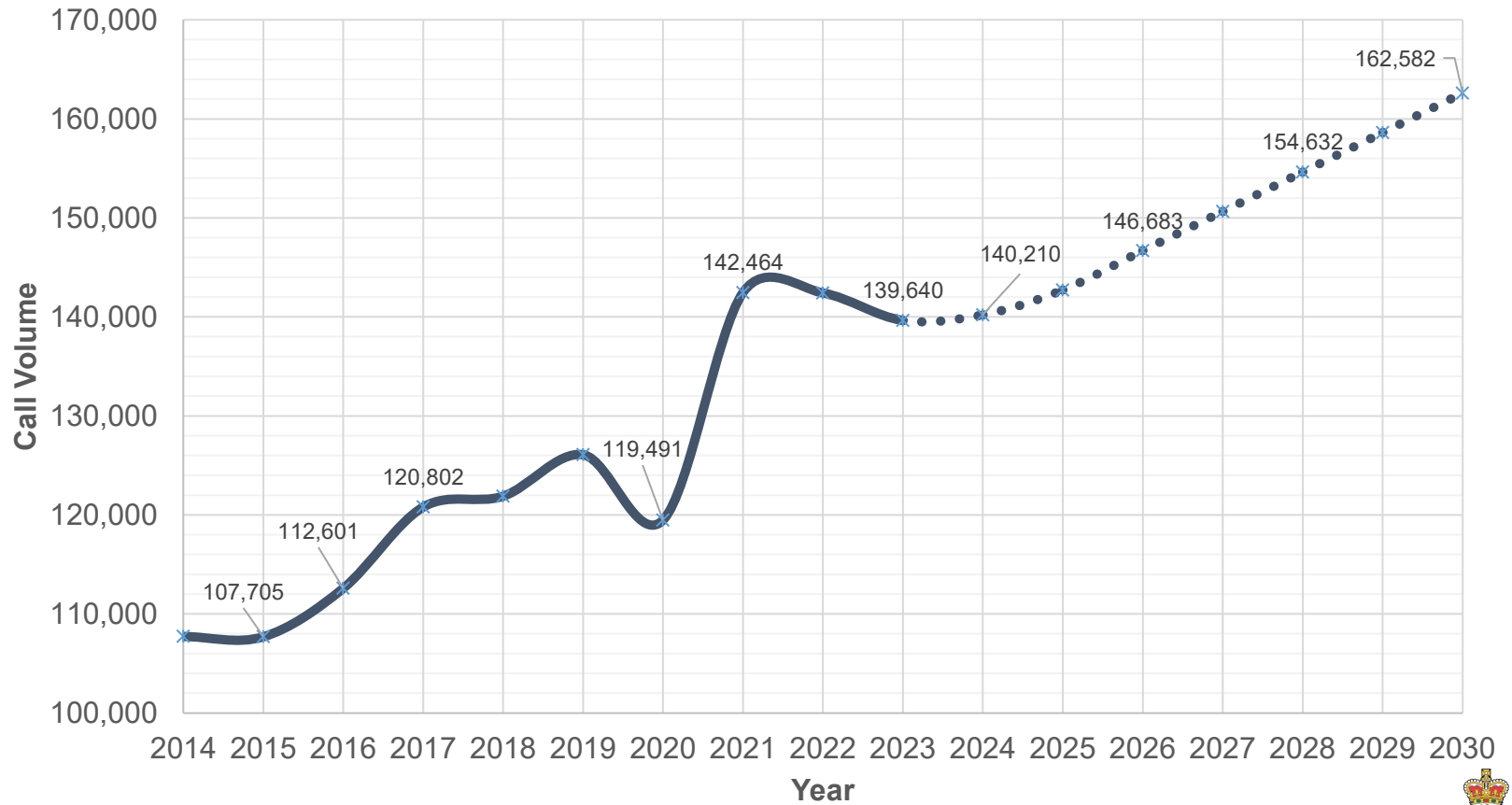


[Population projections - Dataset - Ontario Data Catalogue](#)



CALLS FOR SERVICE (BY YEAR)

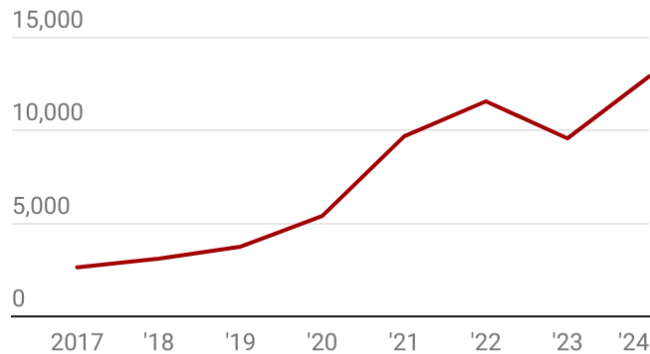
Calls for Service 2014 - 2030



CALLS FOR SERVICE AND CASES 2017-2024*

*this chart presents the volume of calls for service related to MHA, domestic violence, and armed/barricaded persons using historical data, along with the actual number of homicides reported by Statistics Canada.

Mental Health Act



Domestic Violence



Armed/Barricaded Person



Homicide (Cases)

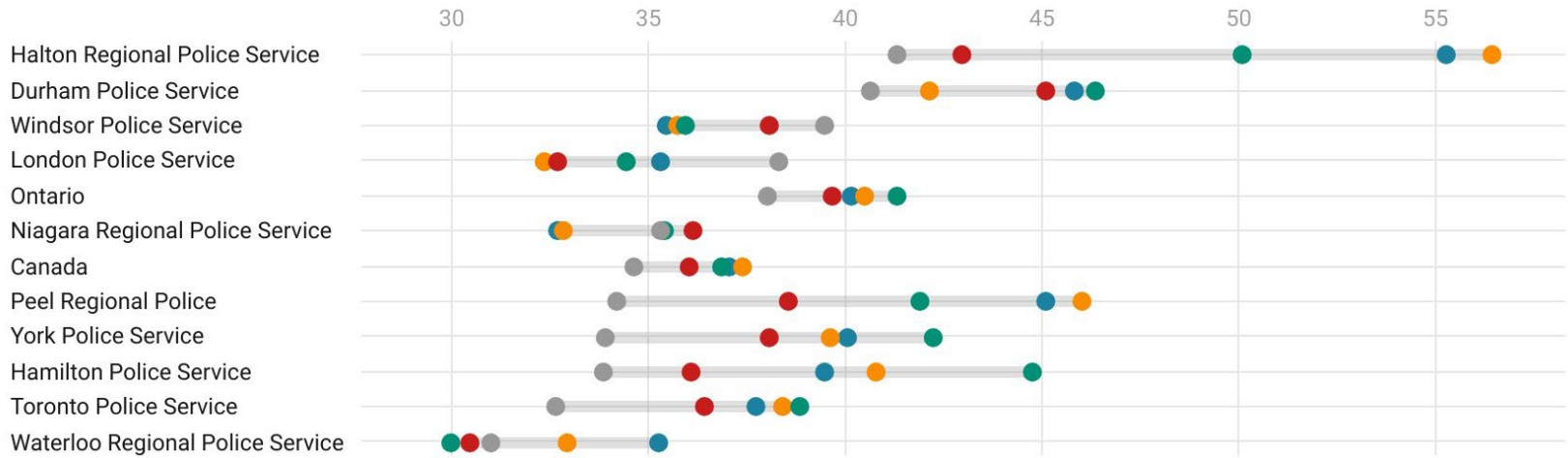


Source: Statistics Canada. Table 35-10-0068-01 Number, rate and percentage changes in rates of homicide victims • Created with Datawrapper



CLEARANCE RATES

● 2019 ● 2020 ● 2021 ● 2022 ● 2023

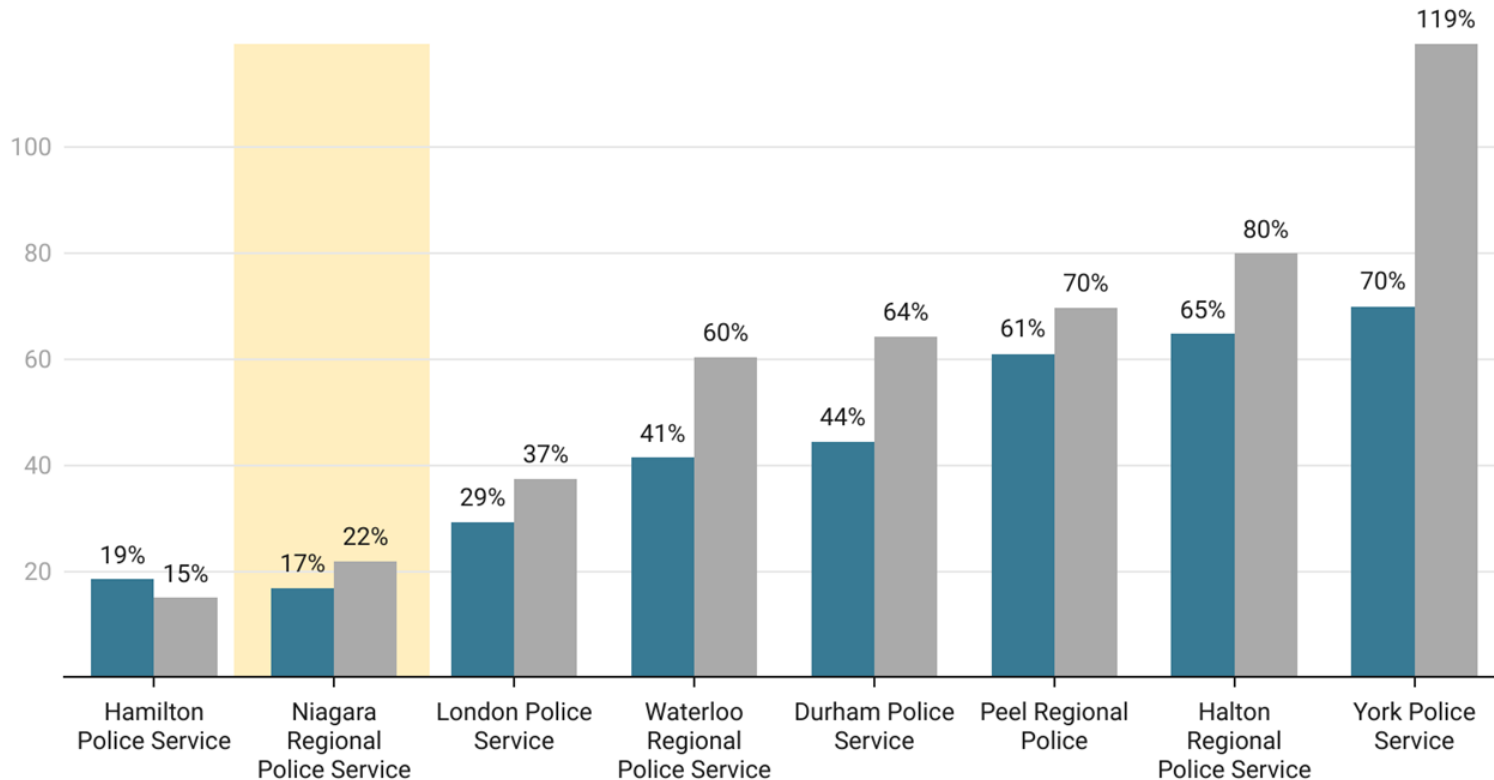


POPULATION VS TOTAL PERSONNEL BY POLICE SERVICE (2000-2023)

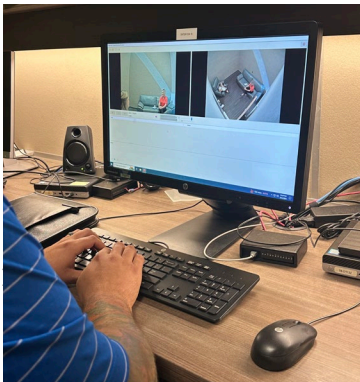
Population vs Total Personnel by Police Service

This graph shows the increase in total personnel by police service and the population served by police services between 2000 and 2023, as reported by Statistics Canada.

■ % Increase in Population ■ % Increase in Personnel



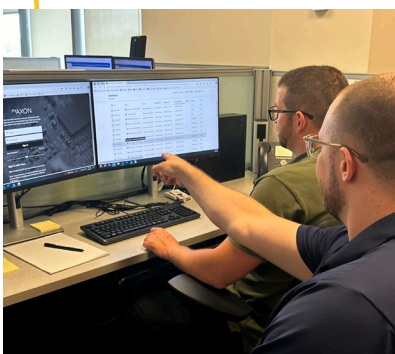
COMMUNITY SAFETY & COMPLIANCE



- Frontline Expansion
- Canine Unit
- Domestic Violence Unit
- Detective Office (3D & 8D)
- Training Unit Expansion
- RPAS “Drone”
- Senior Command



RIGHT SIZING



- Talent Acquisition Specialist
- Corporate Communications
- Equipment Technician
- Member Wellness
- Digital Evidence Management



BASE BUDGET INCREASE BY PRESSURE

		% Incr.
2024 Service & Board Approved Budget	\$ 188.5M	
Net Budget Impacts:		
Collective Agreement Increases Including Benefit Impact	3.4	1.8
2025 Salary Adjustment Provision	8.2	4.3
2024 Program Changes Annualized	2.3	1.2
Statutory Deductions and Employer Paid Benefit Premium Increases	2.4	1.2
WSIB Increases	0.3	0.2
Other (Inflation & Small Changes)	0.5	0.3
	17.1	9.0%
Capital Funding Investment	0.3	0.2
2025 Proposed Base Operating Budget	\$205.9M	9.2 %



2025 OPERATING BUDGET



Investments

- 5.4% New Officers
- 0.5 % New Civilians
- 0.2% Capital Financing
- 9.0% Maintaining Existing Services

TOTAL – 15.1%



Staffing Outcomes

57 OFFICERS

- 33 Frontline Officers
- 11 Detective Positions
- 9 Specialty Uniform Positions
- 4 Senior Command

7 CIVILIAN PROFESSIONALS

OPERATIONAL EFFICIENCIES

- Video Bail Expansion
- Supply Clerk Reorganization



Projected Service Outcomes

- Community safety
- CSPA compliance
- Right sizing organization
- Modernization of Policing



DIRECT IMPACT OF CSPA

	\$ Impact	% Incr.
Community Safety & Compliance Program Changes	10,207,038	5.4
Training Courses	150,000	0.1
Training Ammunition & Equipment	392,325	0.2
Total Direct CSPA Impact	\$10,323,969	5.7%



RISKS OF DEFFERRING

Delayed Emergency Response

Non-Compliance with Legislative Requirements and Collective Agreement

Officer and Public Safety

Decreased Clearance Rates



MITIGATION STRATEGIES

99.1%
of the Operating Budget

Aligned with the legislative mandate of the Community Safety and Policing Act and other contractual obligations

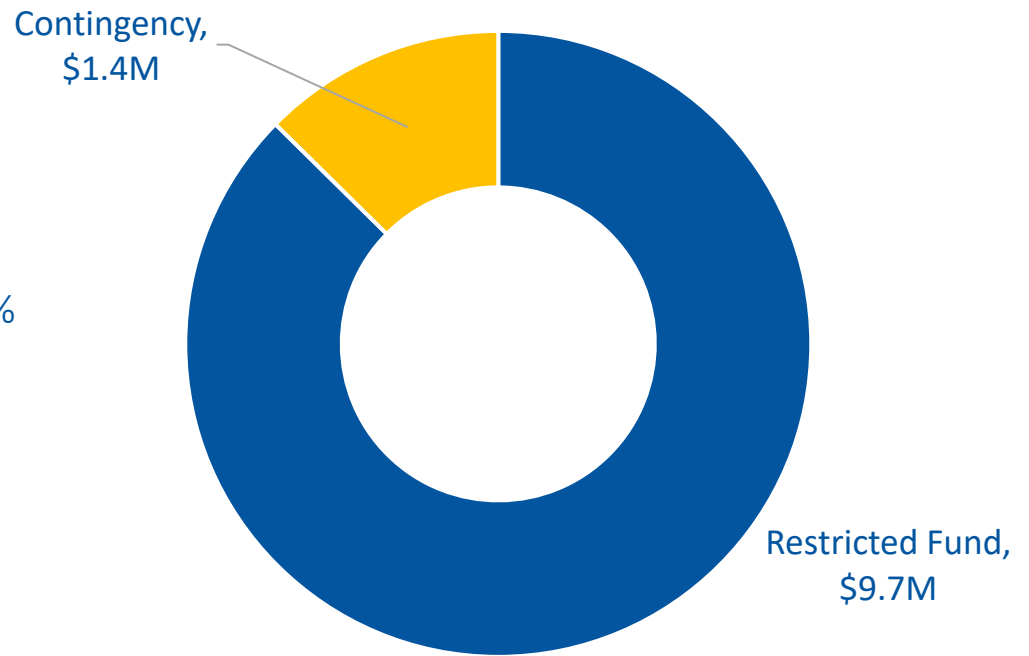
0.9%
of the Operating Budget
(\$1.9 Million)

Discretionary Budget has been held or reduced.



MITIGATION STRATEGIES – USE OF RESERVES

Reserve Balances

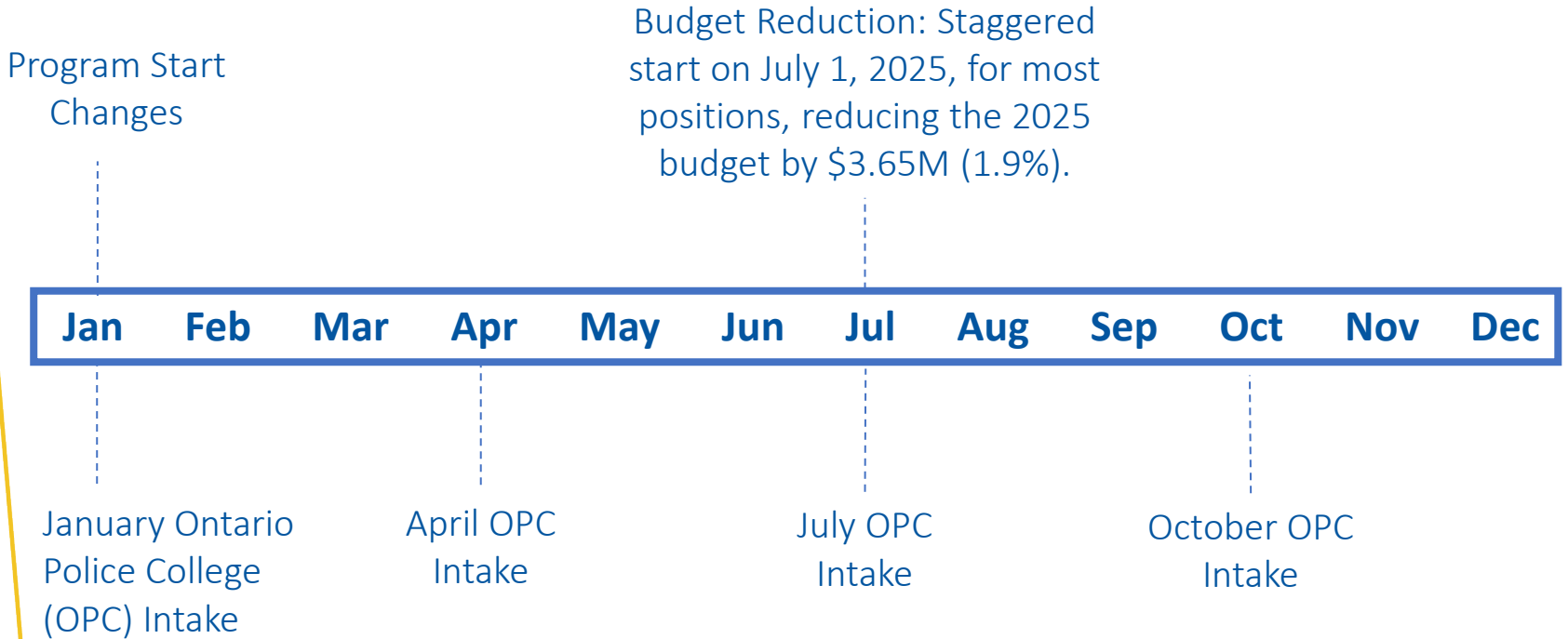


Contingency Reserve:

- Representing 0.6% of total expenditures (below the 10-15% target).
- Temporary funding source only
- Defers budget pressure 2026



2025 OPERATING BUDGET PROCESS

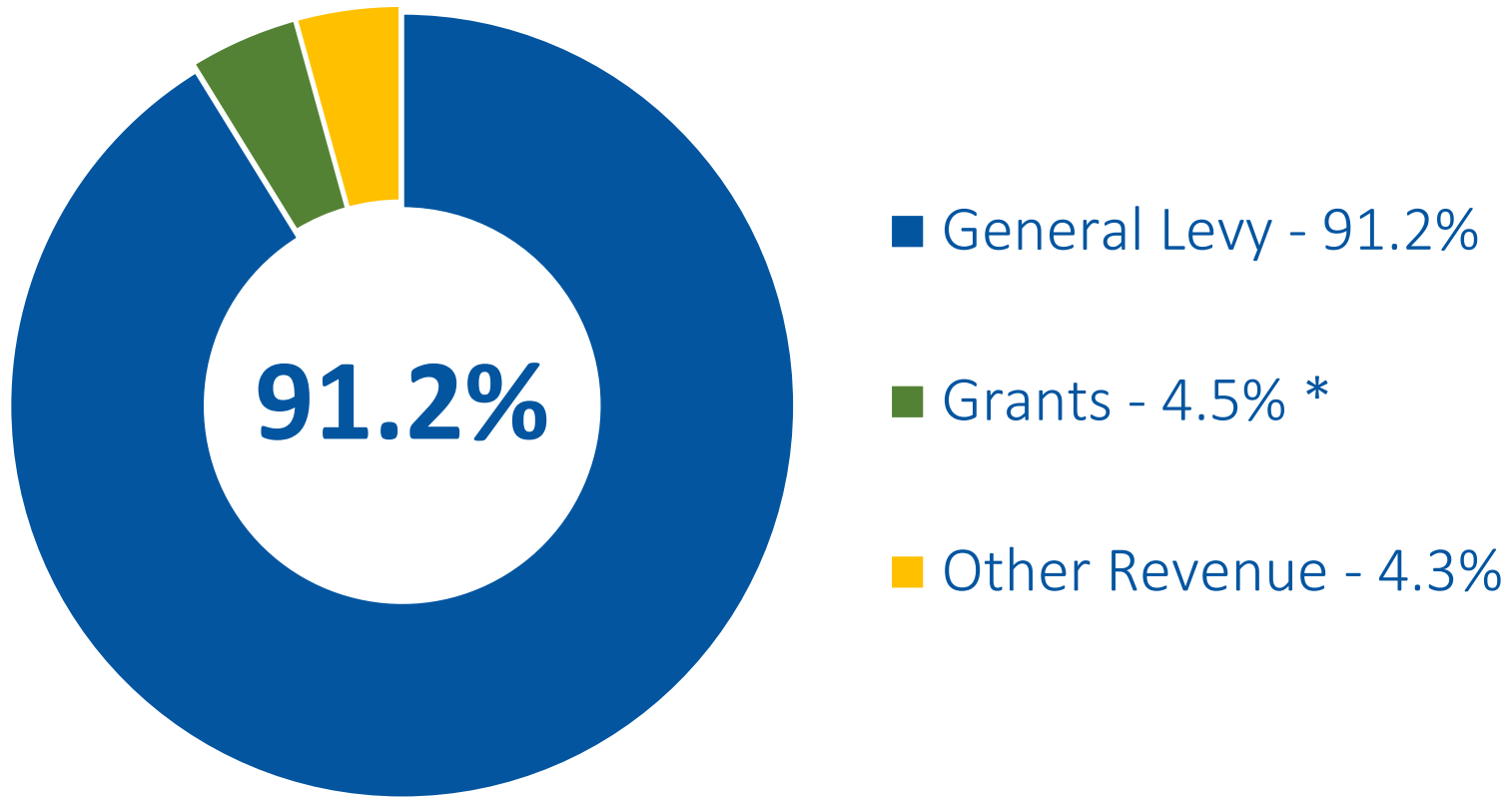


$$\begin{array}{ccccc}
 \mathbf{5.9\%} & - & \mathbf{1.9\%} & = & \mathbf{4\%} \\
 \text{Budget Planning} & & \text{Realistic Hiring} & & \text{2025 Funding} \\
 \text{By-law No. 2019-79} & & \text{Timeline} & & \text{Required}
 \end{array}$$

390 ----- 1.9% Deferred to 2026



FUNDING SOURCES



* Two of the Service's largest grants representing 94% of Grant Revenue are expiring on December 31 and March 31, respectively. 2025 Budget assumes revenue will remain at historical funding levels.



POLICING IN THE 21ST CENTURY



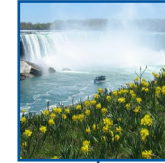
International

- Misinformation and disinformation
- Cyber insecurity
- Societal polarization
- Interstate armed conflicts
- Population dynamics



National

- International crime, human trafficking, and terrorism
- Cybercrime, digital evidence management, and technology integration
- High public scrutiny, demand for transparency, and accountability
- Recruitment challenges



Regional

- Compliance with new legislations
- Cross-border crime due to proximity to the US, human trafficking, and international crime
- Localized response to health crises, and their impact on policing operations
- Increased volume and complexity of demand for service

Community engagement

Efficiency

Transparency

Crime reduction

Trust & legitimacy



QUESTIONS?





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

November 5, 2024

SENT BY EMAIL

Ann-marie.Norio@niagararegion.ca

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

Dear Ms. Norio:

**Re: 2025 Proposed Operating Budget
Niagara Regional Police Service and Police Service Board**

At its Public Meeting held on October 31, 2024, the Niagara Police Service Board approved the proposed 2025 operating budget for the Niagara Regional Police Service and the Police Service Board. The following motion was passed:

'That the Niagara Police Service Board receive and approve the proposed 2025 Operating Budget for the Niagara Regional Police Service and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$216,958,546.00;

And further, that the consolidated budget of the Service and the Board be submitted to Regional Council for approval. Carried.'

A report and presentation from the Niagara Regional Police Service is attached. I would ask that this information be placed on the agenda for the Regional Budget Review Committee of the Whole meeting scheduled for November 14, 2024. In the meantime, if there are any questions or concerns, please contact me at deb.reid@niagarapolice.ca or by phone at 905-688-4111 Extension 1025170.

Sincerely,

Deb Reid
Executive Director

Encl.

c: Regional Chair J. Bradley, Niagara Region
CAO R. Tripp, Niagara Region
Deputy CAO D. Carnegie, Niagara Region
Associate Director B. Brens, Budget Planning & Strategy, Niagara Region
Board Chair J. Lawson, Niagara Police Service Board
Chief B. Fordy, Niagara Regional Police Service



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Budget – 2025 Proposed Operating Budget
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2024-10-22

Recommendation(s)

That the Niagara Police Service Board (Board):

- 1. Receive and approve the proposed 2025 Operating Budget for the Niagara Regional Police Service (Service) and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$216,958,546.00; and**
- 2. Submit the consolidated budget of the Service and Board to Regional Council for approval.**

Key Facts

- Under the provisions of the Community Safety and Policing Act, 2019 (CSPA), the Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara (Region).
- In accordance with Section 50 of the CSPA, the Board is required to submit operating and capital estimates that show the amount required to comply with the CSPA and all regulations under the CSPA.
- The Board submits the funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.
- The proposed 2025 Operating Budget of \$216,958,546.00 reflects the cost of providing adequate and effective police services in the Region.
- The 2025 Budget includes an inflationary adjustment of 9.0% from the 2024 approved budget to maintain core services and includes an additional 0.2% increase for the capital financing strategy and a 5.9% increase for stabilization, service enhancements, and growth.

Financial Considerations

The proposed total consolidated 2025 net expenditure budget for the Service and the Board is \$216,958,546.00.

Niagara Regional Police Service	215,936,308.00
Niagara Police Service Board	1,022,238.00
Service and Board	216,958,546.00

The Board budget total of \$1,022,238.00 funds staffing costs for 2 non-union full-time employees, consulting, professional development for Board members and staff, Board members honoraria and benefits, office supplies, travel, and membership dues, as well as legal fees. The budget includes \$460,000.00 for legal expenses, which represents 45% of the total Board budget for 2025. The Board is responsible to pay for all legal expenses of the Service, which are incurred as a result of Human Rights applications, contract negotiations, grievances, and legal indemnification costs for Service members.

The 2025 proposed operating budget includes a funding increase of \$17,093,986.00, or 9.0%, that represents the restatement of the 2024 operating budget in 2025 dollars. This restatement includes adjusting for inflation and collective agreement wage settlements. This base adjustment ensures the continuation of the core services approved within the 2024 budget process.

The 2025 proposed operating budget includes a funding increase of \$320,000.00 or 0.2%, that represents the capital funding increase required to reach the Service's target annual replacement balance outline in the capital funding strategy proposed for the 2022 through 2029 budget years.

The 2025 proposed budget increase of \$11,069,232.00, or 5.9%, represents service enhancements, growth, and stabilization of policing services to the Region. This increase reflects the external pressures placed upon the Service to meet workload demands, address growing complexity of police investigations as required from provincial policing regulations, and implement technological advancements.

The cumulative impact of the 2025 proposed operating budget is \$28,483,218.00 or 15.1% (9.0% base stabilization + 0.2% capital financing + 5.9% service enhancements, growth, and stabilization).

At the Budget Review Committee of the Whole (BRCOTW) meeting on July 25, 2024, the committee approved the recommendation by Region staff provided an estimated General Tax Levy budget increase over 2024 of 3.03% for all Agencies, Boards, and Commissions (ABCs). This included an estimated increase to the Service and Board's base budget of 7.4% provided by the Service during the early stages of the budget process. Incorporated into the recommended guidance is a 0.2% tax levy increase to fund capital investments as part of the capital financing strategy. The Region estimate for the 2025 Operating Budget also includes 1.93% for new programs and 1.5% additional funding from assessment growth, which are not allocated to the ABCs.

The estimated increase for the Service of 7.4% was intended to ensure the existing base services as approved in the 2024 budget are maintained; however, it did not

address service enhancements, growth, and funding to mitigate externally mandated cost pressures. Further, considering new information received, estimates regarding the wage provision for the 2025 salary adjustment included in the collective agreement have increased the base budget beyond the original estimate.

This proposed budget addresses both the stabilization of base services, responsible stewardship of legislated mandates, as well as addresses the growth necessary within the Service to appropriately police the growing community of the Niagara Region and respond to the demands placed on the Service.

Analysis

Under the provisions of the CSPA, the Board is responsible for providing adequate and effective police services in the Region. In accordance with Section 50 of the CSPA, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

Consistent with prior years, the foundation of the 2025 proposed operating budget includes resources necessary to support policing needs identified for the Region. This resource requirement is based on adequacy standards as mandated under the CSPA, best practices developed within the policing industry in response to public safety concerns, the unique aspects of the municipality, and the Board's Strategic Plan.

The 2025 operating budget development process included an environmental scan identifying external cost pressures on existing expenditures and opportunities from emerging best practices in policing. An internal scan included a line-by-line program review that compares program budgets to historical spending patterns, identifying pressures from workload demand, and consideration for strategies to provide a more efficient service delivery model.

The following is a summary of the cost pressures contributing to the increase to the 2025 base operating budget over the approved 2024 budget:

- Annualized 2024 program changes, which were implemented and became effective July 1 or September 1, 2024.
- Negotiated wage increases and benefit changes included in the 3 collective agreements representing sworn and civilian members of the Service for the years 2021 to 2026.
- Wage provision for the 2025 upwards salary adjustment in order to ensure that the First-Class Constable rate ranks sixth out of the Big 12 Ontario police services, as outlined in the collective agreements.
- The Service is experiencing significant increases to employer provided benefits and statutory benefits:

- Health & Dental benefits are recommended to increase to account for actual claim costs resulting from rising drug and paramedical service rates as well as usage, resulting in a year over year budget increase of 19.6%.
- WSIB benefits are anticipated to increase to account for a rise in claims experience and wage settlements, resulting in a year over year budget increase of 15.5%.
- Statutory employer paid benefits such as Canada Pension Plan (CPP) and Employment Insurance are anticipated to increase, which is a combined impact of the CPP Enhancement and maximum pensionable/insurable earnings increases, resulting in a year over year budget increase of 9.4%.
- Technology cost pressures include Digital Evidence Management, Next Generation 911 (NG911) transition, and inflationary increases.

These cost pressures resulted in a \$17,093,986.00 or 9.0% base budget increase over the 2024 approved budget. Further, the Service has proposed \$320,000.00 or 0.2% to increase capital reserve transfers in line with the capital financing strategy, as well as \$11,069,232.00 or 5.9% in program changes to support the Board’s Strategic Plan and increasing workload demands, which are detailed below and in Appendix 3.

The table below details the base increases and program change impact on the 2025 Operating Budget of the Service and Board.

2024 Service & Board Approved Budget	\$188,475,328.00	
Net Budget Impacts:		
Collective Agreement Increases Including Benefit Impact	3,380,569.00	1.8%
2025 Salary Adjustment Provision	8,240,347.00	4.3%
2024 Program Changes Annualized	2,266,253.00	1.2%
Statutory Deductions and Employer Paid Benefits	2,340,026.00	1.2%
WSIB Increases	342,000.00	0.2%
Other Inflationary pressures	524,791.00	0.3%
Total – Net Base Budget Impacts	\$17,093,986.00	9.0%
Capital Funding Investment	320,000.00	0.2%
2025 Base Budget before Program Changes	\$205,889,314.00	
Program Changes	11,059,232.00	5.9%
2025 Preliminary Net Expenditure Budget before Indirect Allocations	\$216,958,546.00	15.1%

A detailed schedule and commentary explaining the change between the approved 2024 operating budget and the 2025 proposed operating budget for each Object of Expenditure is provided in Appendix 2.

2025 Program Changes:

The program change requests submitted totalled \$12,326,899.00, or 6.5% over the 2024 approved operating budget, and included an increase to the authorized strength of 74 positions. After considerable deliberation the 2025 budget submission includes \$11,069,232.00, or 5.9%, in recommended program changes. The enhancements are summarized below and detailed in Appendix 3, which also includes a detailed description of the program change evaluation and deliberation process.

Annual Cost	AUS Incr.	% Incr.	Program Change Description
\$5,314,536.00	33	2.8	Frontline Expansion
322,655.00	2	0.2	Canine Unit
118,899.00	1	0.1	Talent Acquisition Specialist
119,497.00	1	0.1	Corporate Communications Specialist
114,469.00	1	0.0	Social Media/Visual Content Creator
124,544.00	1	0.1	IT Equipment Hardware Technician
949,113.00	6	0.5	Training Unit Expansion – CSPA Impact
142,334.00	1	0.1	Health and Wellness Coordinator
1,425,965.00	8	0.8	Domestic Violence Unit
167,622.00	1	0.1	3 District Street Crime
335,645.00	2	0.2	8 District Detective Office
198,327.00	1	0.1	Remotely Piloted Aircraft System Unit
206,518.00	2	0.1	Digital Evidence Management System Clerks
1,067,780.00	4	0.5	Organizational Model Change
-	-	0.0	Video Bail Expansion (Repurpose)
-	-	0.0	District Supply Clerk Reorganization
461,328.00	-	0.2	Collective Bargaining Wage Provision
\$11,069,232.00	64	5.9%	Total

The total annual impact of these program changes is \$11,069,232.00 or 5.9% increase over the 2024 operating budget. Further, these program changes will increase the authorized strength by 64 new members. The total authorized strength change from the 2024 approved budget to the proposed 2025 budget is detailed in Appendix 4. Appendices 6 and 7 provide the MPP Study and supplemental report, which were used as the basis in determining the frontline requirements included in the first program change.

Assumptions, Risks, and Mitigation Strategies:

The budget submission includes a number of assumptions and risks where information has not yet been made available:

- Provincial funding for Court Security and Prisoner Transport expires on December 31, 2024, and funding levels for 2025 will not be determined until January 2025. This represents approximately 64% of budgeted grant revenue.
- Provincial grant funding for the Community Safety and Policing Grant expires on March 31, 2025, and funding levels for 2025 will not be determine until mid-2025. This represents approximately 30% of budgeted grant revenue.
- Ontario Lottery and Gaming Corporation transfer payments received from the City of Niagara Falls are estimated for 2025, as they are calculated based on 18% of the actual funding received by the City. The 2025 revenue will be determined quarterly throughout the year. This represents approximately 71% of budgeted fees for service revenue.
- The budget represents the expected demands to the frontline and investigative support units; however, total costs are highly dependent on the calls for service received throughout the year, the types of calls received, and the complexity of investigations required.
- Emerging technologies, innovations, best practices, and emerging case law in policing continue to evolve and require response.

Service staff considered a number of mitigation strategies to offset the significant base budget pressures facing the Service in the current year. Some of these strategies have been implemented in the current proposed budget, while others have been deferred.

Effectiveness and Accountability Reviews:

- All non-discretionary expenditures, such as consulting, staff development, and office supplies, have been held to 2024 levels or reduced where possible. Non-discretionary expenses represent approximately 0.9% of the Services budget.
- A line-by-line review was conducted by the Finance Unit of every account and department after budgets were submitted to ensure no excess was included in the budget based on current experience and emerging trends.
- Effectiveness and accountability reviews were conducted to ensure the Service is operating in the most efficient and effective manner, which resulted in two internal reorganizations proposed and a total of 5 positions that could be eliminated and repurposed to offset new requests.

Use of Reserve Funds:

- A review of available reserve funds was conducted to determine if any funds were available to offset one-time pressures on the operating budget, as done in prior years. Appendix 5 provides information regarding the changes to reserve contributions, restricted and unrestricted reserve balances, and a detailed explanation of each reserve account. Of the total fund balance of

\$11,138,399.00, \$1,446,452.00 or 12.9%, is held in an unrestricted fund, referred to as the contingency reserve fund. This contingency reserve fund balance is currently at 0.6% of operating expenses, falling well below the target balance of 10-15% in accordance with the Region Reserve Policy C-F-013. Contingency reserve funds are used for one-time nonrecurring expenditure budget pressures and is not recommended as a temporary funding source that will only defer the pressure into the following 2026 budget cycle. Whereas the proper use of this fund is to offset one-time expenditures not anticipated to recur in future budget cycles. In 2024, the Service has used the contingency reserve fund to offset the impact of the cost of an additional salary day caused by the leap year. An occurrence that impacts the budget once every 4 years. Upon review of those pressures impacting the 2025 budget, none were identified as one-time non-recurring pressures and as a result the use of the Service contingency funds to reduce the 2025 operating budget pressures is not recommended. The use of funds to temporarily defer the funding from the levy will impact the Service's ability to mitigate any cost pressures to operations that result from future unforeseen events.

Staggered Implementation of Program Changes:

- The Service also reviewed the possibility of implementing program changes in line with expected recruitment timelines. The Service faces lengthy hiring timelines for new constable recruitment due to the length of testing, interviews, background investigations, and training. The main determining factors are the availability of training spots at the Ontario Police College (OPC), as well as the capacity of the Recruiting Unit. OPC intakes for Basic Constable Training Program occur 4 times per year, and the Service is limited on the number of recruits that can be sent to each intake. As a result of this, the hiring for new uniform positions included in the program changes will be staggered throughout the year. Based on the realistic recruitment timeline for the program changes included in the proposed budget, the Service is expecting a surplus of approximately \$3,650,000.00 in 2025, with all positions being filled by the end of the year. Implementing new position's part way through the year has been a mitigation strategy used in the past to offset current year budget pressures. At the request of Region staff and in line with requirements of the Region's Budget Planning By-Law, the staggered implementation of program changes was not proposed and therefore all proposed program changes have been included with an effective date of January 1, 2025.

2026 and 2027 Budget Forecast:

The following table outlines the forecasted 2026 and 2027 operating budget based on current information:

	2025 Proposed Budget	2026 Forecast Budget	2027 Forecast Budget
Base Budget Increase	9.0%	4.5%	3.0%
Capital Financing Strategy	0.2%	0.2%	0.2%
Program Changes	5.9%	4.4%	4.4%
Total Forecasted Budget Increase	15.1%	9.1%	7.6%

Conclusion:

In conclusion, the increases to the 2025 proposed operating budget are the result of inflationary pressures, cost of living increases, and enhanced benefits as per the association contracts totalling \$17,093,986.00 or 9.0%. Further, the Service is requesting \$320,000.00 or 0.2% to support the capital financing strategy, as well as an increase of 64 new staff members at an increase of \$11,069,232.00 or 5.9%. These programs are critical needs to support the increase in demand for service, complexity of policing, technology pressures, provincial legislation, and to enhance operational effectiveness as outlined in the Board’s Strategic Plan.

Alternatives Reviewed

The proposed 2025 base operating budget reflects the cost of providing adequate and effective police services in the Region. Consistent with prior years, the Service budget process includes a detailed budget account review and the evaluation of submitted program changes. The Service performed a sensitivity analysis on the assumptions used to develop the proposed budget; however, the Board may use its discretion to propose alternatives to the assumptions included in the 2025 proposed operating budget.

Relationship to Police Service/Board Strategic Priorities

Under the provisions of the CSPA, the Board is responsible for providing adequate and effective police services in the Region.

Relevant Policy Considerations

In accordance with Section 50 of the CSPA, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

Other Pertinent Reports

- 9.4 – 2024.05.23 Budget Planning – 2025 Operating and Capital Budget
- 9.2 – 2024.07.25 Capital Budget and 9-Year Capital Forecast – Budget Year 2025

This report was prepared by Courtney Woods, Financial Planning Coordinator, Finance Unit, and reviewed by Laura Rullo, Director, Finance and Asset Management.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

- Appendix 1 – 2025 Preliminary Operating Budget – Statement of Revenue and Expenses
- Appendix 2 – 2025 Preliminary Operating Budget by Object of Expenditure
- Appendix 3 – 2025 Preliminary Operating Budget Program Changes
- Appendix 4 – 2025 Preliminary Operating Budget Authorized Strength Count
- Appendix 5 – 2025 Preliminary Operating Budget Reserve Continuity Schedule
- Appendix 6 – MPP Report
- Appendix 7 – Supplemental Report
- Appendix 8 – Organizational Chart – Current State
- Appendix 9 – Organizational Chart -Future State

Appendix 1: 2025 Preliminary Operating Budget Statement of Revenue and Expenses

Niagara Regional Police Service and Board

	2024 Annual Budget	2025 Base Budget	2025 Program Changes	2025 Annual Budget	Variance	%
Gross Expenditures						
Labour Related Costs	\$189,777,636	\$205,959,964	\$10,988,432	\$216,948,396	\$27,170,760	14.3%
Administrative	4,687,185	4,793,120	40,900	4,834,020	146,835	3.1%
Operational & Supply	2,751,841	3,104,680	39,900	3,144,580	392,739	14.3%
Occupancy & Infrastructure	395,400	396,228	-	396,228	828	0.2%
Equipment, Vehicles & Technology	9,806,388	9,987,168	-	9,987,168	180,780	1.8%
Intercompany Charges	(2,128,883)	(2,210,472)	-	(2,210,472)	(81,589)	3.8%
Transfers To/From Reserve Funds	3,935,000	4,835,000	-	4,835,000	900,000	22.9%
	209,224,567	226,865,688	11,069,232	237,934,920	28,710,353	13.7%
Revenues						
Provincial Grants	(10,893,282)	(10,776,984)	-	(10,776,984)	116,298	(1.1%)
Fees for Service	(5,740,100)	(5,494,900)	-	(5,494,900)	245,200	(4.3%)
Other Revenues	(4,115,857)	(4,704,490)	-	(4,704,490)	(588,633)	14.3%
	(20,749,239)	(20,976,374)	-	(20,976,374)	(227,135)	1.1%
Net Expenditures Before Indirect Allocations	\$188,475,328	\$205,889,314	\$11,069,232	\$216,958,546	\$28,483,218	15.1%

Appendix 2: 2025 Preliminary Operating Budget by Object of Expenditure

Labour Related Costs:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Labour Related Costs				
Uniform Salaries & Wages	104,114,521	120,451,529	16,337,008	15.7%
Civilian Salaries & Wages	38,435,173	41,751,492	3,316,319	8.6%
Benefits & WSIB	42,387,800	49,884,978	7,497,178	17.7%
Additional Compensation	3,797,392	4,210,160	412,768	10.9%
Special Duty	366,750	266,237	(100,513)	(27.4%)
Sick Leave Payout	676,000	384,000	(292,000)	(43.2%)
Total – Labour Related Costs	189,777,636	216,948,396	27,170,760	14.3%

Labour Related Costs will increase by \$27,170,760.00 or 14.3%. This category represents our human resource costs which is approximately 91.1% of gross expenditures. The following are the major contributors to the significant increase in this category:

Cost Pressures to Core Services in the Base Budget, \$16,182,327.00:

- The current Collective Agreements of the Niagara Region Police Association and Senior Officers' Association include a 2.01% wage increase for 2025 as well as several benefit changes. Accordingly, the 2025 base budget will increase by approximately \$3,380,569.00 to fund these changes.
- In addition to the wage increase noted above, the 3 collective agreements governing all service members, include an upwards salary adjustment in the 2025 and 2026 years in order to ensure that the First Class Constable rate ranks 6 out of the Big 12 Ontario Police Services. A provision for this adjustment has been approved by the Board and is based on a conservative forecast model using the rates of police services that have settled their 2025 contracts to date. This provision is impacting Labour Related Costs by \$8,240,347.00. Wages and benefits are negotiated based on the Police industry sector market value to ensure the Service can continue to attract and recruit qualified members.
- Increases to WSIB, statutory deductions such as Canada Pension Plan (CPP), Employment Insurance (EI), and employer paid benefit premiums such as health and dental benefits, are projected to impact the 2025 budget by \$2,682,026.00. The main drivers of these increases include the CPP enhancement that introduced a second-tier maximum pensionable earnings ceiling in 2024 with an

additional increase in 2025 to both maximum earnings thresholds. In addition, an annual ceiling increase to insurable earnings amounts thereby increasing the employer contributions for both CPP and EI. The Service has continued to see pressure on employer provided health and dental benefits due to increase in usage, new enhanced benefits, as well as rising drug and paramedical service rates. Finally, the Service has continued to experience rising WSIB claims experience because of provincial legislation changes surrounding Post Traumatic Stress Disorder (PTSD) as an eligible claim.

- An additional \$2,266,253.00 has been included in the 2025 budget to reflect 2024 full annual cost of program changes implemented part way through 2024. In 2024, 4 program changes were approved with implementation dates of July 1 or September 1, 2024.
- New secondment agreements have increased the 2025 budget by \$505,624.00. These secondments are fully offset by third party revenue recoveries reported under Revenues.
- Each year the Region establishes the number of days to be used for budgeting salary and benefit expenditures, which is based on the number of weekdays (Monday to Friday) between January 1 to December 31. For 2025, the budget will be based on 261 days, a decrease of one day from 2024, which will decrease the base budget by \$635,814.00.
- All other changes represent a decrease of \$256,678.00. The main driver of the decrease is a reduction in the forecasted termination sick leave payout based on the remaining payout balance as well as retirement rates.

Impact of Program Changes, \$10,988,432.00:

- The Service is proposing 16 Program Changes (resulting in an additional 57 uniform and 7 civilian positions) in the 2025 operating budget, with a total labour related cost of \$10,988,432.00. A detailed business case for each program changes is included in Appendix 3, with a summary of the authorized strength impact in Appendix 4.

Administrative:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Administrative				
External Professional Services	1,197,868	1,230,260	32,392	2.7%
Staff Development	1,196,148	1,303,392	107,244	9.0%
Office, Advertising, Travel	639,515	601,502	(38,013)	(5.9%)
Telephone & Communications	1,282,278	1,284,668	2,390	0.2%

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Licensing & Permits	102,846	106,238	3,392	3.3%
Employee Medicals	126,000	168,000	42,000	33.3%
General Administrative Costs	142,530	139,960	(2,570)	(1.8%)
Total – Administrative	4,687,185	4,834,020	146,835	3.1%

Administrative costs will increase by \$146,835.00 or 3.1%. This category comprises approximately 1.8% of gross expenditures. The following are the major contributors to the significant increase in this category:

- External professional services have increased by \$32,392.00 or 2.7% as a result of inflationary increases in external legal fees.
- Staff development expenses have increased by \$107,244.00 or 9.0% which reflects the increase in cost of attending mandated Ontario Police College (OPC) courses. Due to capacity constraints at OPC, they have restricted the use of their accommodations to basic constable courses only. As a result, all currently serving members required to attend courses are required to stay at local hotels or courses are provided at satellite locations. This change has significantly increased travel and meal expenses. The Service has partially mitigated these pressures by decreasing staff development budgets for all optional courses, and will explore other cost reduction efforts such as online professional development in order to avoid travel and meal expenses. Service reductions were partially offset by an increase in the Board budget of \$15,000.00 in this category.
- Office, advertising, travel have decrease by \$38,013.00 mainly the result of a targeted mitigation strategy to reduce non-discretionary expenses to help offset current year budget pressures.
- Employee medicals have increased by \$42,000.00 to reflect current spending patterns related to physical and psychological medical evaluations for new recruits including constables, special constables, auxiliary officers, and communicators. Employee medicals also include costs for currently serving members requiring medical testing to apply for certain positions such as the Emergency Task Unit, costs to support the disability management program, as well as the cost of the safeguarding program which is a psychological screening program for members assigned to positions with a higher risk of secondary traumatic stress because of the nature of their duties, investigations, and/or repeated exposure.

Impact of Program Changes, \$40,900.00:

- The Service is proposing 16 program changes in the 2025 operating budget, with an administrative cost of \$40,900.00. These costs include the use of Service provided cell phones based on the requirements of each position in line with Service policy, as well as staff development courses required due to the increase in the number of trainers within the Training Unit.

Operational & Supply:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Operational & Supply				
Program Specific Supplies & Materials	1,303,216	1,645,855	342,639	26.3%
Uniforms	772,650	819,850	47,200	6.1%
Investigation Expense	546,000	540,600	(5,400)	(1.0%)
Other Expenses	129,975	138,275	8,300	6.4%
Total – Operational & Supply	2,751,841	3,144,580	392,739	14.3%

Operational and supply costs will increase by \$392,739.00 or 14.3%. This category represents our uniform, equipment and supply costs which is approximately 1.3% of gross expenditures. The following are the major contributors to the significant increase in this category:

- Program Specific Supplies and Materials have increased due to the implementation of required training processes mandated in the CPSA and the resulting pressure on arsenal supplies and equipment including ammunition. The two main changes as a result of the new Act include the return to two sessions per year of In-Service Training (IST) which increase Taser ammunition training requirements as well as the significant increase in the number officers required to be trained on Patrol Carbines (C8s) as a result of the immediate rapid deployment and active shooter training requirements.

Impact of Program Changes, \$39,900.00:

- The Service is proposing 16 Program Changes in the 2025 operating budget, with an operational and supply cost of \$39,900.00. These costs include the uniform costs to fully outfit all sworn members.

Occupancy & Infrastructure:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Occupancy & Infrastructure				
Property Leases	98,950	130,028	31,078	31.4%
Property & Infrastructure Maintenance	296,450	266,200	(30,250)	(10.2%)
Total Occupancy & Infrastructure	395,400	396,228	828	0.2%

Operational and supply costs will increase by \$828.00 or 0.2%. This category represents our leases and minor building renovations which is approximately 0.2% of gross expenditures. The following are the major changes within this category:

- Property leases have increased as a result of an increase in parking spaces leased from Niagara College for training unit staff as the Service has exceeded the available capacity at the Center for Policing and Community Safety Studies located on Niagara College property. Also included is the annual range rental fee required for C8 training, as the Service's range is not equipped to handle rifle fire.
- Offsetting decreases have been included as a result of a one-time minor building renovation that increased the 2024 budget, this project has been completed, and the 2025 budget returned to historical levels.

Equipment, Vehicle & Technology:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Equipment, Vehicles & Technology				
Minor Equipment & Equipment Maintenance	2,441,833	2,407,953	(33,880)	(1.4%)
Gasoline	1,883,326	1,980,550	97,224	5.2%
Vehicle Maintenance	1,433,000	1,371,500	(61,500)	(4.3%)
Computer Licenses & Support	4,048,229	4,227,165	178,936	4.4%
Total Equipment, Vehicles & Technology	9,806,388	9,987,168	180,780	1.8%

Equipment, Vehicle & Technology costs will increase by \$180,780.00 or 1.8%. This category represents our minor equipment, gasoline, vehicle maintenance and computer licenses and support which is approximately 4.2% of gross expenditures. The following are the major contributors to the significant increase in this category:

- Gasoline expenses have increase by \$97,224.00 or 5.2%, which is based on the recommendation by the Region's Energy Management Manger to increase vehicle fuel rates by 5% over prior year. The Service has increased the 2024 budget rates by the recommended percentage; however, the Service budget rate of \$1.59/Litre is below the Region's budget rate of \$1.73/Litre. Based on current

spending patterns, the Services budget rate has been sufficient, and therefore only the recommended percentage increase has been included.

- Computer Licenses & Support have increase by \$178,936 based on expected inflationary increases as well as an increase in Digital Evidence Management System license costs with the change of Basic Licenses to Pro Licenses required due to the roll out of Automated License Plate Readers and In-Car Cameras.
- Partially offsetting savings have been included in Minor equipment as 2024 budget was increased for one-time grant funding received, and vehicle repair costs have decreased due to repairs being completed by Niagara Region Fleet Services and therefore the offsetting increase is reported in Intercompany Charges below.

Intercompany Charges & Contributions To/From Reserve Funds:

	2024 Annual Budget	2025 Annual Budget	Variance Incr/(Decr)	%
Intercompany Charges	249,498	339,471	89,974	36.1%
Intercompany Recoveries	(2,378,380)	(2,549,943)	(171,563)	7.2%
Contributions To/From Reserve Funds	3,935,000	4,835,000	900,000	22.9%

Intercompany Charges – Intercompany charges received from the Region will increase by \$89,974.00 over 2024. The main driver in this increase is the vehicle maintenance and repairs expenses charged to the Service by Region Fleet Services for repairs completed on Service vehicles that are in line with current usage and spending patterns. Intercompany recoveries received from the Region will increase by \$171,563 over 2024, which include the funding received for the 911 Program. The Service operates as the Public Safety Answering Point (PSAP) on behalf of the Region. As such the Region funds 16 communicator positions to answer all 911 calls. The current year increase reflects the collective agreement changes and provision for those 16 positions.

Contributions To/From Reserve Funds – A detail reserve fund balance and current year transfers can be found in Appendix 5. The current year increase of \$900,000.00 is a result of 2 impacts: the annual increase in support of the capital financing strategy of \$320,000.00 and the reduction to the contribution from the contingency reserve. Firstly, in 2022, the Service implemented a capital funding strategy to increase contributions each year for the years 2022 to 2029 to reduce the capital funding gap currently experienced for assets scheduled for replacement. This strategy will reduce the Service dependency on alternative financing options such as debt financing. Secondly, the transfer from reserves have decreased by \$500,000.00 due to elimination of the one-time 2024 transfer to offset one additional salary day which is not required for 2025. In addition to the 2 main contributors, an \$80,000.00 reduction in the accumulated sick leave reserve as eligible remaining members continue to decline and their projected retirements have been extended to beyond 2025.

Revenues:

	2024 Annual Budget	2025 Annual Budget	Variance (Incr)/Decr	%
Revenues				
Provincial Grant Funding	(10,893,282)	(10,776,984)	116,298	(1.1%)
Fees For Service	(5,740,100)	(5,494,900)	245,200	(4.3%)
Other Revenue	(4,115,857)	(4,704,490)	(588,633)	14.3%
Total – Revenues	(20,749,239)	(20,976,374)	(227,135)	1.1%

The Service receives funds to offset gross expenses from third-party agencies in the form of provincial grants, revenues received for seconded positions participating in provincial initiatives, and Ontario Lottery and Gaming (OLG) transfer payments from City of Niagara Falls. In addition, this category includes fees for services related to special duties and employment and volunteer records checks.

For the 2025 budget year, the Service will recognize a gross revenue increase of \$227,135 or 1.1%. The following are the major contributors to the significant increase by sub-category:

- Provincial Grant funding is decreasing by \$116,298.00 due to the timing of approvals for one-time grants. In 2024, the Service recognized grant revenue for the Mobile Crisis Rapid Response Team (MCRRT) Enhancement Grant as well as the Victim Support Grant, another round of these grants have been offered and applied for, however notification of approval has not been received. Granting funding levels for the Services two largest grants including the Court Security and Prisoner Transport (CSPT) and the Community Safety and Policing (CSP) Grant are expiring in the year. As funding amounts for 2025 are not known, a budget assumption has been included to keep grant funding at historical funding levels.
- Fees for Service will decrease by \$245,200.00 or 4.3%, 3 main drivers of this revenue include a reduction of \$120,200.00 in special duty revenues due to current experience and frontline availability, a reduction of \$300,000 in the City of Niagara Falls OLG transfer payments based on forecasted revenues calculated at 18% of Revenues to a maximum of \$4,200,000.00, as well as a partially offsetting increase of \$175,000.00 in the Records and Information Unit for employment and volunteer background checks, as a result of increased usage and a user fee review.
- The increase in other revenue is the result of new secondment agreements signed during the year as noted in labour related costs. The Service recovers these costs from other agencies such as the Ontario Provincial Police, Royal Canadian Mounted Police, Ontario Police College (OPC) and various ministries. Included in the 2025 budget, increases of \$525,629.00 are attributed to the additional secondment of 2 officers, one at OPC and one as part of the provinces

repeat offender parole enforcement unit. Other minor increases are a result of recoveries of operating expenses for shared services projects with lower tier municipalities.

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

Program Name:

Frontline Expansion

Summary of Request including Authorized Strength Impact:

Increase by 33 Patrol Officers (28 Constables, 4 Sergeants, and 1 Staff Sergeant)

Business Rationale:

Established January 1, 1971, the Niagara Regional Police Service (Service) is the oldest regional police service in Ontario. The Service serves one of Ontario's largest geographic regions by patrolling an area of approximately 1,853 square kilometers, covering 12 municipalities. The Service provides police services including crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response. Customers include residents of the Niagara Region and more than 13 million tourists from around the globe that visit the Niagara Region every year.

When compared to police services with similar characteristics (e.g., municipal or regional police services with similar size of population served and relatively similar number of police strength), The Service is one of the police services covering one of the most extensive geographical areas (i.e., 1,853 square kilometers), with one of the lowest ratio of police officers per square kilometer (i.e., 0.41). In fact, if we observe carefully the growth in the number of sworn members at different police services, we notice how the Service has only grown by 23% between 2000 and 2023, while other police services have grown at a larger rate (i.e., between 37 and 90%, as presented in Figures 3.

Section 10, of the new [Community Safety and Policing Act](#) (Act) mandates the Police Service Board to *ensure adequate and effective policing is provided in the area for which they have policing responsibility in accordance with the needs of the population in the area and having regard for the diversity of the population in the area*. In addition, section 39 of the Act mandates the Police Service Board prepare and adopt a strategic plan for the provision of community-based crime prevention initiatives, community patrol and criminal investigation services.

The landscape of policing in Canada has changed significantly over the past decade and will continue to evolve. To meet community safety needs and address current and future challenges, the Niagara Regional Police Service must realign its organizational structures to adopt more community-informed, data-driven, and evidence-based approaches. Several key drivers include:

1. **Demographic and Population Growth:** Niagara Region's population is projected to reach approximately 700,000 by 2051—a 50% increase from today. The aging population, with 32% now over 60, is more vulnerable to different types of elder abuse including physical, psychological, and financial crimes.
2. **Legislation and Government Requirements:** New legislation, such as the Community Safety and Policing Act and updated Ontario Regulations, requires additional police resources, including enhanced staffing, infrastructure, and technology upgrades.

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

3. **Socio-Economic Issues:** Economic disparities, unemployment, poverty, and social unrest have increased demand for police services. For example, rising opioid abuse, homelessness, and mental health crises often necessitate police intervention in collaboration with health and social services.
4. **Technological Advancements:** Emerging technologies, such as NG911, body-worn cameras, in-car cameras, and automated license plate readers, demand significant resource investment. Additionally, the rise of cybercrime and digital threats requires police to invest in technology and infrastructure to ensure public safety.

Despite efforts by the Niagara Regional Police, in collaboration with community partners, to maintain or reduce a Crime Severity Index (CSI) of 58.9 from 2019 to 2023, demand for police services has risen steadily. As such, it is possible to say that our efforts to reduce the CSI have been successful, but to maintain these levels we require additional resources in the face of rising demand for police services, illustrated in part by call volumes and number of violent and non-violent criminal activity. For instance, the service has handled an average of 132,973 calls annually, peaking at 139,100 in 2023—an increase of 10% from 2019's 126,082 calls. The growing volume of calls includes time-intensive types such as mental health-related incidents, domestic violence, and armed barricaded persons, which often require substantial officer and supervisor involvement.

The Service is facing several challenges, including a growing demand for services. Calls for Service (CFS) are projected to increase by an average of 2.20% annually in volume, with the complexity of these calls also rising. In 2023 alone, the Service responded to an average of 381 CFS per day, or approximately 16 CFS per hour, meaning a new call was received every 3.75 minutes. With a median response time of 75.03 minutes per call (from first dispatch to first clear), and many calls requiring more than one officer or specialized units, the demand for additional resources places significant pressure on the Service. For instance, Mental Health-related CFS in 2023 totaled 6,797, consuming around 62,352 hours, which is equivalent to the workload of 28.5 full-time patrol officers.

To address these growing challenges, the Service recently conducted two staffing studies to assess the demand for service and shift coverage needs, to offer a strategic, organization-wide perspective by accounting for overall staffing demands, including special assignments and training. The studies revealed the need for a recruitment plan, hiring at least 28 officers in addition to their supervisors for a total of 33 in the short term.

The identified program change benefits include:

1. **Increased capacity to handle growing calls:** Hiring frontline officers annually over the next three years will ensure the Service can meet the projected 2.20% annual increase in Calls for Service (CFS). This recruitment plan ensures that we can keep pace with rising call volumes and the increasing complexity of incidents.
2. **Better resource management:** Closing the gap between authorized and actual officer numbers will allow us to manage resources more effectively. By addressing staffing shortfalls, the service will improve oversight, enhance district-level supervision, and ensure that all areas are adequately covered.
3. **More efficient resource deployment:** The Service will build capacity to make better use of data-driven strategies, and will allocate officers more effectively, ensuring that high-priority calls receive the necessary attention. A structured approach to policing will lead to more efficient staffing, better resource deployment, and improved service delivery.

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

4. **Improved response times and workload balance:** Strengthening community policing and redistributing patrol areas will reduce response times and ensure that workloads are balanced across districts. This will likely result in more effective policing and stronger connections between the Service and the community.

The risks identified with not approving the program change include:

Compliance/Regulation: The new Act mandates Ontario police services to provide adequate and effective policing, which includes:

1. Crime prevention
2. Law enforcement
3. Maintaining public peace
4. Emergency response
5. Assistance to victims of crime
6. Any other prescribed policing functions

There is a significant risk of non-compliance with the Act if the Service does not maintain adequate staffing levels, particularly among patrol officers. A shortage of officers could lead to increased response times and a backlog of unaddressed calls, undermining the effectiveness of crime prevention, community patrol, and emergency response. Additionally, failure to meet these legislative requirements could expose the Service to legal and regulatory penalties, negatively impacting the ability to implement community-based crime prevention initiatives, emergency preparedness, community safety and well-being plans, and other critical policing functions.

Officer & Member Safety: Insufficient numbers of patrol officers can compromise the safety of officers and other members of the Service by increasing the likelihood of officers responding to calls alone or without adequate backup. This can lead to heightened risks during high-stress or dangerous situations, increasing the potential for injuries or fatalities. A shortage of officers also forces existing staff to work extended shifts and respond to more calls, which can result in fatigue, impaired judgment, and slower response times, all of which jeopardize officer safety.

Member Wellness: Limited resources and an excessive number of calls for service can lead to increased stress, burnout, and low morale among officers. Evidence suggests that a high volume of calls is one of the primary factors contributing to officer burnout. Chronic stress and burnout not only affect the mental and physical health of officers but also impair their ability to perform their duties effectively, which can have cascading effects on overall police service performance and community safety. Long-term effects could include higher rates of absenteeism, turnover, and decreased job satisfaction, further exacerbating staffing challenges.

Service Reputation: Failing to provide effective policing due to insufficient patrol officers can severely damage the Services's reputation. Inadequate response times, unresolved calls, and an inability to fulfill public safety commitments can lead to an increase in public complaints and a perception of ineffective policing. This negative perception can erode community trust, reduce public cooperation, and result in lower community engagement in crime prevention initiatives. Over time, a tarnished reputation could make it more difficult to recruit new officers, secure funding, and maintain positive community relations, further impacting the Service's ability to serve the public effectively.

Demand for Service: The Service faces a significant risk if it cannot adequately meet the demand for service due to insufficient staffing levels, particularly among patrol officers. The Service has

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

witnessed a sustained increase in the demand for services in the last few years; this increase in volume has also been accompanied with an increase in the complexity of CFS (e.g., mental health, domestic violence, civil protest, barricades, etc.). High call volumes and inadequate personnel can lead to delays in response times, an increase in the backlog of unaddressed calls, and a reduced ability to proactively address community concerns. This will invariably have a snowball effect and could eventually result in increased crime rates, public dissatisfaction, and a perception that the Service is unable to maintain order and safety effectively. Furthermore, unmet service demands may strain existing resources, causing officers to be overextended and reducing their effectiveness in emergency situations.

Operational Efficiencies: Insufficient staffing levels can decrease operational efficiencies within the Service. When there are not enough officers to handle the volume of calls and perform necessary duties, resources are stretched thin, leading to inefficient use of time and personnel. This inefficiency can result in longer response times, less time for proactive policing and community engagement, and increased overtime costs.

Financial Benefit: Failure to maintain adequate patrol officer staffing levels could result in significant financial consequences for the Service. Overextended officers and increased call volumes may lead to higher overtime costs and increased expenditures on stress-related medical leave (i.e., sick time and chronic time, short term and long-term disabilities), workers' compensation claims, and turnover-related recruitment and training expenses. Additionally, a lack of proactive policing could lead to higher crime rates, which may require more intensive and costly interventions in the long term. Not meeting legislative requirements under the Act could also result in fines or other financial penalties. Conversely, investing in appropriate staffing levels can prevent these costs and optimize the Service's budget allocation by reducing the need for overtime and minimizing burnout-related expenses.

Community Safety and Wellbeing Plan: Inadequate staffing levels pose a risk to the successful implementation of the Community Safety and Wellbeing Plan ([Community Safety and Well-Being Plans - Publication and Review, O Reg 414/23](#)). A shortage of patrol officers and other key personnel can limit the Services's ability to engage in proactive community initiatives, collaborate with partner organizations, and participate in preventative measures. This shortfall may hinder the effectiveness of programs designed to address social issues such as mental health, addiction, and homelessness, which are integral to the plan's objectives. Failing to effectively implement the plan can result in missed opportunities to prevent crime, reduce victimization, and enhance overall community well-being, ultimately diminishing public trust and support for the Service.

Improving Community Relations: A lack of sufficient patrol officers can negatively impact community relations by reducing the Service's ability to engage meaningfully with residents and community groups ([CSPA, Section 39](#)). Without adequate staffing, officers may have less time for foot patrols, attending community events, and participating in neighborhood meetings, which are crucial for building trust and understanding. This lack of engagement can lead to a disconnect between the police and the community, increasing the risk of misunderstandings, dissatisfaction, and a lack of cooperation in community-safety initiatives. Poor community relations can also result in fewer crime tips and lower overall public confidence in the police, making it more challenging to address crime and safety issues collaboratively.

Proactive Policing: Insufficient officer numbers can severely limit the NRPS's ability to engage in proactive policing. When resources are stretched, officers are often diverted to immediate response calls, leaving little time for activities such as targeted patrols, crime prevention initiatives, and

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

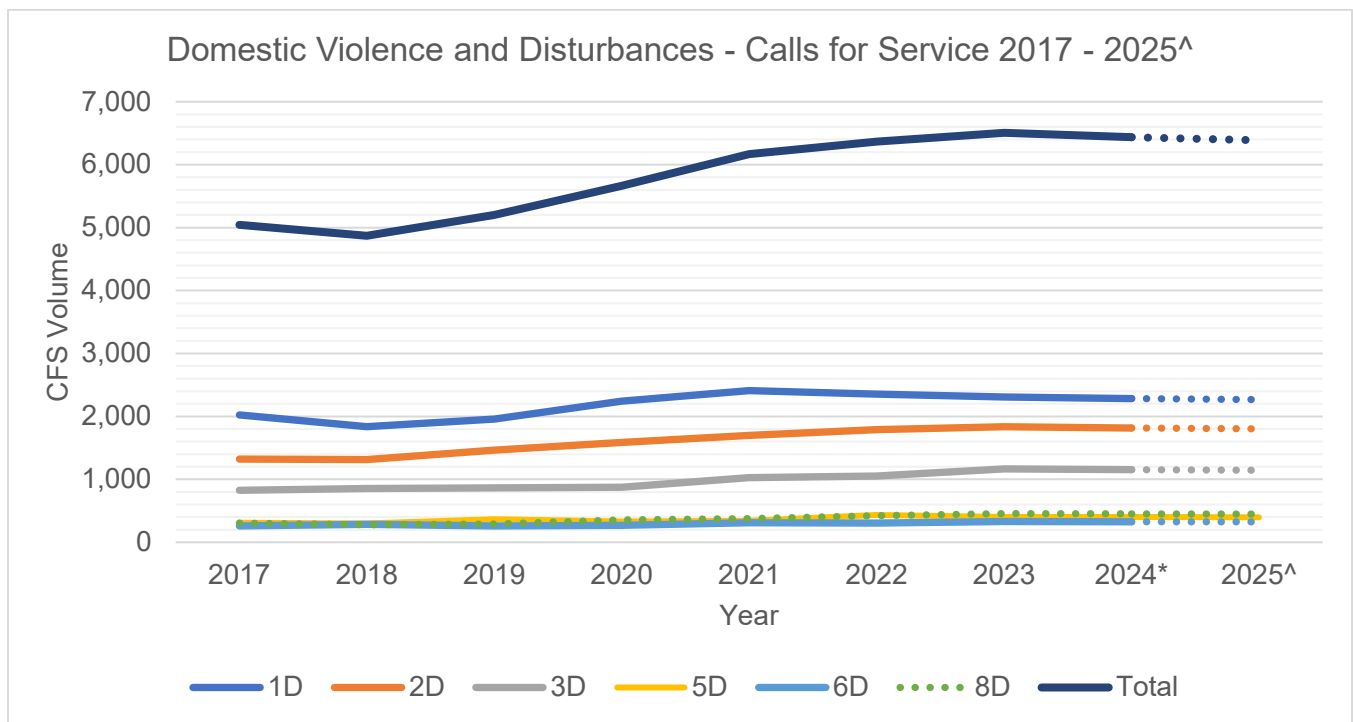
community outreach. This reactive approach can lead to an increase in crime rates, as potential offenders may perceive a lack of police presence and oversight. The inability to focus on proactive measures also reduces opportunities to gather intelligence, identify emerging crime trends, and implement strategies to prevent crime, making the community more vulnerable to criminal activities.

Service Delivery/ Operational Impact

Budget Impact	28 PC	4 Sergeants	1 S/Sgt	Total
Salary	\$3,387,236.00	\$566,111.00	156,822.00	\$4,110,169.00
Benefits	958,538.00	160,201.00	44,378.00	1,163,117.00
Other	35,000.00	5,000.00	1,250.00	41,250.00
Total	\$4,380,774.00	\$731,312.00	\$202,450.00	\$5,314,536.00

Additional Performance Metrics:

Figure 1 – Domestic Violence and Disturbances – Calls for Service 2017 – 2025



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Figure 2 – Mental Health Related Calls for Service 2023 – 2025

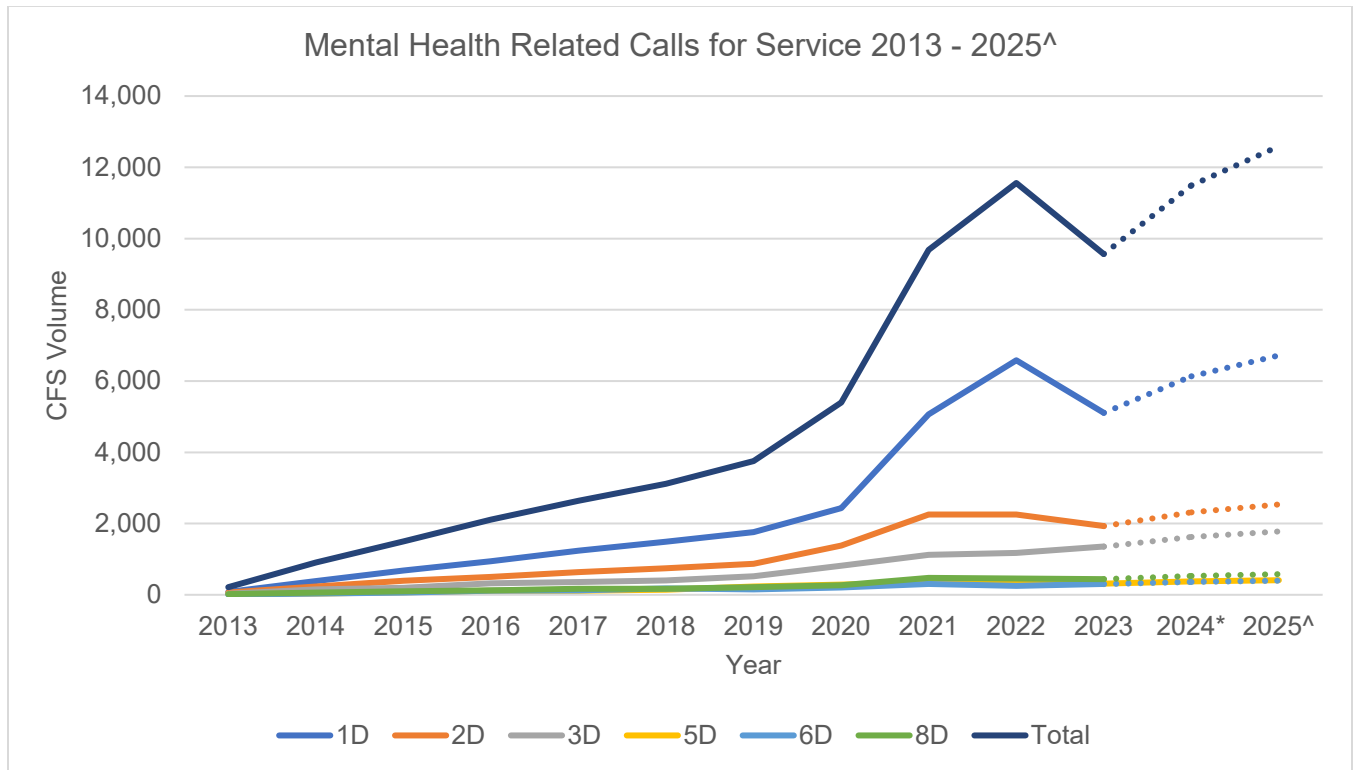
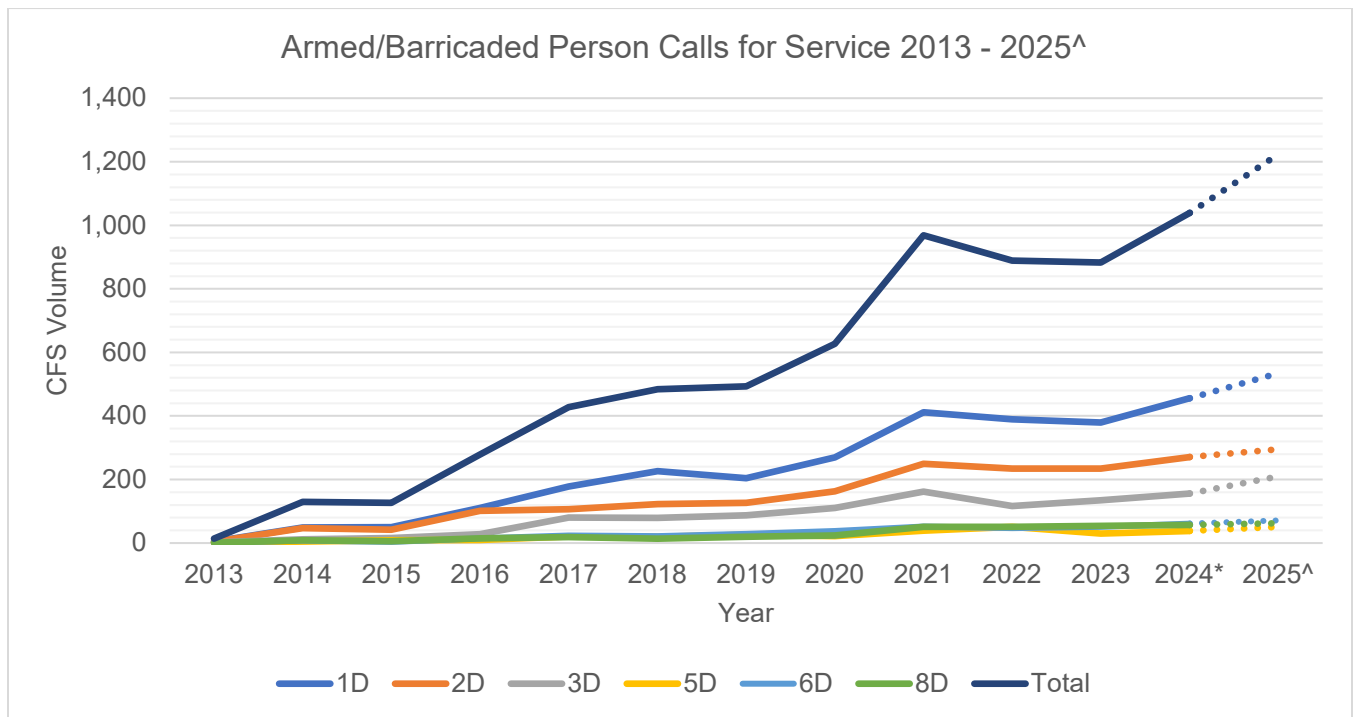


Figure 3 – Armed/Barricaded Person Calls for Service 2013 – 2025

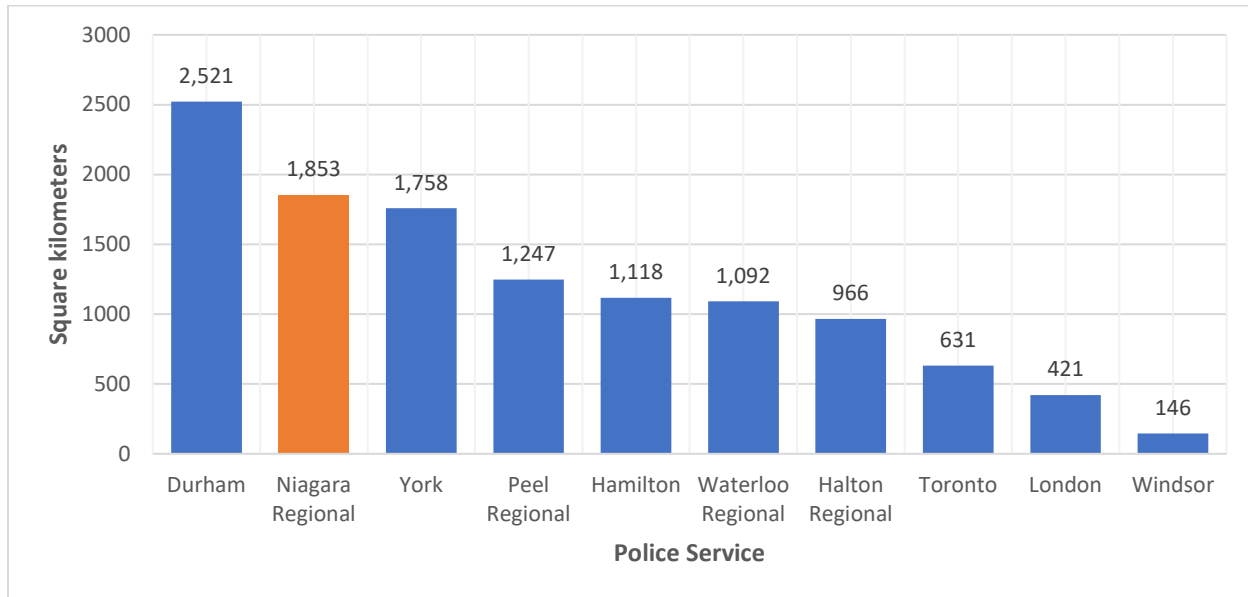


Notes: ^*2024 and 2025 are projections using 95% confidence intervals

Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

NRPS has experienced a higher demand for service (i.e., volume of Calls for Service) in the last few years. For example, in 2023, NRPS responded to 6,797 Mental Health-related CFS, consuming approximately 62,352 hours—equivalent to 28.5 full-time patrol officers.

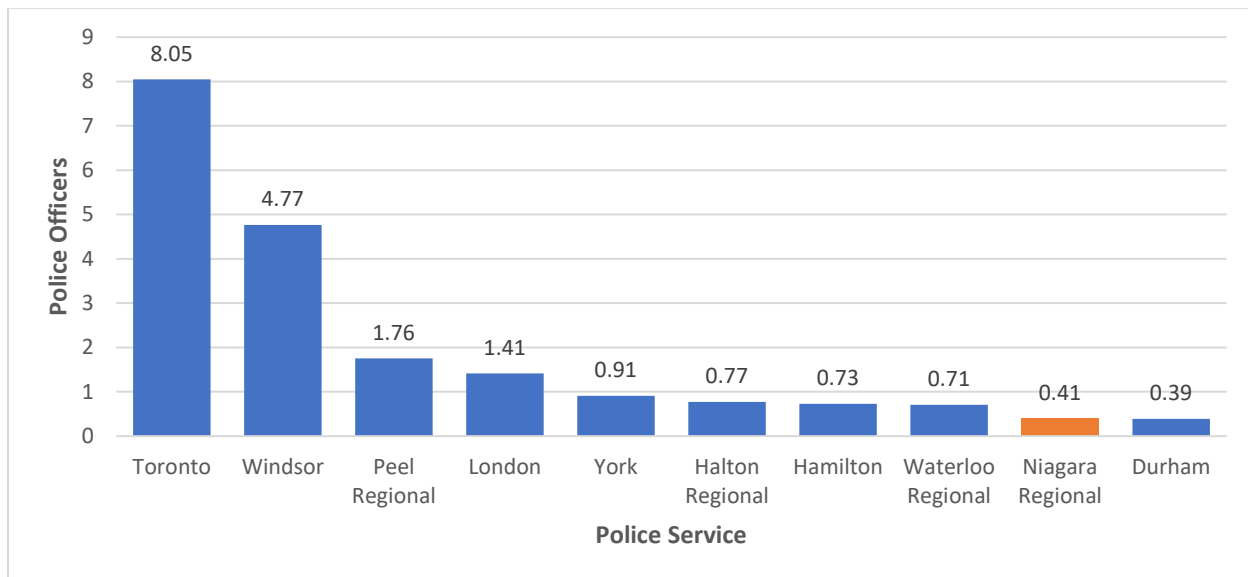
Figure 4. Area covered by police services in square kilometers



Sources:

- 1) Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.
- 2) Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Figure 5. Police officers per square kilometers in 2023



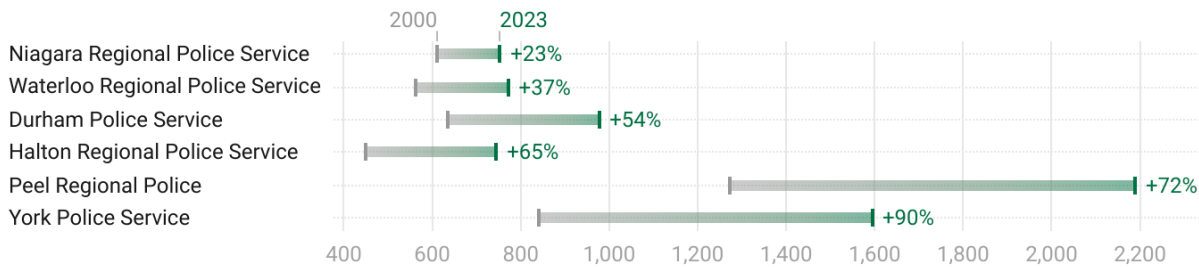
Notes:

Sources: 1) Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.

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2) Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

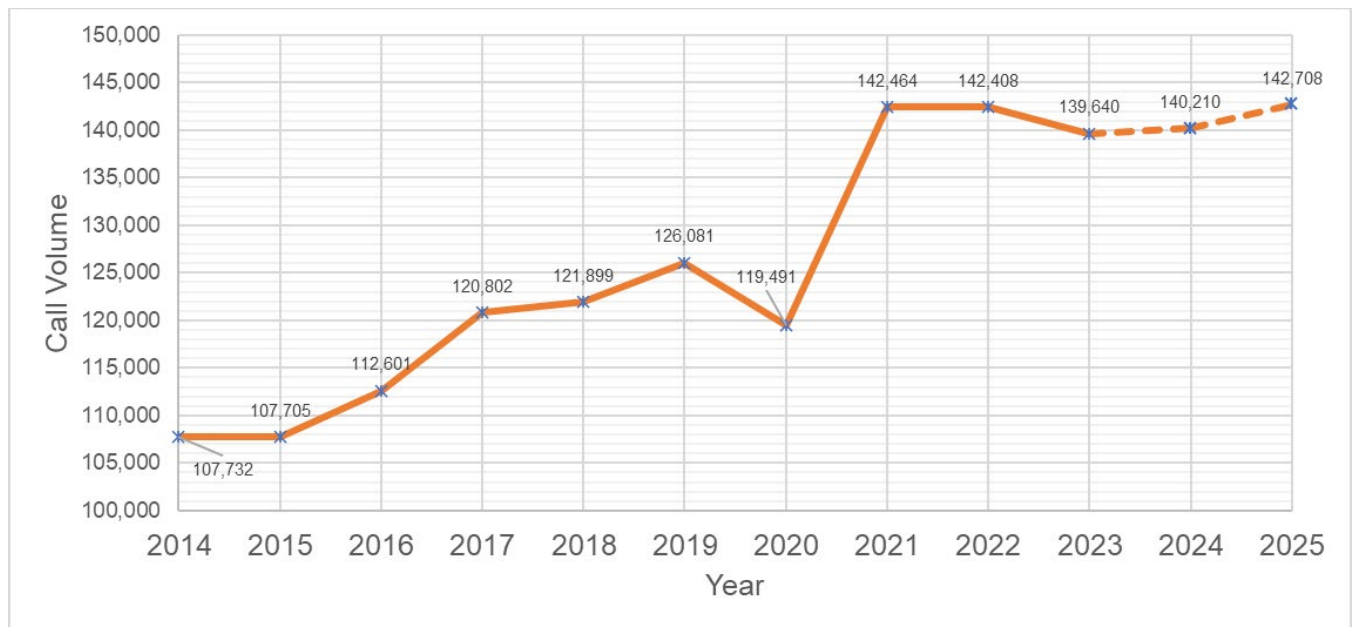
Figure 6. Total number of police officers 2000-2023*



Notes:

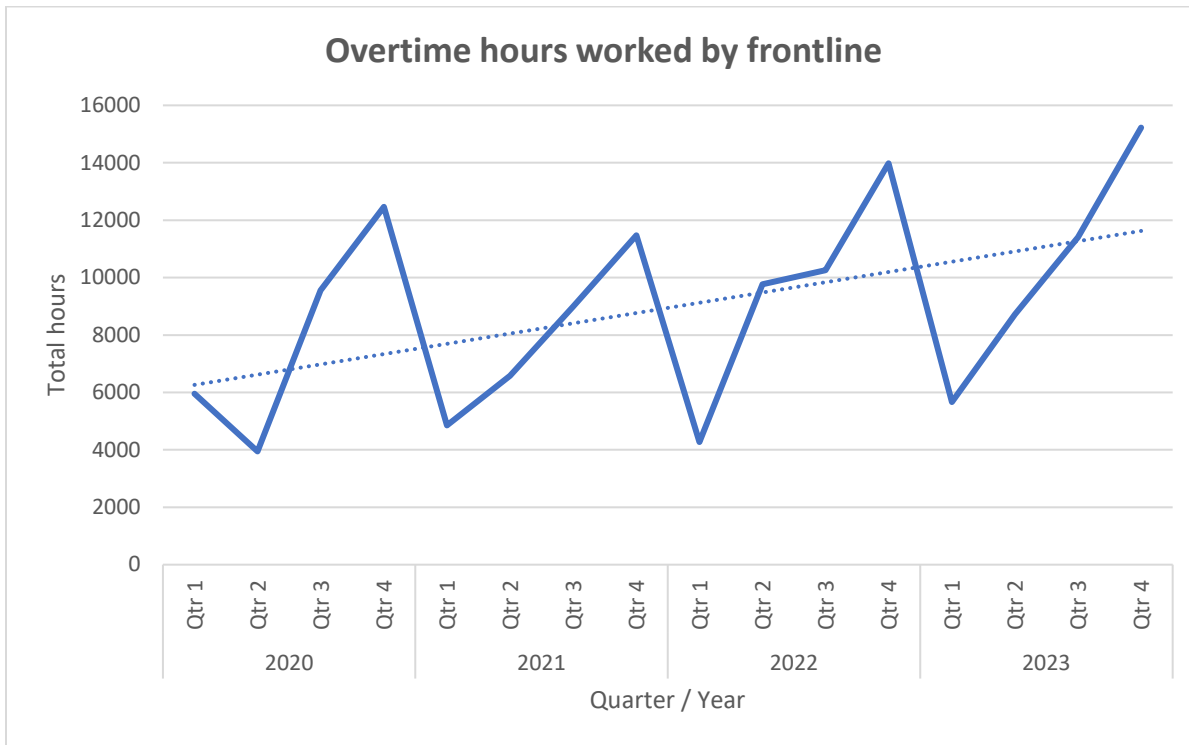
- 1) Locations are sorted by the difference in change (%) between 2000 and 2023. For the case of NRPS the change was 23% (†) in this period.
- 2) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Figure 7. Forecast trend of calls for service (2014 - 2025)



Appendix 3 (1) – 2025 Preliminary Operating Budget Program Changes

Figure 8. Overtime by Patrol Officers 2020-2023



Appendix 3 (2) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Canine Unit Expansion

Summary of Request including Authorized Strength Impact:

Increase by 2 Constables

Business Rationale:

The NRPS Canine Unit was formed in 1988 with the addition of 1 dog, expanding to 7 Constables and 1 Sergeant. In the early 2000's it was reduced to 6 Constables due to budget demands, where the authorized strength remains today. Currently all 6 dogs are trained in general patrol and suspect apprehension, 3 are presently cross trained in narcotics detection, 2 dogs are cross trained in explosives detection, and 1 dog cross is trained in firearms detection. Police service dogs have many responsibilities with expertise including tracking, agility, article search, building search, open search, chase and apprehension, handler protection. It should be noted that the sergeant also has a dog trained in general patrol and suspect apprehension and is further cross trained in firearms detection. While the Sergeant on occasion does assist on calls for service, they are generally occupied with various administrative matters of which includes ongoing training.

The Canine Unit operates as support to the frontline as well as tactical units. The Unit is called to support the frontline on a variety of calls, including high-risk incidents where they are required to track a subject or missing or vulnerable persons in crisis. Two police service dogs are required to assist at every tactical call, they are utilized to provide containment and to assist our Emergency Task Unit. As a result of the size of the Unit, handlers are required to be on call 24 hours per day, 7 days per week. They operate a modified shift schedule to provide as much coverage as possible, however often have gaps when a Canine Unit is not available for immediate deployment.

In 2023 the Unit responded to 1,873 calls for service (requests from uniform patrol to have canine support). An additional 25 calls were received and were not able to be responded to due to a lack of available resources. This is consistent with 2022 where 30 calls for service were not able to be attended. In addition, there are numerous occurrences where calls for service were not placed by the frontline as it was known that a member of the Canine Unit was not available, however their participation would have greatly assisted in supporting the call. Members of the Canine Unit are highly specialized and required to complete an intensive 15-week training course where the handler and dog learn as a team. As a result, there is no opportunity to re-deploy from other units to provide additional coverage because a mutual assistance agreement with other police services is not possible in the regular course of operations requiring canine support. Only call backs and overtime within the 6 Constables in the unit can be used to cover high risk calls during periods of no scheduled coverage as well as to cover all annual leave entitlements, training requirements, court appearances and all events that will take a unit off the road. In 2023 the Unit incurred 358 hours of overtime, which is currently on track to double for 2024 with 521 hours already incurred to September.

Appendix 3 (2) – 2025 Preliminary Operating Budget Program Changes

With the increase in calls for service, missing persons, and violent crimes occurring within the Region, the Canine Unit is proposing to move towards 24/7 coverage with an addition of two Constables and Police Service Dogs to the unit. This increase will allow the Unit to operate on the standard frontline platoon schedule and provide that increased coverage with two Constables schedule to work at all hours of the day. This will allow for improved response times with north and south coverage available for the majority of shifts, while also providing coverage for lunch and breaks, leave entitlements, training requirements, court appearances and sick time, reducing the reliance on overtime.

An additional benefit of the proposed change would be a vast improvement in member wellness due to the switch from the modified shift schedule to the standard platoon schedule. The current modified schedule is inconsistent, requires members to be regularly on call, and often requires last minute changes or extended periods of modification, including four consecutive night shifts for months at a time recently required to accommodate for the extensive training periods for new members. This not only affects their work-life balance but can affect the handler’s mental health and ability to make effective decisions during high-risk calls.

This is phase 1 of a multi-step plan to modernize the Canine Unit. Phase 1 will allow the unit to meet minimum service standards and increase coverage to an acceptable level. Phase 2 will further increase the unit’s capacity and ability to response to call for service and improve service delivery to residents and visitors of the Region. Phase 2 is currently planned for 2026 pending budget submissions and approvals.

The identified program change benefits include:

- Improved coverage periods to 24/7 resource availability
- Reduced dependency on callbacks and overtime
- Ability to respond to all calls for service when canine support is requested, including time sensitive searches for suspects and vulnerable persons in crisis.

The risks identified with not approving the program change include:

- Continued inability to respond to calls for service
- Slower response times to critical incidents/violent incidents when call back is required
- Risk to public safety if searches cannot be initiated and completed in a timely manner
- Continued mental health impacts, fatigue, and potential liability for Canine Handlers

Budget Impact:	
Account Description	Amount
Salary	\$235,132.00
Benefits	71,467.00
Other	16,056.00
Total – Annual Impact	\$322,655.00

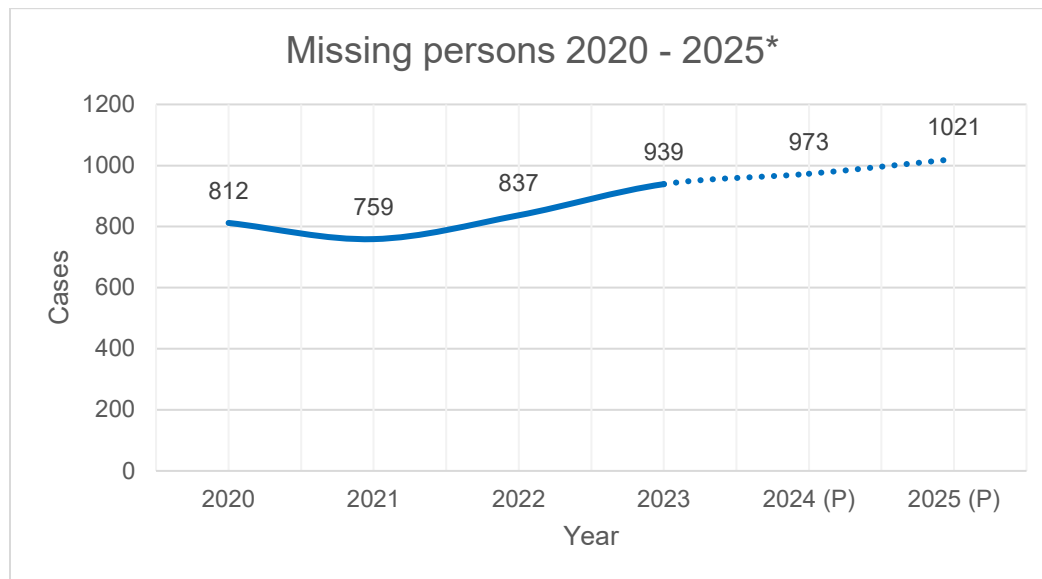
Additional Performance Metrics:

As an example, missing persons is just one type of incidents that the Canine Unit provide support to, and the chart below illustrates the volume of missing person reports recorded in the

Appendix 3 (2) – 2025 Preliminary Operating Budget Program Changes

NRPS Records Management System, including a total of 4,128 cases from 2020 to 2024 YTD. Notably, between 2020 and 2023, there has been an average 5% annual increase in these incidents, a trend expected to continue in 2024 and 2025. The Canine Unit plays a critical role in supporting missing person cases, particularly those involving vulnerable groups such as youth, missing children, older adults, and individuals living with neurocognitive conditions like autism and other mental health challenges. This specialized assistance improves search efficiency, increases the likelihood of safe recoveries, and provides valuable support to both families and the community during high-stress situations.

Figure 1: Missing Persons Calls for Service from 2020 to 2025



Note: Values for 2024 and 2025 are projected based on past and current trends. Missing persons is just one case of incidents that the Canine Unit provides support to.

Table 1: Canine Unit composition at comparator police services

Comparator Service	Unit Composition
Peel Regional Police	1 Sergeant, 14 Handlers (Including 2 Trainers)
York Regional Police	1 Staff Sergeant, 1 Sergeant, 2 Trainers, 9 Handlers*
Durham Regional Police	1 Sergeant, 8 Constables
Halton Regional Police	1 Sergeant, 6 Constables
London Police Service	1 Sergeant, 6 Constables
Niagara Police Service	1 Sergeant, 6 Constables
Waterloo Police Service	1 Sergeant, 4 Constables
Hamilton Police Service	1 Sergeant, 4 Constables

* Planned increase to 12 handlers

Appendix 3 (3) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Human Resources Talent Acquisition Specialist

Summary of Request including Authorized Strength Impact:

Increase by 1 Civilian

Business Rationale:

Within the Human Resources Unit, there is currently one position responsible for the coordination and administration of all permanent and temporary civilian staffing, career development, orientation, succession planning, as well as civilian and sworn performance management programs within the entire Service. This position is supported by one staffing clerk. From 2021, the number of internal and external job postings has almost double with 68 internal postings in 2023 compared to 37 in 2021, as well as 21 external postings compared to 10 in 2021. As a result of these postings alone, this position spends approximately 85% of their time in interviews and panel reviews, leaving little to no capacity for any other job responsibilities including testing, communication, schedules, checking references, etc.

The demand for temporary positions in the communications pool and administrative pool has increased sharply due to extended pregnancy/parental leaves, sick absence, and workplace accommodation. Another factor requiring the need for continual hiring is that most internal civilian job postings are filled by individuals in the temporary employee pools. In addition, Temporary Emergency Communicators have a training failure rate of approximately 35% due to the inherent pressures and nature of the position, which adds further demands for continuous recruitment. Recruitment of temporary civilian Special Constables was transitioned to the Recruiting Unit, which is increasing pressures in the unit, already at capacity with uniform constable recruitment.

The current proposal will add one civilian Talent Acquisition Specialist, reporting to the Talent Acquisition and Development Coordinator, which will be responsible for the continual recruitment of Temporary Staff (Emergency Call Takers, Special Constables, and administrative pool), with the Coordinator maintaining the internal posting process, as well as providing more time to focus on program development and review, as well as assisting with uniform constable recruitment.

This position is being requested in line with the recommendations received from an external consulting study conducted on the Human Resources unit by Deloitte in 2022. The study identified capacity issues and recommended additional staffing required to effectively respond to these issues.

Appendix 3 (3) – 2025 Preliminary Operating Budget Program Changes

The current staffing climate has seen a decrease in applicant pools for both uniform and civilian postings. This requires additional time, effort, advertising, and outreach, which the Service is unable to achieve given the existing staff model. As a result, the Human Resources and Recruiting Units have recently undergone a restructuring. With a Manager of Talent Acquisition implemented in 2024 through the repurpose of a recruiting unit position, the recruiting strategies for all talent acquisition will be reviewed and additional proactive approaches will be required to continue to attract, select and develop skilled employees in all areas of the Service. In order to ensure the restructuring is successful, the capacity to develop and implement programs these programs must exist, and this position is required in order to facilitate this change.

The identified program change benefits include:

- Ability to maintain continuous hiring of civilian applicants and provide appropriate support to temporary employees.
- Provide support and assistance to uniform constable recruitment and community events including job fairs.
- Provide support for Coordinator and Manager to ensure strategic initiatives, outreach, and program development can be successfully implemented.

The risks identified with not approving the program change include:

- The Human Resources Unit will struggle to meet the needs of the Service, resulting in positions going unfilled, excessive workloads placed on existing staff, complaints from the associations representing members regarding the usage of temporary members, and grievances regarding same.
- Difficulty providing adequate supervision and regular updates on the status of temporary members' including performance reviews, training, and assignment.
- Over the past 2 years there have been more than 35 job fairs and 5 community events which Human Resources has been unable to attend due to capacity issues, adversely impacting the ability to attract viable candidates for temporary and permanent positions. This will continue if additional resources are not added.

Budget Impact:	
Account Description	Amount
Salary	\$89,320.00
Benefits	29,579.00
Other	-
Total – Annual Impact	\$118,899.00

Appendix 3 (3) – 2025 Preliminary Operating Budget Program Changes

Additional Performance Metrics:

The Service continues to experience reduced application rates, high eligible retirements and forecasted attrition rates. The charts on the following pages illustrate internal performance metrics, including the number of temporary civilian and uniform applications received, which demonstrate a continued reduction in applicants. A decrease in applicants contributes to increased pressures caused by eligible and forecasted retirements in the upcoming years.

Table 1: Temporary civilian applications received from 2022 to 2024 (YTD August).

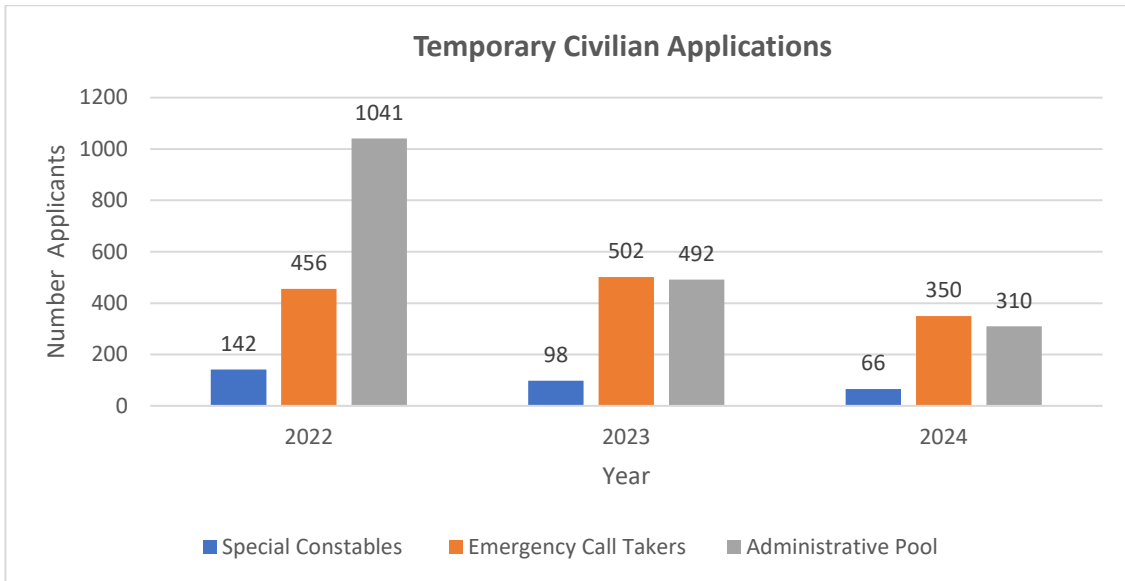


Table 2: Uniform constable applications received from 2010 to 2023



Appendix 3 (3) – 2025 Preliminary Operating Budget Program Changes

Table 3: Uniform and civilian eligible retirements

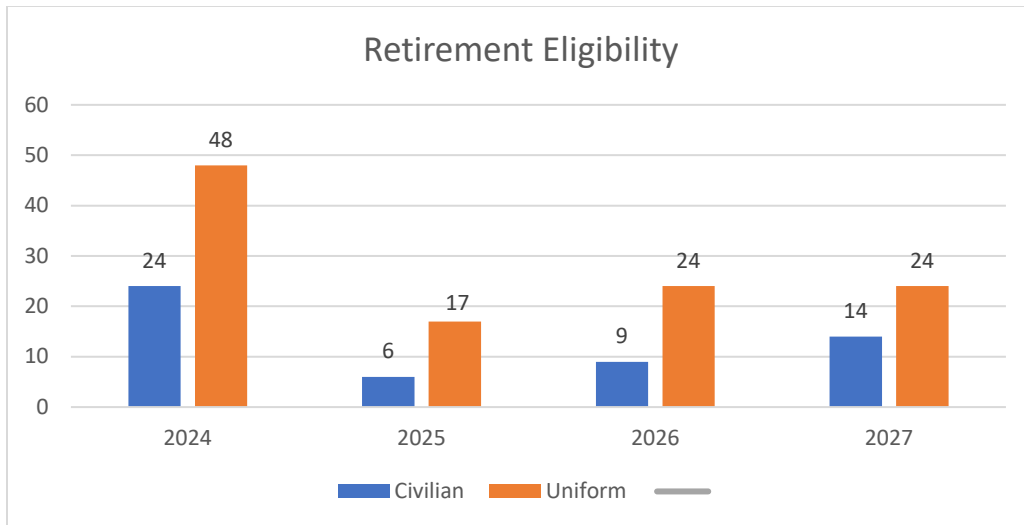
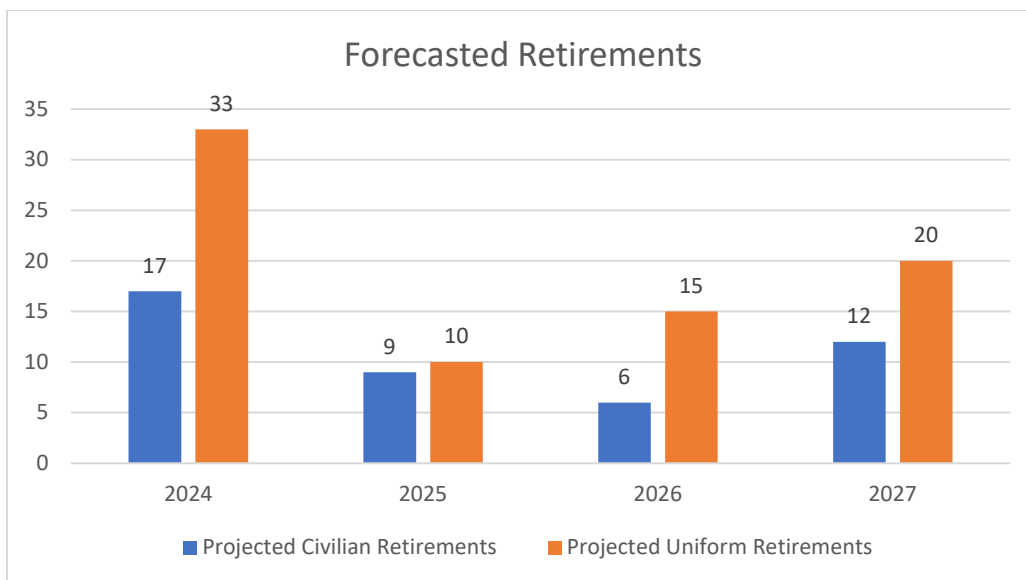


Table 4: Forecasted Retirements 2024 to 2027



Appendix 3 (4) – 2025 Preliminary Operating Budget Program Changes

Program Name:

Corporate Communications Specialist

Summary of Request including Authorized Strength Impact:

Increase by 1 Civilian

Business Rationale:

The internet and social media have drastically changed the way that the Service communicates and interacts with members of the public. With the desire for immediate information, organizations are creating their digital footprint to aid in engaging the rapidly growing online community. With a growing reliance on timely, accurate, and accountable information disseminated to the community to support public safety, awareness and engagement, the role of the Corporate Communications Unit (CCU) has continued to evolve. The current staffing model for the CCU, which consists of four positions to oversee the day-to-day emergent communications needs of the Service in addition to strategic and internal communication, is no longer effective or meeting the needs of the Service.

The current proposal is for a civilian Corporate Communications Specialist. This position will be responsible for the development of communications and promotion materials including proactive media releases as well as bulletins, posters, fact sheets, advertisements and presentations, generating campaigns and evaluated the impact of targeted information on internal and external audiences, support the execution of internal and external special events and projects related to corporate and departmental communication initiatives, manage social initiatives as part of larger overall strategies and project campaigns, support all units with managing social media outreach, promotional material and presentations as needed.

The current proposal is for a civilian Corporate Communications Specialist. This position will be responsible for:

- the development of communications and promotion materials including proactive media releases as well as bulletins, posters, fact sheets, advertisements, and presentations,
- generating campaigns and evaluating the impact of targeted information on internal and external audiences,
- supporting the execution of internal and external special events and projects related to corporate and departmental communication initiatives,
- managing social initiatives, such as crime prevention awareness, as part of larger overall strategies and project campaigns,
- and supporting all units with managing social media outreach, promotional material and presentations as needed.

This position will also be responsible for acting for the Corporate Communications Manager during periods of leave and absence. The Corporate Communications Manager serves as a key advisor to the Chief, Executive Leadership, and Senior Leadership teams on all strategic and operational matters related to communications, branding, media, and public relations. This position is currently a single point of failure with no replacement options. This has led to an unsustainable workload as

Appendix 3 (4) – 2025 Preliminary Operating Budget Program Changes

well as the inability to take eligible leave time, with the Manager only able to take 27% of their annual leave as of the date of this report, over 80% of the way through the calendar year.

Additionally, the Service has completed an external review of Corporate Communications Unit models at comparator police services to look for efficiencies and best practice models. It has been determined that the Service CCU with an authorized strength of 4 has fallen behind its comparators as demonstrated in table 1.

The proposed change to the Corporate Communications Unit aligns with the Niagara Regional Police Service 2022-2025 Strategic Plan, while supporting the future direction and scope of the Unit. This proposed change enhances Community Engagement & Collaboration as it identifies the commitment to fostering transparency and enhancing public understanding of police services, specifically through media engagement.

The identified program change benefits include:

- Improved community engagement through proactive media releases, campaigns, and events.
- Ability to meet internal demands of the Service and assist with items such as training and presentation materials, fact sheets, and bulletins.
- Providing necessary support to the Corporate Communications Manager allowing for coverage during periods of leave and absence.

The risks identified with not approving the program change benefits:

- The increase of violent incidents in the Region in addition to an increase in investigative activity, and day to day emergent media relations requirements are consuming the majority of the focus of the Unit, limiting the ability to engage in strategic, proactive community engagement and public safety initiatives. If the program change is not approved the Service will continue to fall behind in proactive policing initiatives and outreach.
- The unit currently has single points of failure, one of which is the position of Corporate Communications Manager, where if this individual is not available the Service will be unable to provide timely information to the public. This has led to unsustainable workload demands and the inability to take necessary leave entitlements which will remain if not rectified.

Budget Impact:	
Account Description	Amount
Salary	\$89,319.00
Benefits	29,578.00
Other	600.00
Total – Annual Impact	\$119,497.00

Additional Performance Metrics:

Appendix 3 (4) – 2025 Preliminary Operating Budget Program Changes

Table 1: Corporate Communications Unit composition at comparator police services

Comparator Service	Unit Authorized Strength
Peel Regional Police	27 Members
York Regional Police	14 Members
Durham Regional Police	9 Members
Waterloo Police Service	9 Members
Halton Regional Police	7 Members *
Niagara Police Service	4 Members

* Requested increase in the 2025 budget cycle

Appendix 3 (5) – 2025 Preliminary Operating Budget Program Changes

Program Name:

Social Media/Visual Content Creator

Summary of Request including Authorized Strength Impact:

Increase by 1 Civilian

Business Rationale:

The internet and social media have drastically changed the way that the Service communicates and interacts with members of the public. With the desire for immediate information, organizations are creating their digital footprint to aid in engaging the rapidly growing online community. With a growing appreciation and reliance on brand management as well as a commitment to timely, accurate, and accountable information disseminated to the community to support public safety, awareness and engagement, the role of the Corporate Communications Unit (CCU) has continued to evolve. The current staffing model for the CCU, which consists of four positions to oversee the day-to-day emergent communications needs of the Service in addition to strategic and internal communication, is no longer effective or meeting the needs of the Service.

The current proposal is for a civilian Social Media/Visual Content Creator. This position will work alongside the current Corporate Communications Technician and will be responsible for:

- creating graphics and print design
- creating digital artwork for websites
- producing video and photography content as deemed necessary
- website management
- generating and maintaining content for NRPTV (internal information bulletin)
- generating and maintaining content for external signs
- developing and managing scheduling of all social media posts
- assisting other units as required with graphic design and printed collateral design
- working with members of the CCU to coordinate content strategy recommendations on NRPS social media platforms as well as leave the implementation of emerging social media opportunities.

This position will also be responsible for providing coverage for the Corporate Communications Technician during periods of leave and absence. This position is responsible for assisting in executing comprehensive and effective communication strategies and initiatives for the Niagara Regional Police Service. They support the CCU in carrying out the strategic priorities by using traditional and social media tools to enhance and promote the image of the NRPS. They support the good work of the NRPS and its members by executing communication and marketing campaigns that serve to strengthen community and member engagement while promoting the NRPS brand. This position is currently a single point of failure with no replacement options.

The proposed change to the Corporate Communications Units aligns with the Niagara Regional Police Service 2022-2025 Strategic Plan, while supporting the future direction and scope of the

Appendix 3 (5) – 2025 Preliminary Operating Budget Program Changes

Unit. This proposed change enhances Community Engagement & Collaboration as it identifies the commitment to fostering transparency and enhancing public understanding of police services, specifically through media engagement. The program change further enhances Continuous Improvement & Organizational Continuity, as it demonstrates a commitment to enhancing internal and external communication.

The identified program change benefits include:

- Ability to meet internal and external demands for immediate information and assist with the dissemination of critical information to the public.
- Ability to engage in proactive social media campaigns to provide relevant information to the public especially as it relates to crime prevention techniques.
- Ability to provide continual coverage for internal graphic design and content, as well as external content on the Service website, training materials, and social media platforms.

The risks identified with not approving the program change benefits:

- The increase of violent incidents in the Region in addition to an increase in investigative activity, day to day emergent media relations requirements are taking the majority of the focus of the Unit, limiting the ability to engage in strategic, proactive community engagement and public safety initiatives. If the program change is not approved the Service will continue to fall behind in proactive policing initiatives and outreach.
- The unit currently has single points of failure, one of which being the Corporate Communications Technician, where if this individual is not available the Service will be unable to produce presentations, campaigns, training materials, etc. Delays in completing this work can lead to missed deadlines and delays in providing information to the public.

Budget Impact:	
Account Description	Amount
Salary	\$85,102.00
Benefits	28,767.00
Other	600.00
Total – Annual Impact	\$114,469.00

Additional Performance Metrics:

Table 1: Corporate Communications Unit composition at comparator police services

Comparator Service	Unit Authorized Strength
Peel Regional Police	27 Members
York Regional Police	14 Members
Durham Regional Police	9 Members
Waterloo Police Service	9 Members
Halton Regional Police	7 Members *
Niagara Police Service	4 Members

* Requested increase in the 2025 budget cycle

Appendix 3 (6) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Equipment Support Technician

Summary of Request including Authorized Strength Impact:

Increase by 1 Civilian

Business Rationale:

The Equipment Support Technician position, established in 2002, has played a vital role in supporting Service-wide hardware deployment. Since this time the Service has experienced remarkable growth and diversity with the types of hardware utilized, while maintaining 1 technician with no increases over the past 22 years. As the ever-increasing technological landscape continues to emerge, with the latest pressure being the rollout of the connected officer program, the demand placed on the current single technician is unsustainable.

With this significant growth, Technology Services (TS) has been committed to efficiently managing the demands placed on the position. Although the number of equipment technicians has not increased, TS has utilized strategies such as employing temporary staff and leveraging the expertise of Service Desk Professionals to meet the high workload demands. These adaptive measures have allowed the Service to maintain continuity in providing break/fix service requests at best efforts while attempting to keep hardware replacement cycles on track. This position has been proposed in previous budget cycles. However, it has been deferred while alternative models to ensure efficiency and effectiveness of the program have been explored. This has included exploring outsourcing as well as shared services with the Niagara Region. It has been determined that the capacity for shared services is not available, and outsourcing will not allow for efficiencies due to security and access requirements related to outside vendors. Currently, the only remaining available option is to expand the Equipment Support Technician role with one additional position while continuing to leverage internal efficiencies, such as cross training with the Service Desk Staff, automation where applicable and possible to meet demand requirements.

Historically, temporary personnel have been instrumental in assisting with workload. However, the Service must acknowledge the importance of a consistent and dedicated presence to maintain a proactive approach to hardware replacement, as well as the unwavering pressures being placed on the position that are not temporary in nature and have no expectations of reduction in the future. While the Service aims to replace 20% of its hardware annually, it has faced challenges over the past several years in achieving this goal. These challenges are compounded by the fact that with leave entitlements and times of absence, the one existing position is only available approximately 66% of time, with coverage required by the Service Desk Staff averaging 1,150 hours over the past 3 years. With the introduction of a full-time Equipment Support Technician, the Service expects to revitalize its hardware replacement cycle and ensure optimal technical service continuity end-user productivity. Under the existing staffing model, current wait times for simple requests can take months to complete. In addition, with the increase in mobile devices resulting from the implementation of the Connected Officer Program, officers will require equipment support with quick turn-around times to ensure productivity and efficiencies on the frontline are fully realized.

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The identified program change benefits include:

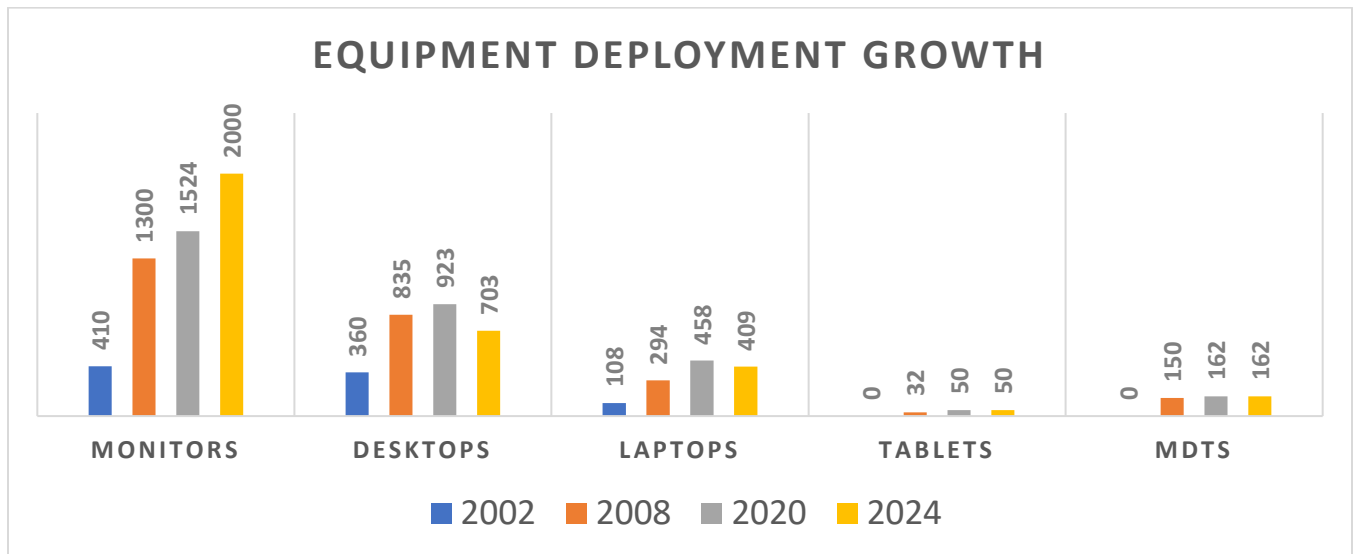
- A permanent dedicated second position will allow for the reduction of equipment wait times which can increase productivity of all areas of the Service.
- The Service will be better positioned to adapt and implement emerging technologies.
- The Connected Officer Program will be fully supported and allow frontline officers to gain efficiencies, which increases availability on the frontline.

The risks identified with not approving the program change include:

- Temporary staff and overtime will be required to keep up with the expanding IT projects being implemented which will create additional budget pressures.
- Many positions, including administrative and support services as well as frontline and public facing positions, rely heavily on technology equipment to complete their job duties. Extended times in equipment replacement will lead to lost productivity across the Service.

Budget Impact:	
Account Description	Amount
Salary	\$93,548.00
Benefits	30,396.00
Other	600.00
Total – Annual Impact	\$124,544.00

Additional Performance Metrics:



The Service has seen significant increases in all IT hardware since 2002, not included above is the additional service cell phones which are expected to increase to over 800 devices with the roll out of the connected officer program.

Appendix 3 (7) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Training Unit Expansion

Summary of Request including Authorized Strength Impact:

Increase of 5 Constables and 1 Sergeant

Business Rationale:

On April 1, 2024, the Community Safety and Policing Act (CSPA) came into force, bringing about significant changes to mandated training, inclusive of Immediate Rapid Deployment, (C8) Patrol Carbine, Mental Health Crisis Response, Incident Command and Incident Management System, Special Constable training, and other less impactful changes to existing training by prescribing new standards of compliance. These changes require the Service to deliver initial training within a prescribed timeline from the transition date (April 1, 2024), and to develop a sustainable training model for the foreseeable future that includes annual refresher training and initial development training for sworn members.

Since at least 2002, the Training Unit's strength has remained at 10 Constables, 1 Sergeant, and 1 Staff Sergeant. In 2024, the authorized strength increased by 1 Constable, in preparation for the eventual implementation of the CSPA. As a result of the required changes, the Service has identified the need to increase the authorized strength of the training unit by 5 Constables and 1 Sergeant in order to support the on-going training requirements of the Service. This proposal was approved by the Board and Regional Council on a temporary basis in July of 2024 through a one-time transfer from the Services Contingency Reserve and the positions have been in place since August 2024. This program change is being brought forward to secure permanent funding for these positions on a continual basis.

With the passing of the new training regulation, the Training Unit will be responsible for delivering C8 training to more than 400 front line officers, in addition to the approximately 120 who are currently qualified. This training takes place off-site, as the Service's firing range is not equipped to handle rifle fire, and the logistics required to transition enough instructors and equipment between the Training Unit and the outdoor range further increase the workload. In addition, instructors are responsible for maintenance and repairs of the Service's C8 patrol carbines, which will be expanding significantly from the current 35 rifles to 70 rifles, deployed on community patrol across all Districts.

Additionally, the introduction of Mental Health Crisis Response Training will add a new dimension to de-escalation and use of force training, which will require additional time and resources to deliver. With the added workload of scenario training, instructors will be required to fill the roles of facilitators, evaluators, and role players.

Appendix 3 (7) – 2025 Preliminary Operating Budget Program Changes Further, the Service will be required to deliver Incident Command training to supervisors at respective levels of responsibility, including Sergeants, Staff Sergeants, and Inspectors. The CSPA and regulations have also made substantial changes to Special Constable Training, which has increased from three weeks to five weeks, under the new Course Training Standard released by the Ontario Police College (OPC).

In addition to facilitating annual In-Service Training (IST), the Training Unit also delivers:

- Special Constable Training
- Auxiliary Constable Training
- Police Bicycle Operator Training
- Shotgun Training
- Supervisor Course
- Pre and Post OPC training, which in 2024 increased from 3 to 4 intakes per year

Other courses that require administrative coordination from instructors, include:

- Crisis Intervention Training,
- Domestic Violence Investigator,
- Criminal Investigator Training,
- Coach Officer,
- Leadership in Police Organizations,
- Search Warrant Course, Interviewing Course,
- Standard Field Sobriety Training,
- Scenes of Crime Officer (SOCO) Course, and other as needed.

Since 2020, because of the COVID-19 pandemic, IST moved to a single session of training delivered throughout the year from September to May/June which has been a departure from past practice of delivering 4 to 6 days of training per year. The main reason for this move was the requirement to have smaller class sizes to increase physical distancing between members. This reduction allowed trainers to respond to other demands including the additional intake at OPC, but it also resulted in negative impacts including annual qualification expiries requiring the Chief's approval for necessary extensions to facilitate training.

In order to limit the number of members whose qualifications expire and an in effort to deliver the required training prescribed by CSPA regulations, IST must move back to 2 sessions per year. This will add further pressure to the training unit, which has been operating at full capacity. The staffing changes requested in this business case represent the resources required to maintain legislated training requirements.

The identified program change benefits include:

- Ability to respond to CSPA requirements and implement legislated training completions in accordance with prescribed timelines.

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- Ability to ensure all sworn members receive the legally mandated annual training and maintain all qualifications necessary to ensure public safety.
- Capacity to train new constables, special constables, auxiliary staff and ensure all new employees are fully qualified before interacting with the public.

The risks identified with not approving the program change include:

- Risk of non-compliance with the CSPA regulatory requirements and the inability to meet the prescribed timelines set out in the Act, risking warnings and fines.
- Risk that new officers will not receive full training or risk that sworn members will not be able to meet requalification timelines. Expiry of use of force qualifications can make a member not eligible to perform their duties until requalification is complete.

Budget Impact:	
Account Description	Amount
Salary	\$725,951.00
Benefits	211,963.00
Other	11,200.00
Total – Annual Impact	\$949,113.00

Appendix 3 (8) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Member Support Health & Wellness Coordinator

Summary of Request including Authorized Strength Impact:

Increase by 1 Civilian

Business Rationale:

The Member Support Unit was established in 2017 staffed by a single Staff Sergeant. Since then, the Unit has added a Service Psychologist (2019), a full time Reintegration Officer (2020), a Sergeant (2021), and a Mental Health Clinician (2023). Members work in conjunction with the Wellness Committee to promote both physical and mental wellness. The Wellness Committee is a group of volunteers meeting periodically to discuss initiatives.

The integration of the Mental Health Clinician has allowed the Service, in 2024, to re-assign the Staff Sergeant position to support operational policing elsewhere in the Service. While this change was operationally necessary and realized efficiencies in service delivery in support of the frontline, it has identified an urgent need that will be best fulfilled by a specially trained health and wellness professional.

The unit currently offers services such as Critical Incident Stress Management, Psychological Safeguarding, New Officer Wellness Evaluations, the Reintegration Program, Peer Support Team, Early Intervention Program, Short-Term Therapeutic Interventions, Psychoeducation, and consultations. These services are primarily centred on supporting the psychological wellness of Service members. However, the Service has identified a gap in addressing physical health, which is a key contributor to sick incidents, particularly given the physically demanding nature of the work for many members.

The current proposal is to add a Health and Wellness Coordinator to the unit to enhance efforts to promote and maintain the physical health of members. This position will be responsible for program implementation of evidence-based wellness programs, health promotion, personalized support to address specific health and wellness concerns of members, enhanced program coordination, consistent communication and proactive health management including early intervention and proactive management of health issues. Regular physical activity and proper nutrition are crucial for maintaining the physical fitness required for police duties. A Health and Wellness Coordinator will design fitness programs, provide nutritional advice, and organize health screenings to ensure officers remain in peak physical condition.

The Service conducted an external review of member support programs in the development of this proposal. The Wellness Coordinator position has been implemented at many police services across the province including London Police, Peel Regional Police (2 Positions), York Regional Police, Hamilton Police, Guelph Police, Chatham-Kent Police, and Waterloo Regional Police. Many benefits associated with this position have been identified during discussions with these police service, all of which have had a positive impact on the health and wellness of their members.

Appendix 3 (8) – 2025 Preliminary Operating Budget Program Changes

This position is in line with Goal 4, Objective 2 of the strategic plan to promote and encourage healthy lifestyles and the physical well-being of members.

The identified program change benefits include:

- Support the physical health of service members and provide early intervention to prevent long-term absences and sick time related to injuries.
- Provide additional resources to the member support unit in addition to the psychological enhancements that have been implemented in recent years.

The risks identified with not approving the program change include:

- Increased absenteeism and turnover rates in physically demanding positions including the frontline.
- Elevated healthcare and WSIB costs with higher rates of occupational injuries.
- Lack of personalized support and lower engagement and participation in wellness programs.

Budget Impact:	
Account Description	Amount
Salary	\$108,395.00
Benefits	33,339.00
Other	600.00
Total – Annual Impact	\$142,334.00

Additional Performance Metrics:

Table 1. Benefits of wellness programs reported in academic literature

Benefit	Description	Source
Reduced stress	Wellness programs help reduce operational and organizational stress among officers.	Cohen, I. M., McCormick, A. V., & Rich, B. (2019). Creating a culture of police officer wellness. <i>Policing: A Journal of Policy and Practice</i> , 13(2), 213-229. Bevan, M.P.; Priest, S.J.; Plume, R.C.; Wilson, E.E. Emergency First Responders and Professional Wellbeing: A Qualitative Systematic Review. <i>Int. J. Environ. Res. Public Health</i> 2022, 19, 14649. https://doi.org/10.3390/ijerph192214649
Improved mental health	Access to mental health resources and support reduces symptoms of anxiety and depression.	Chism, E. M. (2016). Police officer perception of wellness programs. Walden University. Milliard, B. (2020). Utilization and impact of peer-support programs on police officers' mental health. <i>Frontiers in psychology</i> , 11, 1686.

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		Donovan, N. (2022). Peer support facilitates post-traumatic growth in first responders: A literature review. <i>Trauma</i> , 24(4), 277-285.
Enhanced physical fitness	Regular fitness programs improve physical health, reducing the risk of chronic diseases.	Chism, E. M. (2016). Police officer perception of wellness programs. Walden University.
Increased job satisfaction	Officers participating in wellness programs report higher job satisfaction and morale.	Cohen, I. M., McCormick, A. V., & Rich, B. (2019). Creating a culture of police officer wellness. <i>Policing: A Journal of Policy and Practice</i> , 13(2), 213-229.
Better work-life balance	Wellness initiatives promote a healthier work-life balance, reducing burnout.	Brett Chapman. <i>Supporting Officer Wellness Within a Changing Policing Environment: What Research Tells Us</i> . <i>Journal Police Chief</i> , volume 83. May 2016 Pages: 22-24
Lower absenteeism	Improved health and well-being lead to reduced absenteeism and sick leave.	Cohen, I. M., McCormick, A. V., & Rich, B. (2019). Creating a culture of police officer wellness. <i>Policing: A Journal of Policy and Practice</i> , 13(2), 213-229.
Enhanced resilience	Programs focusing on mental and physical health build resilience against job-related stress.	Milliard, B. (2020). Utilization and impact of peer-support programs on police officers' mental health. <i>Frontiers in psychology</i> , 11, 1686. Lebeaut, A., Zegel, M., Fletcher, E.A., Vujanovic, A.A. (2023). Wellness, Resilience, and Mindfulness. In: Bourke, M.L., Van Hasselt, V.B., Buser, S.J. (eds) <i>First Responder Mental Health</i> . Springer, Cham. https://doi.org/10.1007/978-3-031-38149-2_9
Improved performance	Healthier officers are more effective and efficient in their duties.	Chism, E. M. (2016). Police officer perception of wellness programs. Walden University.
Supportive work environment	Wellness programs foster a supportive and positive work culture.	Milliard, B. (2020). Utilization and impact of peer-support programs on police officers' mental health. <i>Frontiers in psychology</i> , 11, 1686.

Table 2. List of wellness coordinators in other police services

Police Service	Position
London Police Service	Wellness coordinator (civilian)
Peel Regional Police	Wellness coordinator (civilian) x2
York Regional Police	Wellness coordinator (civilian)
Hamilton Police Service	Wellness coordinator (civilian)
Guelph Police Service	Wellness coordinator (civilian)
Chatham-Kent Police Service	Wellness coordinator (civilian)
Waterloo Regional Police Service	Wellness coordinator (civilian)

Appendix 3 (9) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Domestic Violence Unit

Summary of Request including Authorized Strength Impact:

Increase by 1 Staff Sergeant, 3 Sergeants, and 4 Constables

Business Rationale:

The Domestic Violence Unit (DVU) was implemented in 2011 and is responsible for the oversight and investigation of all domestic related incidents in the Region. The Unit works collaboratively with several community partners to provide resources and support to victims of domestic violence as well as the management of high-risk offenders to reduce the rate of recidivism. The current staffing of the Unit consists of 1 Detective Sergeant, 8 Detective Constables assigned to permanent positions, and 4 Detective Constables assigned to 1 year training positions. The staffing complement of the Unit has remained the same since its inception in 2011.

The roles and responsibilities of the DVU have changed drastically since its inception in 2011, and the demands on the unit have long outgrown the capacity of the current model. The current model has become strained with the volume of calls, the complexity and length of investigations, technology advancements, the demands of judicial proceedings, the intricacies of judicial authorizations, the needs of community partners and the monitoring of high-risk offenders. The current model consists of the Sergeant available weekdays in a strictly administrative capacity, with 4 platoons of 3 Detective Constables. With this model, only one team of investigators is available at one time, and when already occupied on an investigation, any additional DVU investigations are pushed onto the frontline to investigate. Presently, the median time on a call for service related to a domestic is 3 hours, with the average length of the total DVU investigation at 40 hours. In 2023, the Service received 6,506 calls for service, which is almost 18 calls for service per day or 1 call every 1.35 hours related to domestic violence. Between 2017 and 2023 the average volume of service calls regarding domestic violence was 5,688 per year, with an average annual growth of 4%. The same trend is expected for 2024 and 2025.

The current structure of the unit leaves the Detective Sergeant stretched in terms of the ability to pre-screen, assign, and review files as well as build relationships with community partners and stakeholders, bridging the gap with vulnerable communities. The proposed changes would better align the responsibilities with a Staff Sergeant heading the unit, managing community partnerships, and providing oversight. Each platoon will be staffed with 1 working Sergeant available for investigative duties and 4 Constables. This model will allow for more investigations to be conducted, a reduction on the workload demands of the frontline, and will also allow for proactive policing in terms of building community partners and participating in committees and working groups and will allow for increased monitoring of high-risk offenders.

Domestic Violence investigators are responsible for monitoring high-risk offenders. Currently, the Detective Sergeant attends monthly meetings with the High-Risk Review Team that focuses on identified offenders that are currently in the community or set to be released from custody. As part

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of their mandate, the DVU is responsible for conducting compliance checks on offenders to ensure they are abiding by their court-imposed conditions. Due to the large caseload and lack of resources in the Unit, detectives do not have sufficient time to conduct compliance checks, which potentially puts the Service at risk of liability. With the proposed increase in staffing, the DVU will have additional resources to manage the overwhelming caseload and the opportunity to monitor high-risk offenders to prevent potential re-victimization.

As part of the staffing model review, the Service conducted an internal and external scan of the workload within the Niagara Region and comparator police services. The increase in domestic violence and the impact on the community has been felt greatly within the Niagara Region, with Regional Council declaring intimate partner violence an epidemic in September of 2023. Calls for service related to Domestic Violence and Disturbances have increased steadily over recent years. In addition, the authorized strength in the DVU has fallen significantly behind other Services with similar calls for service, with less than half of the number of investigators available. Given the pressures being placed on the unit and lack of increased resources provided over the years, a right sizing of the unit is required to appropriately respond to the current state of the Niagara Region.

The identified program change benefits include:

- Aligns with Regional goal to reduce gender-based violence and supports the commitment to allocate additional, much needed, resources.
- Ability to build community partnerships, support victims, and develop a coordinated response to community wide pressures.
- Increased proactive checks and monitoring of high-risk offenders to prevent re-victimization.

The risks identified with not approving the program change include:

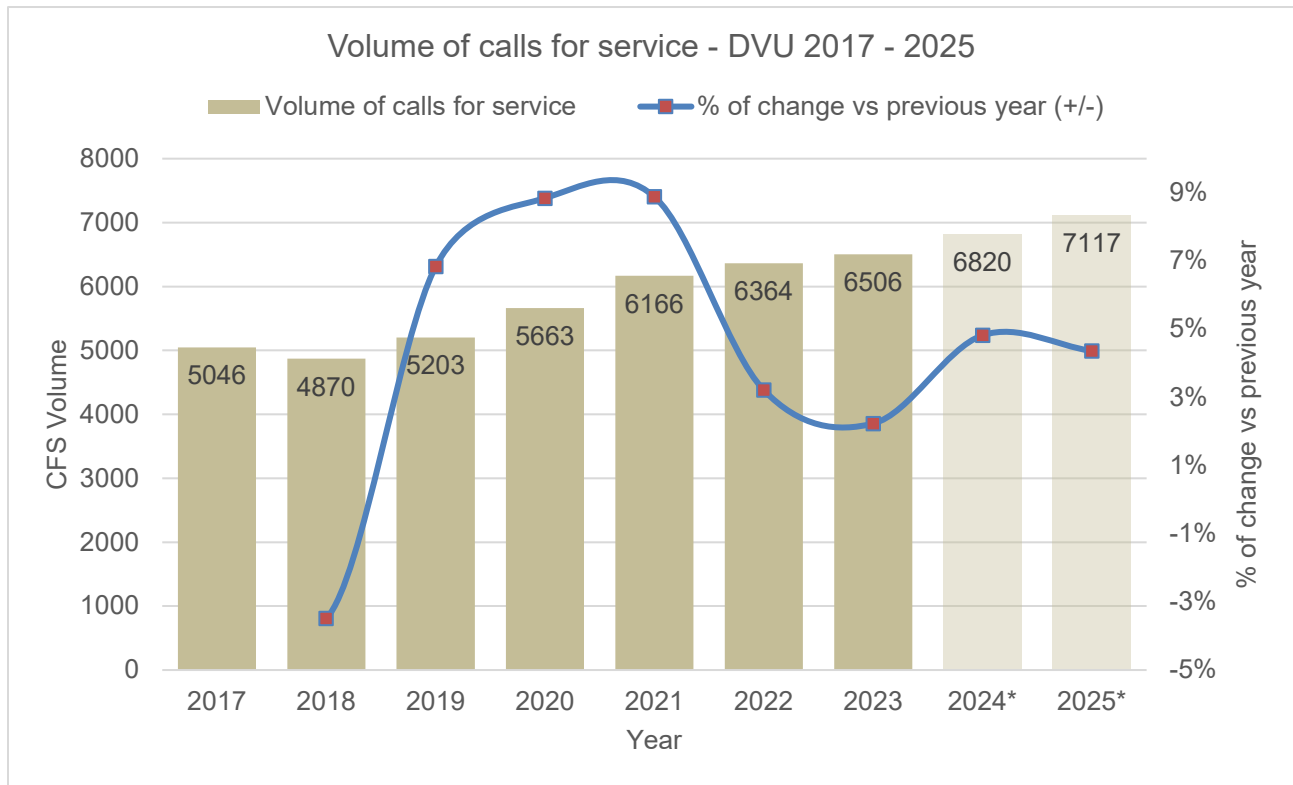
- Inability to respond to workload demands, participate in multi-agency committees, and build necessary community relationships to support victims of crime.
- Continued increased workload on frontline officers.
- Inability to meet judicial timelines putting criminal charges at risk.

Budget Impact:	
Account Description	Amount
Salary	\$1,037,552.00
Benefits	298,629.00
Other	85,384.00
Total – Annual Impact	\$1,425,965.00

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Additional Performance Metrics:

Figure 1. Volume of calls for service - DVU 2017 - 2025



B

Table 1: Calls for service and staffing levels by service in 2023

Comparator Service	DVU Calls for Service	Staffing Level	Calls per Investigator	Criminal Investigations*	Criminal Charges*
Niagara Regional Police	6,506	13	500	1,720	1,430
Durham Police	7,560	27	280	Not specified	Not specified
Ottawa Police	6,272	32	196	Not specified	Not specified
Waterloo Regional Police	6,244	30	208	1,800	3,788
Halton Regional Police	3,650	23	159	3,559	2,059
York Police Service	6,862	17	403	3,858	2,096

*Different services and Crown Attorney offices have different stances on how criminal charges are laid which can inflate numbers. For example, some services will lay a charge for each individual incident whereby some services will lay what are called “global” charges which will be one charge that encompasses numerous events. Further, some services will lay a “breach” or “fail to comply” charge for each individual offence and each individual order if the accused is on multiple orders. Those charging decisions can greatly impact the “criminal charge” numbers.

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Table 2. Caseload Domestic Violence Unit - Jan 01, 2024 – Sept 30, 2024

Domestic Related Reports – Criminal Investigations	890
Domestic Related Criminal Investigations - Charges	612
Domestic Related Criminal Investigations - No Charge	278
Caseload per investigator (total cases / available personnel)	68

Note: Caseload includes case preparation, investigations and follow-ups, collaboration with other jurisdictions, dealing with courts, etc.

Appendix 3 (10) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

3 District Street Crime

Summary of Request including Authorized Strength Impact:

Increase by 1 Detective Constable

Business Rationale:

The 3 District Street Crime Unit has been historically staffed with 1 Detective Sergeant and 2 Detective Constables. The unit provides coverage for Welland, Pelham, Thorold South, Port Colborne, and Wainfleet. In 2023, staffing was increased by 1 Constable allowing for 3 full time members (1 Detective Sergeant and 2 Detective Constables), along with 1 Detective Constable occupying a temporary training position, for which that incumbent is rotated on an annual basis.

The 3 District Street Crime Unit operates as part of the 3 District Detective Office and is responsible for investigations into, but not limited to, thefts, break and enters, auto thefts, and street-level drug trafficking. One of the core functions of the unit is conducting mobile surveillance for the district. Based on the current staffing available, the unit is unable to deploy the required 5 members to properly, and safely, conduct mobile surveillance to the provincial standards.

The Street Crime Unit must therefore rely on surveillance-capable investigative units from other areas of the Service or Investigative Support to assist with physical surveillance. The availability of these units is dependent on operational priorities, which affects the progress of investigations and at times their outcome.

Based on the size of the unit, they are currently unable to do fulsome investigations into all calls for service. The unit has seen increasing calls, especially related to auto thefts and drug related matters, with other call types remaining steady. The current level of demand has outpaced capacity and is not allowing the unit to operate in the most effective manner to provide the necessary supports for the residents in areas affected by these crimes.

Additionally, contributing to the workload demands are the significant increases in population and continued growth of residential neighbourhoods within the coverage area. Both Welland and Pelham have seen significant growth in East Fonthill and South Pelham areas. Welland has also approved developments in both Dain City East and West areas, as well as the Quaker Road area. In addition, several new subdivisions have been added within Port Colborne, Wainfleet, and Thorold South. An additional 12 front-line officers, approved as part of the 2024 Operating Budget, have been allocated to 3 and 6 District due to the increased workload and this additional detective will help balance staffing demands in the Detective Office.

Increasing workload pressures are impacting on the delivery of adequate and effective policing services in communities served by the 3 District Detective Office. Interim measures employed to carry out effective investigations by augmenting current staffing levels with Investigative Support units are not sustainable, given similar workload pressures experienced elsewhere in the Service. The recommendation to increase by 1 Detective Constable will allow the unit to increase

Appendix 3 (10) – 2025 Preliminary Operating Budget Program Changes

investigative capacity while also allowing for proper unit composition for mobile surveillance and will provide much needed support to the 3 District Detective Office.

The identified program change benefits include:

- Ability to complete mobile surveillance without requesting assistance from other units as one of the core functions of the unit.
- Increased investigative capacity and ability to perform more fulsome investigations into property crimes.

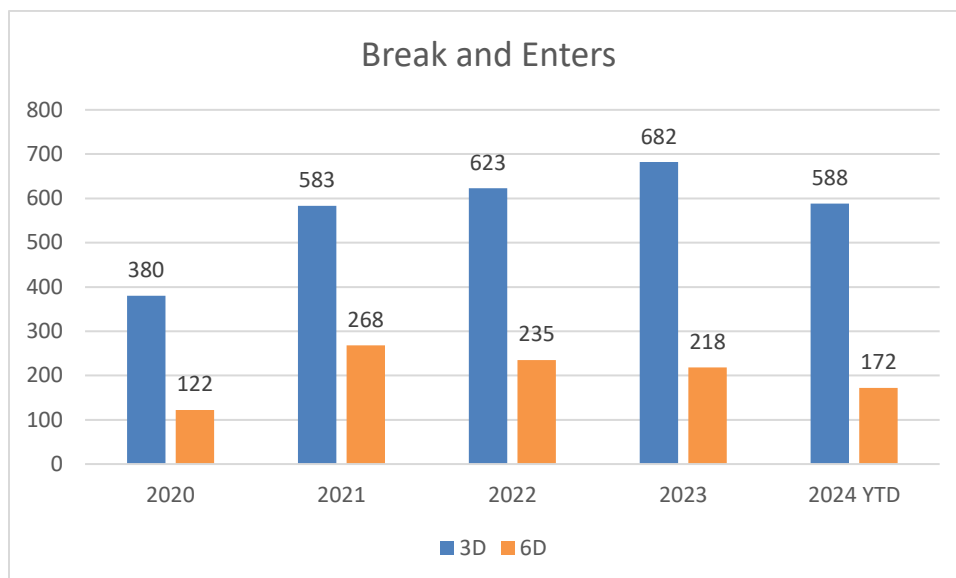
The risks identified with not approving the program change include:

- The Unit is unable to deploy the 5 members to properly conduct mobile surveillance to the recommended provincial standard.
- Continued reduction in operational effectiveness and efficiency and the inability to complete all necessary investigations.

Budget Impact:	
Account Description	Amount
Salary	\$117,566.00
Benefits	35,733.00
Other	14,323.00
Total – Annual Impact	\$167,622.00

Additional Performance Metrics:

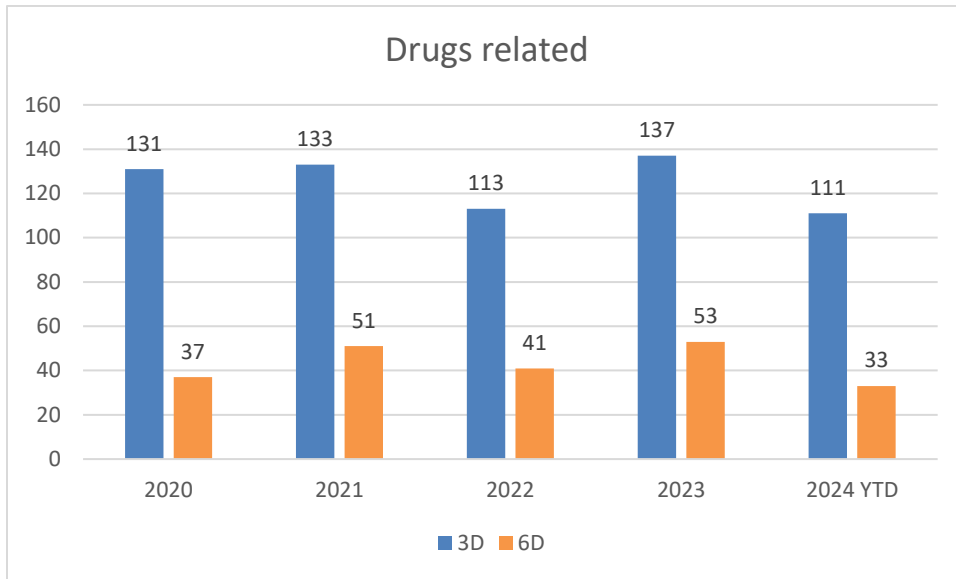
Figure 1: Break and Enter Calls for Service – 3D and 6D



Note: The year-to-date information was extracted on October 21, 2024, at 8:00 a.m. Data for 2020–2023 was retrieved from the Call Volume – MPP Dashboard, filtered by Break and Enters that occurred in 3D and 6D.

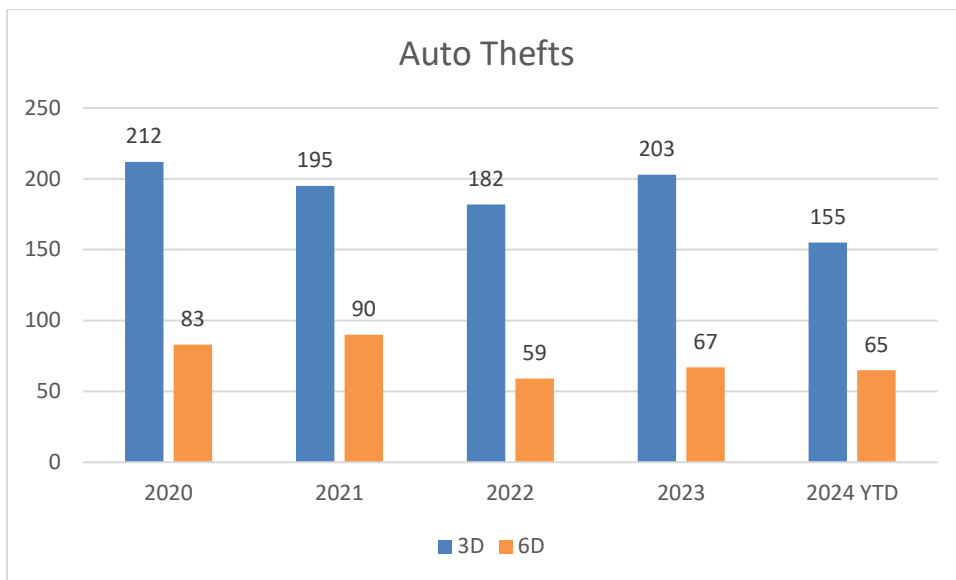
Appendix 3 (10) – 2025 Preliminary Operating Budget Program Changes

Figure 2: Drug Related Calls for Service – 3D and 6D



Note: The year-to-date information was extracted on October 21, 2024, at 8:00 a.m. Data for 2020–2023 was retrieved from the Call Volume – MPP Dashboard, filtered by incidents involving Drugs that occurred in 3D and 6D.

Figure 3: Auto Thefts Calls for Service – 3D and 6D



Note: The year-to-date information was extracted on October 21, 2024, at 8:00 a.m. Data for 2020–2023 was retrieved from the Call Volume – MPP Dashboard, filtered by incidents involving Auto Thefts that occurred in 3D and 6D.

Appendix 3 (10) – 2025 Preliminary Operating Budget Program Changes

Figure 4 – Thefts including Thefts from Auto Calls for Service – 3D and 6D

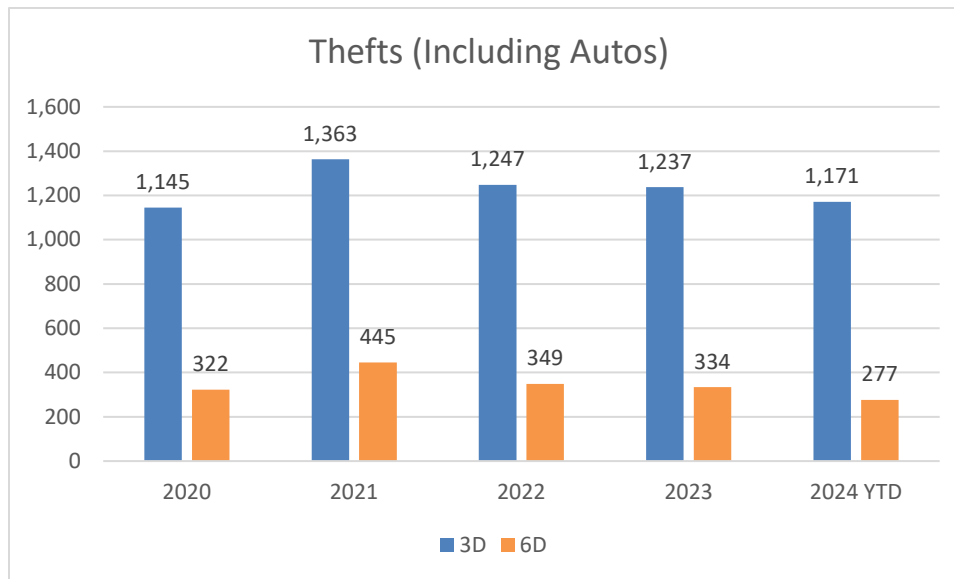


Table 1. Population increase in 3 and 6 Districts

District	Population 2016	Population 2021	% Change - 2016 to 2021	Land area in KM ²	Population density per KM ²
3 District • Pelham • Welland	69,403	73,942	6.5%	207.51	107.64
6 District • Port Colborne • Wainfleet	24,678	26,920	9.1%	339.52	79.29
Niagara Region	447,888	477,941	6.7%	1852.83	257.95

Source: 2021 Census Profile Information: Statistics Canada. 2023. Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

Appendix 3 (11) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

8 District Detective Office

Summary of Request including Authorized Strength Impact:

Increase by 2 Detective Constables

Business Rationale:

The 8 District Detective Office provides coverage for Grimsby, Lincoln, and West Lincoln, serving a population of approximately 70,056 people and covering an extension of 618.47 km². The detective office is comprised of 1 Detective Sergeant, 4 Detective Constables, and 1 Detective Constable training position. The office is assisted by a Crime Analyst primarily assigned to 1 or 3 District. There is currently no overnight coverage on Monday or Friday and no weekend coverage. Any calls for service or major incidents occurring during this time are covered by on-call detectives, who are called back in on overtime to attend the scene. The current staffing model was implemented in 2007 with no changes since.

8 District is the largest district by land size covering approximately 33% of the Region and has had significant population growth in recent years, as well as increased crime rates. In 2023, the unit assisted with over 400 investigations. These included 96 sudden deaths, 9 robberies, and 31 serious assaults, along with investigative assistance to the Homicide Unit for 3 homicides and 2 attempt murders, and investigative assistance to the Opioid Enforcement Unit with 1 manslaughter investigation.

8 District is also unique within the Region, in that it is the gateway to Niagara and therefore it is regularly involved in multijurisdictional cases as incidents may occur in Niagara by residents of neighbouring jurisdictions such as Stoney Creek/Hamilton, the Greater Toronto Area, or vice versa. These multijurisdictional cases involve significant partnerships with other Police Services in many cases, and the detectives work regularly with Hamilton Police Service and other outside policing agencies.

Additionally, contributing to the workload demands are the significant increases in population and continued growth of residential neighbourhoods within the coverage area. Grimsby, Lincoln, and West Lincoln have seen significant growth, and continue to grow. An additional 4 front-line officers, approved as part of the 2024 Operating Budget, have been allocated to 8 District due to the increased workload and this additional detective will help balance staffing demands in the Detective Office.

The current proposal is to increase the unit by 2 detective constables. The current shift schedule allows for 2 shifts, covering Monday to Friday Days (7 am to 5pm) and Tuesday to Thursday Afternoons (12 to 10 pm). With no overnight or weekend coverage, detectives are responsible for being on-call every second week and during periods of annual leave. With the addition of 2 detective constables, the shift schedule can be updated to have 3 distinct teams, allowing for increased coverage during the week, extending coverage hours to 2:00 am, as well as providing coverage for Saturday days. This schedule change will reduce the number of days detectives are required to be on-call allowing for better work life balance.

Appendix 3 (11) – 2025 Preliminary Operating Budget Program Changes

The identified program change benefits include:

- Increase coverage times and reduce dependency on overtime and on-call coverage resulting in improved work-life balance for detectives.
- Increased investigative capacity to respond to significant expansion and rising crime rates in the district.

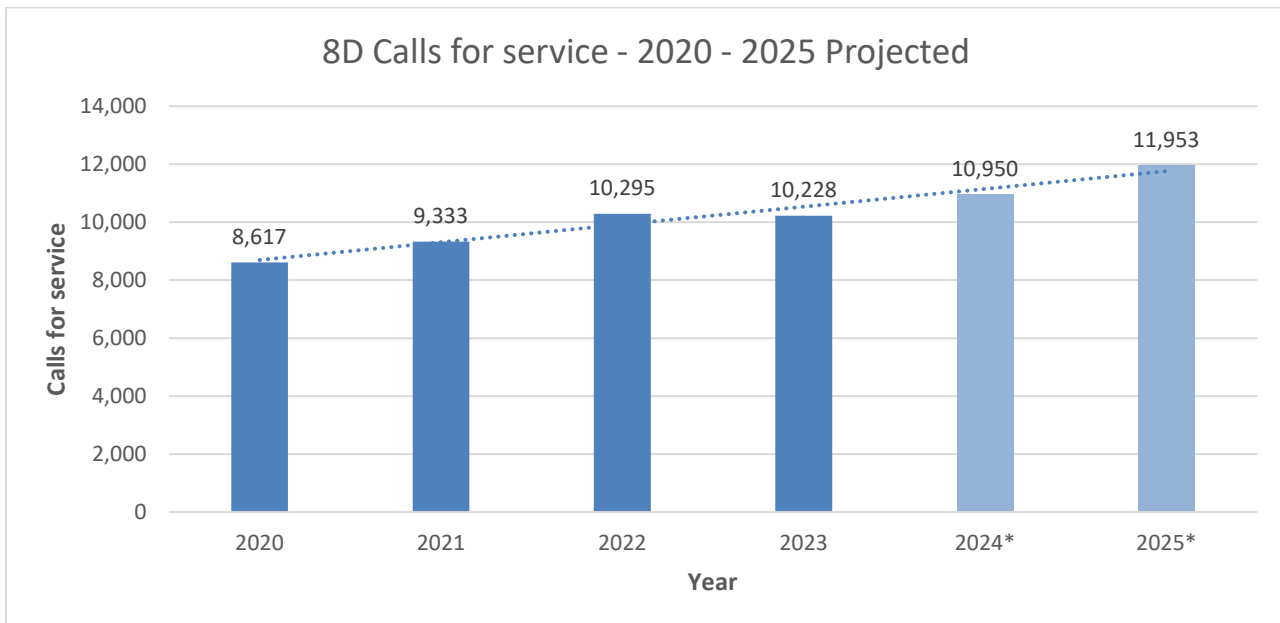
The risks identified with not approving the program change include:

- Failure to provide proper support to detectives can lead to an increase in burnout and sick time.
- Inability to meet the demands placed on the unit and respond appropriately to major investigations.

Budget Impact:	
Account Description	Amount
Salary	\$235,131.00
Benefits	71,467.00
Other	29,047.00
Total – Annual Impact	\$335,645.00

Additional Performance Metrics:

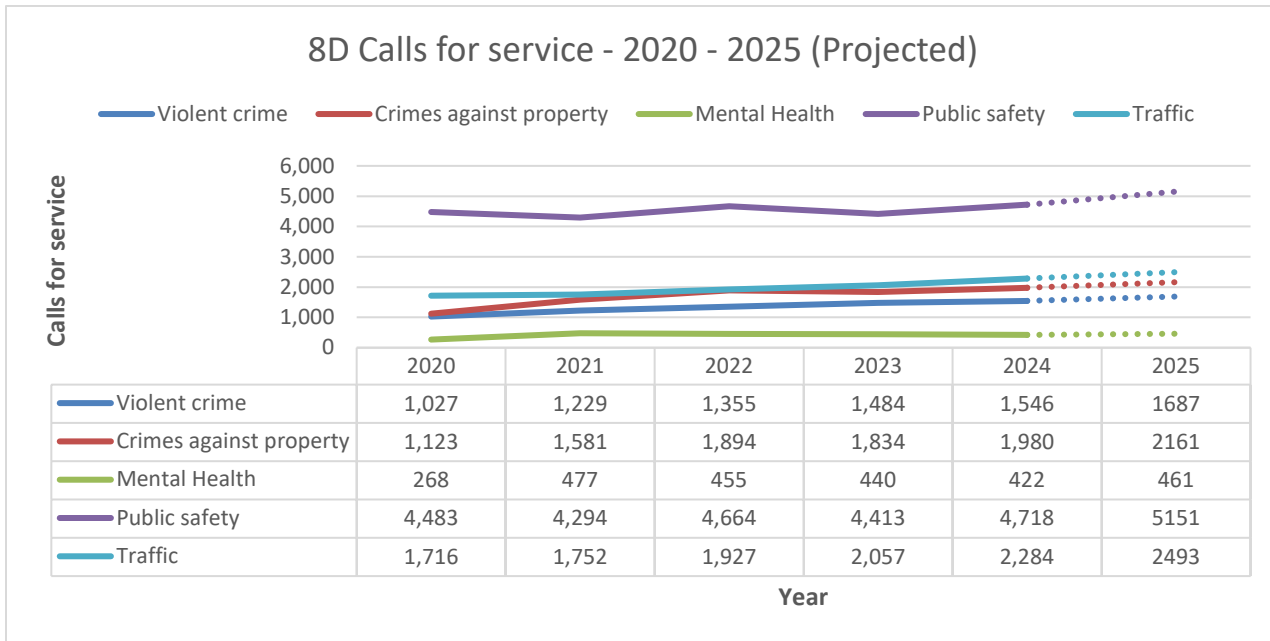
Figure 1. Calls for Service in 8D, 2020 – 2025 (Projected)



Note: The data was extracted on October 21, 2024, at 8:00 a.m. Information for the years 2020–2023 was sourced from the Call Volume – MPP Dashboard, filtered by calls for service in 8D. Projections for 2024 and 2025 are based on current trends and historical data analysis.

Appendix 3 (11) – 2025 Preliminary Operating Budget Program Changes

Figure 2. Distribution of Calls for Service in 8D, 2020 – 2025 (Projected)



Note: The data was extracted on October 21, 2024, at 8:00 a.m. Information for the years 2020–2023 was sourced from the Call Volume – MPP Dashboard, filtered by calls for service in 8D. Projections for 2024 and 2025 are based on current trends and historical data analysis.

Table 1. Population increase in 8 District

District	Population 2016	Population 2021	% Change - 2016 to 2021	Land area in KM ²	Population density per KM ²
8 District					
• Grimsby	65,601	70,056	6.8%	618.47	113.27
• Lincoln					
• West Lincoln					
Niagara Region	447,888	477,941	6.7%	1852.83	257.95

Source: 2021 Census Profile Information: Statistics Canada. 2023. Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

Appendix 3 (12) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Remotely Piloted Aircraft System (RPAS) Coordinator (Sergeant) & Specialist

Summary of Request including Authorized Strength Impact:

Increase by 1 Sergeant & 1 Civilian Specialist (Civilian repurposed)

Business Rationale:

The Service has identified a critical need for a full-time RPAS Coordinator in response to recent and upcoming legislative changes, the increasing complexity of RPAS operations, and the necessity for stringent compliance with Canadian Aviation Regulations. The Coordinator (Sergeant) will enhance operational efficiency, ensure adherence to legal requirements, and mitigate risk associated with RPAS deployment.

Since the inception of the RPAS project in 2014, the program has expanded significantly from operating a single RPAS with 1 operator to managing 11 RPAS with 14 trained operators. The absence of a dedicated RPAS Coordinator has led to challenges in maintaining compliance, ensuring standardized training, and effectively and efficiently managing the program. The Service currently has RPAS and pilots in 4 units including Forensics, Traffic Enforcement, Collision Reconstruction, and Emergency Task Unit.

An environmental scan showed that the Ontario Provincial Police, Peel Regional Police, and York Regional Police have established RPAS Coordinators, with the Toronto Police Service, Durham Regional Police, Halton Police Service, and North Bay Police Service currently in the proposal phase of implementing a full-time Coordinator.

The Community Safety and Policing Act (CSPA), Ontario Regulation 392/23 mandates that police services with a public order, tactical or hostage rescue team, or an explosive disposal unit shall be provided with a remotely piloted aircraft system. In addition, Transport Canada is implementing new requirements for organizations, whereby the organization will be required to acquire an RPAS Operator Certificate (ROC) to ensure effective risk management, improving our organization's ability to continuously identify hazards and control risks in real-time. To obtain an ROC, organizations will be required to have policies and procedures such as: appointing an accountable executive, identifying a Chief Pilot in Command, assigning a person responsible for maintenance, assigning a person responsible for training, implementing standard operating procedures during flight, and implementing a process to manage safety risks. Additionally, a low-risk First Responder (SFOC) Special Flight Operating Certificate will be required for RPAS flights for any advertised events including protests and there will be an introduction of a level 1 complex operations RPAS license for first responders. This regulatory change will come into effect on April 1, 2025.

In order to respond to the legislative changes and emerging technology, the Service is proposing that 2 positions be created: an RPAS Sergeant and an RPAS Civilian Specialist. The civilian position will be repurposed from an existing civilian clerk, for a net new of 1 position within the program change. This combination will allow for a successful RPAS Program by combining the expertise of a police officer to provide insight on the investigative requirements and uses of an

Appendix 3 (12) – 2025 Preliminary Operating Budget Program Changes

RPAS with a civilian specialist with the technical knowledge to conduct maintenance and training while allowing for continuity.

The identified program change benefits include:

- Enhance safety, efficiency, and compliance in RPAS operations while satisfying upcoming legislative requirements.
- Centralized expertise for consultation and operational support.
- Standardized training and operator accountability.
- Oversight to ensure data/evidence collection by RPAS is properly managed and disclosed in accordance with Service policy.
- Safeguarding of knowledge and succession planning to ensure the success of the program.

The risks identified with not approving the program change include:

- Non-compliance with legislation with the potential for fines and/or removal of RPAS operating privileges.
- Inefficient resource allocation when purchasing inconsistent products and/or products that do not meet the Service's needs.
- Inability to respond to emerging technologies and best practices in policing.

Budget Impact:	
Account Description	Amount
Salary	\$152,529.00
Benefits	42,748.00
Other	3,050.00
Total – Annual Impact	\$198,327.00

Appendix 3 (13) – 2025 Preliminary Operating Budget Program Changes

Program Name:

Digital Evidence Management System (DEMS) Clerks

Summary of Request including Authorized Strength Impact:

Increase by 2 Civilians

Business Rationale:

Digital Evidence Management Systems streamline the process of capturing, managing, and sharing all platforms of digital evidence with policing and judiciary partners. The Service has purchased and is currently utilizing the Evidence.com (e.com) cloud-based software as a Service (SaaS) solution that was procured by the Province of Ontario for use by justice sector partners and stakeholders to manage, store and share digital investigative/evidentiary files with the strategic goal of integrating with the Connected Officer program for a fully integrated digital evidence environment.

The Service initiated the DEMS unit in 2023 with approved budget requests for 1 civilian supervisor (DEMS Supervisor/Subject Matter Expert) and 1 DEMS Clerk. This allowed the Service to begin the implementation of DEMS including initial testing, planning, and transitioning. In 2024 an additional 3 DEMS clerks were approved, bringing the staffing compliment to 1 civilian supervisor and 4 clerks. This increase was intended to assist with the workload associated with the implementation of Automated License Plate Readers (ALPRs) and the Connected Officer Program. In 2023 ALPRs were added to 8 Traffic Enforcement Unit vehicles, and with the availability of provincial grant funding, an additional 97 ALPRs were purchased and installed in cruisers for frontline patrol recently. Additionally in 2024, the Service began the rollout of the connected officer program. The connected officer program allows for mobile phones with DEMS software to allow uniform officers to collect digital evidence such as crime scene photos and video, along with both audio and video statements. The Service has seen a significant increase in DEMS requirements with the rollout of these programs. Phase 2 of the ALPR implementation will see the In Car Camera (ICC) feature go live in 102 ALPR/ICC equipped cruisers in 2025, further increasing the demand on the unit. Another factor that will influence the demand on the unit, for which the full impact is not yet know, is the implementation of NG911 in March of 2025. The Service will begin receiving audio and video through the communications unit and because of this technology, which continues to evolve, will add further digital evidence workload to the unit.

The role of the DEMS Unit is to receive, maintain, redact, purge, and prepare all digital evidence utilizing DEMS, develop and outline all standard operating procedures for digital evidence management, as well as liaise with members of the Court Bureau and Crown Attorney's Office as required. Timely disclosure of digital evidence is critical to allow the Crown Attorney or Provincial Prosecutor to effectively prosecute a case while maintaining an accused's rights under the Charter of Rights and Freedoms. The necessity for timely disclosure is entrenched in the recent case law of R. v Jordan, which established strict timelines by which disclosure must be provided by police. The current staffing level of the DEMS unit, with the increase in technology in 2025 will simply be inadequate to meet these timelines. As of September 2024, the DEMS unit has seen a 48% increase in disclosure requests compared to the same period in 2023 and has already exceeded the total requests received in 2023. These requests will continue to increase with the additional

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devices and emerging technologies implemented in 2025, and additional staff are required to respond to this demand increase while remaining compliant with mandated disclosure timelines.

The identified program change benefits include:

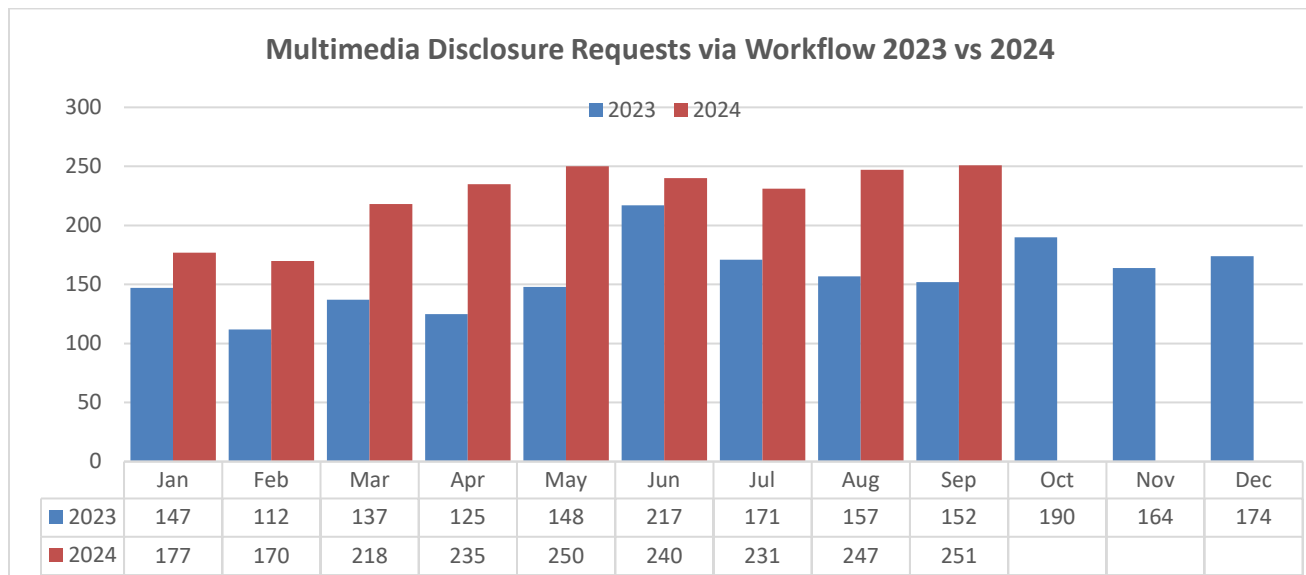
- Support of the Strategic Plan as the Service moves towards an integrated digital evidence environment.
- Ability to keep up with demand in time with technology advancements and implementation plans while meeting mandated disclosure timelines and requirements.

The risks identified with not approving the program change includes:

- Not able to comply with R vs Jordan timelines leading to charges being stayed
- Loss of reputation, community trust and satisfaction
- Reliance on overtime or temporary coverage to meet timelines will create additional budget pressures.

Budget Impact:	
Account Description	Amount
Salary	\$152,628.00
Benefits	53,890.00
Other	-
Total – Annual Impact	\$206,518.00

Additional Performance Metrics:



Appendix 3 (14) – 2025 Preliminary Operating Budget Program Changes

Program Name:

New Organizational Structure

Summary of Request including Authorized Strength Impact:

Increase by 4 Senior Officer Positions

Business Rationale:

Section 39, of the new [Community Safety and Policing Act](#) mandates the Police Service Board to prepare and adopt a strategic plan for the provision of policing that address the provision of community-based crime prevention initiatives, community patrol and criminal investigation services, along with the implementation and adoption of a Community Safety and Well-Being Plans (Section 253).

The landscape of policing in Canada has changed significantly over the past decade and will continue to evolve. To meet community safety needs and address current and future challenges, the Niagara Regional Police Service must realign its organizational structures to adopt more community-informed, data-driven, and evidence-based approaches. Several key drivers need this shift:

1. **Demographic and Population Growth:** Niagara Region's population is projected to reach approximately 700,000 by 2051—a 50% increase from today. The aging population, with 32% now over 60, is more vulnerable to sophisticated fraudulent crimes.
2. **Legislation and Government Requirements:** New legislation, such as the Community Safety and Policing Act and updated Ontario Regulations, requires additional police resources, including enhanced staffing, infrastructure, and technology upgrades.
3. **Socio-Economic Issues:** Economic disparities, unemployment, poverty, and social unrest have increased demand for police services. For example, rising opioid abuse, homelessness, and mental health crises often necessitate police intervention in collaboration with health and social services.
4. **Technological Advancements:** Emerging technologies, such as NG-911, body-worn cameras, in-car cameras, and automated license plate readers, demand significant resource investment. Additionally, the rise of cybercrime and digital threats requires police to invest in technology and infrastructure to ensure public safety.

Despite efforts by the Niagara Regional Police, in collaboration with community partners, to maintain or reduce a Crime Severity Index of 58.9 from 2019 to 2023, demand for police services has risen steadily. The service has handled an average of 132,973 calls annually, peaking at 139,100 in 2023—an increase of 10% from 2019's 126,082 calls. The growing volume of calls includes time-intensive types such as mental health-related incidents, domestic violence, and armed barricaded persons, which often require substantial officer and supervisor involvement.

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All of these challenges have highlighted the need for more and better relationships with the community and different approaches to community policing and relationship-building. For that reason, the NRPS is proposing the realignment of several positions and the creation of four new positions: A new Deputy Chief of Community Services, one Superintendent of Emergency Services and two Inspectors, Emergency Planning, and Inspector Investigative Services, respectively.

Several academic research studies highlight the effectiveness of community policing in reducing serious crimes such as burglary, drug use, and robbery (Ekici, Akdogan, Kelly, & Gultekin, 2022). One prime example of these studies includes the Stratified Policing Model developed by Drs Roberto and Rachel Santos which seeks to facilitate organizational transformation within police services to reduce crime and increase public safety. The model is based on the principles of problem-oriented policing, intelligence-led policing, and community policing. It further breaks down the traditional police organization into four distinct levels: the executive level, the operational level, the tactical level, and the patrol level.

The addition of the four new senior officers would support this model and enhance public safety in Niagara. For example, the Deputy Chief of Community Services would align with the tactical and strategic layers of the model by overseeing both the short-term, immediate needs (e.g., Calls for Service) and the long-term relationship-building needed for community safety. The Superintendent of Emergency Services, on the other hand, would ensure compliance with emergency response standards, manage tactical deployment, and oversee coordinated responses to major incidents linking elements from the operational and tactical levels. Finally, the inspectors would leverage data-driven, proactive emergency strategies to ensure compliance with investigative standards and effective responses to complex calls.

Community safety is a top priority for public safety. In response to growing demands and legislative changes, several police services in Ontario (e.g., London, Peel, Halton, Toronto, York) and across Canada have reorganized their organizational structures to address community safety issues more effectively. Many have introduced new deputy chief or senior command roles specifically tasked with overseeing community safety strategies. These leaders focus on addressing the community's most pressing needs while fostering partnerships and supporting community-led safety initiatives.

The identified program change benefits include:

- A permanent dedicated senior leadership position overseeing Community Policing (i.e., **Deputy Chief Community Services**), relationship building, working with different communities (e.g., youth, immigrants, minorities) to identify and address their concerns when it comes to public safety in their communities. Benefits for both the community (e.g., reduced crime, better relations) and the police service (e.g., increased police legitimacy, improved officer-community interaction).
- **Community policing** enhances public trust and legitimacy by fostering positive relationships between officers and the community (Skogan, 2006; Tyler, 2004). Studies show it reduces both violent and property crimes (Gill et al., 2014; Braga et al., 2018) while encouraging community engagement and collaborative problem-solving (Weisburd & Eck, 2004; Somerville, 2009). Officers involved in community policing often report higher job satisfaction due to meaningful interactions (Pelfrey, 2004; Zhao et al., 2002), and this approach also reduces the fear of crime among residents (Skogan & Hartnett, 1997; Rosenbaum et al., 1998). Additionally, community policing improves resource allocation, allowing police departments to focus efforts where they are most needed (Cordner, 2014; Braga et al., 2015). It also strengthens officer-community relations, decreases use of force incidents, and promotes long-term solutions by

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addressing underlying causes of crime (Mazerolle et al., 2013; Lum et al., 2016; Goldstein, 1990).

- As part of the proposed reorganization, a **Superintendent of Emergency Services** is critical to provide adequate and effective policing and emergency and major incidents response in alignment and compliance with the [Community Safety and Policing Act](#), section 11 (1).
- Additionally, the two Inspector positions (i.e., **Emergency Planning** and **Inspector Investigative Services**) will support operations and the implementation of efficiencies to streamline internal process. In terms of emergency planning, the new inspector position will ensure compliance with the the [Community Safety and Policing Act](#), section 11 (1) and the [Ontario Regulation 392/23](#), sections 9 and 10, as the **Inspector of Emergency Planning** will ensure that NRPS meets emergency response standards, including 24/7 centralized response to disturbances, protests, public events, and preparing and responding to large scale emergencies. This approach would be predictable meaning all information, decisions and actions would flow in a clearly articulated manner. This will assist the Service in consistent and effective risk management of which includes proactive engagement with community/protest groups, effective risk based decision making, and to ensure the appropriate activation of Service personnel and resources as they pertain to an event, maintaining compliance and effectiveness in emergency operations, as per the [Community Safety and Policing Act](#), section 11 (1) and the [Ontario Regulation 392/23](#)
- On the other hand, the **Inspector of Investigative Services**, in compliance with the [Community Safety and Policing Act](#), and the [Ontario Regulation 392/23](#), section 5 (2) and [Ontario Regulation 395/23](#), sections 4-8, will ensure that NRPS complies with investigation standards by overseeing the availability of key personnel, including senior investigators, supervisors, and major case managers, 24/7. They monitor all investigations to ensure they are assigned appropriately, based on complexity, public safety, and resource needs. The proposed Inspector supports supervisors in assigning either an investigator or senior investigator to each case, ensuring the investigation is effective and compliant with the law. They also address systemic barriers, reallocating resources or notifying the Chief of Police and senior commanders if issues arise that hinder the progress or effectiveness of investigations. Additionally, the Inspector ensures supervisors provide continuous oversight and support to investigators to maintain investigation quality.
- In conclusion, the proposed reorganization within the NRPS is strategically designed to enhance both community engagement and operational efficiency. The establishment of a senior leadership role dedicated to community policing will strengthen relationships with diverse groups, promoting trust, reducing crime, and improving police legitimacy. The introduction of the **Superintendent of Emergency Services and Inspectors for Emergency Planning and Investigative Services** will maintain compliance with legislative requirements while improving response times and investigation processes. These positions will support the NRPS in meeting the evolving safety needs of the community, ensuring effective resource management, enhanced training, and more streamlined operations to address both emergency and investigative functions.

The risks identified with not approving the program change include:

- Without a dedicated focus on community policing, the NRPS may struggle to build stronger relationships with key community groups such as youth, immigrants, and minorities. This could lead to a lack of public trust, lower engagement, and strained officer-community

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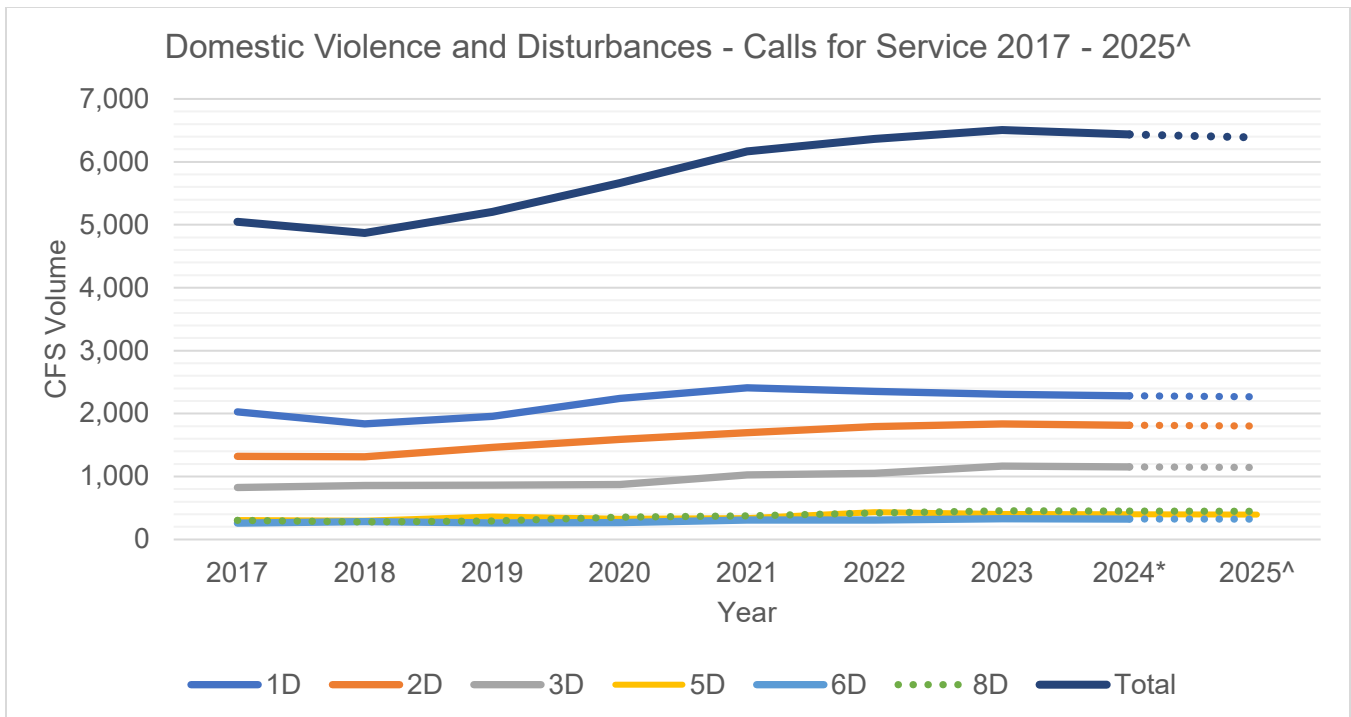
interactions, potentially increasing tensions and reducing cooperation in addressing public safety concerns. A community safety approach is consistent with other police services in Ontario and Canada.

- Failing to establish leadership roles like the Superintendent of Emergency Services and Inspectors of Emergency Planning and Investigative Services could result in non-compliance with the Community Safety and Policing Act and related Ontario regulations. This may lead to legal liabilities, audits, or penalties, and could also impair the NRPS’s ability to provide adequate emergency response, investigations, and resource management.
- Without streamlining emergency response and investigation processes, NRPS may face increased operational inefficiencies. This could lead to slower response times, higher use of force incidents, overburdened officers, and ineffective investigations. Moreover, inadequate resource allocation could hamper the police service's ability to handle complex and growing public safety issues, such as rising crime rates and new forms of digital crime.

Budget Impact:	
Account Description	Amount
Salary	\$814,470.00
Benefits	215,210.00
Other	38,100.00
Total – Annual Impact	\$1,067,780.00

Additional Performance Metrics:

Figure 1: Domestic Violence and Disturbances Calls for Service from 2017 to 2025



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Figure 2: Mental Health Related Calls for Service in 2013 to 2025

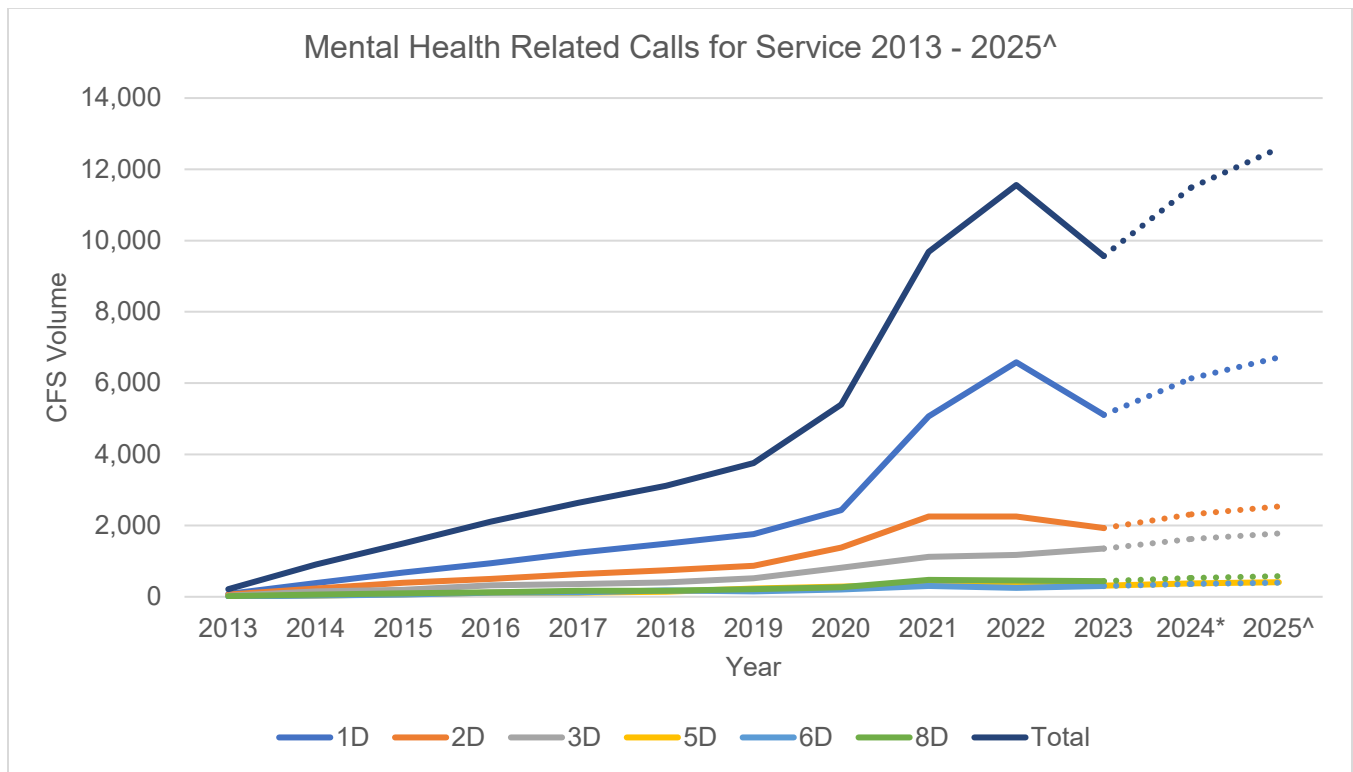
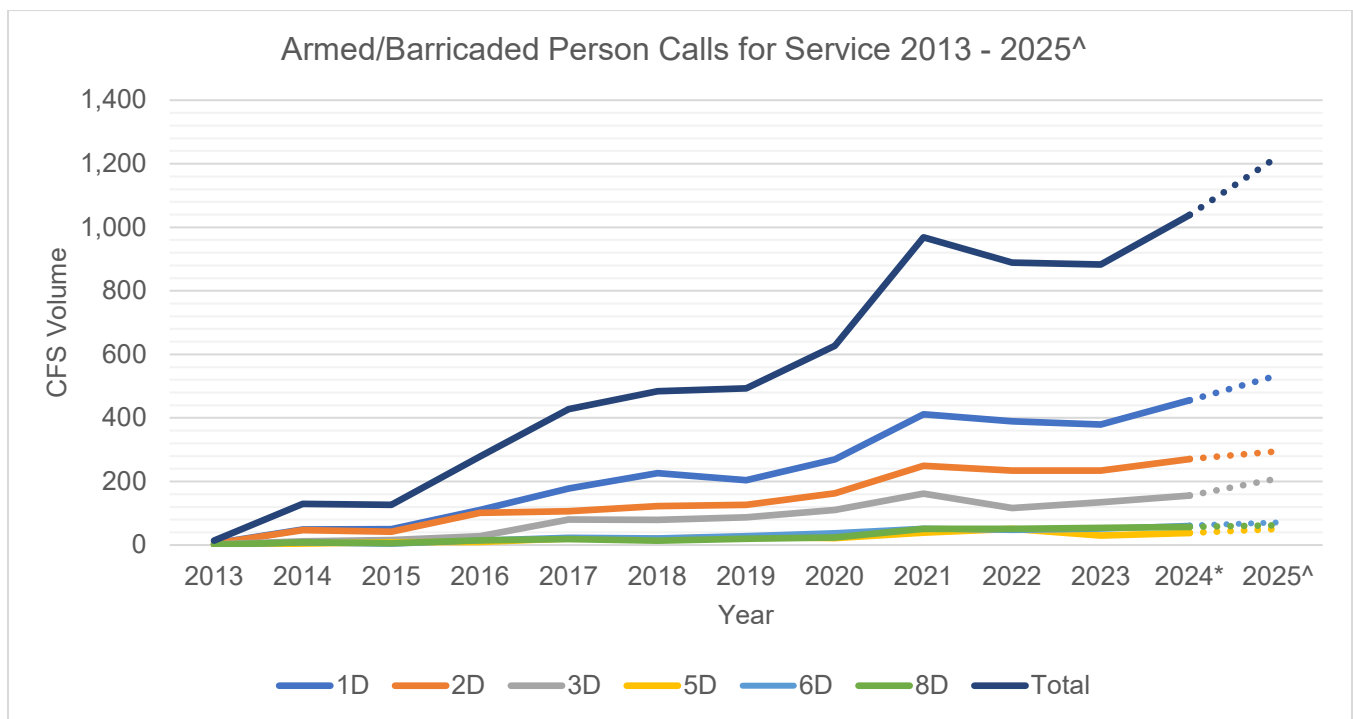


Figure 3: Armed/Barricaded Person Calls for Service 2013 to 2025



Notes: [^]2024 and 2025 are projections using 95% confidence intervals

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NRPS has experienced a higher demand for service (i.e., volume of Calls for Service) in the last few years. For example, in 2023, NRPS responded to 6,797 Mental Health-related CFS, consuming approximately 62,352 hours—equivalent to 28.5 full-time patrol officers.

Table 1. Environmental scan – Community safety senior commands in police organizations

Police Service	Number of Deputy Chiefs	Total members	Position	When was the position created?	Responsibilities
Durham Regional Police	4 Deputy Chiefs	Total = 1342 Sworn = 978 Civilian = 364	Deputy Chief of Public Safety Command		The role of the Deputy Chief of Public Safety Command is to focus on collaboration with the membership and the community and to strive to enhance engagement, transparency, and accountability in fostering a safer community.
Halton Regional Police	3 Deputy Chiefs	Total = 1080 Sworn = 746 Civilian = 334	Deputy Chief of Specialized Support Units	New position (April 25, 2024)	As Deputy Chief, he will remain steadfast in his commitment to the well-being of the Halton community and Service members and will continue to respond to local priorities and risks through collaborative strategies that support HRPS' Community Safety and Well-Being Framework.
London Police Service	3 Deputy Chiefs	Total = 870 Sworn = 594 Civilian = 276	Deputy Chief, Organizational Wellness & Performance	New position (April 11, 2024)	Deputy Chief Designate MacSween is committed to forging collaborative partnerships to develop and shape community safety strategies and improving relationships with the community
Peel Regional Police	5 Deputy Chiefs, 2 Staff Superintendents 2 Associate Deputy Chiefs	Total = 3181 Sworn = 2190 Civilian = 991	Deputy Chief Community Safety and Well-being	Appointed April 8, 2022	The Superintendent for Community Safety and Wellbeing (CSWB) Services at Peel Regional Police plays a critical role in advancing public safety by working with community partners to address various social issues before they escalate into criminal incidents. The position

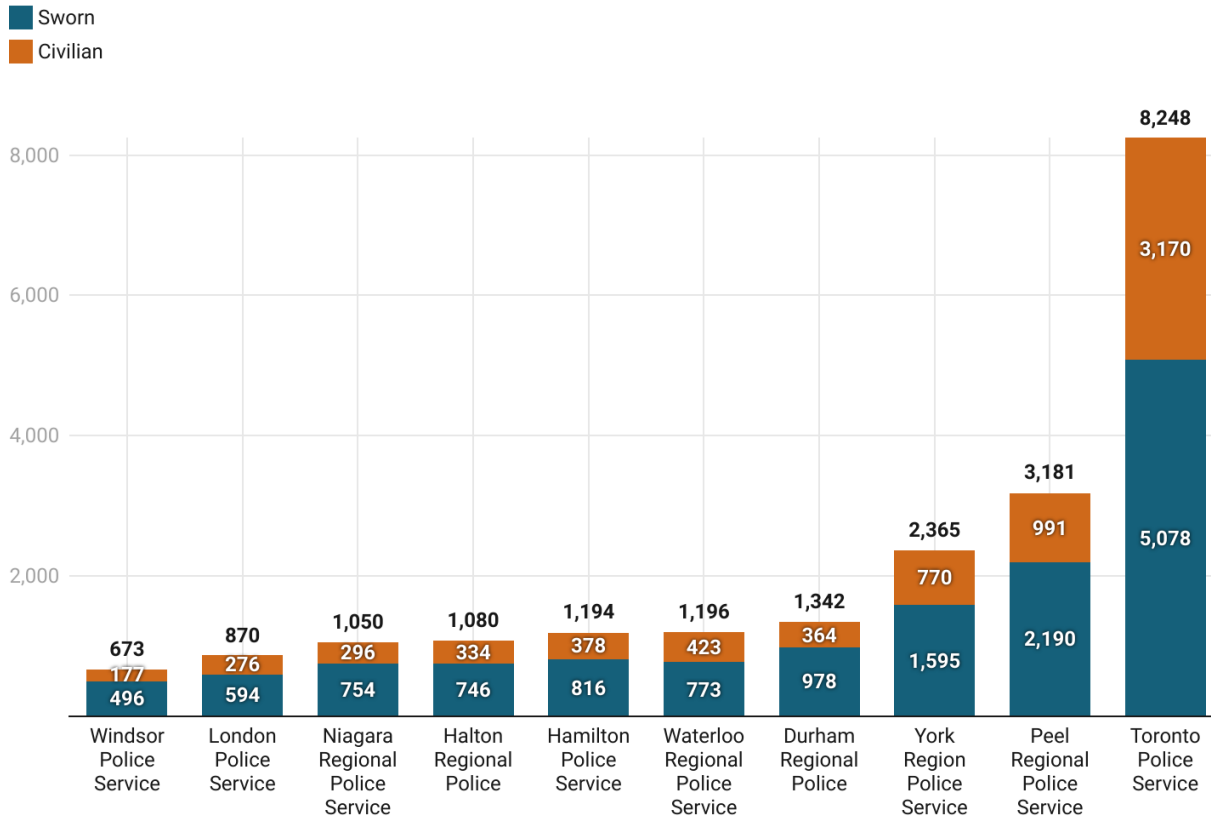
Appendix 3 (14) – 2025 Preliminary Operating Budget Program Changes

					focuses on creating strategic partnerships with local organizations, improving data sharing, and integrating non-police resources, such as mental health and social support systems, into the police response.
Toronto Police Service	4 Deputy Chiefs	Total = 8248 Sworn = 5078 Civilian = 3170	Deputy Chief Community Safety	Appointed Nov 27, 2023	Community Safety Command. Oversee 12 districts consisting of 16 Divisions, as well as Field Services, which includes the Toronto Police Operations Centre, Communications Services, Traffic Services, Parking Enforcement, the Public Safety Response Team and the Community Partnerships & Engagement Unit.
Waterloo Regional Police Service	2 Deputy Chiefs and 1 Staff Superintendent	Total = 1196 Sworn = 773 Civilian = 423	Staff Superintendent Community Safety Partnerships		Community relations and partnerships
York Regional Police Service	4 Deputy Chiefs	Total = 1595 Sworn = 770 Civilian = 2365	Deputy Chief of Support	Recently created position (June 1, 2023)	Currently, it oversees the Support Branch which includes Operational Command, Information Services, Support Services and Community Services.
Niagara Regional Police	2 Deputy Chiefs	Total = 1050 Sworn = 754 Civilian = 296	NA	NA	NA

Source for column "Total members": Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510007701>

Appendix 3 (14) – 2025 Preliminary Operating Budget Program Changes

Figure 4. Police personnel 2023 (Sworn and Civilian)



Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510007701>

Appendix 3 (15) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Weekend and Statutory Holiday Court (WASH) Court Expansion

Summary of Request including Authorized Strength Impact:

No impact to the overall authorized strength

Business Rationale:

On January 7, 2017, the Service in compliance with direction from the Province of Ontario transitioned its Weekend and Statutory Holiday (WASH) Court operations to a virtual format. Accused parties would appear via ZOOM from NRPS Central Holding in Niagara Falls to WASH court facilities located in Hamilton, ON at the John Sopinka Courthouse. At the end of 2023, due to capacity issues, the Ministry of the Attorney General decreed that effective January 1, 2024, WASH Court proceedings would be transitioned to the St. Catharines Courthouse at 59 Church Street to hear matters from Niagara, Brant County, Haldimand-Norfolk, Brantford, and Six Nations. The Service is responsible for all court security for these proceedings occurring on every weekend and statutory holiday, referred to as WASH, and as such is now responsible for providing court security 365 days per year.

Due to time constraints around the timing of notice, an interim staffing solution was created that included one uniform police constable hired on overtime, one full-time Special Constable hired on overtime, and one temporary Special Constable hired on straight time. This interim solution was agreed to with the Niagara Regional Police Association (NRPA) on a temporary basis, however a permanent staffing solution is required.

The permanent staffing of WASH court in St. Catharines requires 1 Constable with full use of force and 2 Special Constables. With the new requirement, as well as existing pressures on our central holding unit and video bail teams, Service staff identified a preferred model that increases the current staffing complement within the video bail team from 4 to 8 members. Due to budget constraints, an operational review of the existing special constables and their roles was undertaken to determine the most efficient and cost-effective manner to implement these changes.

This program change is to request the repurposing of four existing full-time Special Constables from other areas within the Court Services and Prisoner Handling Unit to accommodate staffing requirements associated with WASH Court. A fulsome analysis was undertaken, and it was determined that with some process changes, the repurposing of existing full-time Special Constables would have little to no negative effect on service delivery and pose little to no additional risk to the Service. This area has seen significant changes since the COVID-19 pandemic, and opportunities for realignment of duties and the implementation of process efficiencies were identified.

Appendix 3 (15) – 2025 Preliminary Operating Budget Program Changes

Opportunities for repurposing were identified with the following positions:

- One Special Constable from Prisoner Handling (St. Catharines Courthouse)
- One Special Constable from Central Holding – Finger Printing (Niagara Falls)
- One Special Constable from Court Security (Welland)
- One Special Constable from Document Service

The identified program change benefits include:

- Ensure WASH Court is properly staffed in line with MAG requirements.
- Additional staffing in video bail teams will be available to assist Central Holding during the historically busiest times of day to assist with cell checks and lunch coverage, as well as staggered start times in the video bail team will allow for a reduction in end of shift overtime required for prisoner transports of persons detained in custody.
- Demonstrating the Service’s ongoing commitment to fiscal responsibility through finding efficiencies, while ensuring workload capacity is fairly distributed.

The risks identified with not approving the program change include:

- Continued reliance on overtime to fulfil WASH Court staffing requirements.
- Continued pressures on central holding requiring missed breaks and overtime.
- Grievances from the NRPA due to members working unapproved shift schedules.

Budget Impact:	
Account Description	Amount
Salary Increase	\$Nil
Benefits Increase	Nil
Other	Nil
Total – Annual Impact	\$Nil

Table 1. Total prisoners video appearance via detention centers 2023 and 2024 YTD

Year	Total prisoners video appearance via detention centers	Variance
2023	2,334	
2024 YTD	2,586	11%

Appendix 3 (16) – 2025 Preliminary Operating Budget Program Changes**Program Name:**

Realignment of Supply Clerks and Courier into Quartermasters Unit

Summary of Request including Authorized Strength Impact:

No impact to the overall authorized strength

Business Rationale:

The Service currently utilizes 3 full-time Supply clerks located in Districts 1, 2, and 3 and 1 full-time Courier operating out of Fleet. The current proposal recommends a realignment of the District Supply Clerks and Courier into the Quartermasters (QM) portfolio under one Materials Manager who oversees Fleet and QM.

The District Supply Clerks primarily perform simple vehicle maintenance, coordinate vehicle transports to and from Fleet for maintenance as well as order and delivery of items to their assigned districts. Currently in smaller district (5D, 6D, and 8D) Sergeants, front desk clerical staff, and temporary workers are utilized to perform these duties. This has led to an inconsistency and drop in the standards we would expect from vehicle inspections that has the potential to impact officer and public safety.

The Supply Clerks and Courier complete similar roles and currently often travel to the same locations on multiple occasions per day. This duplication of efforts negatively effects productivity while increasing fuel and mileage expenses. With a combined team, one clerk could visit a singular location daily. Pooling the Supply Clerks and Courier would further allow for greater capacity of district deliveries and would allow for potential introduction of an automated ordering process.

The courier position is responsible for the daily collection and delivery of mail between NRPS locations. The position also conducts vehicle checks of the HQ vehicle pool weekly. Currently, during periods of absence, the Courier and Supply Clerk positions are filled by temporary staff or left vacant if not available. Pooling the team under one reporting line would significantly reduce the need for external coverage and the ability to prioritize deliveries and job duties based on importance during periods of absence.

If this program change is adopted, the Supply Clerks and Courier would be responsible for delivering clothing and equipment directly to the districts. Currently, sworn members are required to physically attend QM and collect clothing or equipment orders. Adoption would allow for better utilization of an officer's time.

The identified program change benefits include:

- Consistent quality of vehicle inspections, enhancing member safety.

Appendix 3 (16) – 2025 Preliminary Operating Budget Program Changes

- Streamlined and more efficient deliveries between NRPS locations and better utilization of members time who will no longer be required to attend QM to retrieve equipment.
- Demonstrating the Service’s ongoing commitment to fiscal responsibility through finding efficiencies, while increasing productivity and reducing costs.

The risks identified with not approving the program change include:

- Continued inefficient use of staffing resources, including both sworn and civilian.
- Inconsistent levels of vehicle inspection, putting member safety at risk.

Budget Impact:	
Account Description	Amount
Salary Increase	\$Nil
Benefits Increase	Nil
Other	Nil
Total – Annual Impact	\$Nil

Appendix 4: 2025 Preliminary Operating Budget Authorized Strength Count

	Uniform	Civilian	Total
2024 Approved Authorized Strength	798	346	1,144
In Year Changes:			
• Secondment – Organized Crime Towing and Auto Theft Team (OCTATT)	1	-	1
• Secondment – Auto Theft Unit (ATU)	1	-	1
• Secondment – Ontario Police College (OPC)	1	-	1
• Secondment – Repeat Offender Parole Enforcement Unit (ROPE)	1	-	1
• Repurpose Disability Management Clerk to Specialist	-	-	-
• Repurpose Staff Sergeant Member Support to CORE	-	-	-
• Repurpose Sergeant Mobile Support to Staff Sergeant Forensics	-	-	-
• Repurpose Staff Sergeant Career Development to Professional Standards	-	-	-
• Repurpose Financial Planning Coordinator to Director of Finance and Asset Management	-	-	-
• Repurpose Human Resources Manager to Director of Human Resources	-	-	-
• Repurpose Recruiting Clerk to Manager Talent Acquisition	-	-	-
Total - 2024 Authorized Strength	802	346	1,148
2025 Program Changes:			
• Frontline Expansion (1 SSGT, 4 SGT, 28 PC)	33	-	33
• Canine Unit (2 PC)	2	-	2
• HR Talent Acquisition Specialist	-	1	1
• Corporate Communications Specialist	-	1	1
• Corporate Communications Social Media/Visual Content Creator	-	1	1
• IT Equipment Hardware Technician	-	1	1
• Training Unit Expansion (1 SGT, 5 PC)	6	-	6
• Member Support Health & Wellness Coordinator	-	1	1
• Domestic Violence Unit Expansion (1 SSGT, 3 D/SGT, 4 D/PC)	8	-	8
• 3 District Street Crime (1 D/PC)	1	-	1
• 8 District Detective Office (2 D/PC)	2	-	2
• Remotely Piloted Aircraft System Unit (1 SGT, 1 CIV – Repurposed)	1	-	1
• Digital Evidence Management System (DEMS) Clerks	-	2	2
• Organizational Model Change (1 DC, 1 SUPT, 2 INSP)	4	-	4
Total – 2025 Program Changes	57	7	64
2025 Preliminary Authorized Strength	859	353	1,212

Appendix 5: 2025 Preliminary Operating Budget Reserve Continuity Schedule

Schedule 1: Operating Budget Contributions To/From Reserve Funds

	2024 Approved Budget	In-Year Change	Capital Financing Strategy	2025 Proposed Budget	2025 vs. 2024 \$ Change	2025 vs. 2024 % Change
Expenditures for Transfers to Reserves:						
Vehicles & Equipment Replacement Reserve	\$2,255,000	\$(5,000)	-	\$2,250,000	\$(5,000)	-0.22%
Employee Future Benefits Reserve	-	-	-	-	-	0.00%
Contingency Reserve	250,000	-	-	250,000	-	0.00%
WSIB Reserve	200,000	-	-	200,000	-	0.00%
Capital Levy Reserve	1,903,000	5,000	320,000	2,255,000	325,000	16.84%
Total Reserve Expenditures	\$4,635,000	-	\$320,000	\$4,955,000	\$320,000	6.90%
Revenues from Transfers from Reserves:						
Accumulated Sick Leave Reserve	(200,000)	80,000	-	(120,000)	80,000	-40.00%
Contingency Reserve	(500,000)	500,000	-	-	500,000	0.00%
Total Reserves	\$(700,000)	\$580,000	-	\$(120,000)	\$580,000	-82.86%
Net Expenditures	\$3,935,000	\$580,000	\$320,000	\$4,835,000	\$900,000	22.87%
Impact on Annual Budget Increase						0.48%

Appendix 5: 2025 Preliminary Operating Budget Reserve Continuity Schedule

Schedule 2: Niagara Regional Police Service Reserve Fund Balance

	Estimated Balance at 1/1/2025	Transfer From/(To) Operating Budget	Transfer To Capital Budget	In-Year Planned Transfer	Estimated Balance at 12/31/2025
Future Liability -Accumulated Sick Leave (R)	\$230,491	\$(120,000)	-		\$110,491
Future Liability -Benefits (R)	4,152,398	-	-		4,152,398
Future Liability -WSIB (R)	4,269,590	200,000	-		4,469,590
Capital Levy -Vehicles and Equipment Replacement (R)	90,665	2,255,000	(2,214,000)		131,665
Capital Levy – Equipment Replacement (R)	1,053,485	2,250,000	(2,555,000)		748,485
Ontario Police Training Video Alliance Reserve (R)	79,318	-	-		79,318
Contingency Reserve -Police Service (Service)	2,478,984	250,000	-	(1,524,651)	1,204,333
Contingency Reserve – Police Service Board (Board)	242,119	-	-		242,119
Total Fund Balance	\$12,597,050	\$4,835,000	\$(4,769,000)	\$(1,524,651)	\$11,138,399
Less: Restricted (R) Fund Balance					(9,691,947)
Total Unrestricted Fund Balance					\$1,446,452

Explanation:

The reserve funds are managed in accordance with the Niagara Region's Reserve Fund Policy (C-F-013) which applies to all departments and ABC's. The policy outlines both the appropriate use and funding for all Reserve and Reserve Funds. The use of all Reserves and Reserve Funds requires approval of the Regional Treasurer and Council.

For the period ending December 31, 2025, the Service anticipates a total fund balance of \$11,138,399.00 a decrease of \$1,458,651.00 or 0.12% from the opening balance on January 1, 2025.

Appendix 5: 2025 Preliminary Operating Budget Reserve Continuity Schedule

Future Liability

The majority of the Service's reserve fund balance, \$8,732,479.00 or 78% supports the extinguishment of known or unknown future liabilities being incurred in the current year but paid in the future. Policy C-F-013 requires these liabilities to be funded (in a reserve) at a minimum of 40% of the estimated value of the future liability. Due to a low contribution rate of \$200,000.00 per annum funded by the operating budget, the Service has been unable to achieve the minimum target value of 40% as the total value of the liability continues to increase greater than annual inflation. Current estimation of the portion of liability funded by reserves is approximately 14%.

Capital Levy

The most significant contributions from the operating budget to the reserve fund is to the two capital levy reserve funds, Vehicles and Equipment Replacement and Equipment Replacement. These reserve funds provide a funding source for capital assets being consumed, to avoid spikes in funding requirements of the capital budget and to reduce reliance on long term borrowings. Due to the significant backlog in capital asset replacement, the contributions added to this reserve are used within the current year to fund the 2025 capital budget. The balance at the end of 2025 is used to fund any in-year emergency capital needs and any excess funds are carried forward to fund future capital equipment as identified in the 9-year forecast. The capital levy equipment replacement fund requires a minimum \$200,000.00 balance to be maintained within the fund.

Ontario Police Training Video Alliance (OPVTA) Reserve

The purpose of this reserve fund is to support specific OPVTA designated programs/purchases and offset any year in surplus/deficits. The use of this fund is determined by the OPVTA Board of Directors following a review of the prepared financial operating statement for the respective year.

Contingency Reserve

The final category are reserves used to stabilize rate or levy requirements due to unanticipated changes in operational requirements resulting from one-time, non-recurring expenditures, often referred to as contingency reserves. The Service and Board are projected to hold reserve balances of \$1,204,333.00 and \$242,119.00, respectively, by the end of 2025. According to Policy C-F-013, a minimum balance of 10-15% of operating expenses should be held in a contingency reserve. The combined balance on December 31, 2025, represents 0.6% of the proposed 2025 gross expenditure budget, well below the recommended minimum balance. The operating budget includes a transfer of \$250,000.00 per annum to

Appendix 5: 2025 Preliminary Operating Budget Reserve Continuity Schedule

increase the contingency reserve to a target of 3% of the gross expenditure budget expected to be achieved by 2050; any surpluses resulting from actual year end results are requested to be added into the Services Contingency Reserve, in an effort to achieve the modest target earlier than 2050.

The Service's opening balance of \$2,478,984.00 includes funding of \$1,524,651.00, committed to implementing one-time expenditures related to the Community Safety and Policing Act (Act), enacted on April 1, 2024. At the end of the 2023 fiscal year, Region Treasurer and Council approved a transfer of \$1,909,651.54 to the Police Service Contingency reserve. In 2024, a request to transfer \$385,000.00 from the Service contingency fund to support the temporary increase of 6 positions within the Training Unit due to the increased training requirements under the Act was approved. Thereby leaving a remaining balance of \$1,524,651.00 committed to one-time costs associated with the implementation of the Act which is anticipated to be spent throughout 2024 and 2025.

Appendix 6



Managing Patrol Performance (MPP) 2024 Report

MPP Project Leads

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Created: June 2024

Revised: Oct 2024

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Introduction

Uniform frontline patrol is the most vital and visible function across police services in Canada. It is the primary method of contact between the police and the community it serves, and it is often a barometer by which the community measures the effectiveness of a police service. The Niagara Regional Police Service provides uniform frontline police service to more than 484,840 residents and 13 million visitors to the Niagara Region annually.

Taking into consideration the findings from the last 2 MPP studies done in 2019 and in 2023, this report provides an overview of how the Service implemented the recommendations that resulted from these studies, the continued resource pressures frontline policing still faces even after their implementation, and how the Service intends to manage overall frontline patrol performance and workload demands moving forward. Through an evidence-based approach, both the Service and the Police Services Board will be able to identify opportunities to enhance policing and public safety and to make informed decisions on resourcing and future deployment decisions.

One of the major recommendations that resulted from the 2019 study was the addition of 40 new frontline officers, which was approved by the Board for the 2020 budget year. The Recruiting Unit worked diligently to hire these officers by December 2020. They consisted of recruits considered new to the profession of policing as well as experienced hires from other Police Services that came to join NRPS. The 40 officers were assigned to frontline duties in 1 District, 2 District, and 3 Districts as per the study results. The additional officers increased the authorized strength of officers performing uniform frontline patrol duties from 324 to 364 for the Region. In 2023, another MPP study was done, which resulted in a recommendation of hiring an additional 20 officers.

This report is presented in three parts. Part one provides a historical and contextual review of how frontline policing has evolved to date. Part two outlines our methodological approach to understanding frontline workload and performance. Finally, part three highlights the significant findings that can be derived from the data over the last five years and the recommendations that can be implemented to remedy some of the resource constraints that the data shows.

Part One: A historical and contextual review

Frontline Deployment - Historical and Contextual Factors

It is tempting to reduce the analysis of frontline workload down to citizen-generated calls for service or crime rates. Still, we would be remiss not to recognize that modern-day policing is much more demanding than that. Policing involves a more complicated mix of reactive and proactive activities, preventative patrol, community problem-solving, and follow-up investigation. There are also complex and continuing problems associated with policing an area as vast and diverse as the Niagara Region, with its 12 municipalities, its mix of urban and rural environments, its influx of tourism, changing economics, and its international waterways and border crossings. We must continue to reinvent ourselves in the face of challenges and evolving threats to the safety and security of residents and visitors.

Before examining workload and officer availability, it is vital to set out the context that has led to the Service's difficulty to adequately staff full platoon strength across districts over the last decade. Factors influencing frontline resources include growth in specialty functions, case complexity, and Case Law, as well as a *Uniform Collective Agreement* that establishes agreed-upon mandatory minimum staffing levels 24-7, 365 days a year. The collective combination of these factors leads to perpetual challenges for NRPS.

Historically, the Service has had more members dedicated to frontline patrol. However, in the mid-1990s, we started to experience a reduction in the number of officers dedicated to the frontline. The reductions in the mid to late 1990s had to do with a beleaguered and stagnating economy and the imposition of the *Social Contract (Ontario)*¹. By 2000, the reduction in strength on the frontline was directly attributable to the province's adoption of the Adequacy Standards that resulted in mandated specialized service delivery across every police service in Ontario.

It is clear that the frontline has been impacted by forces that are beyond the Service's control. By law, we must fulfill provincial direction, the Community Safety and Policing Act (CSPA), and all associated regulations and train subject matter experts in various specialized investigative areas. Since 1980, the Service's sworn complement has grown by 189 members, but that growth did not result in a growth in our frontline uniform patrol strength. In fact, our frontline constable strength has been reduced by 31 officers since 1980.

Authorized Frontline Deployment, Calendar Years 1980 – 2023

	1980	1985	1990	1995	2000	2005	2010	2015	2019	2020	2021	2022	2023
Frontline Patrol Constables	395	348	364	365	334	345	348	318	328 ³	364	364	364	364
Total Sworn Members	583	563	592	592	604	648	702	702	716	754	760	768	772
Percent Frontline	67.7	61.8	61.5	61.6	55.3	53.2	49.5	44.8	45.8	48.3	47.9	47.4	47.2

Historical Frontline Uniform Patrol Workload Analysis

Over the years, the Niagara Regional Police Service has completed several frontline work studies. In 2002, a report was produced that analyzed calls per service and also did a manual analysis of officer availability during 15-minute increments across the Niagara Region. It also modeled response times across the Region by doing actual driving experiments with the flow of traffic and with emergency equipment activated. The results of the study concluded clearly that an increase of 20 officers per year over the next three years (60 Officers net new) was needed at the time. These recommended increases were never realized, and the perpetual call response mode and non-availability conditions continued till the 2019 study.

Minimum Staffing Levels

As mentioned above, authorized strength refers to the number of frontline constables that the Service has budgeted for and that are authorized to work under the organizational structure. Actual strength, on the other hand, refers to the actual number of Constables who are assigned to the platoon in that District and are deployable. This number excludes officers off on long-term injuries such as LTD or any other long-term absence.

Informal minimums began in 1970 with the amalgamation of separate police agencies in Niagara to form the first regional police service in Ontario: The Niagara Regional Police Force. However, these minimums across cities and townships were never formally contractually agreed upon until some 20 years later. In 1999, formal minimum deployable

officers were introduced. These minimums were contractually implemented in the Uniform Collective Agreement after the Niagara Region Police Association agreed to endorse the then Coleman 5-Platoon Shift Schedule on March 29, 1999. Coleman argued that minimum staffing levels would need to be met for the 5-Platoon Shift Schedule to effectively work. The 5-Platoon Shift Schedule was never able to be properly established over the next four years. On December 28, 2003, the Service replaced the Coleman Shift Schedule with a 4-Platoon, 12-Hour Shift Schedule.

Today, most police agencies have some form of agreed-upon minimums in policy or in a collective agreement provision. These arrangements are not consistent in the type of agreement, formal and otherwise.

Front-line staffing levels are significantly impacted by minimum staffing numbers as outlined in section 5.1.10 of the 2021-2026 *Uniform Collective Agreement*. Minimum staffing numbers refer to the number of front-line Constables and Sergeants working at a given time for a specific shift. Section 5.1 of the agreement also details minimum staffing numbers for the various Districts within the Niagara Regional Police Service for some days of the week and hours of the day.

Further, the *Uniform Collective Agreement* states that the supervisor responsible for deciding whether to call off-duty members back on overtime shall consider the following factors:

1. Officer safety;
2. Public safety;
3. Court attendance requirements, including likely duration;
4. Training requirements;
5. Other factors impacting the number of officers available and required for duty.

After considering those factors, the supervisor shall decide, at his/her discretion, whether to hire overtime.

Minimum staffing levels, whether established by contractual agreement or by operational policy, must place officer and community safety at the forefront. To do otherwise is careless and comes with inherent risk liability to an organization. To comply with the provisions mentioned in the collective agreement regarding meeting minimums, the Service redeployed 1195 officers across districts in 2023. We have found that in 2023, we failed to reach our minimums approximately 30 times due to staff shortages, we were at minimum levels 80% of the time during the year and over the minimums only 19% of the time. While the ability to determine minimum staffing levels remains an inexact science, a combination of prior policing experience juxtaposed to an analysis of such variables as population-to-officer ratios, calls for service, call response expectations, temporal and cyclical patterns to workload, and geospatial analysis are often factored into these estimations.

Although the 2019 study authorized strength of a platoon was increased in our 3 larger Districts, minimum staffing levels went unchanged for all Districts except 3 District where it was increased in the most recent collective agreement. It is important to note that the authorized strength of a platoon, or number of budgeted police officers per platoon, may not be the actual number of police officers assigned a particular shift who are able to be deployed. Real numbers are lower as officers find themselves out of the workplace for a number of reasons, as explained throughout this report. As the number of unavailable officers increases, minimum staffing levels become the norm.

Authorized vs Actual Strength

The MPP study done in 2019 recommended that 40 officers be added to the frontline to achieve a 7-minute response time on emergency calls in Districts 1,2 and 3. The 2023 MPP study recommended that we add an additional 20 officers but those officers as mentioned in the introduction of this report have not yet been added to the frontline compliment. In this section, we will demonstrate how, despite the increases in authorized strength that occurred as a result of the 2019 study, the number of actual officers on the road did not increase. The table below shows that while the actuals have increased, this deficit has grown from 57 in 2019 to 86 in 2023.

	Frontline Constables			Total Uniform	
	Authorized	Actual	Variance	Authorized	Actual
2019	324	267	57	713	721
2020	364	290	74	754	753
2021	364	298	66	760	770
2022	364	299	65	768	763
2023	364	287	77	772	783
YTD 2024*	364	290	74	776	806

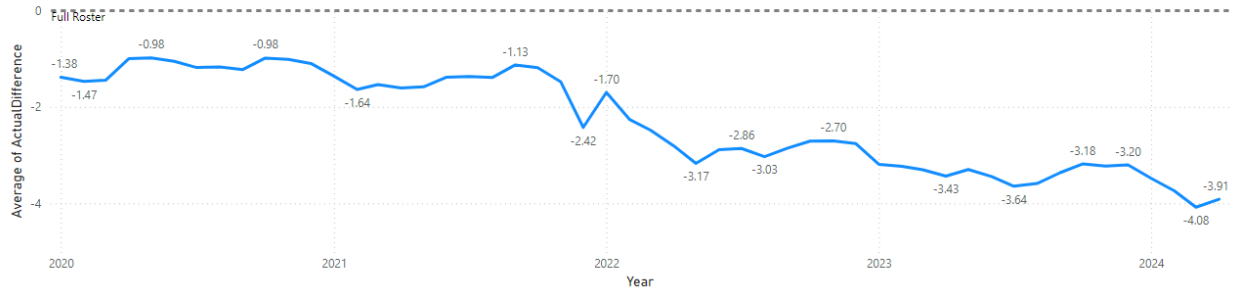
*Authorized/Actual numbers as of December
 *as of June 3, 2024

The top part of the diagram below show that despite the authorized strength increase that occurred in these districts in November 2021, the actual number of officers on the road has either remained constant or declined. The other increase that is showing at the start of 2024 can be attributed to the amalgamation of the Casino Unit to District 2 complement. Neither increases in authorized strength had any impact on call response time target for emergency calls. The bottom part of that graph also shows how since the introduction of the latest collective agreement, the deficit between actual and authorized strength has continued to grow, which has made the goal of achieving a full roster every month for these districts more complex over time. In the sections following the diagrams, we attempt to explain the reasons behind these shortcomings.

Monthly Average Actual Officers vs Authorized



Monthly Average Actual Officer Deficit Compared to Authorized



Authorized vs Actual discrepancies explained

Several factors contribute to the frontline shortages that are out of the Service's control at this point in time, such as the collective agreement, legislation, or changes in the Niagara Region's demographics; these factors are discussed below.

Pregnancy and Parental Leave:

Under the employment insurance plan parents can share up to 40 weeks for standard benefit sharing or up to 69 weeks for extended benefit sharing. Due to the changing demographics of the Service, we are seeing a sharp increase in parental leave. During the period of the 2019 MPP study, the combined pregnancy and parental leave hours were 4,960 for the Service; compared to the current period, the total hours have increased to 14,248. This equates to approximately 7 FTE officers or 9 if we deduct annual leave, float, accrued statutory holiday days, etc.

We are seeing an increase in members off on pregnancy and parental leave. The reason for this is twofold. We are hiring more women than we have historically to reflect our community better as we work towards becoming a more diverse service. Additionally, more men and partners in same-sex relationships are taking parental leave. This is partially due to a societal change whereby more men are taking parental leave than ever before, coupled with the introduction of the Parental Sharing Benefit.

A Parental Sharing Benefit was established on March 17, 2019, to allow parents to share the parental leave benefit. The standard benefit allows five extra weeks, and the extended benefit allows eight extra weeks.

Standard Parental Sharing Benefit – Parents can share up to 40 weeks, but one cannot take more than 35 weeks. For example, Parent 1 takes 35 weeks; Parent 2 takes five weeks for 40 weeks. If Parent 1 takes fewer weeks, Parent 2 will be entitled to take more as long as the total is 40 weeks.

Extended Parental Sharing Benefit – Parents can share up to 69 weeks, but one cannot take more than 61 weeks. For example, Parent 1 takes 61 weeks, Parent 2 takes eight weeks for a total of 69 weeks. If Parent 1 takes fewer weeks, Parent 2 will be entitled to take more as long as the total is 69 weeks.

As a result of this new benefit, we are seeing an increase in parental leaves being utilized from our male frontline patrol officers who are taking advantage of the additional entitlement of the 5 or 8 weeks of shared benefit. In addition, they are entitled to the top-up provisions under the collective agreement while on parental leave.

There is also a factor to the frontline when a member discloses their pregnancy. Due to the increased risk a frontline officer is exposed to, the member can choose to be accommodated and tasked with other duties away from the frontline. Generally, this often results in an additional 7 months off of the road for that member.

Parental leaves are difficult to plan for as the notification period noted in the Employment Standards Act is only 2 weeks written notice and it can occur anytime during the year, however data has shown that there is a tendency to for increased parental leave times during summer months and end of year holidays.

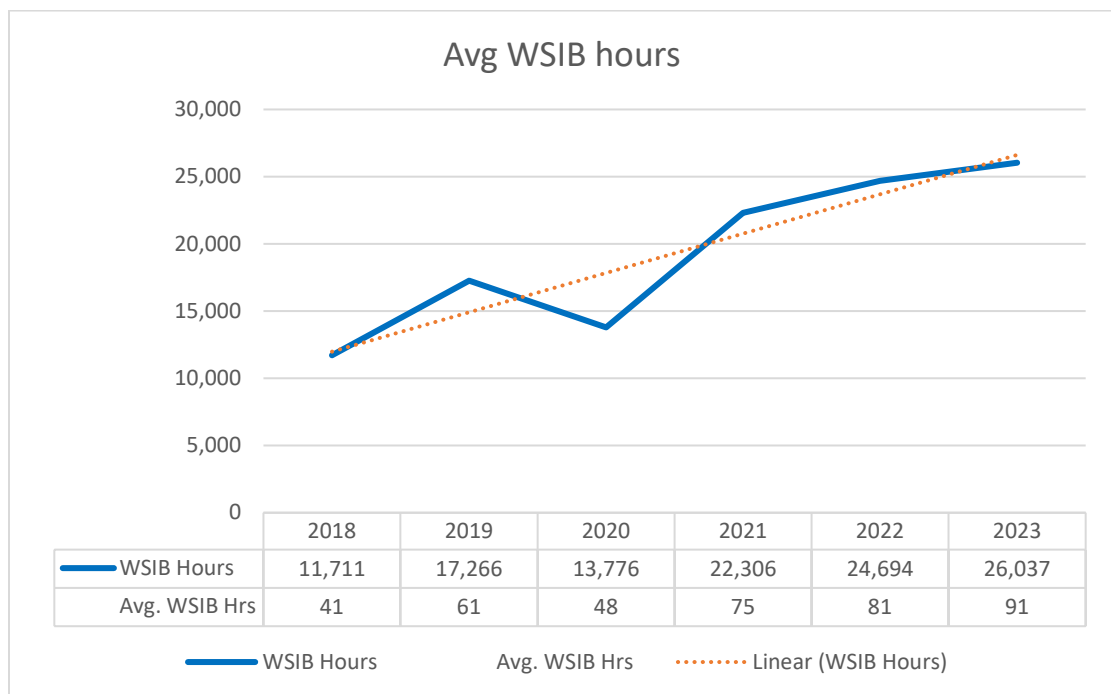
A comparison of review periods shows the overall increase in hours from our frontline patrol positions:

Period	FLP Maternity/Parental Total Hours
<u>Apr 2018 – Mar 2019</u>	<u>4,960</u>
<u>Apr 2022 – Mar 2023</u>	<u>14,248</u>
<u>Apr 2023 – Mar 2024</u>	<u>8,920</u>

Other factors:

- a. Sick time: The NRPS sick plan, which was negotiated through the collective bargaining process, allows for extended periods of sick time. This issue extends beyond the frontline members, and the Service has made considerable efforts through the Wellness Initiative and other resources to reduce sick time among members.

- b. Annual Leave, Float, Holiday Bank, and Special Bank: The collective agreement allows for a certain allotment of annual leave, float bank (shift adjustment time for working 12-hour shifts), holiday bank for statutory holidays and special bank (time in lieu of cash for working overtime).
- c. Workplace and off-duty injuries: WSIB claims have increased over the last few years, and as can be shown from the graph below, the number of WSIB hours is on an upward trend for frontline constables. We suspect that this increase can be attributed to the recent changes in the WSIB legislation where it included benefits for Traumatic Mental Stress including posttraumatic stress disorder for first responders effective January 1, 2018. In addition, NRPS created the Member Support unit that has been actively working with members to reduce the stigma of mental health.



- d. Acting rank, i.e.: the ripple effects of members acting in S/Sgt and Sgt capacities
- e. The need to meet adequacy standards and legislation by filling specialty positions.
- f. The new CSPA, introduced on April 1st, 2024, requires approximately more than 85 hours of additional frontline training. Approximately 25 hours of these will be required on an annual basis as requalification requirements, thus reducing the actual time that can be spent on the road. The new required training hours are summarized as follows:

- Immediate Rapid Deployment (IRD) training for active shooter situations: **30 hours**
- SemiAuto Rifle (Carbine) training: **40 hours**
- Incident Command 100: **1.5 hours**

- Mental Health Crisis Response Training (MHCRT): **15 hours**
(approximation only as the actual number of hours has not been disclosed yet)
- g. The population growth in the Niagara region of Ontario is projected to continue at a steady rate, putting further pressure on officer availability on the road to respond to calls. As of the end of 2022, the population of the Niagara region was estimated at 484,840, up from 453,817 in 2016, marking a growth rate of about 6.8% over five years. Niagara Falls (2 District), is expected to reach a population of approximately 98,439 in 2024, reflecting an annual growth rate of 1.4% since 2016. Niagara-on-the-Lake, another city within 2 District, is another area within the region experiencing growth, with its population projected to be 20,102 in 2024, up from 19,088 in 2021, and 17,511 in 2016. This represents an annual growth rate of about 1.74%. Overall, the Niagara Region seems to be aiming for a growth target of 1.39% per year. Currently, the 2051 rough forecasted population for the Region as a whole is in the range of 773,000 people.

Summary

Multiple factors exacerbate the shortfall in frontline staffing, including high rates of sick leave inclusive of WSIB, increasing use of maternity and parental leave, and the need to comply with training and legislative requirements.

The combination of all the factors discussed thus far invariably has impacted the Service's ability to sustain contractually agreed upon minimum staffing levels on the frontline. This has resulted in the Service constantly striving to achieve the minimum as the ultimate target.

Part Two: Measuring and Managing Performance

Methodology

Records maintained by the Niagara Regional Police Service were used to examine front-line workload in 2023. Data was collected on a daily basis across all six districts, utilizing the Service's CAD and Records Management System (Versadex) to gather data on calls for service, including queue times, dispatch times, travel times to respond to calls for service, time on call, types of calls dispatched, and time and day call volume. Data collection was restricted to frontline officers logged in as Patrol Units. We were also able to examine types of crime incidents in Niagara through Versadex. Utilizing a data analytics platform (PowerBI), we were able to manipulate uploaded data from our internal systems. This platform in the future will ensure that we are capable of making operational and management decisions based on a sound business intelligence model. In PowerBI, we can create dashboards to examine the following:

- district variation
- types of priority calls
- number of calls for service
- rank incidents from high to low
- time on task by a platoon
- activity time by individual patrol officer
- response times, etc.

Police response time to calls for service invariably depends on officer availability. To understand the number of patrol hours available or a platoon's capacity to respond to calls for service over previous study periods, data can be retrieved from a variety of sources to determine the number of hours each member was available and unavailable from their 2,184 base hours. The PeopleSoft program administered by the Region is our primary data source to ascertain the amount of time members were away from work due to annual leave entitlement, statutory holidays, and short-term disability sick time over the study period. Other hours unavailable to take calls for service include mandated In-Service Training (IST), annual float entitlement, and actual on-duty court time over the study period. In addition, the Service annually experiences a loss of resources to the front-line workforce across platoons due to modified or non-deployable designations because of duty injury, maternity leave, and non-Service-related health matters. The total of all of these hours represents the number of lost hours or the number of officers that are actually unavailable and not deployable across districts. This is a continuing reality that must be factored in if we are to accurately forecast personnel needs. For this reason, we have developed a Shift Relief Factor (SRF) that accounts for the difference between authorized strength and actual strength available to field calls for service.

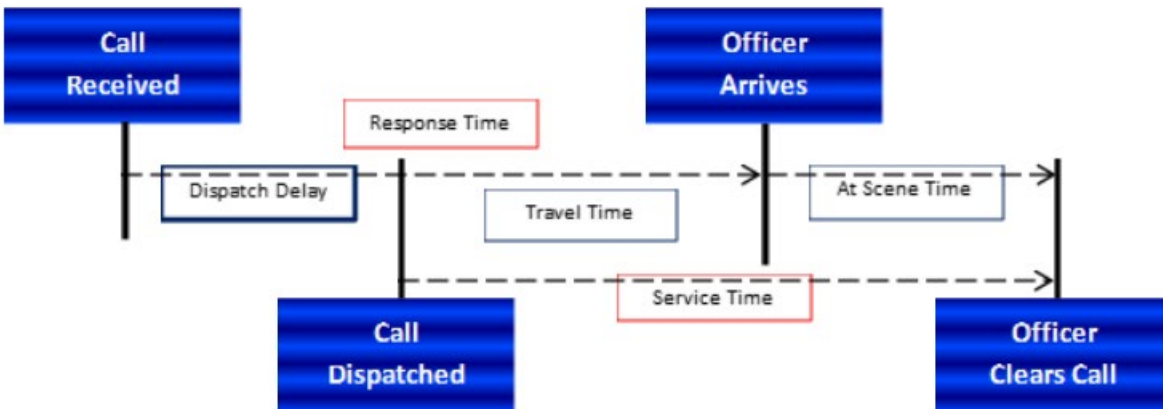
In this section, we will delineate how we collect measurable data to obtain real-time data to analyze and predict future frontline patrol performance. This data will provide a future roadmap for managing police performance. While data collection is a laborious undertaking and we continue to refine and validate the data collection process, it positions the Service as one of the leading-edge police agencies in Canada capable of assessing workload and performance through real-time evaluation.

Police Response Time to Emergency Calls for Service

While there is no formalized police response time for citizen-generated emergency calls for service, it has increasingly become an acceptable expectation that police services in North America should respond to emergency calls for service within 7 minutes in urban areas and 10 minutes in rural areas¹.

Further, we need to take into account how response times are affected. To understand this, we have captured real-time call response from the moment that a call is received by dispatch to the time when an officer clears the call. This time period is diagrammed below:

¹ 2007 Vancouver Police Department Study



Definitions

- **Dispatch Delay:** The time a call is held in the dispatch queue either because a unit cannot be found or because a call must be held until a unit assigned to a zone becomes available.
- **Travel Time:** The time between when an officer is available to take a call and when an officer arrives at the scene.
- **Response Time:** Dispatch delay plus travel time represent the delay citizen's experience in responding to their calls for service.
- **Service Time:** Travel time plus time at scene of a call when a patrol unit is out of service and not available to respond to another call.
- **At Scene Time:** Time officers spend after they arrive at the location of a call and before they leave or complete a preliminary investigation. Ideally, report writing time and prisoner processing should be included in at-scene time.

In this study, as was the case in previous studies, we had first to determine a value for the Shift Relief Factor (SRF) to calculate the number of officers needed to achieve a 7-minute response time or any other response time target. The SRF is the number of hours an officer is authorized to work divided by the number of hours they work. So, if we consider the total number of authorized officers in 2023 was 364 and considering that we had 14 vacancies then we can conclude that the total number of potential work hours is 350 officers multiplied by 2184, which is the number of hours an officer is authorized to work, equals 764,400 potential work hours. After we deducted annual leave, float, accrued Statutory holiday days, sick time, WSIB, bereavement leave, etc., a total of 266,225 hours were lost in that year, leaving 498,175 hours available for patrol duty. Meaning one officer was only 0.65 of an officer available to patrol throughout the year. This means that we would have an SRF of 1.534 or 1.534 multiplied by 2

(3.07) to accommodate for 24-hour period, which would comprise the 2 twelve-hour frontline patrol shifts.

Also, like the previous study, the relationship between the number of frontline officers needed and the response time was assumed to be a linearly inverse relationship. Meaning the more frontline officers we have on the road the smaller (faster) the response time will be. Once we have determined the number of officers needed to achieve a 7-minute response time we can then use the calculated SRF to determine the true number of officers needed when considering lost time.

Fielded Unit Requirements

The Fielded Unit Requirements is a dashboard that uses actual call information to determine how many additional officers, if any, are required to meet a specific metric. In our case we used the metric explained above of Emergency Response Time (ERT). ERT is defined as the time it takes for an officer to arrive at scene from the time a call was received. The target metric is 7-minutes for urban areas and 10-minutes for rural areas. Only calls classified as Emergency (Priority1 and Priority2) are included for this metric.

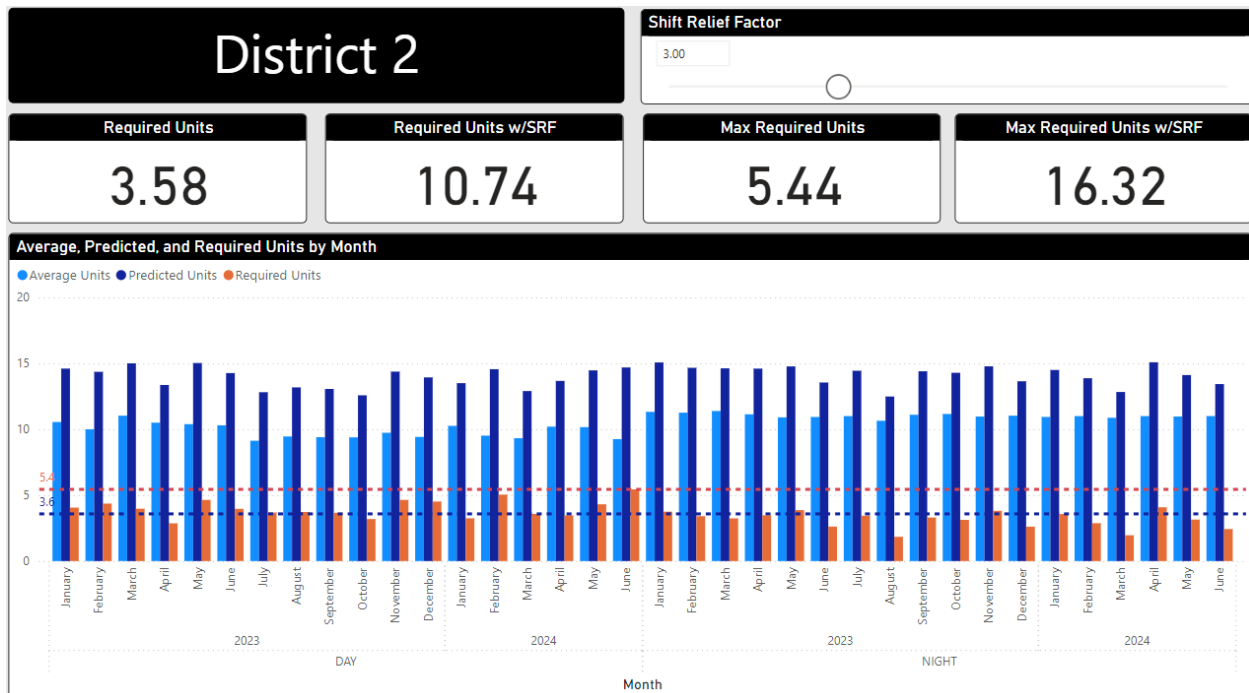
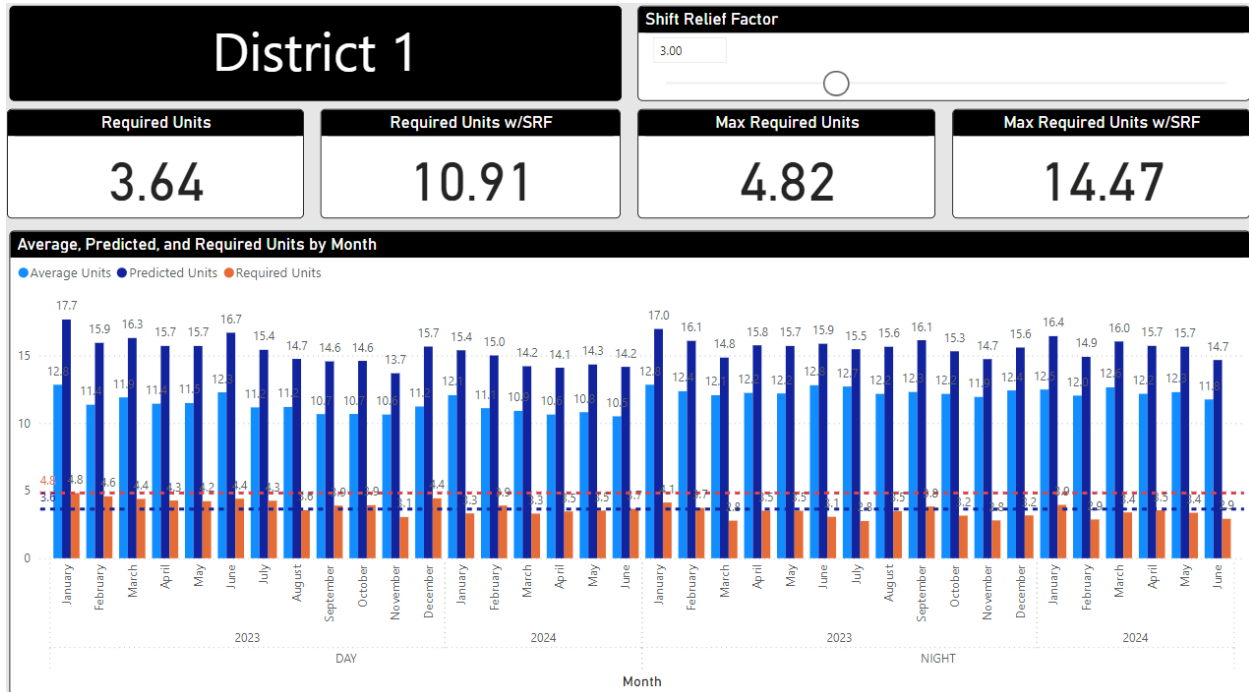
The data was collected over the period from Jan 1st 2023 to May 31st 2024 across all platoons and districts. The data was aggregated to determine the average of each collected data point i.e., number of Officers, Response Times & Calls for Service. Only front-line officers identified as Patrol or PT were included. ERT was calculated by adding 'Call Received to Dispatch' + 'Call Dispatched to at Scene'. Calls that were not dispatched or an officer did not arrive at scene, i.e., call canceled, as well as calls from the Alternate Response Unit were not included. To make the data more reliable, extreme outliers emergency calls that had a response time greater than 20 minutes were removed from the calls included.

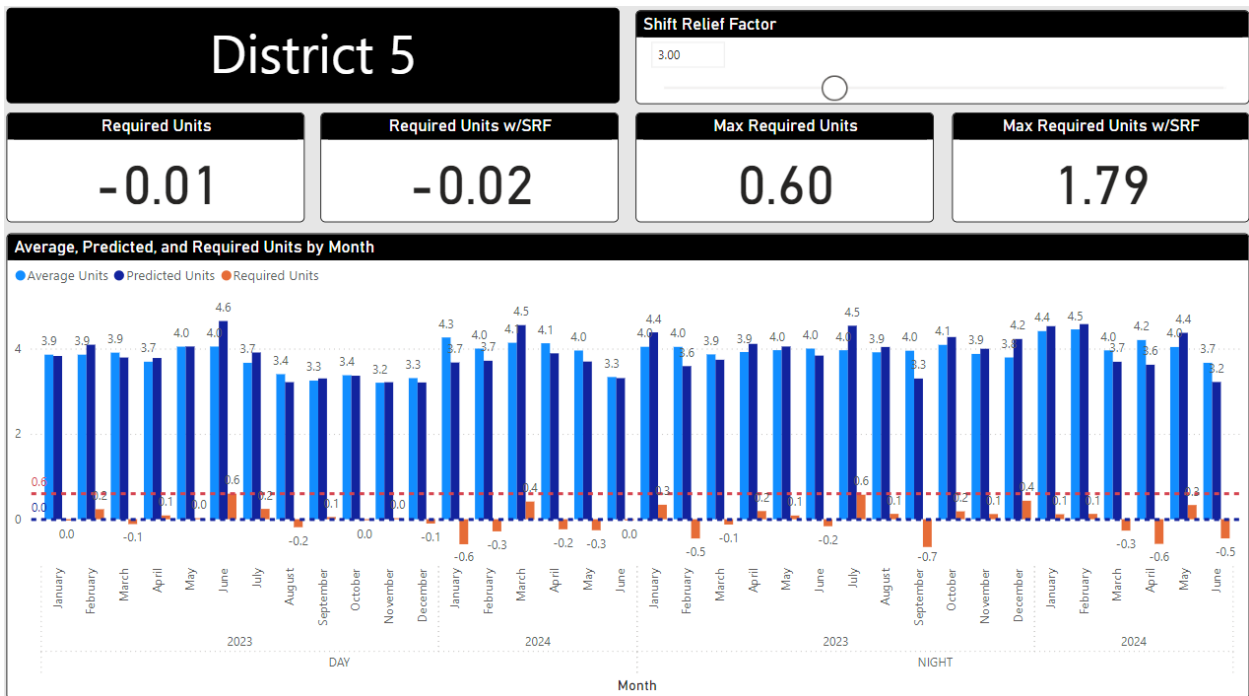
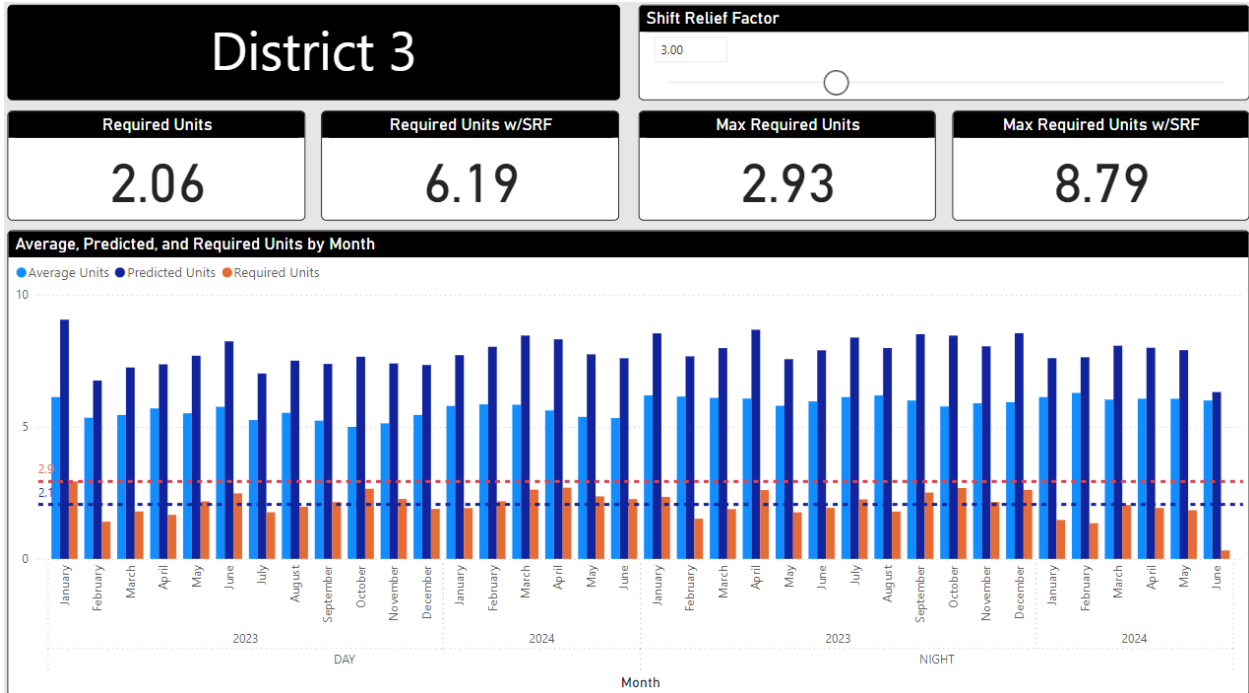
Using the actual values and assuming a direct proportion of number of officers to ERT, we solve for the number of officers required to meet target measures. Then we multiply the calculated requirements by the SRF factor and compare it to the current value to determine how many additional officers, if any, are required.

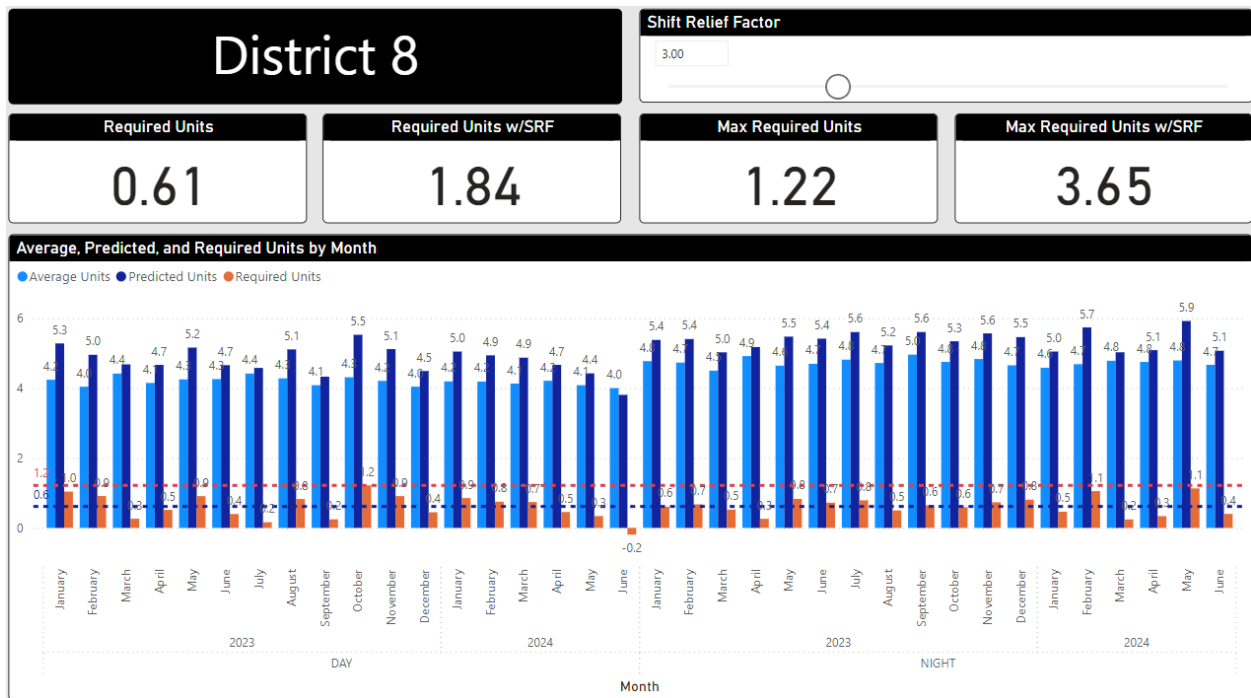
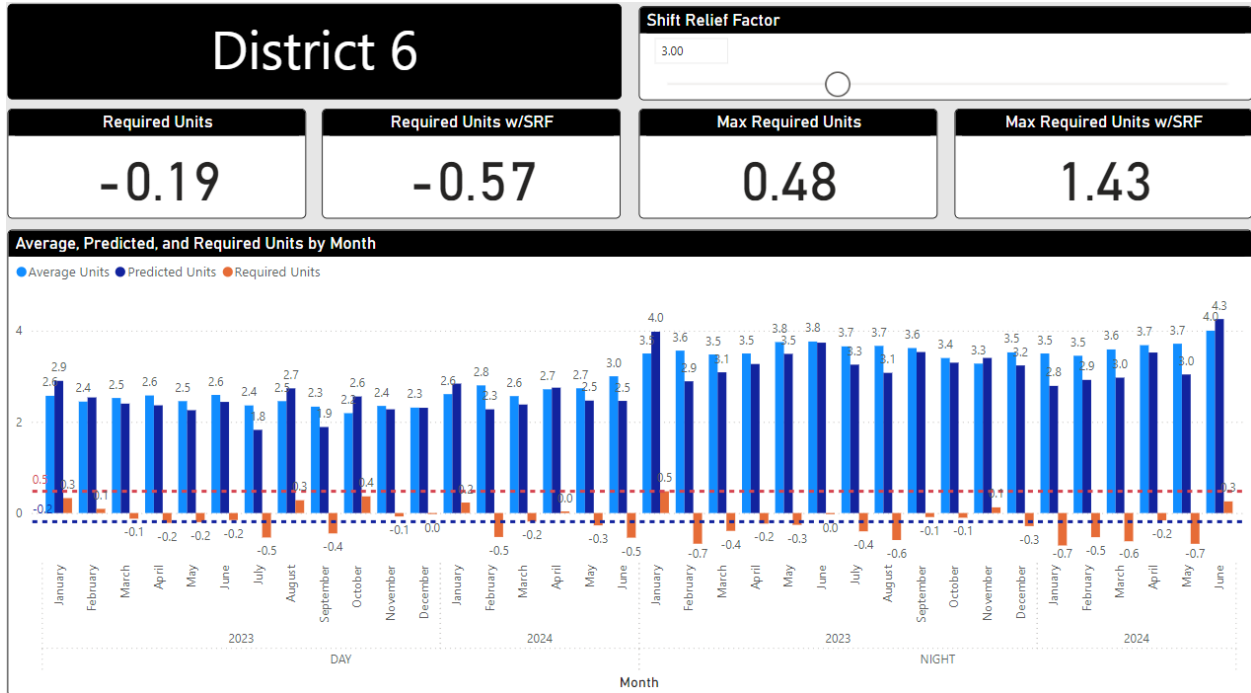
At face value, the data confirms that we would need 46 officers across all districts to achieve a 7-minute response time in urban districts (1,2,3) and a 10-minute response time in rural districts (5,6,8). This number does not take into account the 20 officers who were approved as a result of the last study, as these officers have not yet been deployed on the road. Therefore, the number of additional officers needed would be only 26, or 28, to accommodate a 4-platoon system.

The following graphs show the breakdown of how we reached this number at the district level. The orange dotted line shows, on a monthly basis, the maximum number of officers required to cover the difference between the actual number of officers we have (light blue bars) and the

predicted number of officers needed to achieve the target response time (dark blue bars). That number is then multiplied by the SRF, which is equal to 3, to cover all shifts for that district and that is indicated in the top right corner of each graph.







Call Prioritization

The categorization of calls and determining their priority is always being tweaked to determine the best response system and make sure the calls are being responded to in the most efficient matter. In 2021 the Service implemented a major change and a new six call priority system was

adopted. Previous to the change, the Service only had three priority levels of calls. In the new six priority system, calls that previously would have been designated as Priority 1 are now classified as Priority 1 and 2 Calls, and calls that were classified as Priority 2 or Priority 3 calls, are now more appropriately categorized as Priority 2, Priority 3, Priority 4 and Priority 5 calls. Essentially, calls that would have previously only been listed as one specific priority, could now be broken down into one of several priorities, depending on the situation. This was done to ensure a more accurate police response to a particular call. Priority 6 calls are informational calls only- calls that don't involve a police response. They are calls that are referred by the Communications Unit to other units in the Service for follow-up (i.e., Fraud Unit, Uniform Staff Sergeant etc.), or to outside agencies (e.g., Housing Tribunal). These also encompass calls whereby callers are looking for information only, calls that are ultimately civil matters.

Previous Three Priority System (2006 to May 2021)

Priority 1 – Serious call/In progress call – police required immediately (Emergency call)

Priority 2 – Police required as soon as possible (Urgent call)

Priority 3 – Routine call

New Six Priority System (May 2021 to Current)

Priority 1 – Urgent: Life threatening, imminent danger (Emergency Call)

Priority 2 – High Risk: In progress crimes against people, weapons or threat of weapons, physical violence, perishable evidence (Emergency Call)

Priority 3 – Moderate Risk: Violence (just occurred), crimes against people (just occurred), property crimes (in progress), no weapons

Priority 4 – Low Risk: Property crimes (just occurred), no violence or threat of violence, past event (with a suspect), requires a mobile response

Priority 5 – Minimal/No Risk: Past event, mobile response not required, calls for Mobile Support Unit to process

Priority 6 – Informational/No Police Response: Referral (specific Unit, S/Sgt, or outside agency), civil matter, information only (no criminality)

As part of this study, an extensive amount of work was done to clean the call data for the study period. A manual review was done for the CAD calls to ensure they were assigned the appropriate priority and hence included or excluded from the study. The way our calls are coded and prioritized and how frontline constables respond to a call is an area that is continuously being reviewed to ensure future studies can produce an accurate prediction of the correct number of officers needed to achieve a particular response time.

The following table shows the Emergency Call Types that occurred in 2023 and how many occurred; there were 22,171 of them. These are the types of calls that have been included in our study and that the fielded unit requirements dashboard discussed in the previous section is considering.

Case Type	Description	Number of Calls
DOMES2	DOMESTIC DISTURBANCE	3500
IMPD2	IMPAIRED DRIVER	2741
DISTR2	DISTURBANCE	2146
SUIT2	SUICIDE THREAT	2130
FAMV2	FAMILY VIOLENCE	1872
U9112	UNKNOWN 911	1689
MVC12	MVC-PERSONAL INJURY	1221
MHA2	MENTAL HEALTH ACT - VIOLENT	822
UNKN2	UNKNOWN PROBLEM	784
BNE2	BREAK AND ENTER	758
ALRH2	ALARM-HOLDUP	698
ARMD2	ARMED - WEAPONS INCIDENT	560
THRE2	THREATS	517
ASLT2	ASSAULT	513
MISS2	MISSING PERSON	478
FIRE2	FIRE	393
SUIA2	SUICIDE ATTEMPT	286
ASST2	ASSISTANCE	207
MVCH2	MVC-HIT & RUN	66
BOAT2	BOAT/MARINE RELATED CALL	58
WEAP2	WEAPONS	50
ASLTS2	ASSAULT - SEXUAL	46
ANML2	ANIMAL COMPLAINT	44
ASHOT1	SHOOTING	41
ROBB2	ROBBERY IN PROGRESS	40
SUSP2	SUSPICIOUS PERSON	37
MTERS2	MTERS ALARM	29
BRCH2	BREACH OF CONDITIONS	26
ASTAB2	STABBING	24
NEGL2	NEGLECT	24
STALK2	STALKING	23
ALRI2	ALARM-INTRUSION	21
COAST	COAST INCIDENT	21
ABAND2	ABANDONMENT HIGH RISK	19
ASTAB1	STABBING	16
BOMBT2	BOMB THREAT	16

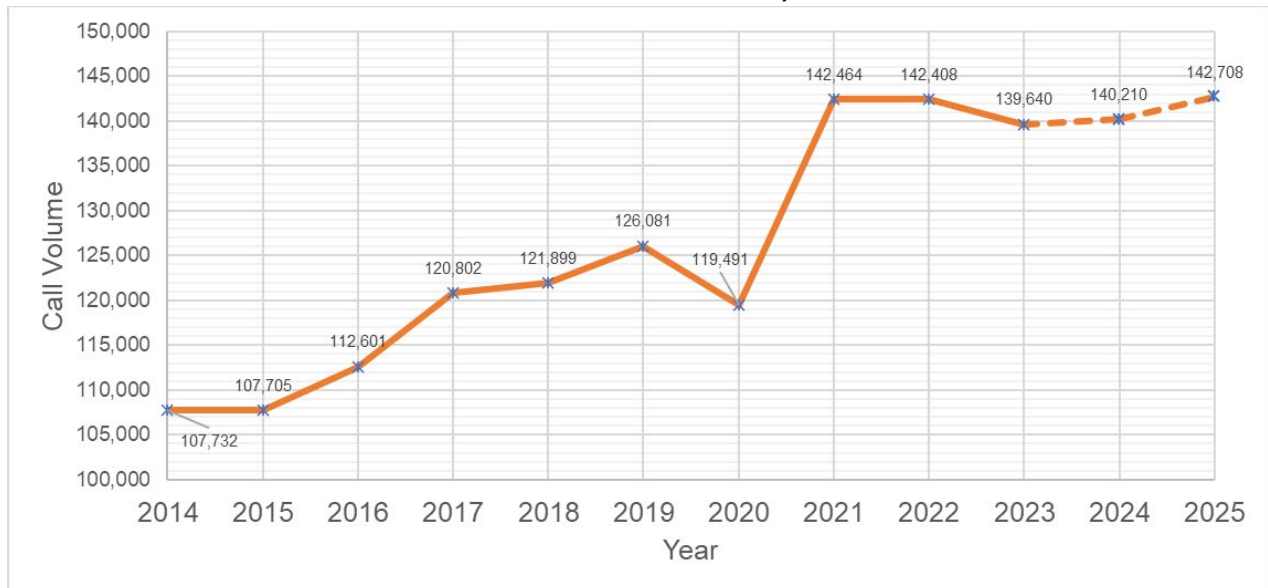
Case Type	Description	Number of Calls
ARMD1	ARMED PERSON / ACTIVE ASSAILANT	15
ASHOT2	SHOOTING JUST OCCURRED	13
SUPKG2	SUSPICIOUS PACKAGE	13
WARR2	WARRANT	13
AIRC2	AIRCRAFT RELATED CALL	10
SUIC2	SUICIDE	10
ABDT2	ABDUCTION	7
HOME1	HOME INVASION	6
HOST1	HOSTAGE SITUATION	6
ASSP4	ASSIST OTHER POLICE	5
EXPL2	EXPLOSION - BUILDING	5
MHA4	MENTAL HEALTH ACT - NOT VIOLENT	5
OTHR2	OTHER	4
ABDT1	ABDUCTION	3
DRIV3	DRIVING COMPLAINT	3
HOME2	HOME INVASION	3
WARR3	WARRANT	3
10781	OFFICER NEEDS ASSISTANCE	2
ABUS2	ABUSE CHILD/ELDER	2
ASSA3	ASSIST AMBULANCE	2
FOLL5	FOLLOW UP	2
THFT3	THEFT	2
VFLOOD	VEHICLE IN FLOODWATER	2
WELF3	WELFARE CHECK - URGENT	2
ASLT3	ASSAULT	1
BNE1	BREAK AND ENTER	1
BOMB2	BOMB CALL	1
DISPO3	DISPUTE - OTHER/TAXI/CUSTOMER	1
DOMET4	DOMESTIC - THREATS	1
FP	FOOT PURSUIT	1
HTRF2	HUMAN TRAFFICKING	1
INFO5	INFORMATION	1
MHA3	MENTAL HEALTH ACT	1
MISS3	MISSING PERSON	1
MVCP4	MVC PROPERTY DAMAGE	1
NUIS3	NUISANCE	1
SUSP3	SUSPICIOUS PERSON	1
SUSV2	SUSPICIOUS VEHICLE	1
THRE5	THREATS - PAST	1

Case Type	Description	Number of Calls
TRES3	TRESPASS	1
VP	VEHICLE PURSUIT	1
	Total	22,171

Citizen-Generated Calls for Service

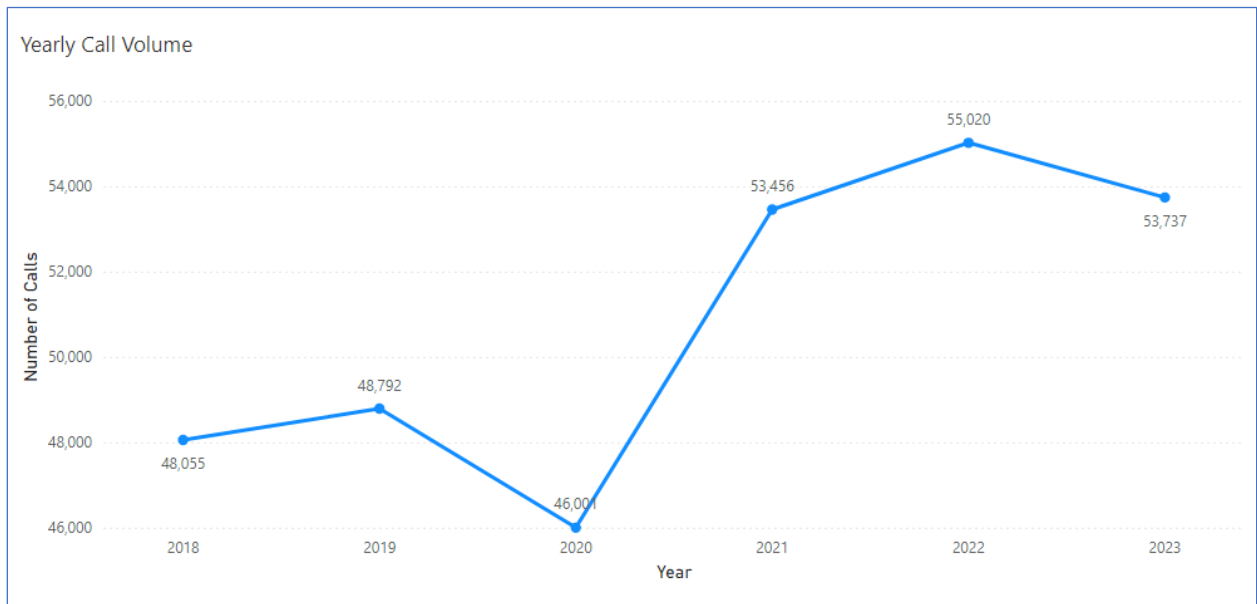
Calls for Service over the last 10 years have continued to rise, the table and the graph below show this increase has been from 2014 till 2022 with a small dip in 2023. The sharp increase shown in 2021 is inflated by the fact that priority 6 calls were included as a call for service despite the fact that it might not have required an immediate response from the frontline. The anticipated growth in the Niagara Region is expected to continue this upward trend even further in the future. The calls shown in the chart below include the NPP calls we receive through our dispatch center and are inclusive of all calls received in 2023, regardless of the priority in all 6 districts. The calls for service in the 3 larger district is also shown in the chart that follows.

Citizen-Generated Calls for Service, 2014-2025

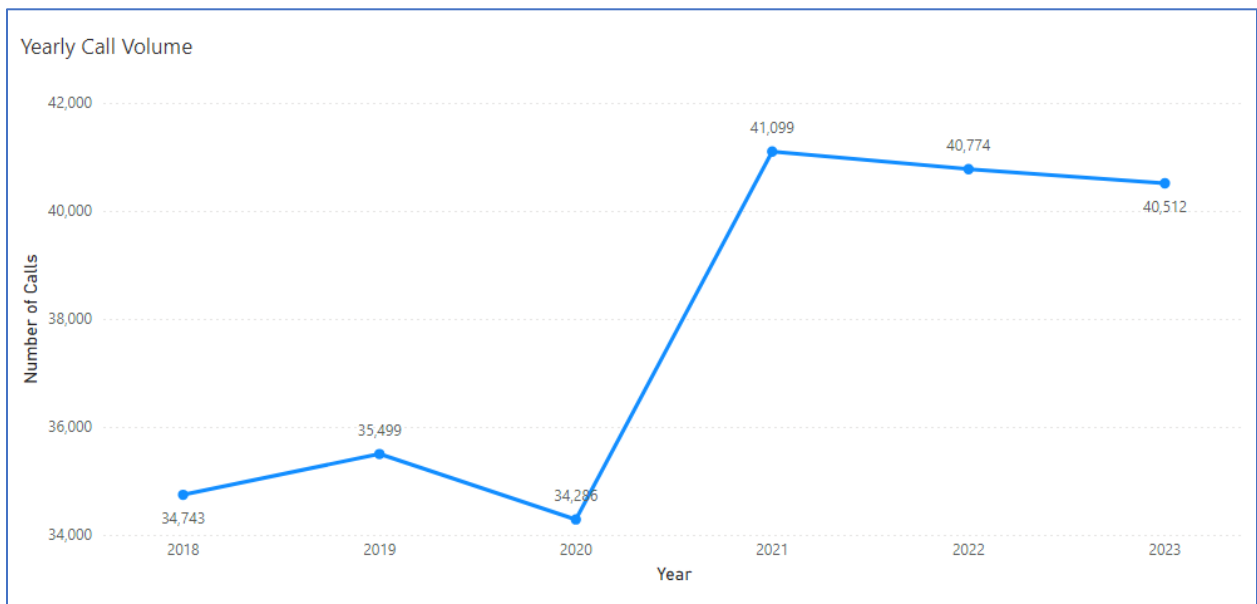


Note: Projections for 2024 and 2025 use current trends data.

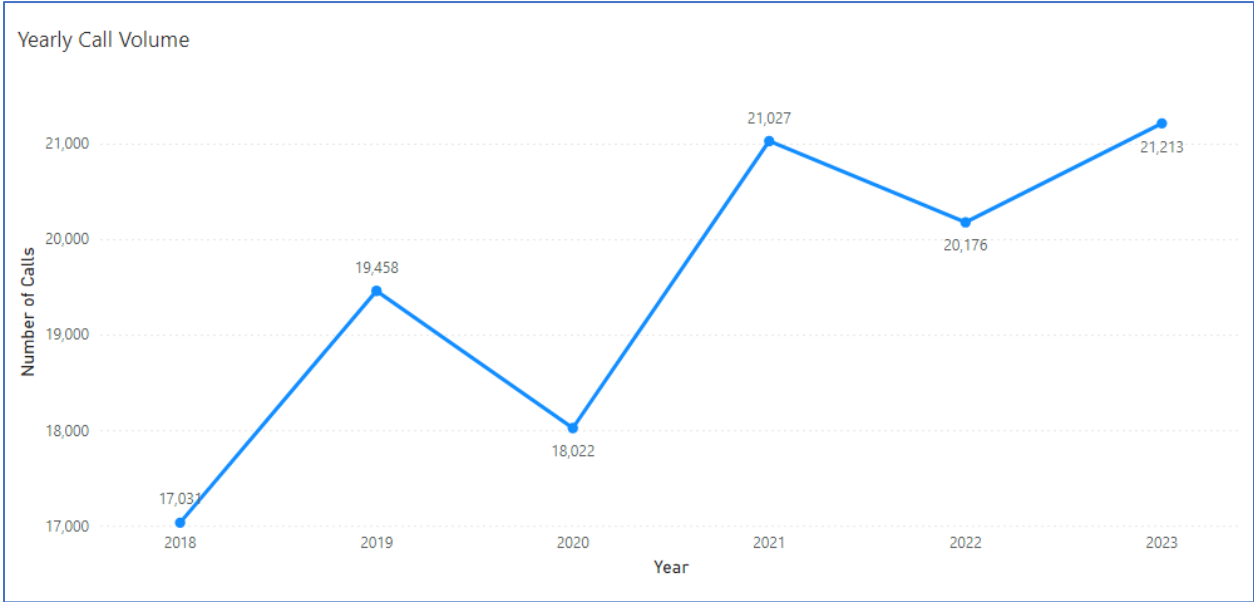
District 1



District 2



District 3



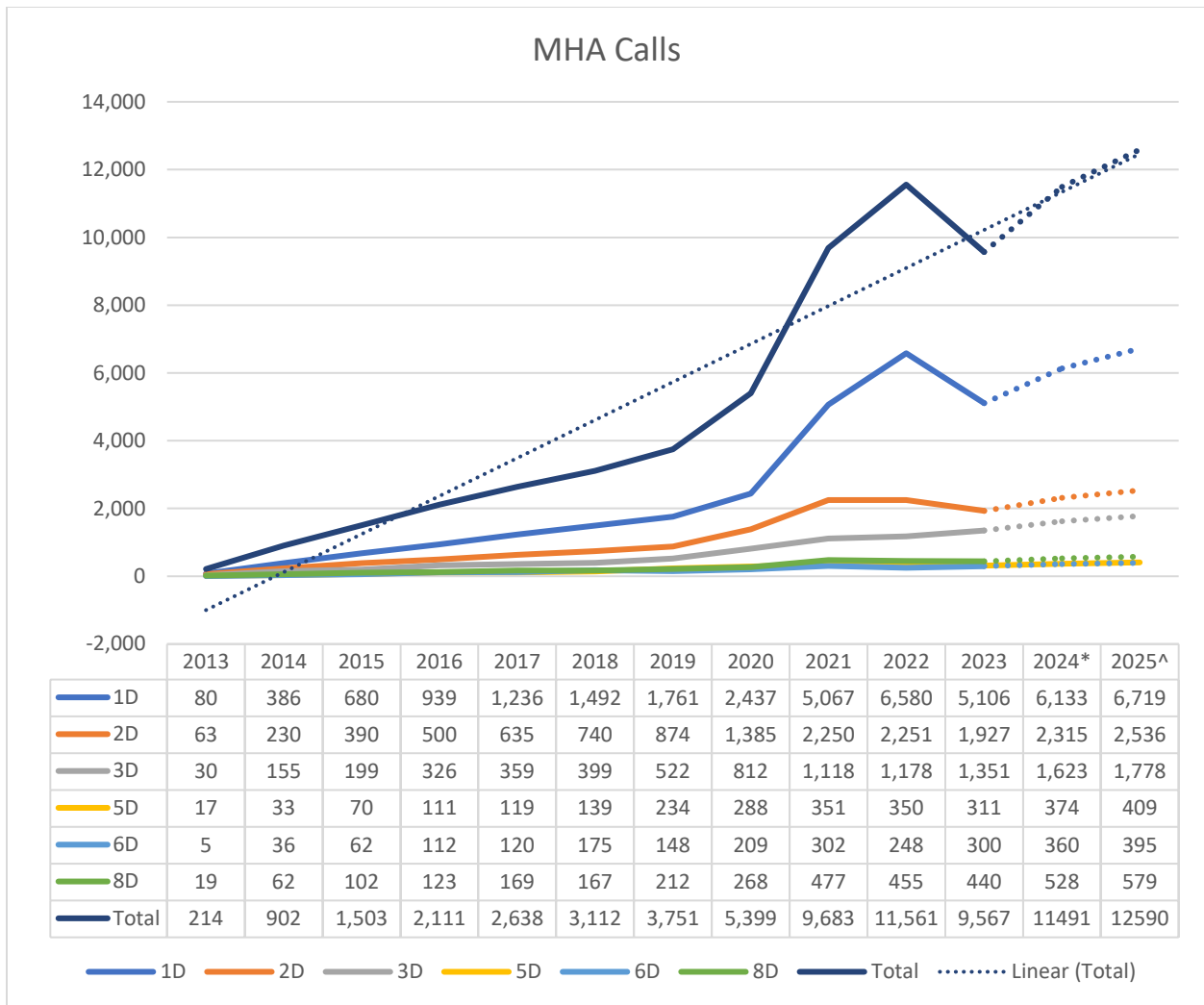
Call Complexity

In recent years not only has the number of calls for service climbed but the nature of the calls police respond to in general has become more complex.

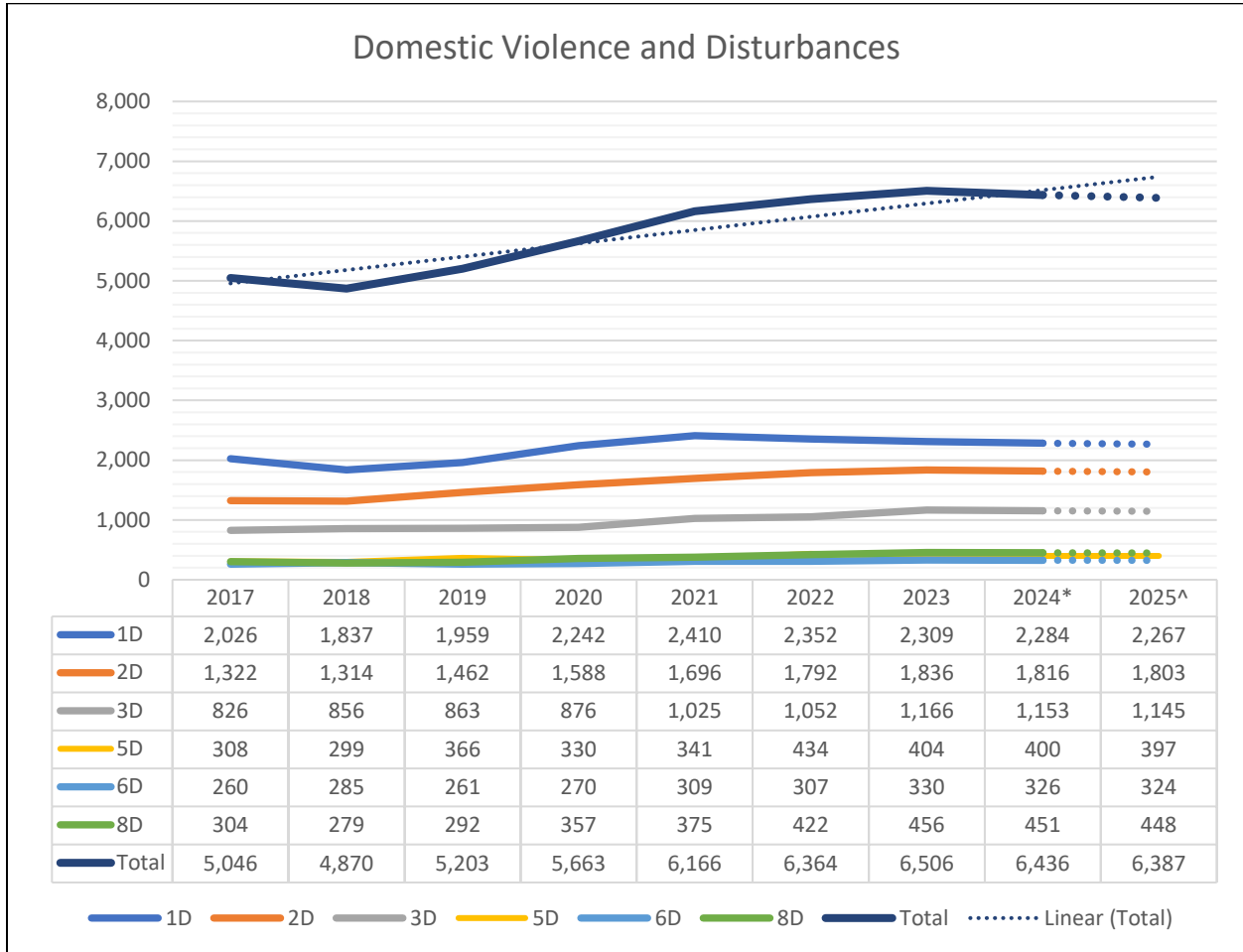
The following factors have contributed to this:

Mental Health and Substance Abuse Issues: Police increasingly encounter individuals experiencing mental health crises or substance abuse problems. These situations can be complex and require officers to have training in crisis intervention and de-escalation techniques.

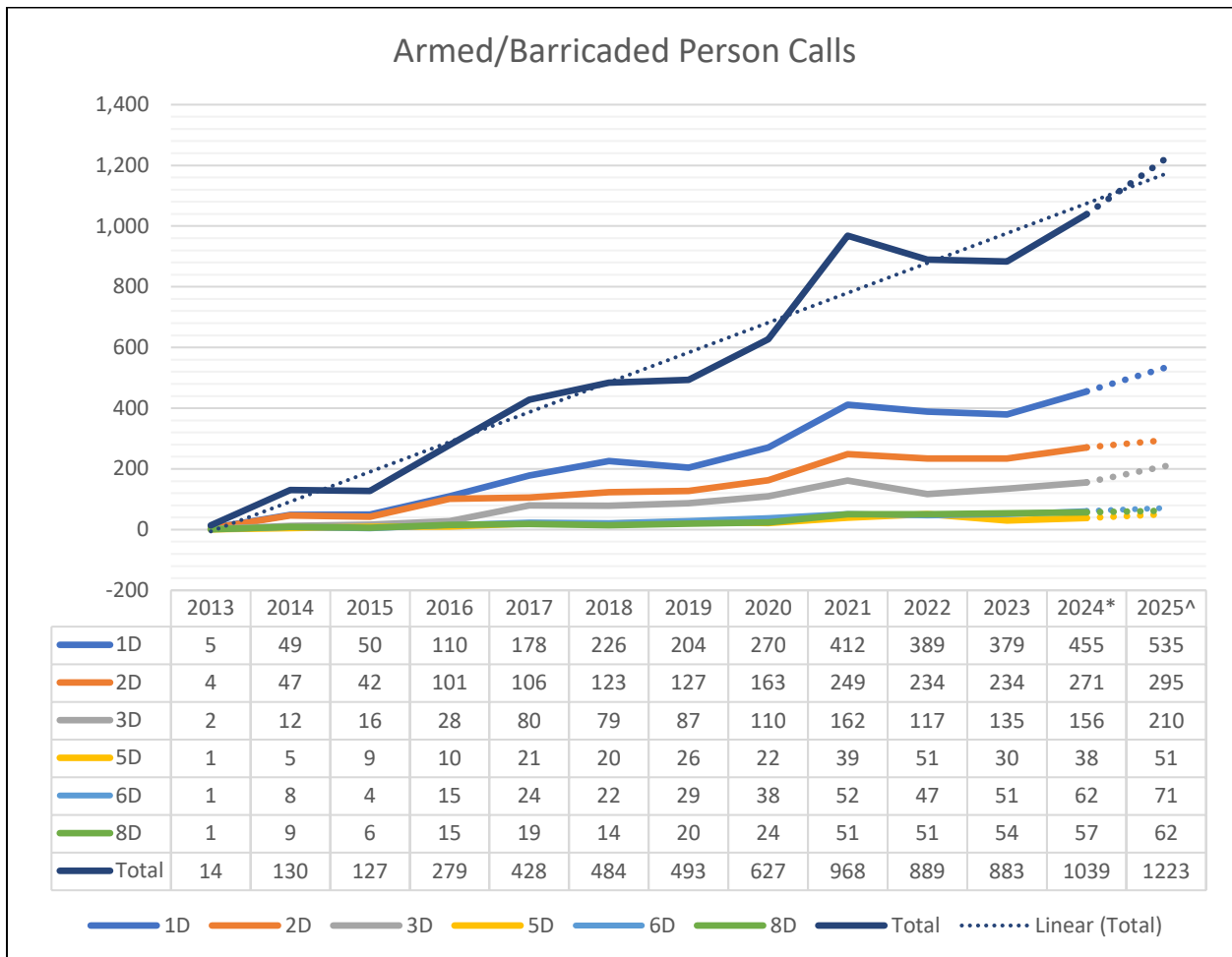
The following graph shows a clear increase in the volume of these types of calls.



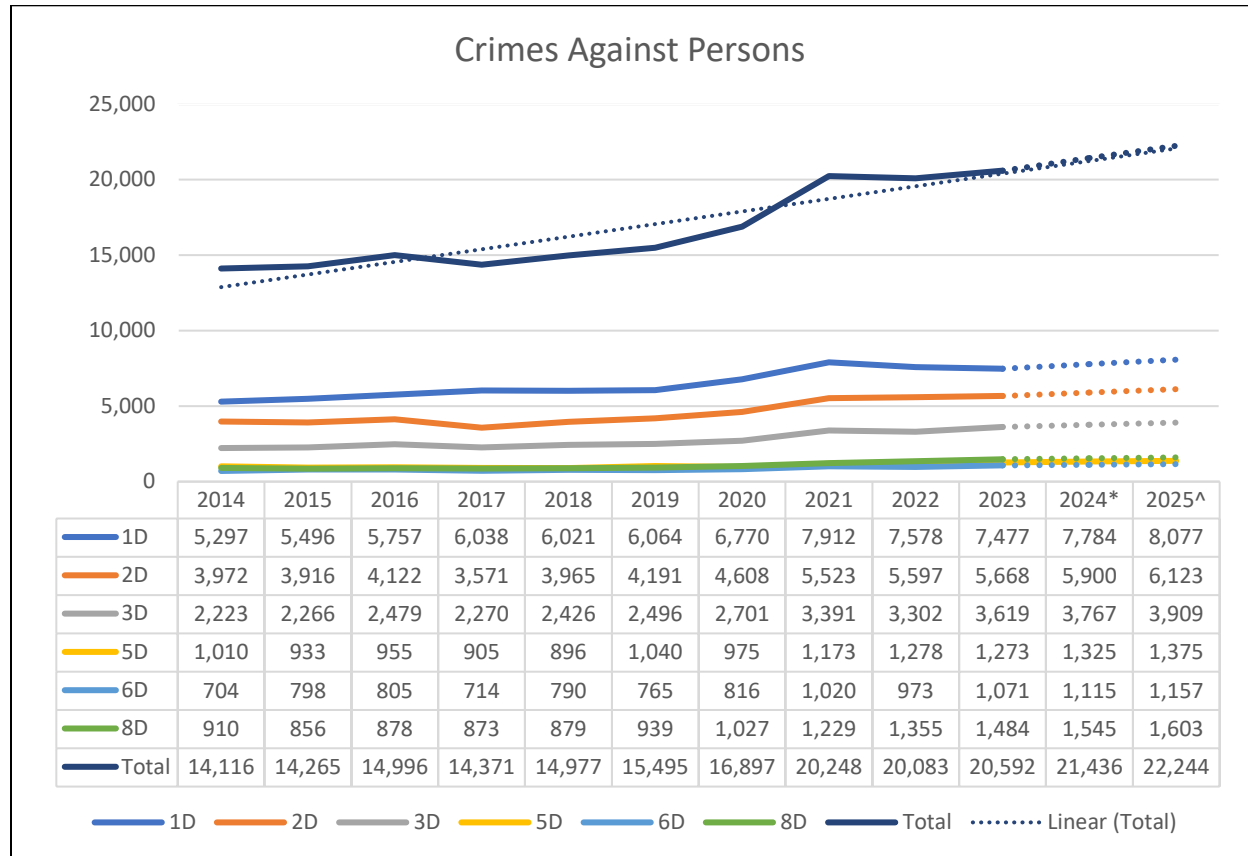
Domestic Violence and Family Conflicts: Domestic violence and family-related incidents continue to be a significant portion of police calls. These situations can be emotionally charged and multifaceted, often requiring careful handling and support for victims. The following graph shows a clear increase in the volume of these types of calls.



Armed and Barricade Calls: The armed and barricaded person calls are often complicated calls that can involve a number of police resources to contain scenes and maintain the appropriate levels of public safety. They are time-consuming to patrol and can get delicate if hostages are involved. The graph below shows the increase in these types of calls in recent years; for example, in the last 10 years, the total number of these types of calls has increased by approximately 783% .



Crimes Against Persons: In general, we are seeing an upward trend in crimes against persons, which include many categories of complex situations like Assault, Home Invasion, Bomb threats, and sexual offenses. When these calls are for situations that are still in progress it can require multiple units to respond to and thus affect response times to other calls.



Civil Unrest and Protests: Protests and civil unrest have become more common in recent years, requiring law enforcement to manage large crowds while respecting individuals' rights. This presents unique challenges in terms of crowd control and maintaining public safety. A recent example of this was the Freedom Convoy protests that took place at border crossings in Niagara during the pandemic. That event, in particular, required significant police resources that drew from the frontline and resulted in the formation of the Public Order Unit.

Community Policing and Relationship Building: Police Services have been placing a greater emphasis on community policing and building positive relationships with the communities they serve; NRPS is no exception, as it has recently established the CORE unit. This approach involves addressing underlying social issues and working collaboratively with community members to prevent crime, which can be more complex and time-intensive than traditional law enforcement methods.

Human Trafficking and Organized Crime: Complex criminal enterprises, such as human trafficking and organized crime, continue to pose challenges for law enforcement. These cases often involve extensive investigations and coordination among multiple agencies.

Drug Legalization and Regulation: The changing landscape of drug laws and the legalization or decriminalization of certain substances in various jurisdictions have led to shifts in law enforcement priorities and responses to drug-related incidents. The hospitality industry in the Niagara Region has created a need for the establishment of the Human Trafficking Unit in 2021. Although the staffing for this unit has not come directly from the frontline, it indirectly affected the frontline since, typically, there is a ripple effect when staffing these types of specialty units with experienced members. The replacement for these seasoned members is often replenished by new hires who may take up to 12 months to be deployed on the frontline due to the hiring process and necessary training.

Part Three: Conclusions and Recommendations

This section will present the conclusions that can be drawn from the findings above and then will discuss some of the recommendations that can address the issues identified within these conclusions.

Conclusion 1

As detailed in this report, although the increase in the authorized strength by 40 officers did not result in a significant reduction in response times or cross-district deployments, we believe that it was critical in mitigating further delays in responding to calls or the ability to effectively staff at minimums if we otherwise did not hire those officers. It is not expected to have that same impact on reducing response time delays. However, the addition of the officers suggested as a result of this study should have a positive effect on improving response times to emergency calls or at least ensure that the aggressive population growth occurring in Niagara does not negatively affect those response times.

Conclusion 2

This report has also detailed the continued pressures on the frontline by way of increases in the utilization of sick time, an increase in complex calls, and an increase in the training demands from officers. These pressures are having an impact on the Service's ability to respond to emergency calls in a timely manner. These response times are invariably impacted by the increasing number of officers available when the Service is facing an increasing number of people being redeployed to other Districts. While the Service continues to develop and implement processes to reduce sick time and support member wellness, we are also refining business intelligence processes to find efficiencies within the service delivery model and better position the Service for the continued growth across the Region.

Recommendation

While the variance between the authorized number of frontline Constables and the actual number of frontline Constables has remained greater than 65 over the past five years, based on the current data, it is recommended that the Service increase the authorized strength by 28 additional Constables on the frontline. This increase will stabilize the Service and help offset the actual strength decreases that we have experienced with the changes to the legislation and sick time while we continue to improve areas related to member wellness, disability management, return-to-work experts, and continue to refine our business intelligence processes with the intended goal of reducing times and meeting the 7-minute target.

It is important to underscore a couple of factors when contemplating this report. First, the request is based on current needs and population estimates, not projected ones. As mentioned in the introduction, the calls for service are increasing, the complexity of investigating crimes is increasing, the response times to emergency calls are increasing, and the current estimated population in Niagara is also dramatically on the rise. Niagara is experiencing unprecedented growth and has already added over 30,000 people between 2016 and 2021. This is the largest population increase in a five-year period since the baby boom era and highest annual growth rate (1.3 percent) since 1986. By 2051, Niagara is expected to be home to a least an additional 300,000 people, an increase of 62% from the 2021 Census population count. The bulk of the population growth (i.e. roughly 70%) is expected to be concentrated in St. Catharines, Niagara Falls, Welland, and West Lincoln (Districts 1,2,3,8). District 2 (Niagara Falls) and District 8 (West Lincoln) are expected to grow by 90% and 150% respectively. With the increased population, we fully expect that our response times and ability to engage with the community will continue to be challenged and that we will require additional resources in the coming years.

Second, another future factor that will certainly influence the number of frontline officers is the new CSPA and related regulations enacted earlier this year on April 1st. The CSPA has increased the mandatory annual refresher training requirements for sworn members, especially those assigned to front-line duties, by approximately more than 85 hours or more than 4 days for each frontline officer. There will be added pressures during the initial implementation of all mandatory training, which will include a Service-wide roll-out of Incident Command training for all levels of frontline supervisors and IRD training for all sworn members who may be required to respond to an active attacker incident. Incident Command training for supervisors is a one-time commitment of one week for each level of supervision, and the IRD initial training is a three-day course. Additionally, the CSPA introduced new requirements for Mental Health Crisis Response Training and semi-automatic rifle (Carbine) training. To satisfy these new demands, frontline Constables will need to be pulled away from their operational duties to attend training or to fulfill the new positions in specialty units like the Emergency Task Unit.



Appendix 7

Supplementary Report – Workload Analysis

Frontline Patrol

Prepared by Corporate Strategy and Innovation

October 18, 2024

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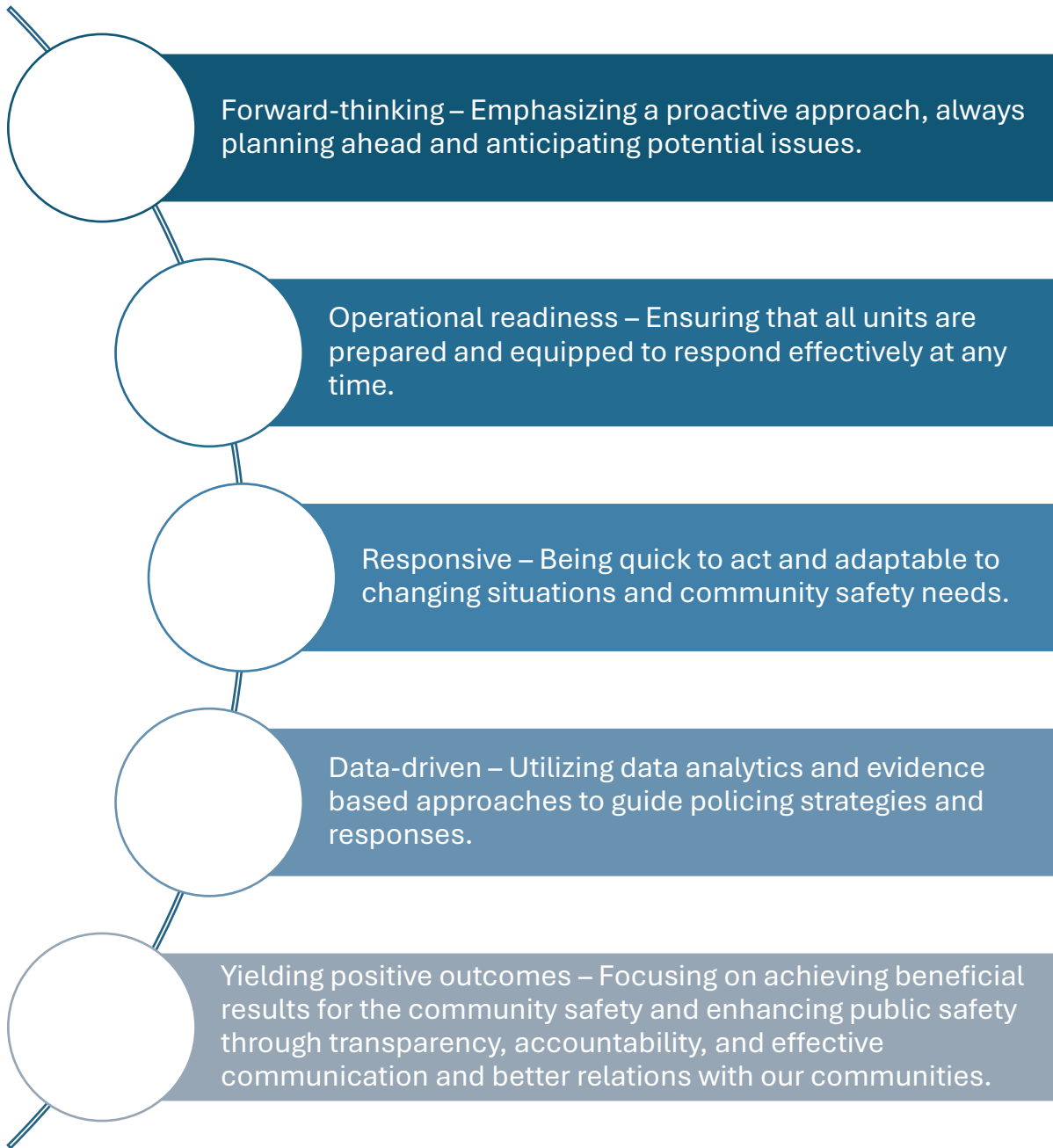
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Executive summary

- The Niagara Regional Police Service (NRPS) faces multiple challenges including a growing demand, with Calls for Service (CFS) projected to increase on average by 2.20% annually in volume. The complexity of the calls has also been increasing and is expected to continue as well. To meet these challenges, NRPS must develop proactive strategies that address specific CFS types, streamline hiring processes, and close the gap between authorized and actual officer strength.
- For this supplementary report, we used the Agency Relief Factor (ARF) to assess and plan shift coverage needs, offering a strategic, organization-wide perspective by accounting for overall staffing demands, including special assignments and training. The study in this supplementary report revealed the need for a three-year recruitment plan, hiring 43 frontline officers annually (for a total of 147 considering supervisory staff), ensuring that NRPS keeps pace with the demand. The previous Managing Performance Patrol (MPP) study done earlier this year highlighted the need to hire 28 officers in addition to their supervisors for a total of 33 in the short term.

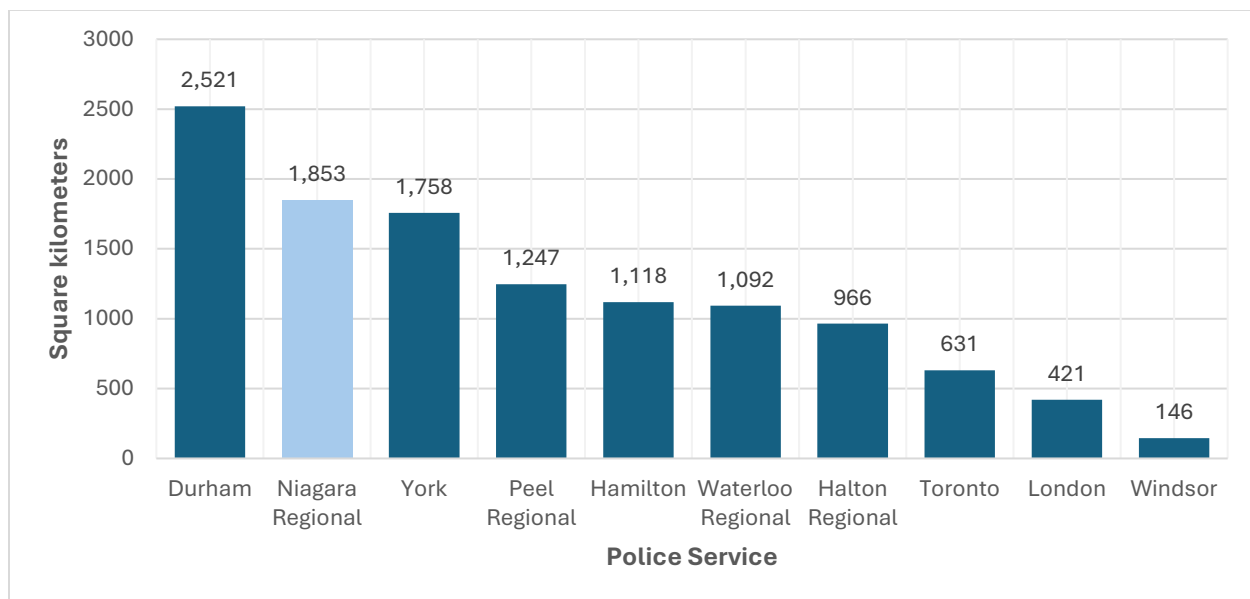


Introduction

Established January 1, 1971, the Niagara Regional Police Service (NRPS) is the oldest regional police service in Ontario. NRPS serves one of Ontario's largest geographic regions by patrolling an area of approximately 1,853 square kilometers, covering 12 municipalities. NRPS provides police services including crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response (Government of Ontario, 2024). NRPS customers include residents of the Niagara Region and more than 13 million tourists from around the globe that visit the Niagara Region every year (Niagara Economic Development, 2024).

When compared to police services with similar characteristics (e.g., municipal or regional police services with similar size of population served and relatively similar number of police strength), NRPS is one of the police services covering one of the most extensive geographical areas (i.e., 1,853 square kilometers), with one of the lowest ratio of police officers per square kilometer (i.e., 0.41), as presented in Figures 1 and 2. In fact, if we observe carefully the growth in the number of sworn members at different police services we notice how NRPS has only grown by 23% between 2000 and 2023 (Figures 3 and 4), while other police services have grown at a larger rate.

Figure 1. Area covered by police services in square kilometers

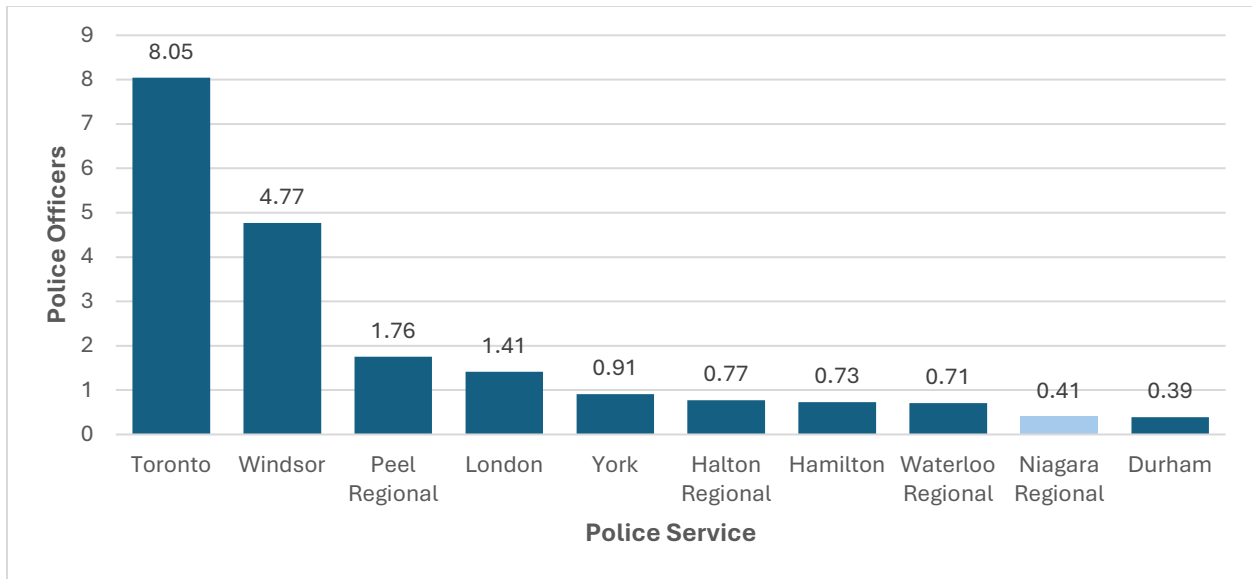


Sources:

1) Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.

2) Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

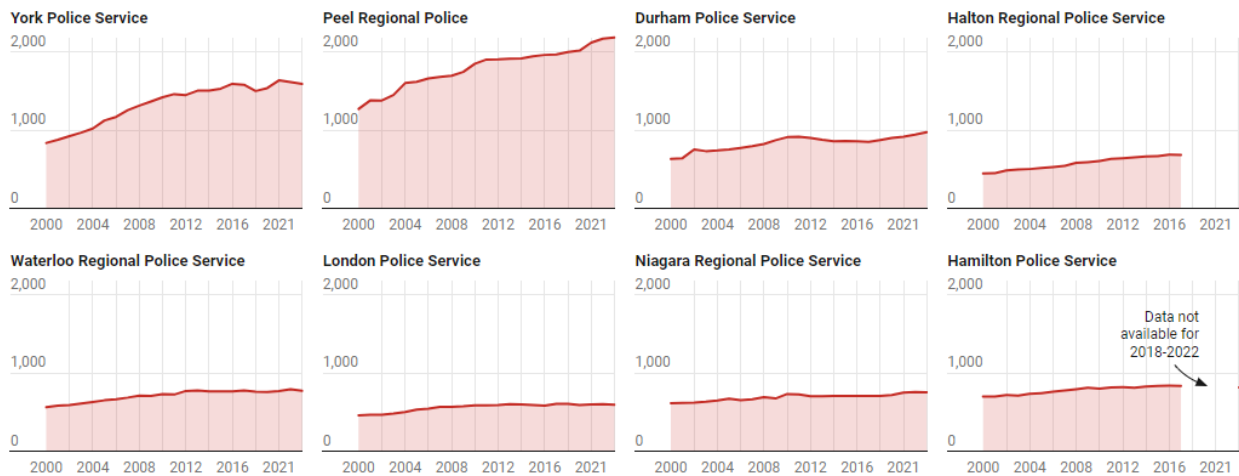
Figure 2. Police officers per square kilometers in 2023



Notes:

Sources: 1) Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.
 2) Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

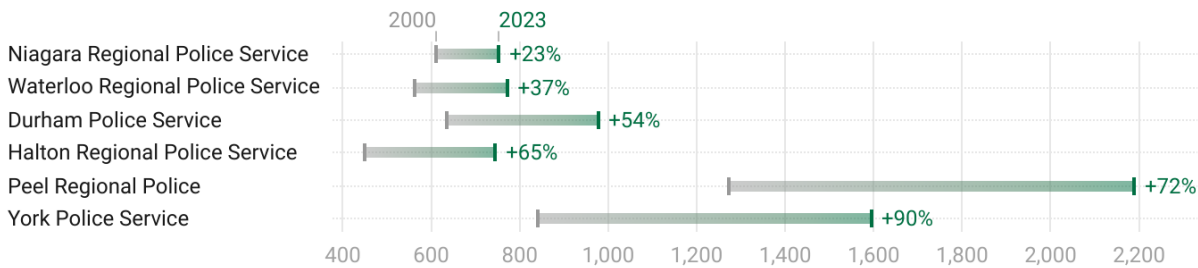
Figure 3. Total number of police officers 2000-2023 (Selected locations)



Notes:

1) Locations are sorted by the difference in change (%) between 2020 and 2023. For the case of NRPS the change was 23% (↑) in this period.
 2) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Figure 4. Total number of police officers 2000-2023*



Notes:

1) Locations are sorted by the difference in change (%) between 2000 and 2023. For the case of NRPS the change was 23% (†) in this period.

2) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI:

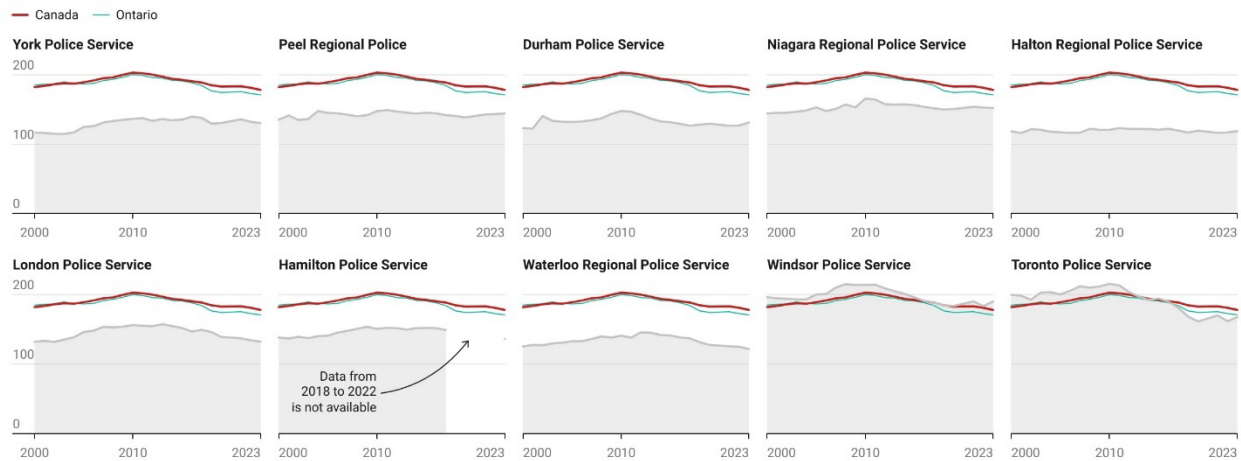
<https://doi.org/10.25318/3510007701-eng>

Another important aspect for consideration is the number of police officers (i.e., sworn) per 100,000 population. When this external performance indicator is observed independently, it may give the impression that all police services experience steady and relatively uniform growth, with most having police officers per 100,000 population below the national and provincial averages (Figure 5). However, upon closer analysis of this indicator in relation to the total number of police officers versus the officers per 100,000 population, we observe that while the number of officers may increase, the population growth does not always align proportionately.

For the NRPS, for instance, despite fluctuations in the number of officers, the police officers per 100,000 population have remained relatively stable, even decreasing slightly from a peak of 165.7 officers in 2010 to 152 officers in 2023 (Figure 6). This growing gap between the number of officers and the officers per 100,000 population suggests that increases in personnel do not necessarily keep pace with service demands, especially when the population grows at a faster rate.

The International Association of Chiefs of Police (IACP) recommends that patrol officers allocate their time as follows: one-third to responding to Calls for Service (CFS), one-third to proactive (patrol) activities, and one-third to administrative tasks (Wilson & Weiss, 2014). According to the IACP, a patrol officer's total time dedicated to responding to CFS should not exceed 60% of their workload. This threshold, known as the saturation index, is crucial to prevent potential negative impacts on officers' mental and physical health and overall well-being (Syed, et al., 2020; Hofer, 2021).

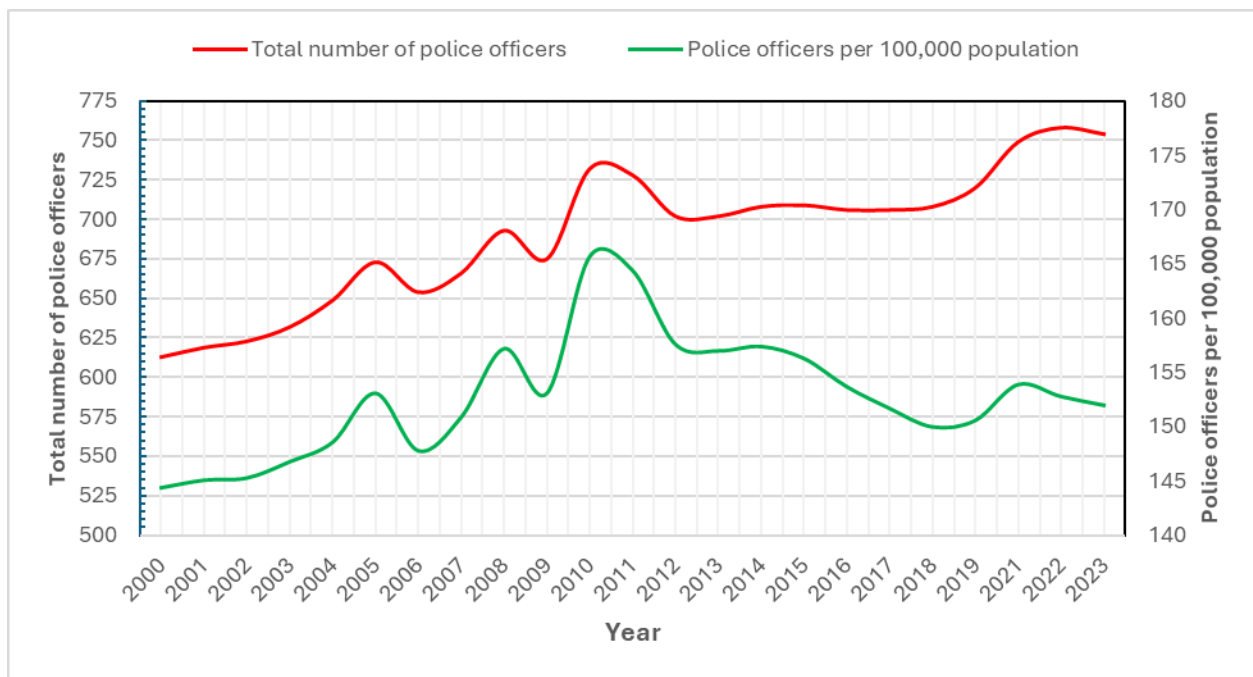
Figure 5. Police officers per 100,000 population - 2000 - 2023 (selected locations)



Notes:

- 1) Locations are sorted by the difference in change (%) between 2000 and 2023. For the case of NRPS the change was 5.3% (↑) in this period.
- 2) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Figure 6. NRPS - Total number of police officer's vs police officers per 100,000 population by year, 2000 - 2023



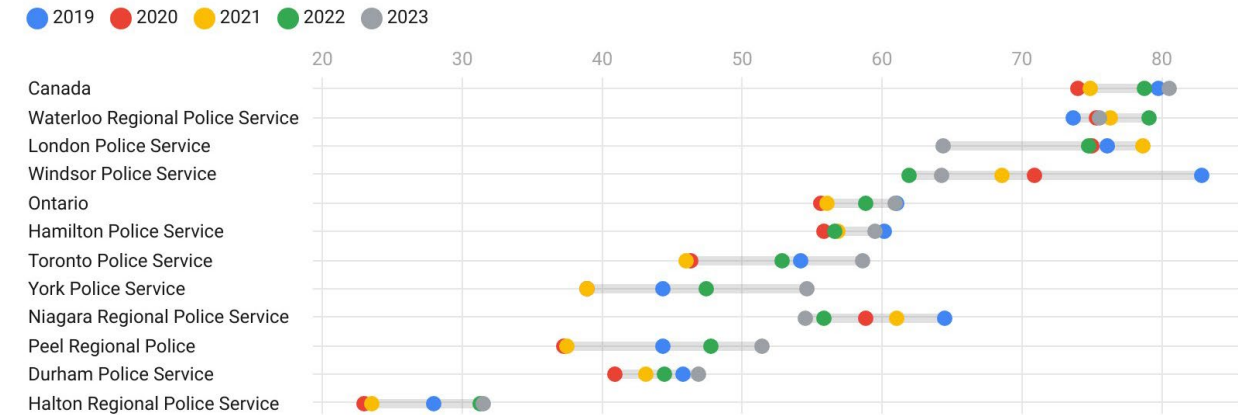
Notes:

- 1) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Additionally, according to data from Statistics Canada, the Niagara Region reported a Crime Severity Index of 54.47 in 2023, which is below both provincial and national averages (Figure 7). It is important to note that this is the lowest level recorded in the last five years,

and it remains one of the lowest compared to other police services with similar characteristics.

Figure 7. Crime severity index - Selected locations 2019 - 2023

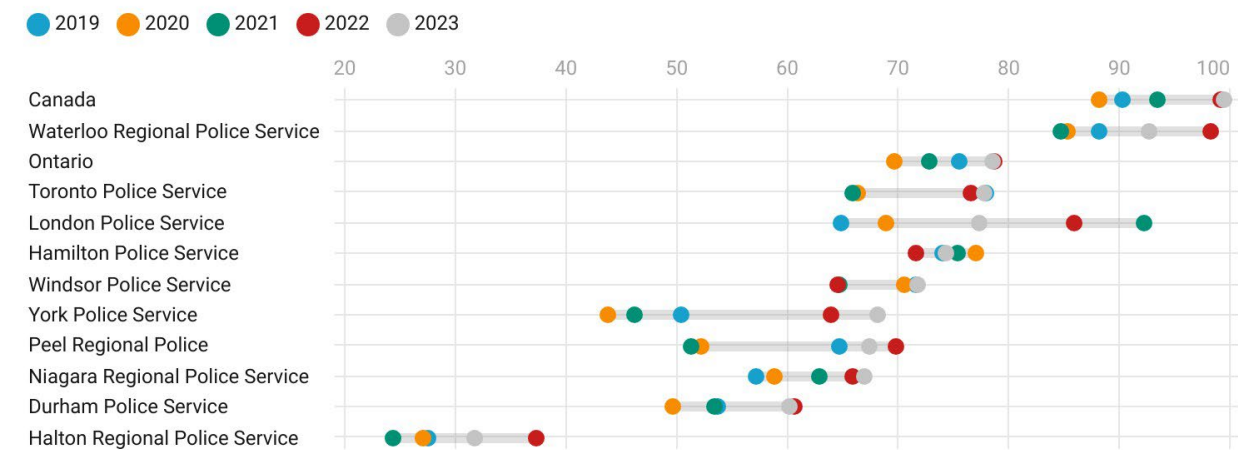


Notes:

- 1) Locations are sorted by the highest value in 2023
- 2) Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

The violent crime severity index for the Niagara Region in 2023 was 66.87, below the provincial and national averages and one of the lowest when compared to similar police services (Figure 8). Additionally, the non-violent crime severity index in 2023 was 49.97, again below the provincial and national averages, marking the lowest for NRPS in the past five years, as shown in Figure 9. Lastly, the weighted clearance rate, which measures the number of crimes solved by police, was 35.3 for NRPS in 2023, also below the provincial and national averages (Figure 10).

Figure 8. Violent crime severity index - Selected locations 2019-2023

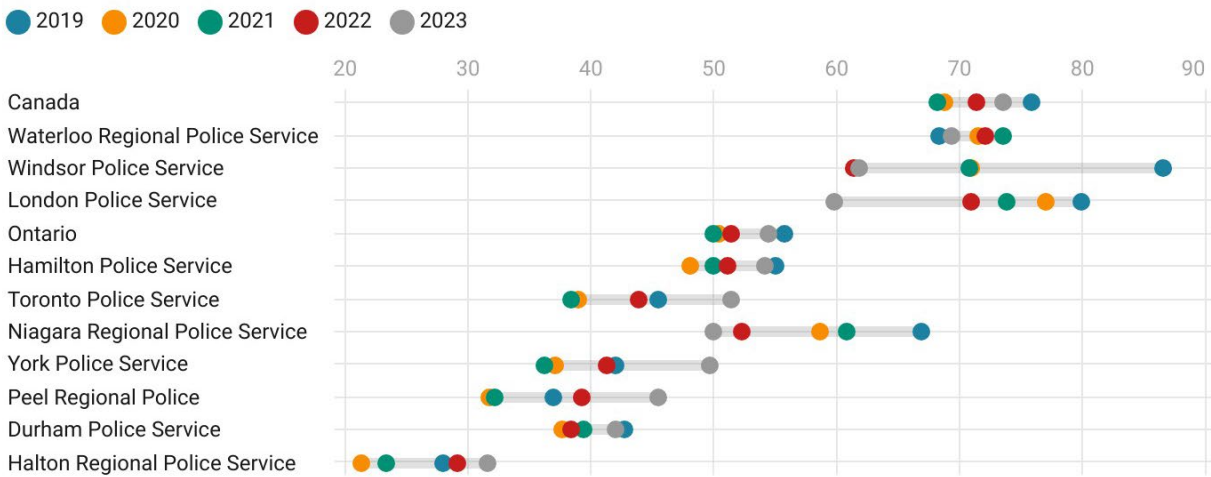


Notes:

- 1) Locations are sorted by the highest value in 2023

2) Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

Figure 9. Non-violent crime severity index - selected locations 2019-2023

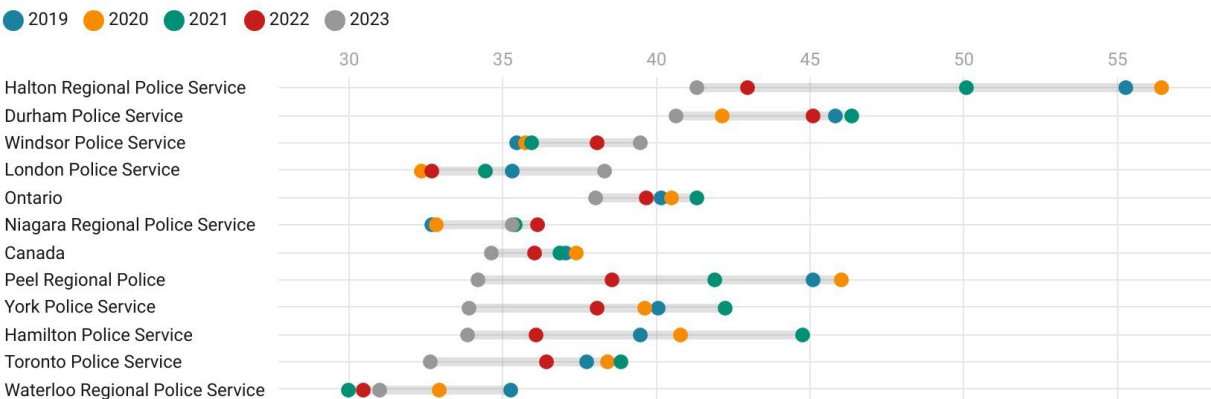


Notes:

1) Locations are sorted by the highest value in 2023

2) Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

Figure 10. Weighted clearance rate - selected locations 2019 - 2023



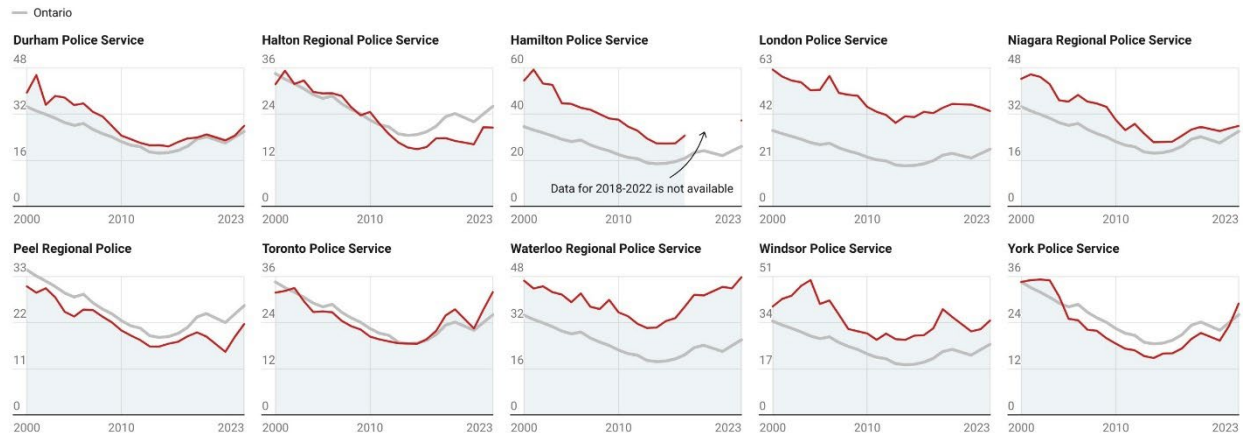
Notes:

1) Source: Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

2) Locations are sorted by the highest value in 2023

3) The *weighted clearance rates* reflect the proportion of crimes solved (through charge or otherwise) relative to the proportion of crimes occurring, considering the severity of solved crimes. For instance, serious offences are assigned a higher "weight" than less serious offences. For example, solving homicides and robberies has a greater contribution to the overall weighted clearance rate than solving minor theft or mischief cases.

Figure 11. Criminal Code incidents per officer *excluding traffic (2000-2023)



Notes:

- 1) Source: Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police. DOI: <https://doi.org/10.25318/3510017701-eng>
- 2) Excludes Criminal Code traffic incidents.

Another important indicator to look at is the Criminal Code incidents per officer, as described in Figure 11, for the case of NRPS was 27.92, above the provincial average of 26.04. The decrease in the number of Criminal Code violations per officer in some police services can be attributed to several factors. One significant reason is changes in crime reporting and classification methods have impacted the number of violations each officer handles. Another reason is the increase in officer resources and specialization, allowing police services to allocate personnel more effectively and focus on targeted crime areas. The implementation of proactive crime prevention strategies, such as community policing and neighborhood patrols, has also played a key role in reducing crime rates, resulting in fewer violations per officer. Technological advancements, including surveillance systems, predictive policing software, and data-driven crime mapping, have improved the efficiency of resource allocation, further contributing to this decline. Also, an increased focus on non-criminal matters, such as mental health calls and administrative tasks, has reduced the number of traditional Criminal Code violations managed by officers, reflecting a broader shift in police responsibilities.

In conclusion, while NRPS has demonstrated strong performance in maintaining a relatively low crime severity index and adapting to modern policing challenges, there are clear indications that its current staffing and operating models may require re-evaluation. The growing gap between the number of police officers and the population they serve, combined with the extensive geographic area NRPS must patrol, highlights the need for a more strategic approach to resource allocation. Additionally, the lower weighted clearance rates and higher number of Criminal Code violations per officer suggest that workload

pressures may be impacting investigative outcomes. To ensure NRPS can continue to provide effective service and address evolving community needs, it is essential to analyze current workloads, staffing models, and operational strategies. This will not only enhance crime-solving capabilities but also ensure that NRPS can manage the demands of both residents and the millions of tourists that visit the Region each year.

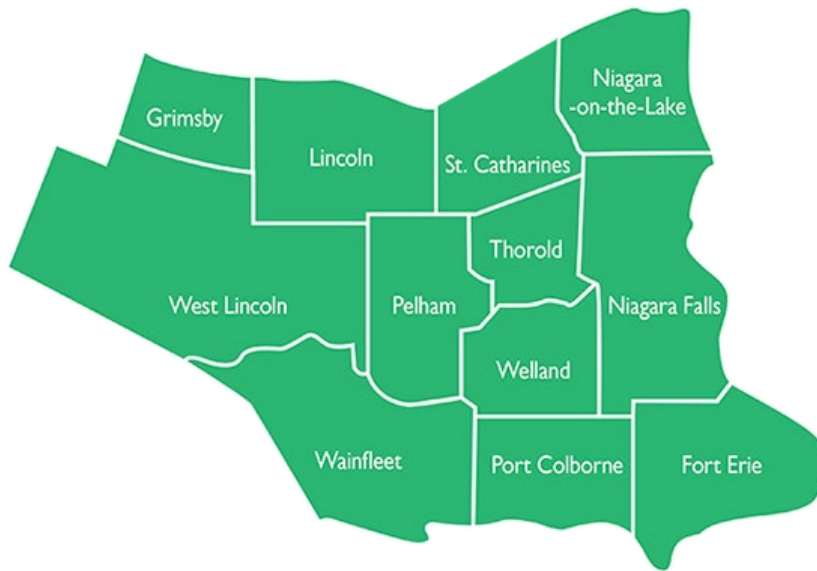
Demographic and socio-economic profile of the Niagara Region

The Niagara Region is composed of 12 municipalities: Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, West Lincoln, as represented in Figure 12. According to information published by Statistics Canada from the Census in 2021, the approximate population in the Region is 477,941 habitants, a change of 6.7% with respect to 2016 (Figure 13). In fact the population of the Region has grown 37.61% between 1971 and 2021 (Boggs & Dwomoh, 2023), with a population density of 257.95 persons per square kilometer (Statistics Canada, 2024).

According to Statistics Canada, in 2021 there were a total of 207,926 private dwellings in the Region. The demographic composition of the population in the Region is distributed in 48.69% women and 51.31% men with an average age of the population of 44.4 years and a median age of 46, 26.4% of the population is 65 years and older and 61.9% is between 15 and 64 years old (Statistics Canada, 2024; Statistics Canada, 2023). The demographic landscape of the Niagara Region is characterized by a significantly aging population, in line with national trends across Canada. With a growing proportion of residents over the age of 65 and ranking among the top census areas for individuals aged 85 and older, the Region faces distinct challenges for both police and social services in meeting the needs of this demographic. The Niagara Regional Police Service (NRPS) is likely to experience an increase in age-related issues such as elder abuse, financial fraud targeting seniors, and health-related emergencies like wandering among individuals with dementia. To effectively respond to these challenges, police officers will require specialized training in areas like de-escalation, recognizing cognitive impairments, and providing appropriate support during emergencies.

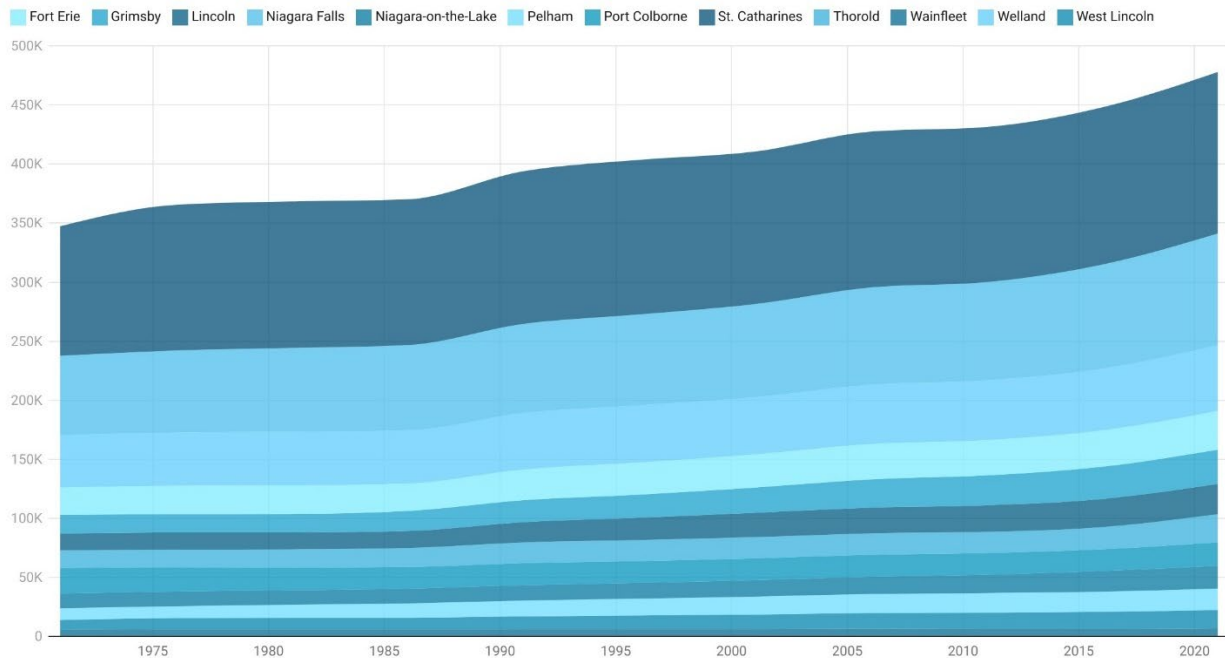
Furthermore, the aging population will affect community policing efforts, necessitating stronger partnerships with healthcare providers, social services, and elder care facilities. The growing demand for wellness checks, mental health support, and assistance in locating vulnerable individuals will place additional responsibilities on police services, highlighting the need for a coordinated and proactive approach to address the unique needs of older adults. (Statistics Canada, 2022).

Figure 12. Local municipalities - Niagara Region



Source: <https://www.niagararegion.ca/government/municipalities/default.aspx>

Figure 13. Population Niagara Region 1971-2021



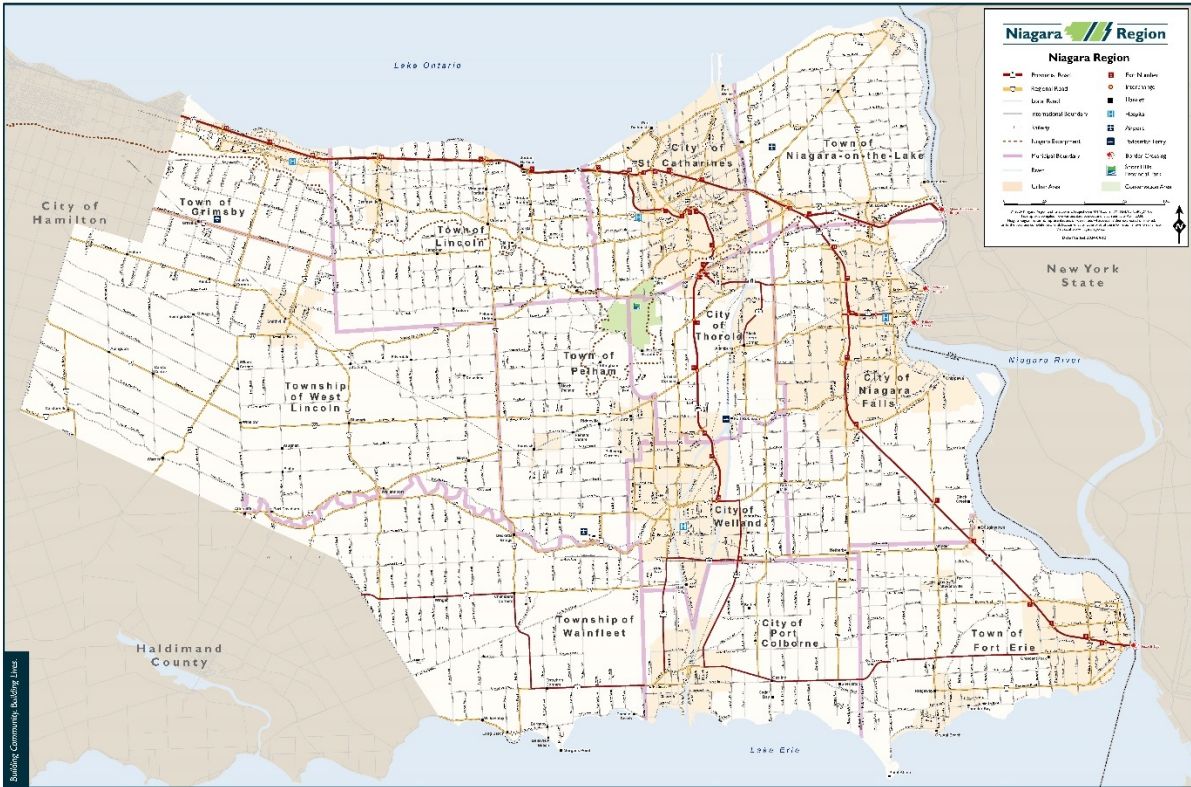
Notes: Own elaboration with data published by Boggs, J., & Dwomoh, P. (2023)

Regarding economic development, each year, over \$100 billion in trade flows across the Niagara Region's borders, with one in six truck crossings between the U.S. and Canada passing through this crucial area (Niagara Region, 2024). More than 13 million tourists from

around the globe each year visit the Niagara Region (Niagara Economic Development, 2024). As presented in Figure 14, the Niagara Region includes 205 regional roads, covering approximately 1,600 kilometers of roads (Niagara Region, 2024).

The Niagara Region in Ontario, Canada, is characterized by a diverse socio-economic landscape. The Region has a mix of urban and rural areas, with major urban centers such as St. Catharines, Niagara Falls, and Welland. The economy is historically rooted in manufacturing, agriculture, and tourism, particularly around the world-famous Niagara Falls, which drives significant revenue and employment (Niagara Economic Development, 2024). However, the Region has been transitioning towards a more diversified economy, with growth in the services sector, education, and healthcare. Despite this, there are pockets of economic disparity, with some communities facing challenges such as higher unemployment rates, lower median incomes, and limited access to affordable housing. The proximity to the U.S. border also plays a significant role in its economic activities, influencing trade, investment, and labor markets (Niagara Region, 2024). Overall, the Niagara Region reflects both the opportunities and challenges typical of a region in economic transition.

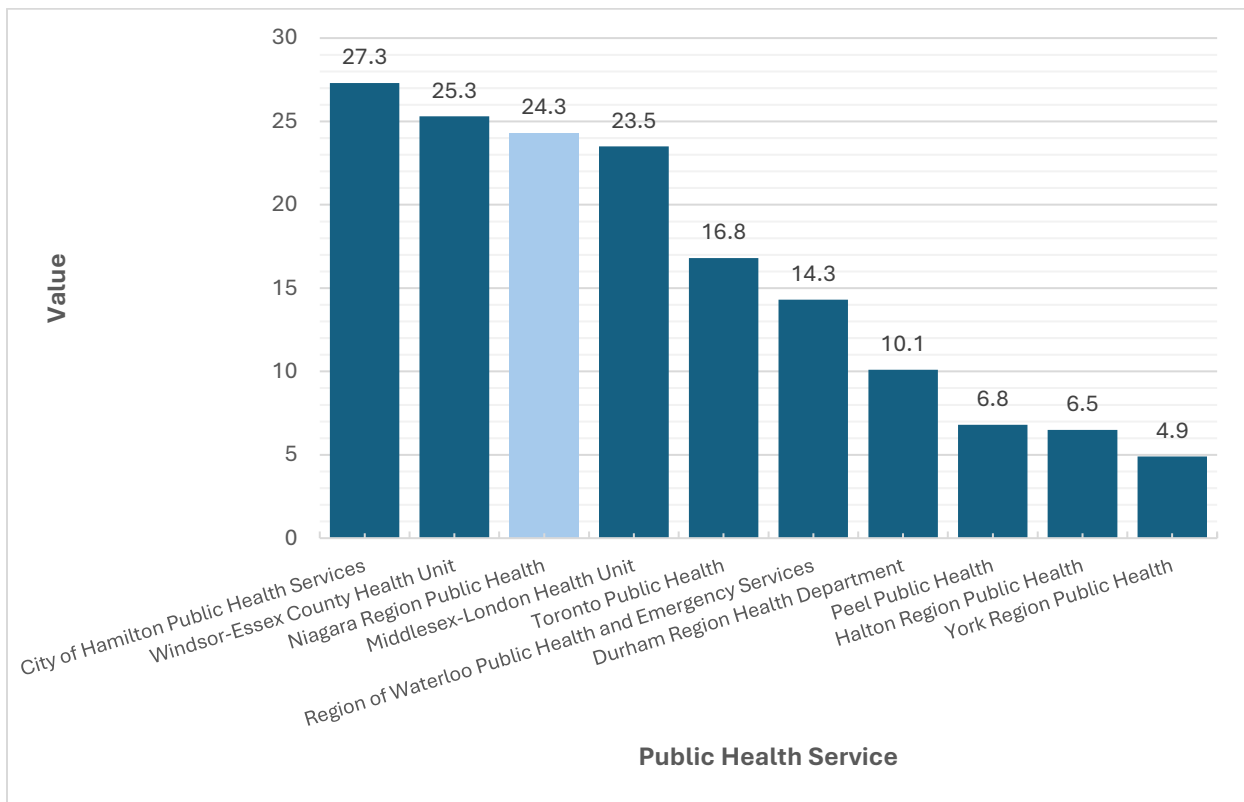
Figure 14. Map of regional roads - Niagara Region



Source: (Niagara Region, 2024).

As many other regions in Canada, the Niagara Region is grappling with significant challenges related to substance abuse, drug addiction, and homelessness. In 2023, the Region declared a state of emergency to address these intertwined crises (Niagara Region, 2023). The opioid epidemic has hit Niagara hard, with paramedics responding to 657 suspected opioid overdoses in 2022 alone (CBC, 2023). In fact, according to data reported by the Ontario Agency for Health Protection and Promotion (2024), the rate per 100,000 population for the Niagara Region of opioid-related morbidity and mortality cases in 2022, was 24.3, which is higher than the provincial average of 15.8 opioid-related morbidity and mortality cases per 100,000 population, as reported in Figure 15. This public health crisis is compounded by a rising homeless population, driven by multiple factors, and many individuals experiencing homelessness also face mental health issues and chronic substance use problems (White, Plouffe, Orpana, & Grywacheski, 2024).

Figure 15. Cases of opioid-related morbidity and mortality 2022 (rate per 100, 000 Population)



Notes:

1) Source: 2024 Ontario Agency for Health Protection and Promotion. <https://www.publichealthontario.ca/en/Data-and-Analysis/Substance-Use/Interactive-Opioid-Tool>

Workload study supplementary report

This supplementary report is designed to enhance the findings of the workload study (MPP Study) conducted by NRPS in June 2024. Utilizing a systematic and standardized methodology outlined by Wilson and Weiss (2014), the report examines historical data trends related to staffing levels, call volume forecasts, population estimates, and workload-driven patrol officer requirements, both service-wide and by district. It adheres to the methodological framework recommended by Wilson and Weiss (2014) and incorporates considerations from Famega (2005).

Under section 39 (1) of the Community Safety and Policing Act, the police service board is mandated to ensure the provision of adequate and effective policing tailored to the needs of the local population. The recent MPP study by NRPS recommended augmenting the authorized strength of 33 additional frontline officers to improve response times and potentially mitigate the impact of officer absences. The study employed the Shift Relief Factor (SRF) approach, a critical metric in workforce planning for fields requiring continuous coverage, such as law enforcement and healthcare.

The SRF is utilized to determine the additional personnel needed for uninterrupted shift coverage, considering absences due to vacations, sick leave, and training, thus offering a tactical solution for maintaining consistent coverage (Wilson & Weiss, 2014). In contrast, the Agency Relief Factor (ARF) provides a strategic, organization-wide perspective, accounting for overall staffing needs and operational demands, including special assignments and training requirements (Wilson & Weiss, 2014).

For this supplementary report, the ARF will be employed to assess and plan shift coverage needs, aligning with similar studies (Wilson & Weiss, 2014; Giblin, 2017; Langton, Ruiter, & Verlaan, 2022) and addressing immediate operational requirements.

Calls for Service (CFS) serve as a key performance metric in this analysis, reflecting the work of front-line officers and guiding staffing decisions. The volume and duration of CFS are strong predictors of service demand and critical for improving response times (Mourtgos, Adams, & Justin, 2024). Despite debates over the definition of CFS, a standard methodology established by the Police Information and Statistics Committee (POLIS) and Statistics Canada in 2021 (Mazowita & Rotenberg, 2019) guides the inclusion of both citizen-generated and officer-generated events, while excluding proactive policing activities.

This supplementary report aims to apply standardized methodology to key indicators and expand the historical analysis to include staffing levels, population estimates, and workload-driven officer estimations, including span of control ratios. The goal is to evaluate

whether community demand is adequately met by the current labor supply and to compare various approaches to estimating staffing levels in policing.

Different approaches to estimating staffing levels for police services

Per capita approach

The per capita approach is straightforward and easy to implement, relying on readily available population data such as census estimates. However, this method has several limitations. It does not account for variations in workload intensity across different jurisdictions, nor does it address changes in population characteristics such as seasonal fluctuations or long-term demographic shifts. Additionally, it overlooks differences in policing styles, service delivery models, and responses to crime.

When using the per capita approach, estimating the number of officers needed involves analyzing changes in population, including growth and density per square kilometer. Table 1 provides population data by district for the years 2021 and 2016, along with the percentage change between these years. Notably, Districts 1 and 2 exhibit the highest population densities per square kilometer, while District 6 has experienced the most significant population change in recent years.

Table 1. District and population

District	Population in 2021	Population in 2016	% Change - 2016 to 2021	Land area in KM ²	Population density per KM ²
1 District	160,619	151,914	5.7%	179.49	561.72
2 District	113,503	105,582	7.5%	341.6	781.05
3 District	73,942	69,403	6.5%	207.51	107.64
5 District	32,901	30,710	7.1%	166.24	166.24
6 District	26,920	24,678	9.1%	339.52	79.29
8 District	70,056	65,601	6.8%	618.47	113.27
Total	477,941	447,888	6.7%	1852.83	257.95

Notes:

1. Population estimations change every year. For instance, Statistics Canada estimates that population in 2023 was 496,059. However, because the Census Profile 2021 estimates reported the population by city and town, for the purpose of table 1, we considered the population reported by Statistics Canada, Census Profile. 2021 Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed July 24, 2024).

In Table 2, we present the total number of officers assigned to patrol duties, including sergeants and staff sergeants. To effectively analyze the data for the NRPS, it is crucial to consider three key metrics:

1. **Minimums:** This Figure represents the average minimum number of patrol officers required as stipulated by the 2021-2026 Uniform Collective Agreement, detailed on pages 7-8.¹
2. **Actuals:** This refers to the number of officers currently working, as reported by NRPS Human Resources and reviewed by Finance.²
3. **Authorized Strength:** This denotes the total number of patrol officers authorized for NRPS, outlining the official staffing levels set for the service.²

Each of these metrics provides essential insights into staffing levels and helps in assessing whether the current allocation aligns with both operational needs and established agreements.

Table 2. Per capita approach using minimums, actuals and authorized strength

District	Patrol Officers			Number of full-time officers per 1,000			Calls for Service			
	Minimums*	Actual	Authorized	Minimums*	Actual	Authorized	2020	2021	2022	2023
1 District	46	105	132	0.284	0.654	0.822	46,001	53,456	55,020	53,737
2 District	41	105	128	0.358	0.925	1.128	34,286	41,099	40,774	40,512
3 District	21	43	56	0.279	0.582	0.757	18,022	21,027	20,176	21,213
5 District	16	31	36	0.476	0.942	1.094	6,801	7,995	7,768	7,068
6 District	14	27	34	0.508	1.003	1.040	5,764	6,960	6,291	6,342
8 District	19	33	40	0.266	0.471	0.514	8,617	9,333	10,295	10,228
Total	155	344	436	0.324	0.720	0.912	119,491	139,870	140,324	139,100

Notes:

1. Minimum is represented by the average minimum of patrol officers stipulated by the 2021-2026 Uniform Collective Agreement, pages 7-8.
2. Population estimates are consistent with table 1, i.e., the population reported by Statistics Canada, Census 2021.

Upon closer examination of Table 2, it becomes evident that the ratio of full-time patrol officers per 1,000 population varies across districts and does not necessarily align with service demand, as measured by Calls for Service (CFS). Districts 2, 5, and 6 exhibit the highest ratios of officers per 1,000 population, while Districts 1, 3, and 8 have the lowest ratios, regardless of whether we compare actual versus authorized strength.

The final columns of Table 2 indicate a 1.16% increase in CFS, translating to 19,609 additional calls between 2020 and 2023. The ratio of full-time patrol officers per 1,000 population, which accounts for both population density and the number of officers in each

¹ [2021-2026 Uniform Collective Agreement](#)

² File: Copy of Authorized Strength Analysis 2024.07.02

district, is calculated using a specific formula to better understand staffing needs relative to service demand:

$$\text{Ratio of full time patrol officers per 1,000 population} = \left(\frac{\text{Number of patrol officers}}{\text{Population}} \right) \times 1,000$$

The average ratio of full-time law enforcement officers per 1,000 inhabitants in the United States is around 2.4 officers per 1,000 population, according to the latest FBI's Uniform Crime Reporting (UCR) Program (Federal Bureau of Investigation, 2019). For Canada, the average police officer-to-population ratio is often cited around 1.2 to 1.9 officers per 1,000 population as reported by (Statistics Canada). This approach is commonly found in studies in the academic literature (Vose, Miller, & Koskine, 2020).

On the other hand, to calculate the *Police Strength Rate* using the formula reported by Statistics Canada, we must include all sworn members (i.e., patrol officers and senior officers). The formula is as follows:

$$\text{Police Strength Rate} = \left(\frac{\text{Number of sworn members}}{\text{Population}} \right) \times 100,000$$

As detailed in Table 3, NRPS currently has an Authorized Strength of 802 officers, which equates to a Police Strength Rate of **152 officers per 100,000 population**. This rate falls below both the national average of 178.3 and the provincial average of 171.1 officers per 100,000 population. According to Statistics Canada, the Police Strength Rate has decreased by nearly 2% from 2022, marking the lowest rate since 1970 (Conor, Carrière, Amey, Marcellus, & Sauvé, 2020). To align with these averages, NRPS would need to increase its authorized strength by 95 officers to meet the provincial average and by 130 officers to meet the national average.

Table 3. Police strength rate, according to Statistics Canada

Location	Police Strength Rate Ratio	Number of Sworn	Difference
NRPS [^]	152.0	754	
Ontario ¹	171.1	849	95
Canada ²	178.3	884	130

Notes:

Source: Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics. Last update by Statistics Canada: 2024-08-26.

1. 171.1[^] Provincial average: Police personnel and selected crime statistics (statcan.gc.ca)

2. 178.26^{*} National average: Police personnel and selected crime statistics (statcan.gc.ca)

* Number of Sworn members to meet ratio

In summary, the data presented in Tables 2 and 3 indicates a need for increasing the number of sworn members, particularly patrol officers, at NRPS under the Per Capita approach. However, it is important to note that this approach does not account for the complexity of police work, workload variations, or factors such as crime rates and harm

scores across different geographic areas. Subsequent sections will explore alternative methods for estimating staffing needs.

The minimum staffing approach

The minimum staffing approach involves estimating the lowest number of patrol officers needed at any given time to ensure both officer safety and adequate public safety. This method requires collaboration between police service leaders, senior managers, supervisors, and police associations (Orrick, 2008; Wilson & Weiss, 2014). However, a key limitation of this approach is the lack of standardized criteria for determining minimum staffing levels. Different police services may use varying factors—such as population size, call volume, and crime rates—to establish their minimum staffing requirements (Orrick, 2008).

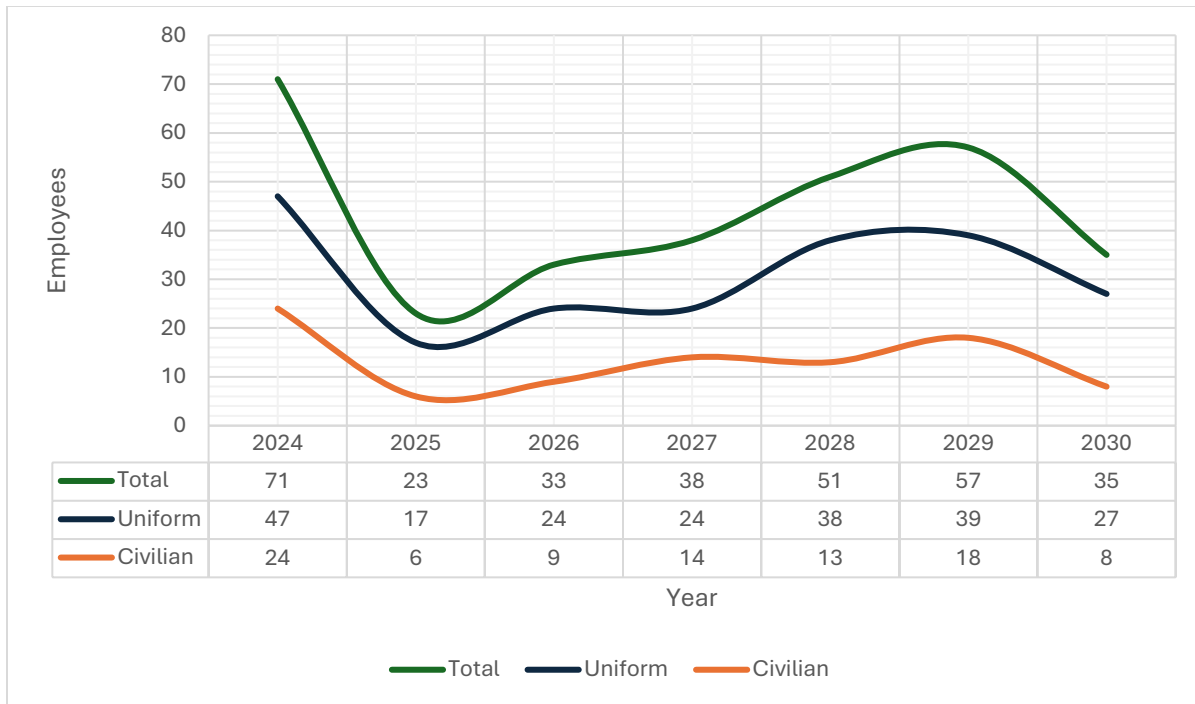
In practice, setting minimum staffing levels too high can lead to increased reliance on police overtime. When staffing falls below these levels, managers often need to address the shortfall through overtime or by deploying officers across districts, leading to organizational challenges such as heightened overtime costs, staff burnout, and decreased morale (Syed, et al., 2020).

For the Niagara Regional Police Service (NRPS), minimum staffing levels are outlined in the 2021-2026 Uniform Collective Agreement (pages 7-8 and 11). **We have found that in 2023, we failed to reach our minimums approximately 30 times due to staff shortages, we were at minimum levels 80% of the time during the year and over the minimums only 19% of the time.**

Given the evolving demands for police services and the challenges associated with maintaining adequate staffing levels, it is crucial to review and adjust the minimum staffing requirements regularly. The current minimum staffing levels, as specified in the 2021-2026 Uniform Collective Agreement, may not fully reflect the increasing complexity and volume of service demands faced by NRPS.

Another important factor to consider is the number of personnel eligible for retirement. According to Human Resources, an average of 30 sworn members will become eligible for retirement annually over the coming years, with the number of sworn members eligible ranging from 17 to 74 per year.

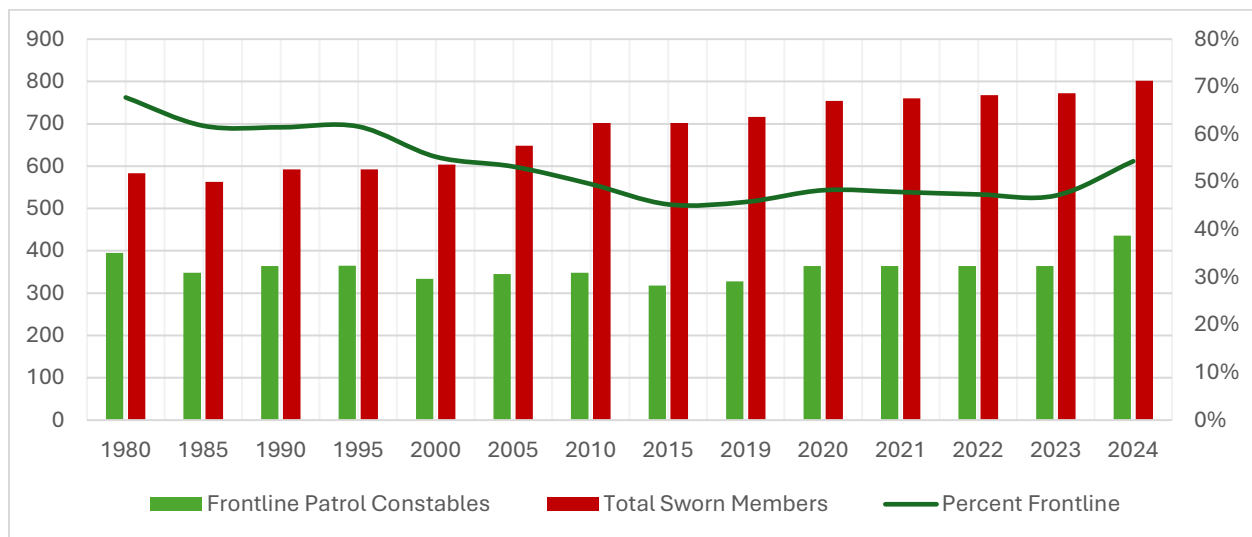
Figure 16. Retirement eligibility forecast



The authorized level approach

According to the MPP Study (June 2024), there has been a decline in the number of frontline patrol officers since 2000, largely due to the impact of the Adequacy Standards. This trend has been observed across many police services in Ontario (Blandford, 2004). The reduction in frontline positions, including patrol personnel, is primarily attributed to the requirement for police services to allocate resources to meet specific public service obligations. As of 2024, patrol personnel account for only 54.3% of sworn members, reflecting this shift, as reported in Figure 17.

Figure 17. Authorized frontline deployment, 1980-2024



Notes:

1) This graph uses information provided by Human Resources and validated with Finance.

In summary, both the minimum staffing and authorized strength approaches have limitations in accurately estimating the number of patrol officers required to meet service demands. Compared to per capita and workload-based approaches, they highlight the need to increase the number of patrol officers to address both current and future service needs. When using the authorized strength approach, it is important for police services to avoid presenting staffing levels too optimistically. The authorized number reflects approved personnel, not necessarily the number of officers available to respond to calls for service, which can lead to misperceptions about actual staffing capacity (Wilson & Weiss, 2014; Shane, 2007). For instance, NRPS currently has a gap of 92 patrol officers between its authorized and actual strength. A plausible explanation for this gap could be the fact that when a member needs to be accommodated for an injury or a sickness, they are typically transferred from the frontline to the specialty units. In addition to that, similar to other police services we are continuously challenged to recruit, hire and onboard new recruits.

The workload-based approach

The workload-based approach provides a more comprehensive and precise method for determining appropriate staffing levels in police departments. By focusing on the actual workload of officers (Wilson & Weiss, 2014), this method offers a systematic and standardized framework for estimating workforce requirements. It has been widely referenced in academic literature and adopted by various police services (Vose, Miller, & Koskine, 2020; Wilson & Weiss, 2014). This approach factors in key elements such as the volume of Calls for Service (CFS), the Agency Relief Factor (ARF), and performance objectives set by the police service. It allows for greater control by incorporating variables such as response to CFS, patrol duties, self-initiated activities, proactive policing, time spent on criminal investigation follow-ups, and the completion of administrative tasks (Wilson & Weiss, 2014; Mazowita & Rotenberg, 2019). This makes it a robust tool for aligning staffing levels with operational demands. There are six steps in this process:

1. Examine the distribution of calls for service by hour of day, day of week, and month
2. Examine the nature of calls for service
3. Estimate time consumed on calls for service
4. Calculate agency relief factor
5. Establish performance objectives
6. Provide staffing estimates

For the following calculations, we considered Calls for Service (CFS), which include citizen-generated events, officer-generated events, and additional events requiring officer tasking (e.g., online reports), while excluding proactive policing activities. Data was extracted from NRPS databases and validated by subject matter experts, including Communications and Dashboard administrators.

Data sources:

- **Computer-Aided Dispatch (CAD):** This system contains event data generated from 911 calls, non-emergency calls, dispatch activity, and officer responses. It also tracks officer activity while in the community or on patrol. CAD provides event details and officer information, which are used to populate key metrics for this study.
- **Versadex:** A Records Management System (RMS) that stores NRPS police activity data. Integrated with CAD, Versadex allows officers to input records related to incidents, such as general occurrence reports, supplementary reports, digital evidence, and additional identifying data.
- **Kronos:** A time management system that records employee work schedules and actual hours worked, categorized by type of activity. Kronos reports employee

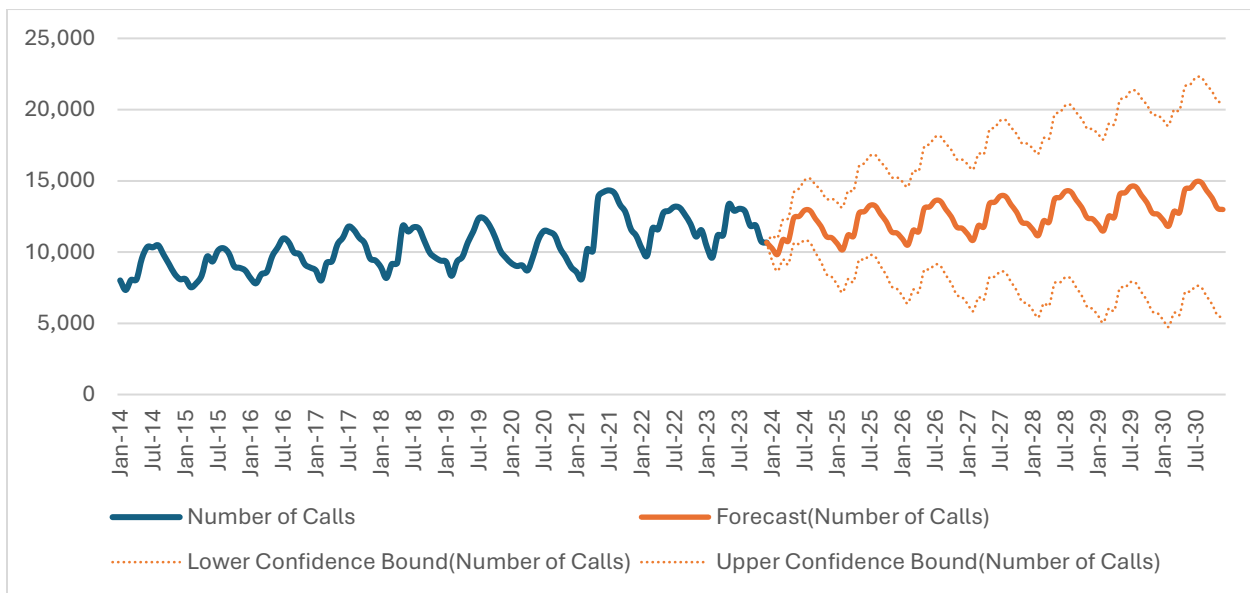
activity by pay code and hours, and is updated with data from PeopleSoft, the HR system of record for NRPS personnel.

This structured approach ensures that all relevant data is accurately reflected and validated for the study.

1) Examine the distribution of calls for service by hour of day, day of week, and month

NRPS manages all 911 calls, including fire, ambulance, and police-related emergencies. Historically, between 70% and 80% of these calls are dispatched by NRPS. From 2020 to 2023, NRPS handled an average of 134,696 Calls for Service (CFS) annually, with a 1.16% increase in CFS volume during this period. Projections for future CFS volumes indicate a marginal yearly increase ($\bar{x} = 2.20\%$ per year), consistent with the trend observed in previous years. As such, the CFS variable can be considered relatively stable, with only minor growth over time, as illustrated in Figure 18. This trend also holds true when forecasting CFS by district, based on historical data. Further details are available in the [Appendix](#).

Figure 18. Forecast trend of CFS (January 2014 - December 2030)



Notes:

- 1) Forecast developed using total number of CFS between 2014 and 2023. This method for estimation (i.e., Exponential Triple Smoothing) is commonly used to estimate time series and used for demand estimations (Ferbar Tratar, Blaž, & Toman, 2016), it uses the following equations: ; $s_t = \alpha x_t + (1 - \alpha)s_{t-1} = s_{t-1} + \alpha(x_t - s_{t-1})$; Simple linear regression: $b = \frac{\sum(x-\bar{x})(y-\bar{y})}{\sum(x-\bar{x})^2}$
- 2) Smoothing Coefficients: Alpha (0.90):
 - A) Alpha represents the smoothing factor for the level component in an exponential smoothing model. A value of 0.90 means the model gives more weight to recent observations when forecasting, which indicates that your model reacts quickly to changes in the data.
 - B) Beta (0.00): Beta is the smoothing parameter for the trend component. A value of 0.00 indicates that the model is not factoring in any trend, meaning it assumes no consistent upward or downward pattern in the data over time.

C) gamma (0.10): Gamma represents the smoothing factor for the seasonal component. A value of 0.10 suggests the model puts relatively low emphasis on seasonal patterns, meaning it assumes a minor seasonal effect in your data.

D) MASE (0.59): The Mean Absolute Scaled Error measures forecast accuracy relative to a baseline forecast (such as the naive method). A value of 0.59 indicates that your model's errors are about 59% of what they would be if you used a simple baseline model, meaning your model is performing quite well.

E) SMAPE (0.03): The Symmetric Mean Absolute Percentage Error is a percentage-based accuracy metric that measures the difference between actual and forecasted values. A value of 0.03, or 3%, indicates very high accuracy in your model's forecasts.

F) MAE (357.58): The Mean Absolute Error represents the average difference between the actual and predicted values. A value of 357.58 means that, on average, the forecasted values deviate from the actual values by about 358 units.

E) RMSE (462.17): The Root Mean Square Error is another measure of forecast error, with larger deviations being more heavily penalized. A value of 462.17 indicates the standard deviation of the residuals (prediction errors), meaning that the typical forecast error is about 462 units.

- 3) In summary, the high alpha value indicates that your model heavily weighs recent data. The beta value of 0 shows that the model does not account for trends. The gamma value suggests the model considers seasonal effects. Low MASE, SMAPE, MAE, and RMSE values indicate that your model is performing with a high degree of accuracy.

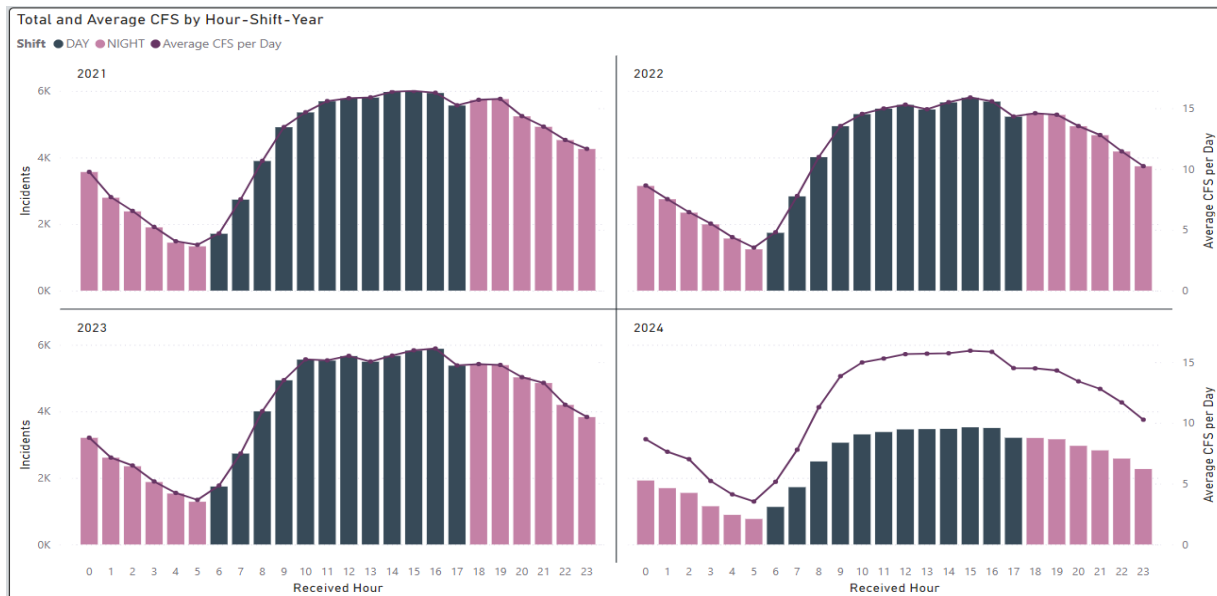
Table 4. Forecast volume of CFS (2024-2030)

Year	Volume of CFS	% Variation
2023	139,640	
2024	140,210	0.4%
2025	142,708	2.87%
2026	146,683	2.79%
2027	150,658	2.71%
2028	154,632	2.64%
2029	158,607	2.57%
2030	162,582	2.51%

On the other hand, the multi-year analysis (i.e., CFS data from 2021 to July 31, 2024) reveals several key insights:

1. Historically, the highest demand for service occurs on weekdays between 12:00 p.m. and 4:00 p.m., with the volume decreasing thereafter. Another important aspect is the distribution of CFS by shift, as shown in Figures 19 and 20.
2. Notably, the volume of CFS starts to surge around 7:00 a.m., peaking between 4:00 and 5:00 p.m. This consistent trend, observed across multiple years from Monday to Friday, highlights the critical need for optimal resource allocation during these peak hours (Figure 20).
3. From 2021 to 2024, the data shows an average of 275 CFS per day, with Sundays recording the lowest average ($\bar{x} = 260.14$) and Fridays the highest ($\bar{x} = 287.68$).
4. The distribution of CFS across the days of the week is relatively even, with minimal variation in daily averages, as illustrated in Figure 21.

Figure 19. Total and average CFS by hour-shift (multi-year)



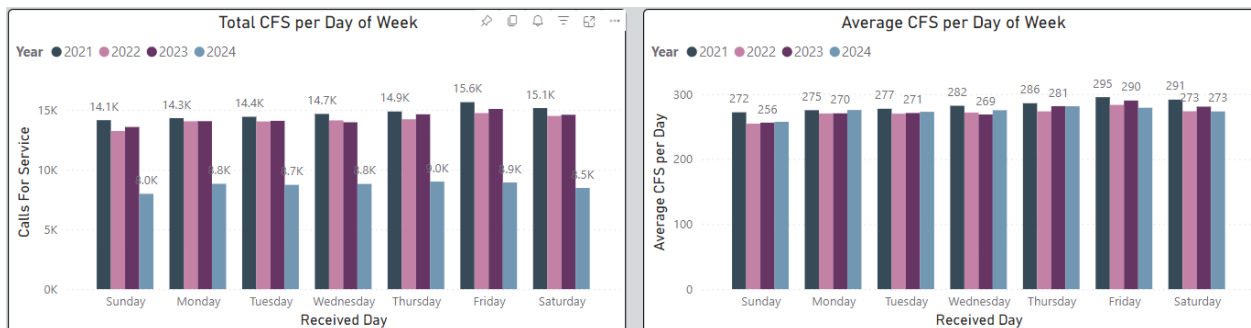
Notes:

- 1) CFS for 2024 included CFS from January 1, 2024, until August 9, 2024, at 11:59 p.m.
- 2) Average CFS per hour is the count of all calls in the dataset divided by total number of days in the dataset divided by 12. In some cases, an occurrence could have multiple calls as part of the same occurrence. Yet, that single call should be counted as they use NRPS resources. This approach is consistent with other studies (Langton, Ruiters, & Verlaan, 2022).

Figure 20. CFS by day of the week and hour (2021-2024*)

CFS by Day of Week and Hour of Day (Multi-Year)																								
Day	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Sunday	2339	2048	1817	1426	1012	722	846	1197	1451	1949	2215	2384	2586	2549	2648	2620	2491	2427	2693	2743	2526	2318	2097	1802
Monday	1443	1157	1031	799	717	619	863	1464	2252	2813	2988	2985	3034	3008	3026	3162	3125	2867	2702	2693	2482	2322	1957	1706
Tuesday	1362	1119	966	800	647	619	927	1512	2227	2831	2989	3055	3120	3043	3064	3106	3157	2790	2775	2659	2401	2387	2028	1669
Wednesday	1371	1143	965	834	712	652	878	1536	2276	2700	2988	2949	2996	2958	3063	3140	3222	2814	2852	2854	2575	2253	1986	1822
Thursday	1483	1214	1035	860	661	621	902	1493	2246	2726	2940	2991	3011	3058	3205	3190	3190	2915	2917	2819	2586	2551	2145	1938
Friday	1600	1312	1096	911	727	645	956	1517	2172	2661	2872	3057	3066	2970	3072	3245	3156	3015	2865	2950	2822	2680	2577	2428
Saturday	2239	1848	1714	1287	952	746	944	1301	1778	2166	2531	2643	2665	2620	2694	2678	2664	2542	2866	2869	2776	2762	2690	2724

Figure 21. Total CFS per day of week and average CFS per day of week



The analysis of Calls for Service (CFS) from 2023 (Tables 5 and 6) reveals several important trends that provide insight into the workload and distribution of service demands across the NRPS.

a) **Seasonal Trends:** As commonly observed, the volume of CFS is significantly higher during the warmer months, particularly from May through August. During this period, NRPS consistently experiences an uptick in CFS, with May seeing the highest volume at 13,274 CFS, followed closely by June, July, and August with 12,868, 13,016, and 12,846 CFS respectively. This seasonal increase likely reflects higher levels of outdoor activity and tourism, contributing to more incidents requiring police response.

b) **District Distribution:** District 1 handled the highest volume of CFS, accounting for 38.6% of the total calls, while District 6 had the lowest volume, representing just 4.6% of the total. This variation is likely influenced by factors such as population density, geographic size, and the socio-economic characteristics of each district. District 1 with a total of 53,737 CFS, stands out as a key area requiring significant resource allocation to meet the higher demand.

c) **CFS Frequency:** On average, NRPS responded to 381 CFS per day or approximately 16 CFS per hour, equating to a new call every 3.75 minutes. While this is an overall average, it is important to note that these numbers fluctuate based on the time of day, day of the week, and seasonal factors. For instance, peak periods such as weekday afternoons and the summer months see a much higher frequency of calls.

d) **Variations by Month, Day, and Time:** While the daily and hourly averages offer a general perspective, there are natural variations based on the time of year, day of the week, and time of day. For example, calls peak during weekday afternoons between 12:00 p.m. and 4:00 p.m., particularly between May and August. These patterns underscore the need for NRPS to maintain flexible staffing models that can adapt to fluctuating demand throughout the year.

e) **Priority Levels Across Districts:** Table 6 provides further insight into the distribution of CFS by priority level across districts. The majority of CFS fall under Priority 3 (33.7%) and Priority 4 (21.4%), with higher-priority calls (i.e., Priority 1 and 2) constituting a smaller but significant portion of the total. Notably, District 1 not only had the highest volume of total CFS but also managed the most Priority 2 and 3 calls, which require faster response times and greater resource allocation. This reflects the district's high demand for both routine and urgent responses, further emphasizing the need for tailored resource distribution across districts.

The analysis of CFS data highlights the critical need for NRPS to continuously adapt its resource allocation strategies to meet demand fluctuations effectively. The higher CFS volumes during summer months and in District 1, coupled with the variation in call priority levels, suggest that current staffing levels and deployment strategies should be regularly reviewed and optimized to ensure the service can maintain 24/7 coverage and respond effectively to all service requests.

Table 5. CFS by District and Month in 2023

Month / District	1D	2D	3D	5D	6D	8D	Grand Total
January	4,136	2,970	1,454	538	429	757	10,284
February	3,939	2,732	1,327	484	403	660	9,545
March	4,359	3,210	1,601	582	535	815	11,102
April	4,249	3,298	1,656	571	508	812	11,094
May	5,137	3,871	2,017	627	627	995	13,274
June	4,844	3,706	1,986	632	639	1,061	12,868
July	4,701	3,914	2,044	661	734	962	13,016
August	4,696	3,897	1,991	687	629	946	12,846
September	4,637	3,359	1,935	594	487	817	11,829
October	4,740	3,290	1,877	621	466	849	11,843
November	4,109	3,126	1,683	543	451	835	10,747
December	4,190	3,139	1,642	528	434	719	10,652
Total in 2023	53,737	40,512	21,213	7,068	6,342	10,228	139,100
% of Total CFS	38.6%	29.1%	15.3%	5.1%	4.6%	7.4%	100%
Average per Day	147	111	58	19	17	28	381
Average per Hour	6	5	2	1	1	1	16

Notes:

1. This table uses data from Communications Dashboard (Extracted on August 1, 2024)

2. Average per day and average per hour is calculated as follows: $A = \frac{1}{n} \sum_{i=1}^n a^i$

Table 6. CFS in 2023 by district and priority level

District / Priority level	1	2	3	4	5	6	Total
1 District	44	9,122	19,217	10,616	7,475	7,263	53,737
2 District	26	7,293	14,268	8,517	6,262	4,146	40,512
3 District	9	4,126	6,733	4,810	3,414	2,121	21,213
5 District	6	1,475	2,167	1,631	1,223	566	7,068
6 District	6	1,198	1,942	1,487	1,131	578	6,342
8 District	8	1,936	2,592	2,715	1,814	1,163	10,228
Grand Total	99	25,150	46,919	29,776	21,319	15,837	139,100
%, from total	18.1%	33.7%	21.4%	15.3%	11.4%	18.1%	100%

2) Examine the nature of calls for service

In 2023, NRPS frontline patrol officers responded to a total of 256 distinct call types. Notably, the top 45 CFS types accounted for 80% of the total demand, meaning that just 18% of the call types generated most service requests. As shown in Table 7, we list the CFS types that contribute to the cumulative 90% of demand for service. This pattern is consistent with findings from other studies, which argue that only 40% to 50% of CFS are related to criminal incidents, while the remaining calls are focused on community issues, public health assistance, quality of life concerns, and traffic-related matters (Langton, Ruiters, & Verlaan, 2022; Ratcliffe, 2021).

The data reveals that a significant proportion of CFS handled by NRPS are non-criminal in nature, such as calls for unwanted persons, ambulance assistance, welfare checks, and motor vehicle collisions (MVCs). The highest demand came from calls related to *unwanted persons*, which alone accounted for 7% of the total CFS volume in 2023. Other frequent types included *ambulance assistance*, *urgent welfare checks*, and *disturbances*, together comprising a substantial portion of the workload across all districts.

Indeed, the academic literature suggests that the high volume of non-crime related CFS often reflects systemic gaps in other sectors, particularly in mental health and social services. As Langton, Ruiters, & Verlaan (2022) and Wood, Watson, & Barber (2021) highlight, when police are required to handle these types of calls, it often points to insufficient resources or accessibility issues in agencies designed to support mental health or public health needs. Consequently, police services are left to fill these gaps, which necessitates additional resources and specialized training to manage such incidents effectively (2022).

For instance, in 2023, *mental health act* calls—both violent and non-violent—totaled 6,800, which constitutes a significant portion of NRPS’s workload, further emphasizing the strain on police resources due to the need for additional alternative crisis response mechanisms. This data underscores the importance of inter-agency collaboration to address the root causes of non-criminal CFS, particularly those related to health and social welfare.

Given this distribution, it is clear that a considerable proportion of NRPS resources are directed toward addressing non-criminal incidents, which has important implications for staffing and training.

Table 7. CFS in 2023 by Case Type and District

CFS TYPE	1D	2D	3D	5D	6D	8D	TOTAL	%	CUMULATIVE %
UNWANTED PERSON	4934	3669	1051	256	273	194	10377	7%	7%
ASSIST AMBULANCE	2857	1690	983	318	268	386	6502	5%	12%
WELFARE CHECK - URGENT	2371	1713	890	310	323	361	5968	4%	16%
MVC COLLISION REPORTING CENTRE	2137	1696	853	168	155	387	5396	4%	20%
DISTURBANCE	2171	1661	728	246	238	245	5289	4%	24%
THEFT - PAST	1460	1420	607	166	151	325	4129	3%	27%
DOMESTIC DISTURBANCE	1481	1189	677	238	202	240	4027	3%	30%
DRIVING COMPLAINT	1208	1173	590	236	221	447	3875	3%	33%
FRAUD - PAST	1211	1002	508	216	140	359	3436	2%	35%
INFORMATION NO DISPATCH	1064	933	484	163	162	304	3110	2%	37%
FOLLOW UP	1114	743	558	214	220	182	3031	2%	40%
NOISE COMPLAINT	1231	857	423	140	122	199	2972	2%	42%
IMPAIRED DRIVER	821	833	451	165	153	367	2790	2%	44%
MENTAL HEALTH ACT NO DISPATCH	2427	178	58	13	21	14	2711	2%	46%
INFORMATION	852	702	352	201	190	209	2506	2%	48%
THEFT	1133	829	315	69	66	89	2501	2%	49%
HARASSMENT	825	614	467	149	118	198	2371	2%	51%
UNKNOWN 911	631	674	342	166	103	186	2102	2%	53%
MVC PROPERTY DAMAGE	524	572	250	132	93	272	1843	1%	54%
KEEP THE PEACE	625	509	304	124	118	134	1814	1%	55%
MVC-PERSONAL INJURY	526	511	291	87	92	297	1804	1%	56%
FAMILY VIOLENCE	663	426	319	152	80	143	1783	1%	58%
MENTAL HEALTH ACT - NOT VIOLENT	700	501	331	76	67	86	1761	1%	59%
SUSPICIOUS PERSON	706	447	291	100	70	132	1746	1%	60%
ALARM - NOT VERIFIED/NO DISPATCH	647	479	287	71	66	175	1725	1%	62%
MENTAL HEALTH ACT	688	431	292	78	76	112	1677	1%	63%
SUICIDE THREAT	677	403	368	69	45	107	1669	1%	64%
WARRANT	532	566	222	99	89	49	1557	1%	65%
PREMISE CHECK	587	405	199	81	69	109	1450	1%	66%
BREACH OF CONDITIONS	531	425	282	71	72	60	1441	1%	67%
ALARM-FALSE	572	371	218	85	58	136	1440	1%	68%
PUBLIC SERVICE NOT URGENT	584	427	206	71	54	96	1438	1%	69%
MISSING PERSON	536	317	372	50	43	61	1379	1%	70%
ASSISTANCE	471	450	168	76	72	92	1329	1%	71%
NUISANCE	561	345	208	66	56	78	1314	1%	72%
INTOXICATED PERSON	494	428	183	48	76	48	1277	1%	73%
ASSIST OTHER POLICE	318	377	138	79	63	244	1219	1%	74%
PROPERTY FOUND	374	440	142	64	66	65	1151	1%	75%
VEHICLE THEFT	380	330	168	46	56	171	1151	1%	76%
ASSAULT	466	360	160	40	35	52	1113	1%	76%
HAZARD	307	293	169	62	79	160	1070	1%	77%
DOMESTIC DISTURBANCE PAST	337	276	209	91	42	73	1028	1%	78%
BREAK AND ENTER - PAST	372	275	155	66	50	104	1022	1%	79%
DISPUTE - NEIGHBOUR	289	247	208	68	61	81	954	1%	79%
THREATS - PAST	331	233	146	50	42	67	869	1%	80%
PROPERTY DAMAGE - PAST	317	234	136	50	44	66	847	1%	80%
DRUG RELATED	376	217	119	18	43	21	794	1%	81%
FIRE	308	177	109	55	46	82	777	1%	82%
INFORMATION (NO TRIAGE)	245	188	92	34	43	66	668	0%	82%
THREATS - SUSP NOT ONSCENE	247	195	101	32	30	51	656	0%	83%
BREAK AND ENTER	253	186	91	32	42	49	653	0%	83%
MENTAL HEALTH ACT - VIOLENT	239	177	117	38	16	61	648	0%	84%
ASSAULT - PAST	263	153	110	28	31	46	631	0%	84%
THREATS	237	180	109	31	34	33	624	0%	84%
SUSPICIOUS VEHICLE	181	178	123	42	34	65	623	0%	85%

CFS TYPE	1D	2D	3D	5D	6D	8D	TOTAL	%	CUMULATIVE %
PROPERTY DAMAGE	256	167	96	34	21	42	616	0%	85%
DISPUTE - TENANT / LANDLORD	198	181	113	29	48	36	605	0%	86%
SUSPICIOUS PERSON PAST	218	154	108	32	15	75	602	0%	86%
RECKLESS ACTIVITY	247	212	63	12	19	32	585	0%	87%
DOMESTIC - HARASSMENT	180	152	122	33	32	46	565	0%	87%
TRESPASS	169	188	86	29	48	31	551	0%	87%
MISCHIEF	212	143	92	33	39	28	547	0%	88%
ANIMAL COMPLAINT	146	193	92	34	25	43	533	0%	88%
VEHICLE - ABANDONED	150	139	94	33	23	81	520	0%	89%
REFERRAL	172	184	75	21	30	26	508	0%	89%
DISTURBANCE - PAST	182	119	100	54	21	25	501	0%	89%
PERSON WANTED	145	153	84	42	36	17	477	0%	90%
FRAUD	145	185	55	18	19	31	453	0%	90%

Notes:

1. This table uses data from Communications Dashboard (Extracted on August 1, 2024)
2. The cumulative frequency is calculated by adding each frequency from a frequency distribution table to the sum of its predecessors. It is calculated as follows: $CF_i = \sum_{j=1}^i f_j$

3) Estimate time consumed on calls for service

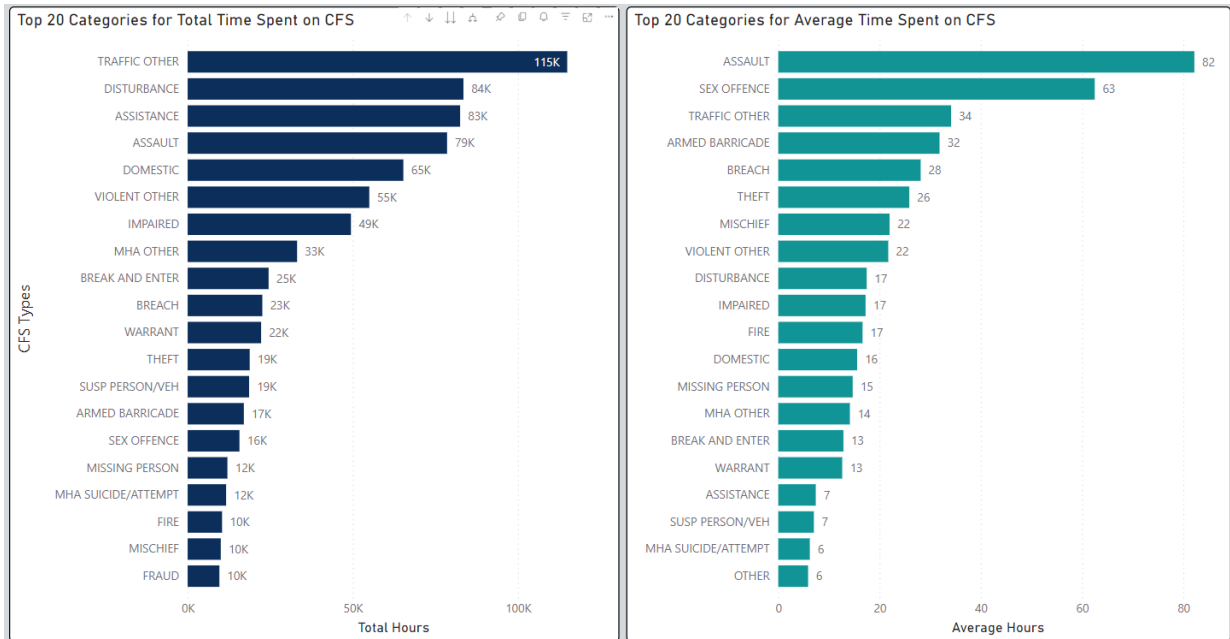
The time taken to handle CFS is calculated by measuring the duration between the first *Dispatch Time* and the first *Clear Time*, recorded in hours. However, the accuracy of this data can be affected by inconsistencies in officers marking themselves as "on route" or "arrived." Additionally, the closing times may not always accurately reflect when an incident was fully resolved, as officers may become involved in other CFS incidents before officially clearing the call. To mitigate these data quality issues, it is standard practice to use the *median* handling time rather than the *average*, as the median is less influenced by outliers and provides a more accurate reflection of typical response times.

The analysis also highlights the CFS types that are most resource-intensive, particularly when considering the total hours spent in 2023. Figures 22-23 illustrate the most time-consuming CFS categories, including traffic incidents, disturbances, assistance, assaults, domestic violence, violent crime, impaired driving, and mental health-related calls. These categories represent a significant allocation of NRPS resources.

Moreover, the analysis considers the average time NRPS patrol officers spent on various CFS types. Incidents such as assault, sexual offenses, traffic violations, armed barricades, breaches, and theft require substantial officer involvement. A similar analysis was conducted for lower-priority CFS types (Priorities 4 to 6), as shown in figures 24 and 25.

When evaluating CFS volume, it is essential to consider not only the number of incidents but also the complexity and resources required to address each type of call. Each CFS is unique and may demand varying levels of expertise and resource allocation. The data presented offers valuable insights into the current resource utilization and can guide future strategies aimed at improving internal efficiencies.

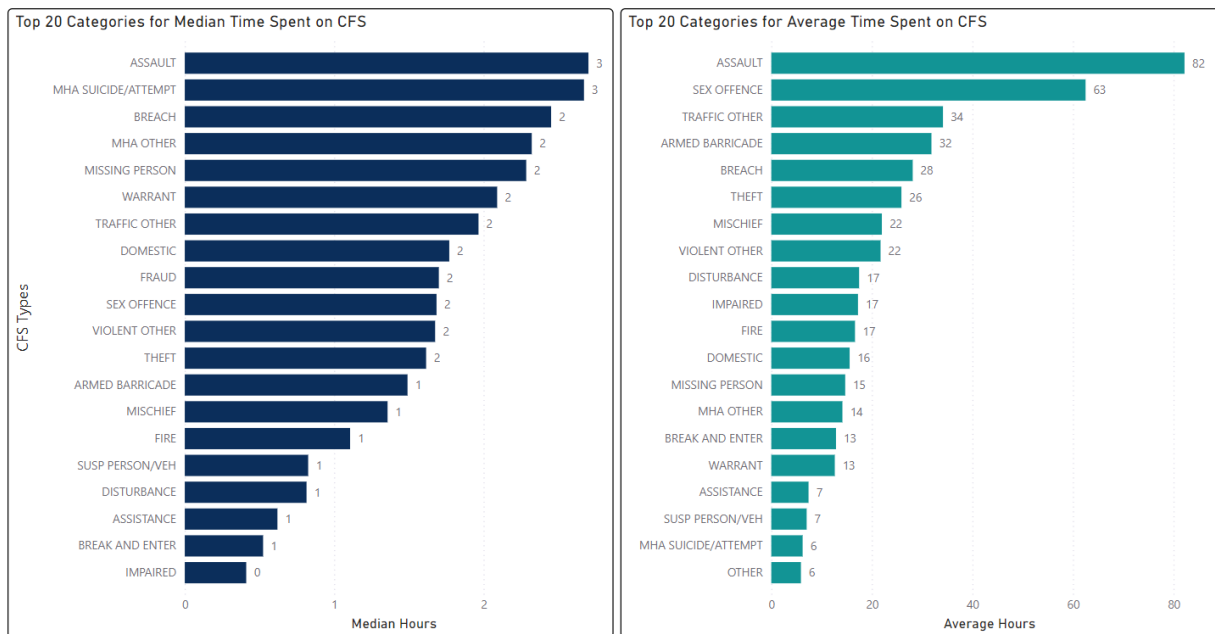
Figure 22. Top 20 CFS by time spent and top 20 CFS by average time spent, priorities 1 to 3



Notes:

1. These figures uses data from the Communications Dashboards extracted on August 9, 2024. It considers the variable time on CFS and filtered by the top 20 CFS types, and it only considers priority level 1, 2 and 3, occurred between January 1st and December 31st, 2023. Naturally, some CFS require multiple follow-ups calls and involvement of additional resources (e.g., specialty units, detectives, equipment and additional resources) that are not included in this estimation. This approach is consistent with similar studies, please refer to: (Langton, Ruiters, & Verlaan, 2022).
2. The time spent on CFS was estimated including the total time elapsed between first Dispatch Time to First Clear Time, to account for the use of resources.

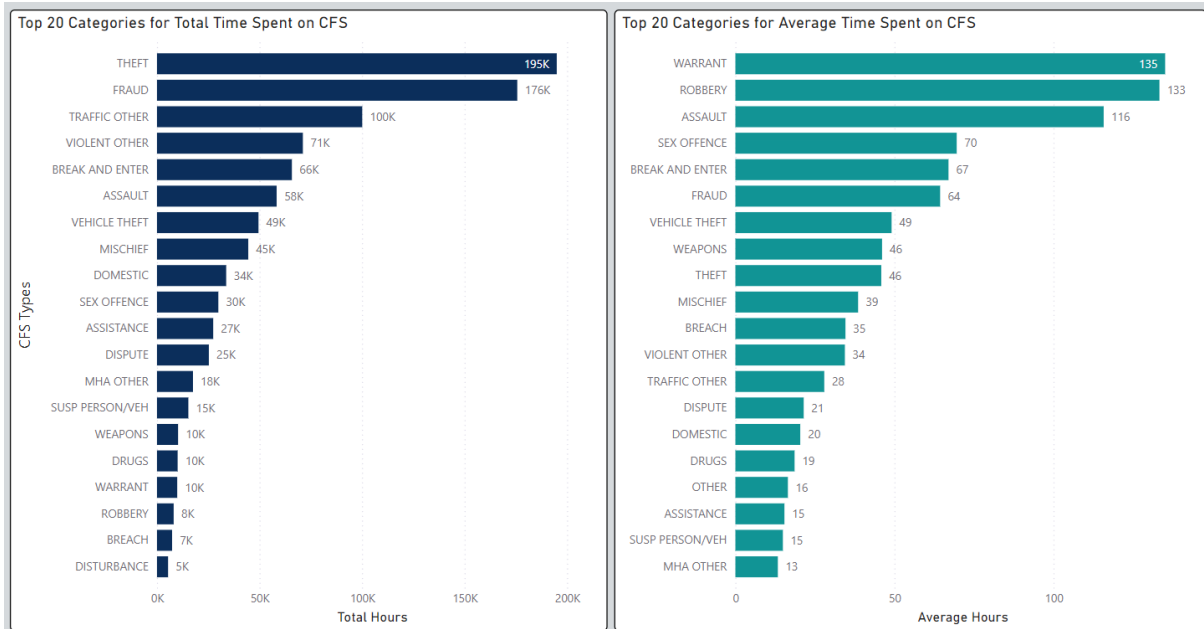
Figure 23. Top 20 CFS by median and average time spent, priorities 1 to 3



Notes:

1. These figures uses data from the Communications Dashboards extracted on August 9, 2024. It considers the variable time on CFS and filtered by the top 20 CFS types, and it only considers priority level 1, 2 and 3, occurred between January 1st and December 31st, 2023. Naturally, some CFS require multiple follow-ups calls and involvement of additional resources (e.g., specialty units, detectives, equipment and additional resources) that are not included in this estimation. This approach is consistent with similar studies, please refer to: (Langton, Ruiters, & Verlaan, 2022).
2. The time spent on CFS was estimated including the total time elapsed between first Dispatch Time to First Clear Time, to account for the use of resources.

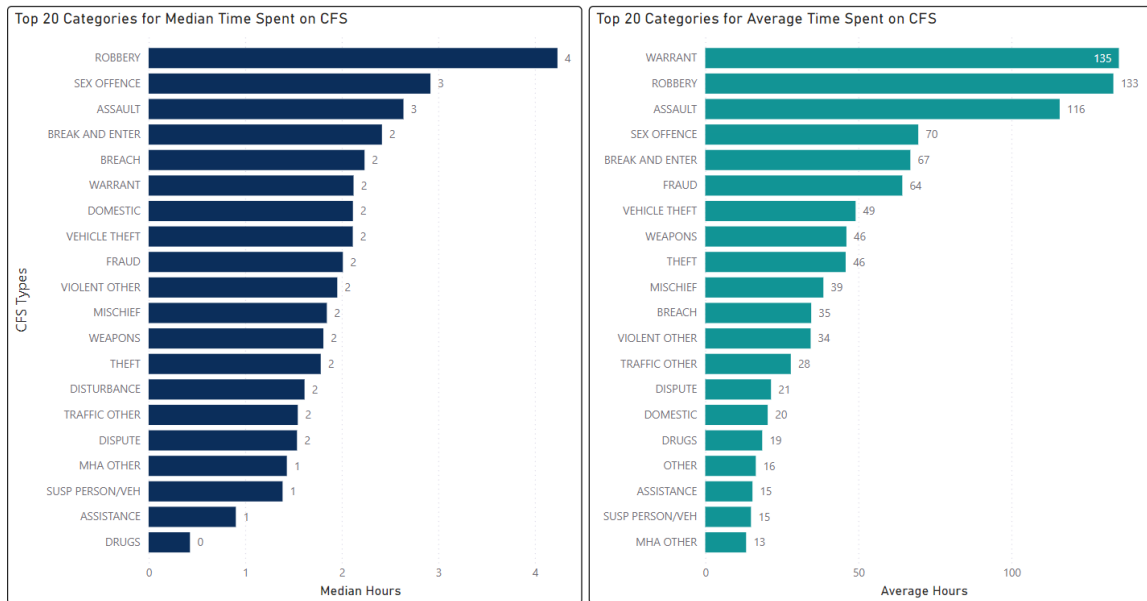
Figure 24. Top 20 CFS by time spent and top 20 CFS by average time spent, priorities 4 to 6



Notes:

1. These figures uses data from the Communications Dashboards extracted on August 9, 2024. It considers the variable time on CFS and filtered by the top 20 CFS types, and it only considers priority level 4, 5 and 6, occurred between January 1st and December 31st, 2023. Naturally, some CFS require multiple follow-ups calls and involvement of additional resources (e.g., specialty units, detectives, equipment and additional resources) that are not included in this estimation. This approach is consistent with similar studies, please refer to: (Langton, Ruiters, & Verlaan, 2022).
2. The time spent on CFS was estimated including the total time elapsed between first Dispatch Time to First Clear Time, to account for the use of resources.

Figure 25. Top 20 CFS by median and average time spent, priorities 4 to 6



Notes:

1. These figures uses data from the Communications Dashboards extracted on August 9, 2024. It considers the variable time on CFS and filtered by the top 20 CFS types, and it only considers priority level 4, 5 and 6, occurred between January 1st and December 31st, 2023. Naturally, some CFS require multiple follow-ups calls and involvement of additional resources (e.g., specialty units, detectives, equipment and additional resources) that are not included in this estimation. This approach is consistent with similar studies, please refer to: (Langton, Ruiters, & Verlaan, 2022).
2. The time spent on CFS was estimated including the total time elapsed between first Dispatch Time to First Clear Time, to account for the use of resources.

4) Calculate the Agency Relief Factor

The Agency Relief Factor (ARF) measures the relationship between the maximum number of days an officer is scheduled to work and the actual days worked. It calculates the number of officers required for each shift to ensure continuous 24-hour coverage, accounting for absences due to sickness, annual leave, injuries, etc. (Wilson & Weiss, 2014). Understanding the ARF is crucial for estimating the number of officers needed per shift to maintain adequate coverage every day.

The ARF is calculated using the following formula:

$$ARF = \frac{365 \times 12 \text{ h (shift length)}}{(365 \times 12\text{h} - \text{Time Off})}$$

Then,

$$ARF = \frac{4,380}{(4,380 - 2,889)} = 2.94$$

For NRPS, the *Time Off* includes all periods when an officer is not working, such as personal time, vacation, holidays, float time, and sick leave. A detailed breakdown of this calculation is provided in Table 8. By applying the formula above, the ARF helps ensure that each shift is adequately staffed to handle the demands of 24-hour operations while accounting for the various forms of time off that impact staffing levels.

Table 8. Time Off Calculation

Notional time off each year for officers working 12-hours shift	Time off (hours)
Personal time	12
Vacation	160
Holiday bank	104
Float bank	104
Sick leave (Max earned)	180
Regular scheduled days off	2190
Training	16
Court time	6
WSIB	91
Parental leave	26
Total	2,889

Notes:

1) We estimated the number of hours using a patrol officer with 9 to 14 years of service. This is to ensure that the larger proportion of patrol officers is included in the estimation, and it is consistent with the methodology proposed by Wilson & Weis (2014).

The ARF suggests that approximately **2.94** officers need to be assigned to each shift to ensure that one officer is available to work during any given day. While an ARF of 2.94 for

12-hour shifts might initially seem high, it is important to consider that the police service operates with only two shifts per day.

Using this ARF, a police service with 12-hour shifts would need a minimum of 5.88 patrol officers to cover both shifts adequately. This number ensures that at least one officer is scheduled to work each shift, factoring in absences such as personal time, vacation, and sick leave.

In practice, this means that to achieve consistent coverage and maintain operational efficiency, the police service would round up to ensure a full complement of officers. Thus, in this example, the service should plan for at least 6 officers per shift to accommodate the necessary coverage and account for potential variations in the ARF.

5) Establish performance objectives

The International Association of Chiefs of Police (IACP) recommends that patrol officers allocate their time as follows: one-third to responding to Calls for Service (CFS), one-third to proactive (patrol) activities, and one-third to administrative tasks (Wilson & Weiss, 2014). According to the IACP, a patrol officer's total time dedicated to responding to CFS should not exceed 60% of their workload. This threshold, known as the saturation index, is crucial to prevent potential negative impacts on officers' mental and physical health and overall well-being (Syed, et al., 2020; Hofer, 2021).

For our estimation purposes, we used a scenario where patrol officers allocate their time as follows: 25% to responding to CFS, 25% to proactive patrol and self-initiated policing, 25% to administrative tasks, and 25% to criminal investigation follow-ups. To account for the reality that multiple officers may be dispatched or self-dispatched to CFS, we applied a business logic adjustment, adding 25% to the CFS calculation. This approach is consistent with similar methodologies used in other studies (Vose, Miller, & Koskine, 2020; Wilson & Weiss, 2014). This adjustment helps ensure a more accurate representation of resource allocation and workload distribution among patrol officers.

Establishing performance objectives for patrol officers is crucial as it provides clear benchmarks for evaluating their effectiveness, ensures accountability, and fosters continuous improvement in both individual and departmental performance, ultimately enhancing overall community safety and service quality.

6) Provide staffing estimates

For this estimation, we used the 2023 CFS data, which is distributed between two shifts: days (58%) and nights (42%) as shown in Table 9. To account for the variability and ensure robustness, we applied a conservative median time of 75.03 minutes per CFS, recognizing that each incident is unique. This approach mitigates the impact of outliers that could distort the average time for handling CFS. While conservative, this method provides a reliable estimation by minimizing skew and ensuring accuracy.

Table 9. Staffing estimates per shift using CFS in 2023 – Scenario A

Shift	CFS 2023	Total (CFS+25%)	Minutes	Hours	Total Patrol Officers required to meet demand for service ^{4,5,6}
Days 6:00 am to 5:59 pm	80,980	101,225	7,594,933	126,582	340
Nights 6:00 pm to 5:59 am	58,120	72,650	5,450,908	90,848	244
Total	139,100	173,875	13,045,841	217,431	583

Notes:

1. Total hours include an additional of 25% to account for CFS where multiple patrol officers were dispatched or self-dispatched.
2. Minutes resulted of multiplication of the total number of minutes per shift by the median time on CFS (i.e., 75.03 minutes). This approach allowed to control for outliers. Hours resulted of dividing the minutes by 60.
3. Total Patrol Officers required to meet demand for service is calculated by multiplying the total number of minimum officers required by the ARF, considering that Patrol Officer spent their time in the following activities: 25% CFS, 25% patrol and self-initiated proactive policing, 25% administrative time and 25% dedicated to criminal investigations follow-ups, as suggested by Wilson & Weiss (2014).
4. We estimated the number of officers required to handle these calls by dividing the total number of hours consumed in calls by the number of hours an officer could work each year assuming 365 days and 12-hour shifts (4,380).
5. The total number of Patrol Officers required to meet demand for service includes Constables, Sergeants and Staff Sergeants.

In summary, we employed various approaches to estimate the staffing needs for patrol officers at NRPS. The per capita approach highlighted the necessity to hire additional patrol officers to manage the increasing volume of CFS, support regular operations, and address the expansive regional needs of NRPS. Similarly, both the minimum staffing and authorized level approaches underscore the requirement for additional personnel. Finally, the workload performance-based approach reinforced the need to bolster the number of patrol officers. Our estimates were deliberately conservative and do not account for the complexity or harm associated with each CFS. Table 10 provides a comparative analysis of these methods, offering a comprehensive view of the staffing requirements across different estimation approaches.

Table 10. Summary of findings - Staffing needs

Approach	Findings	Details
Per capita approach	Additional sworn members required to meet Provincial average	95 additional members
Per capita approach	Additional sworn members required to meet National average	130 additional members
Workload-based approach	Additional Patrol Officer to address current CFS	147 additional members
MPP Study June 2024	Additional Patrol Officers to address current CFS using SRF	33 additional officers

Table 11. Comparison between results

	SRF	ARF
Authorized Strength	384	436
Required Patrol Officers	412	583
Difference	33	147
Difference in %	9%	34%

Notes:

Authorized strength is different based on the dates that each study was conducted.

Strategic considerations

1. Span of control

In our examination of span of control practices across various police services, we found that most agencies lack formalized policies regarding span of control ratios. Span of control in policing pertains to the number of subordinates a supervisor can effectively manage while ensuring adequate oversight, communication, and operational efficiency (Gaines & Worrall, 2013).

Our environmental scan, which included data from different police services, revealed that formal span of control policies is generally absent. Instead, informal ratios are used, typically ranging from 8 to 16 officers per supervisor, depending on the complexity of duties and shift workloads. These informal ratios reflect the variability in operational demands and the supervisory capacity required. A detailed overview of these ratios is presented in Table 12. For the case of NRPS, the span of control is specified in General Order 067, Section 3.12, which states: “...*In normal day-to-day operations and subject to the exigencies of the Police Service, the span of control for Supervisory personnel shall not exceed twelve (12).*”³ However, different sources suggest that an optimal span of control ratio should not exceed seven individuals in emergency management contexts,⁴ depending on the supervisor's skills and capacity to manage multiple personnel effectively (FEMA Emergency Management Institute, n.d.; Giblin, 2017). This recommendation highlights the importance of considering the specific demands and complexity of supervisory roles in determining effective span of control ratios.

³ [GO - 067 - ORGANIZATIONAL STRUCTURE](#)

⁴ <https://training.fema.gov/emiweb/downloads/ics200summary.pdf>

Table 12. Environmental Scan - Span of Control Ratios for frontline patrol

Police service	Span of Control Ratio (i.e., cop per supervisor)	Notes
Peel Regional Police	10:1 12:1	10-12 Constables / Sergeant* Depending on availability 5-6 Sergeant / Platoon S/Sgt. has approx. 45-60 Investigative units and emergency support average is 6-10 Constables / Sergeant
Hamilton	8:1 10:1	Not established in policy but informal ratios are: 8:1, 10:1, depending on staff availability
Halton	N/A	Do not have span of control ratios established
London	N/A	Do not have span of control ratios established
Barrie	N/A	Do not have span of control ratios established
Waterloo	N/A	Do not have span of control ratios established
Calgary	12:1	12:1 as the max in patrol, depends on complexity of the task
Vancouver	16:1	16:1 as the max in patrol, depends on complexity of the task
Niagara	12:1	Established in GO - 067, In normal day-to-day operations and subject to the exigencies of the Police Service, the span of control for supervisory personnel shall not exceed twelve (12)
York	8-10:1	After conducting a workload study, YRP found that their ideal span of control should be between 8-10 PC to supervisor.

Based on the estimates of additional personnel, we have calculated the staffing requirements for patrol officers, sergeants, and staff sergeants necessary to support the proposed new structure. Additionally, it includes values from Section 5.1.16 of the 2021-2026 Uniform Collective Agreement (page 11). Table 13 presents a summary of the current authorized strength and span of control ratios. This analysis highlights potential areas where the service could improve its span of control ratios to enhance overall efficiency and effectiveness.

Table 13. Span of control estimations and ratios

	Authorized strength	% of total	Ratio	UCA ¹	% of total	Ratio	Estimation ARF	Difference
Constable	384	88%		280	85%		513	129
Sergeant	40	10%	9 to 1	36	12%	8 to 1	53	13
S/Sergeant	12	3%	3 to 1	12	3%	2 to 1	16	4
Totals	436			328			583	147*

Notes:

1) Information included in section 5.1.16, of the 2021-2026 Uniform Collective Agreement, (page 11) - [2021-2026 Uniform Collective Agreement](#)

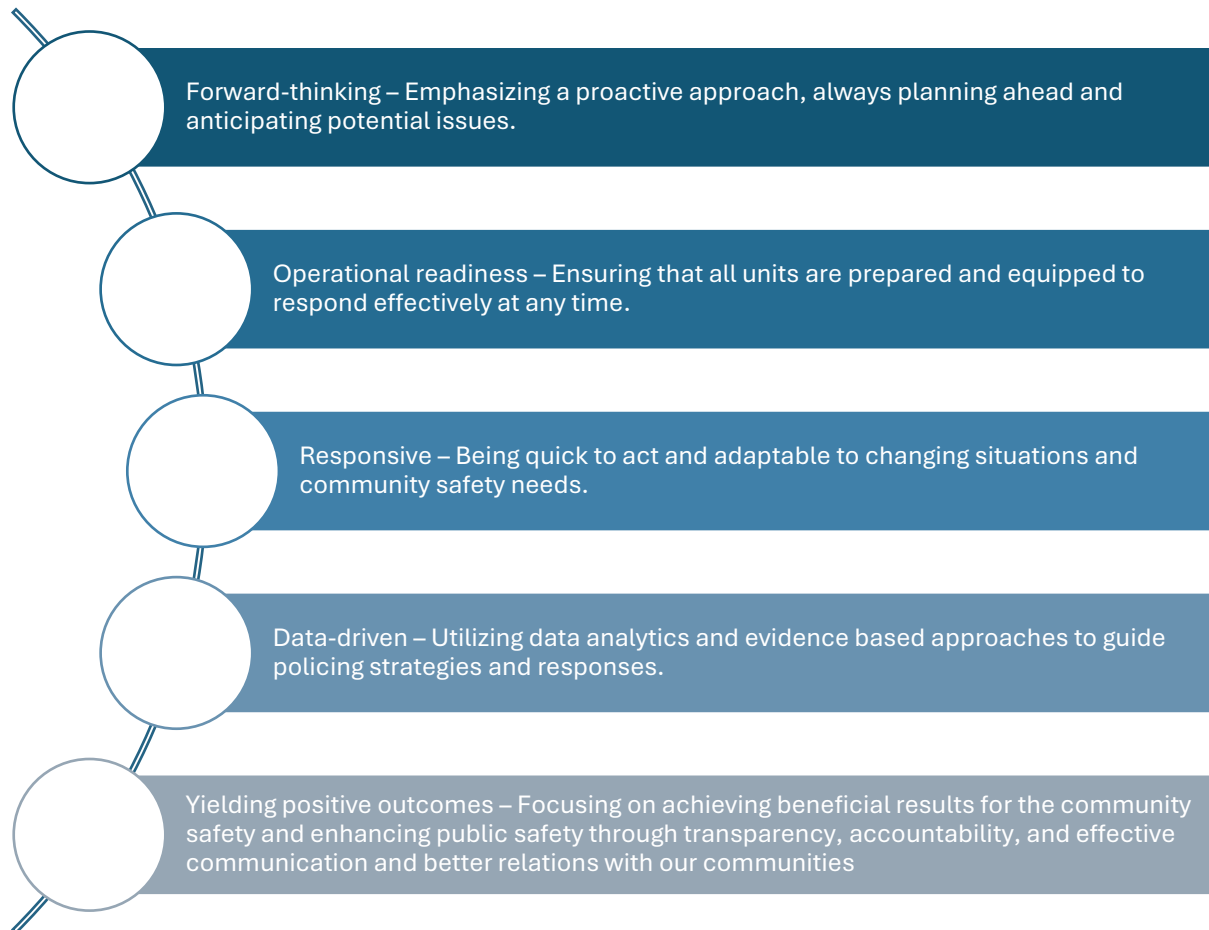
2) The number of constables, sergeants and staff sergeants was calculated using the current ratio (i.e., authorized strength). * We rounded to 147 for the purpose of this report. The actual numbers we obtained were: 129.47 constables, 13.49 sergeants, and 4.05 staff sergeants.

In summary, this supplementary report indicates that, based on a very conservative estimate, NRPS requires the following additional staffing to meet the current demand for service:

- 129 Police Constables
- 13 Sergeants
- 4 Staff Sergeants

These numbers reflect the additional personnel needed beyond the current authorized strength to effectively address service demands and maintain operational efficiency.

In conclusion, the NRPS has a unique opportunity to examine and challenge the study of CFS to identify potential efficiencies, under the following suggested framework:



Limitations

Workload studies have several limitations. One of them is that multiple variables influence the use of resources for service calls, which impacts the need for additional staff. These variables include efficiency, productivity, crime rates, expected growth or decline, job tasks and types of calls, officer-to-population ratios, mandatory minimums, collective bargaining agreements, shift distribution, supervisory placement, command staff needs, response time, uncommitted time, call volume, estimates of future call volume, technology, organizational capability, organizational ethic, organizational vision and planning, public pressure, geographic issues, and community policing style. Therefore, future studies should consider the volume, complexity, and danger posed by each call for service (CFS).

Additionally, this supplementary report aims to assess the community demand for frontline services in relation to available resources. Data quality can be a limitation in some CFS cases, as it may not meet the standards of good data quality in terms of completeness, accuracy, consistency, validity, uniqueness, and integrity. Despite this, we consulted with subject matter experts' multiple times to understand the nature of the CFS and validate the estimation metrics used.

Another limitation arises when CFS lack timestamps. Timestamps and call type coding are crucial for analyzing the variation of call types and response times. However, in some instances, an officer may forget to close a call due to various reasons, such as having to take another CFS, potentially skewing the call time. Nevertheless, we used different measurements, such as median time and average, to address these challenges.

Notwithstanding, this supplementary study was conducted in accordance with systematic methodologies commonly employed in similar studies, ensuring consistency with established research practices. It also considered a wide body of knowledge and evidence-based research, aligning with the best practices in the field. The consultation with subject matter experts and the validation of metrics used for estimation demonstrated the commitment to leveraging the existing body of knowledge and evidence-based research to inform the study's approach. This approach ensured that the study-maintained alignment with systematic methodologies and the broader evidence base in the field, enhancing the reliability and credibility of the findings.

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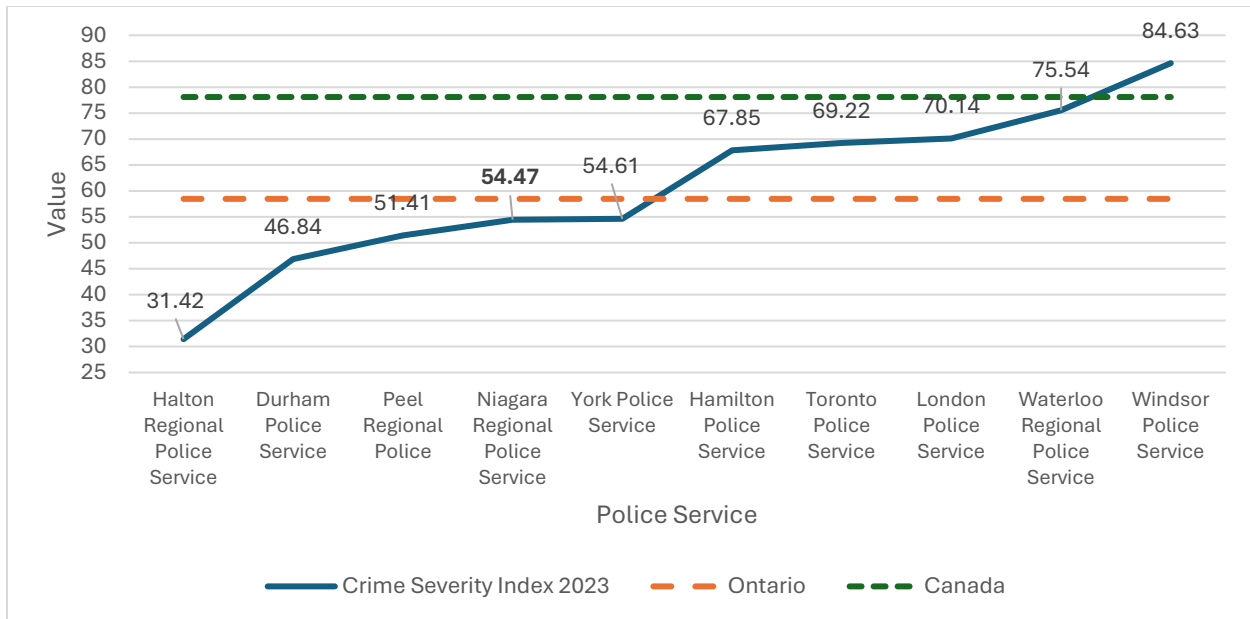
Appendix

Table 14. Current frontline patrol personnel

Police District Operations	S/Sgt U11	Sgt U10	PC U06/ 07/08/09	Total
1 District Uniform Patrol	4	12	116	132
2 District Uniform Patrol	4	12	112	128
3 District Uniform Patrol	4	4	48	56
5 District Uniform Patrol	0	4	32	36
6 District Uniform Patrol	0	4	30	34
8 District Uniform Patrol	0	4	36	40
Total Budget Authorized Strength as of July 1, 2024	12	40	374	426
Effective September 1, 2024*			10	10
Total Budget Authorized Strength as of September 1, 2024	12	40	384	436

Notes: The distribution of the 10 frontline officers has yet to be determined by Supt Lagrotteria, they may remain as a Float pool.

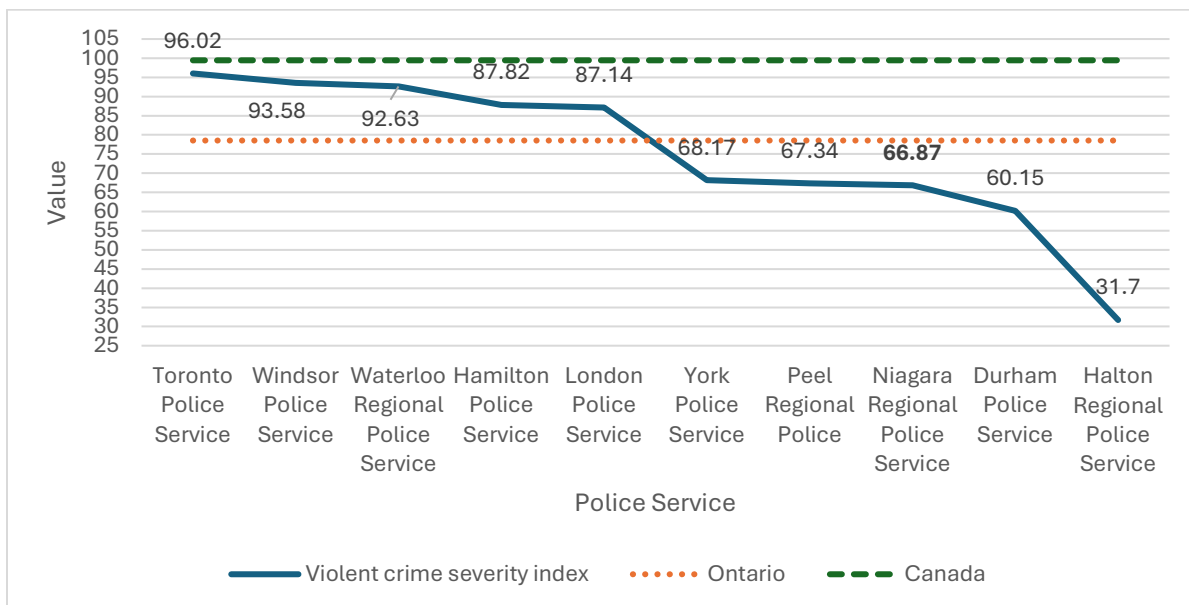
Figure 26. Crime Severity Index 2023



Notes:

- 1) Statistics Canada. Table 35-10-0188-01 Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>
- 2) Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas

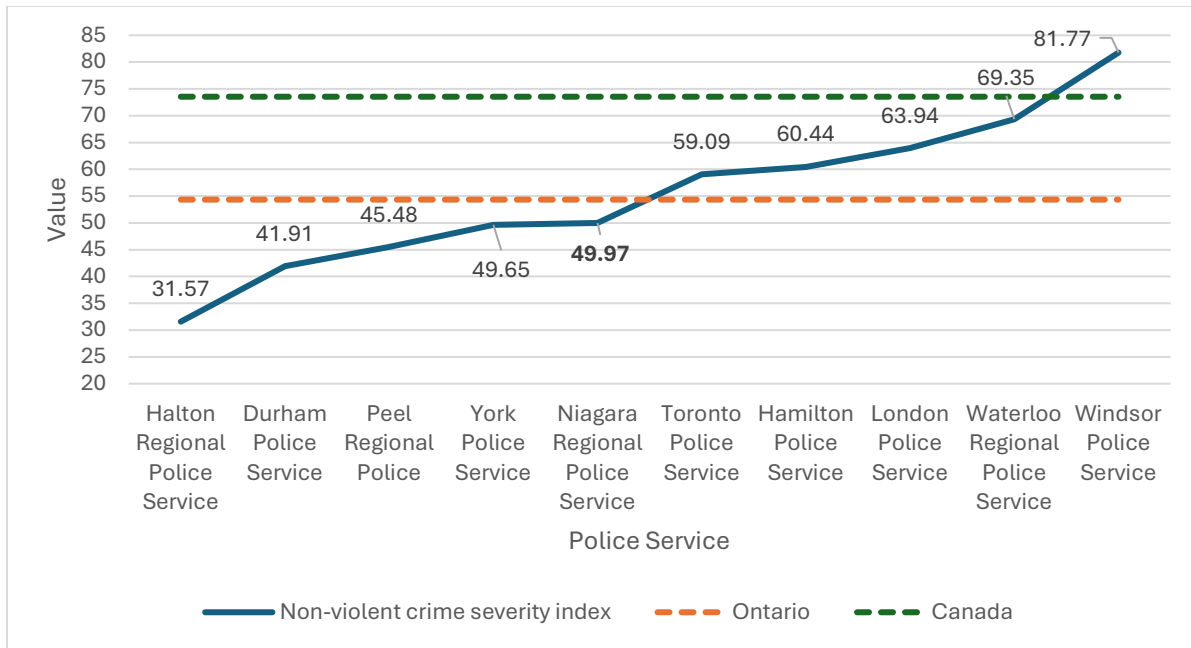
Figure 27. Violent crime severity index 2023



Notes:

- 1) Statistics Canada. Table 35-10-0188-01 Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>
- 2) Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas

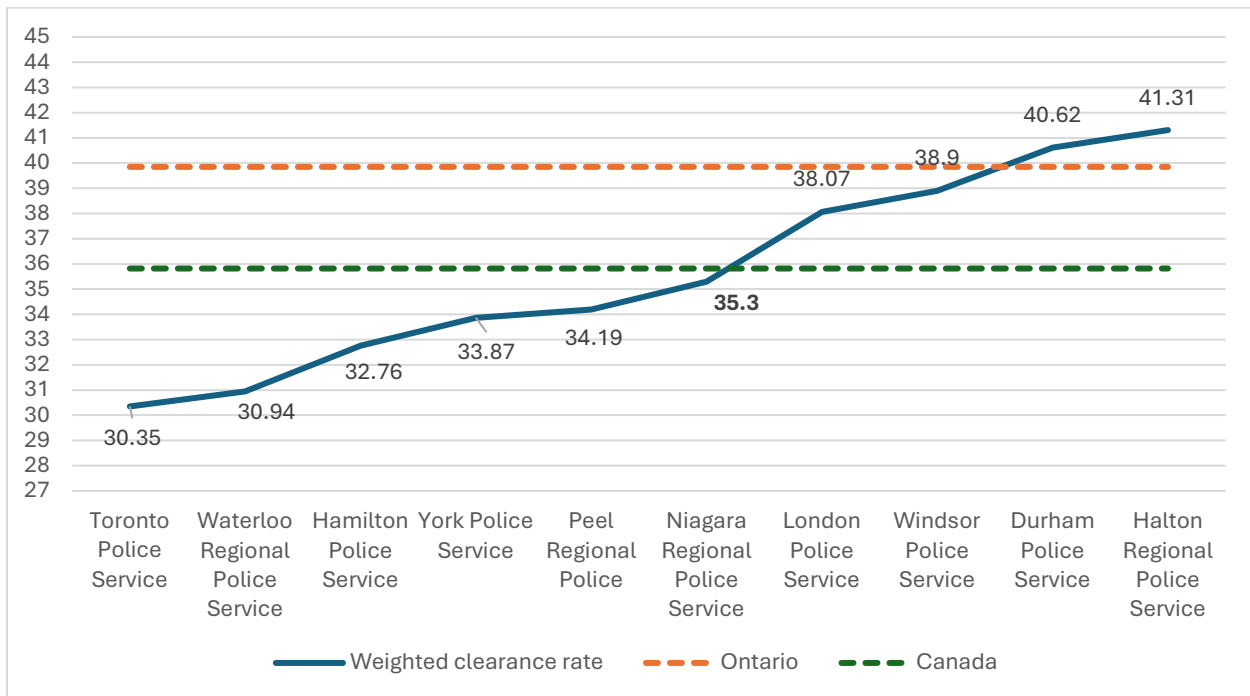
Figure 28. Non-violent crime severity index 2023



Notes:

- 1) Statistics Canada. Table 35-10-0188-01 Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>
- 2) Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas

Figure 29. Weighted clearance rates 2023



Notes:

1) Statistics Canada. Table 35-10-0188-01 Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

2) Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas](#)

Figure 30. Forecast of CFS trends for NRPS – All districts (Trendline)

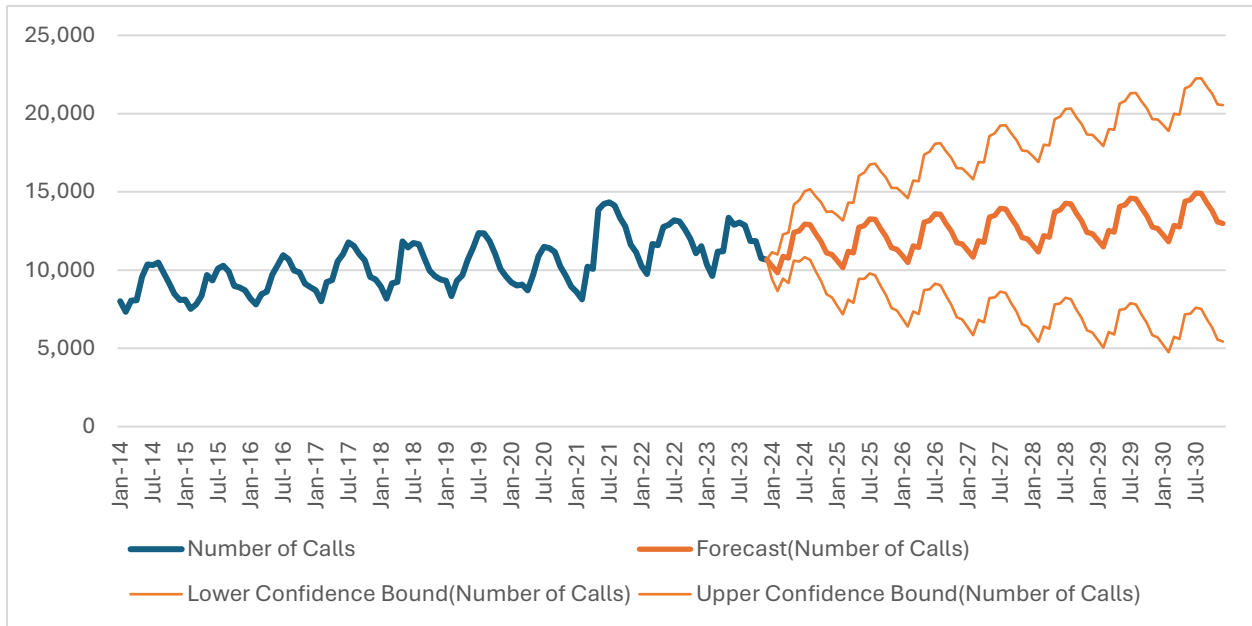


Figure 31. Forecast of CFS trends for NRPS – All districts (Graph)

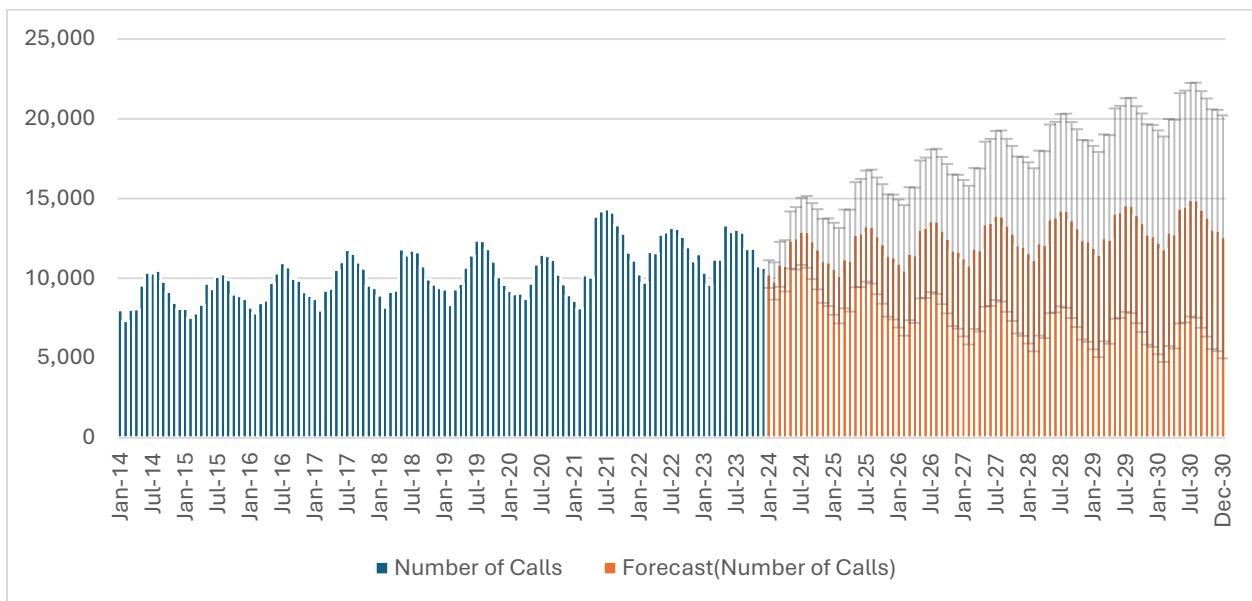


Figure 32. Forecast of CFS trends for District 1

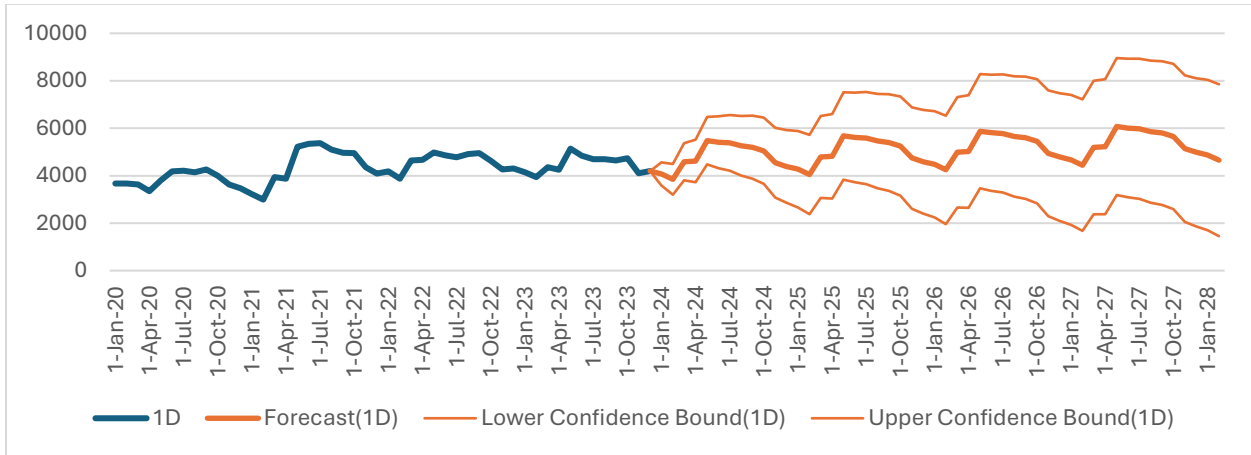


Figure 33. Forecast of CFS trends for District 2

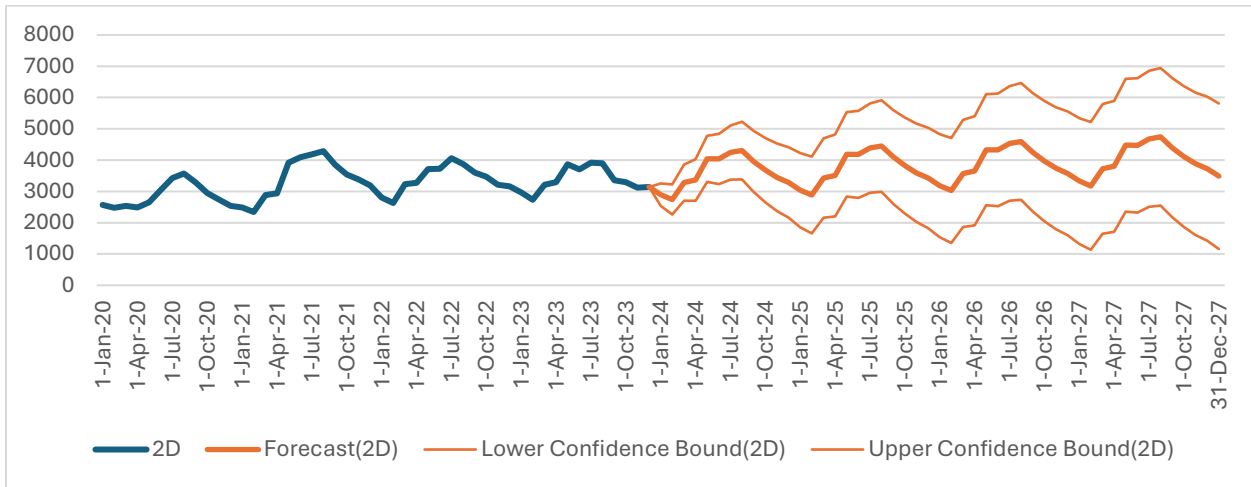


Figure 34. Forecast of CFS trends for District 3

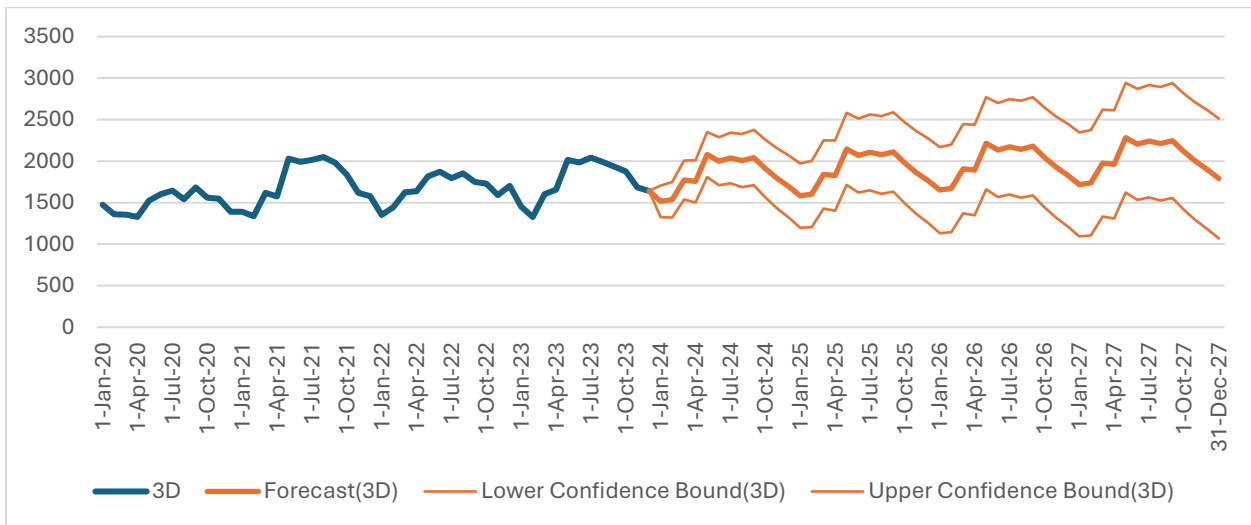


Figure 35. Forecast of CFS trends for District 5

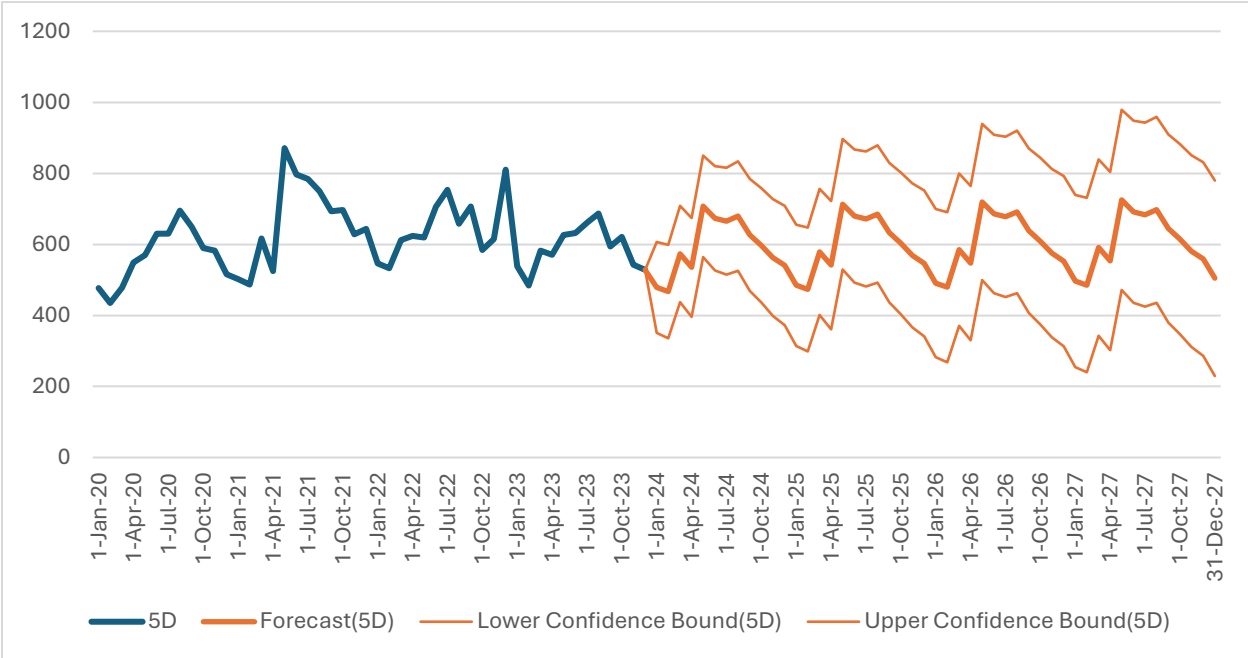


Figure 36. Forecast of CFS trends for District 6

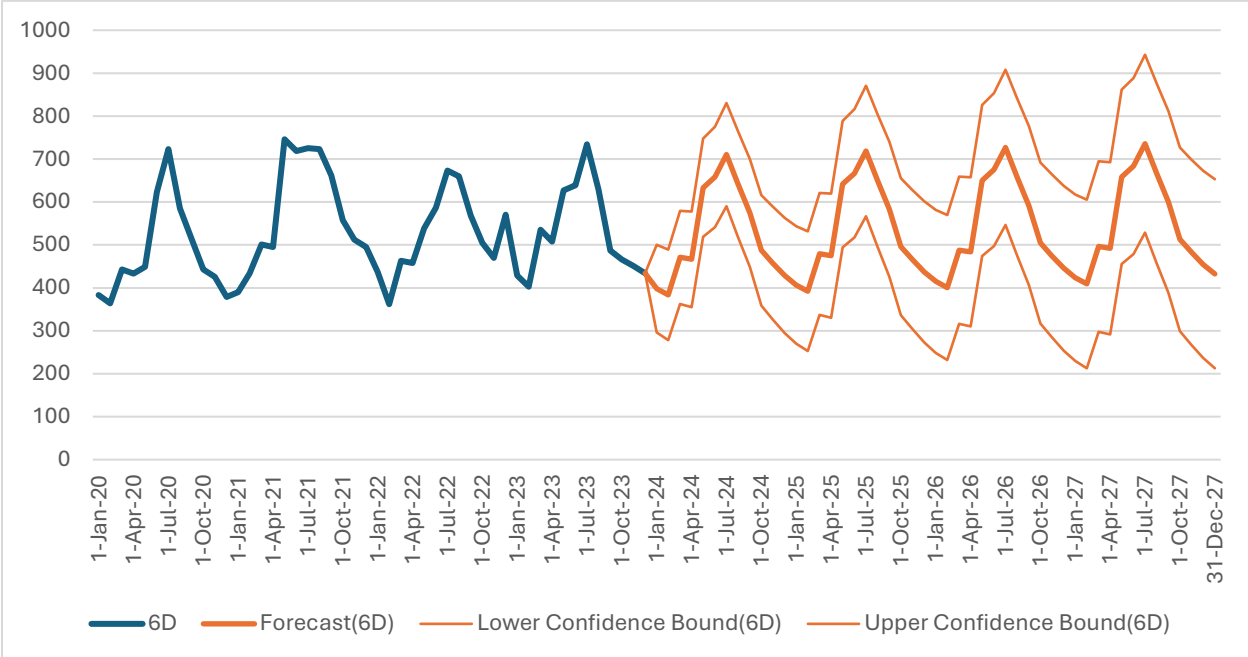


Figure 37. Forecast of CFS trends for District 8

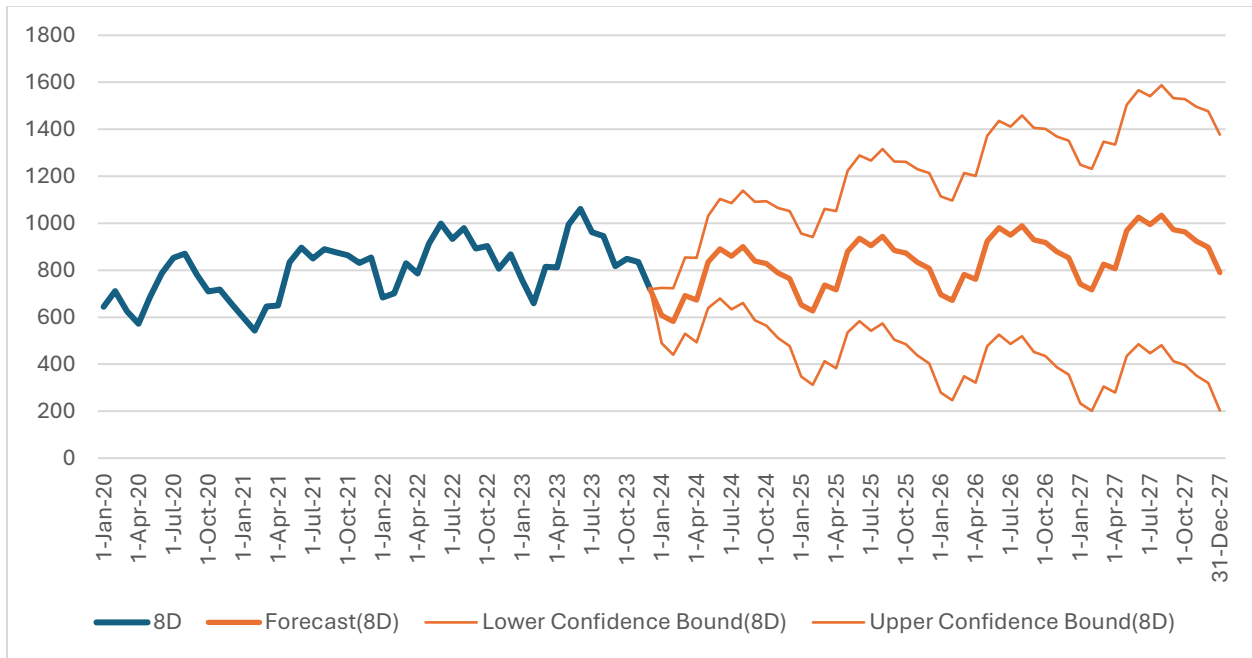
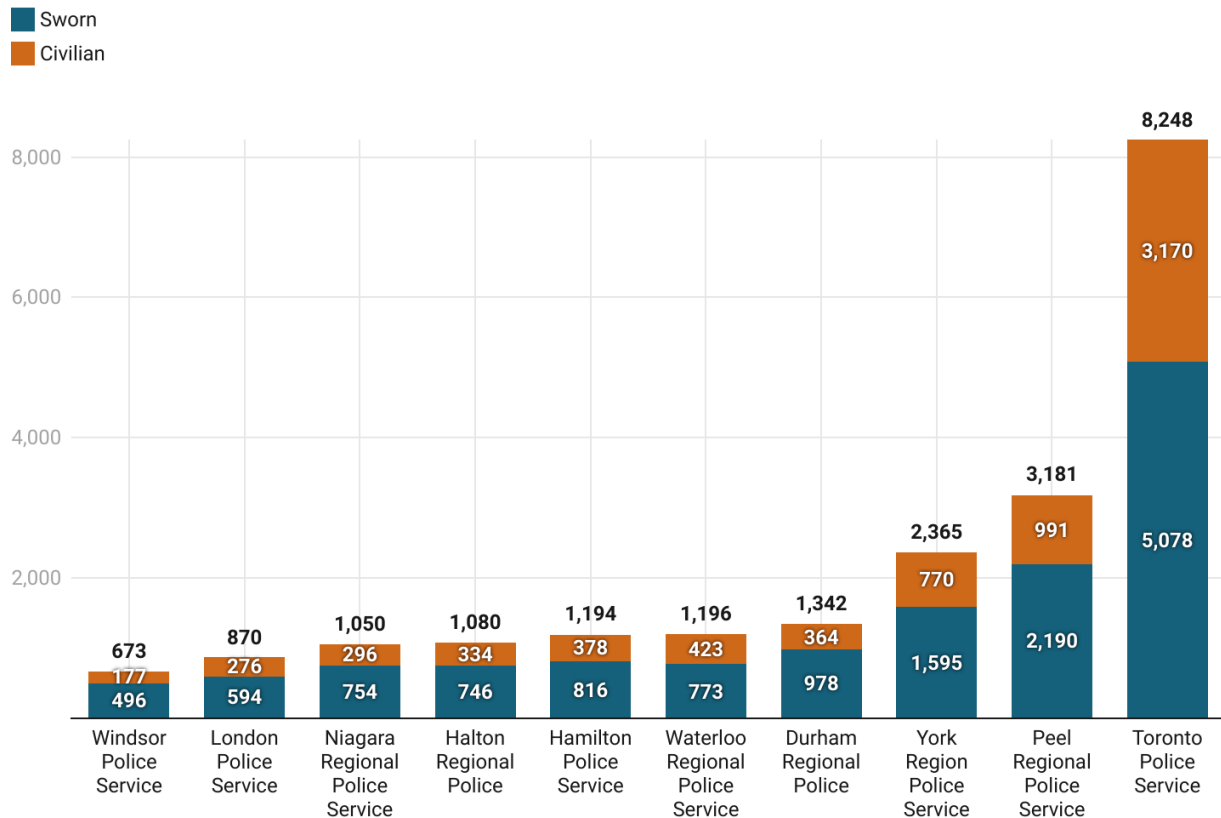


Figure 38. Police personnel 2023 (Sworn and Civilian)



Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510007701>

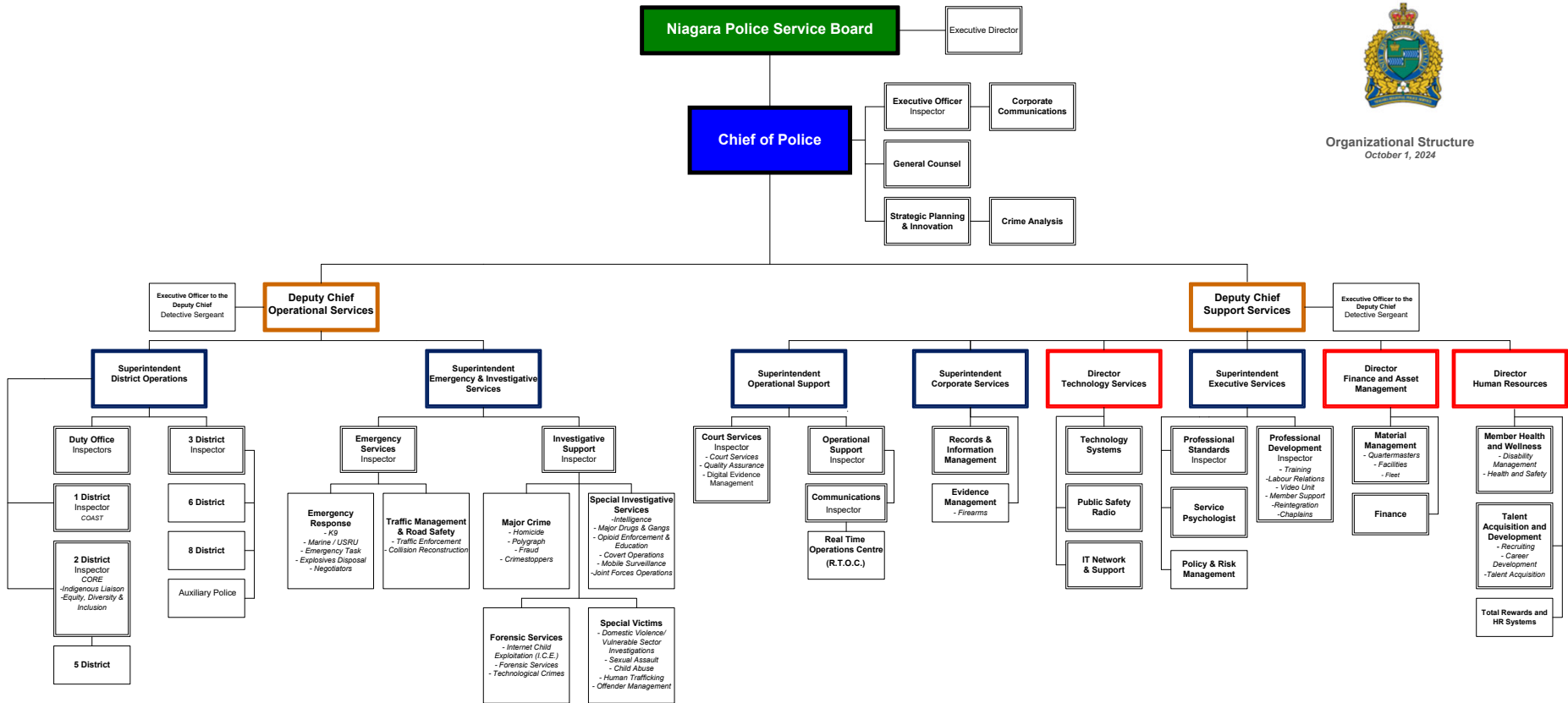
Table 15. Environmental Scan – Community Safety Senior Commands in Police Organizations

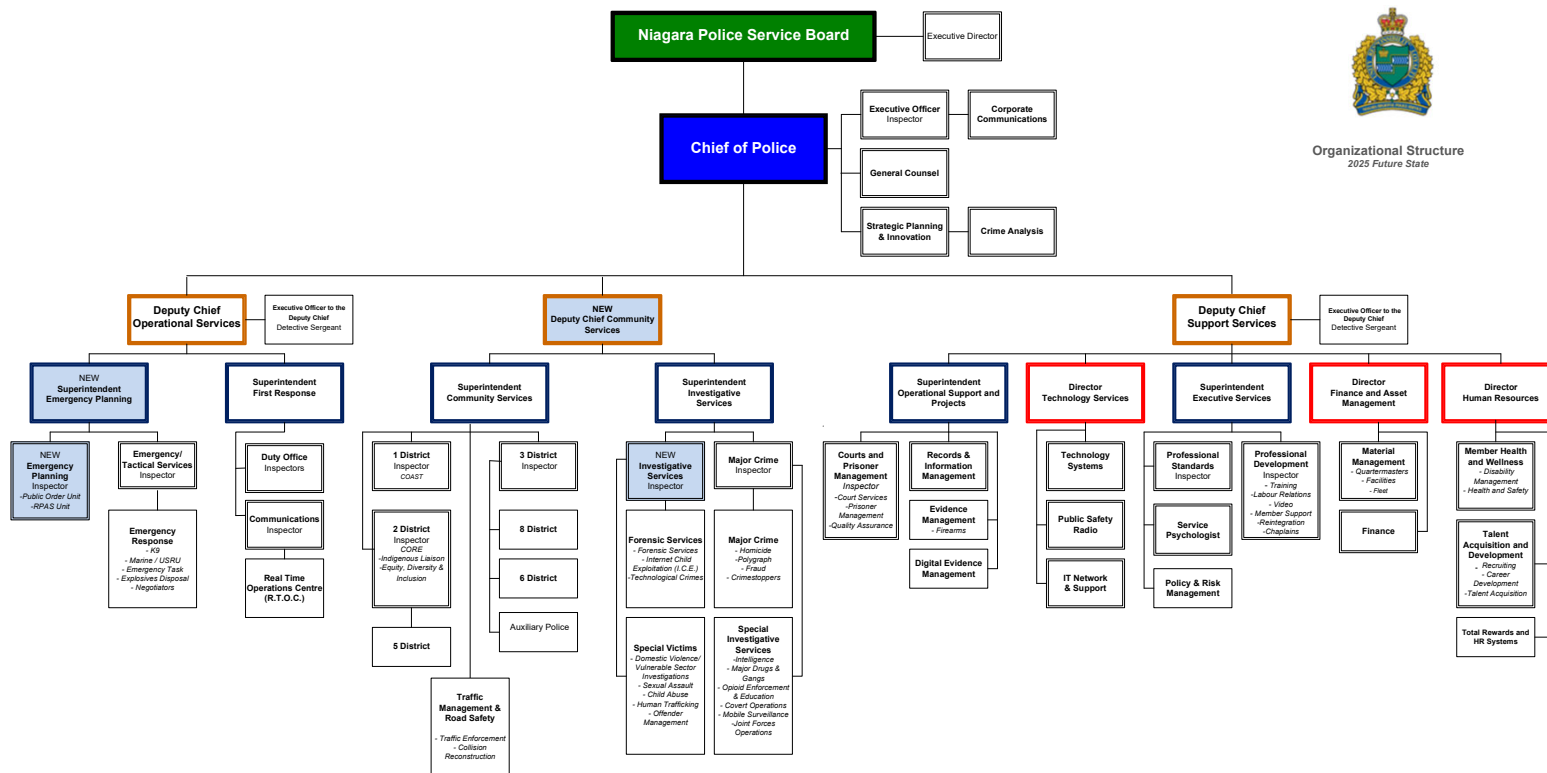
Police Service	Number of Deputy Chiefs	Total members	Position	Recently created position?	Person	Responsibilities
Durham Regional Police	4 Deputy Chiefs	Total = 1342 Sworn = 978 Civilian = 364	Deputy Chief of Public Safety Command		Kim Yeandle	The role of the Deputy Chief of Public Safety Command is to focus on collaboration with the membership and the community and to strive to enhance engagement, transparency, and accountability in fostering a safer community.
Halton Regional Police	3 Deputy Chiefs	Total = 1080 Sworn = 746 Civilian = 334	Deputy Chief of Specialized Support Units	New position (April 25, 2024)	Kevin Maher	As Deputy Chief, he will remain steadfast in his commitment to the well-being of the Halton community and Service members and will continue to respond to local priorities and risks through collaborative strategies that support HRPS' Community Safety and Well-Being Framework.
Hamilton Police Service	2 Deputy Chiefs	Total = 1194 Sworn = 810 Civilian = 378	NA	NA	NA	NA
London Police Service	3 Deputy Chiefs	Total = 870 Sworn = 594 Civilian = 276	Deputy Chief, Organizational Wellness & Performance	New position (April 11, 2024)	Treena MacSween	Deputy Chief Designate MacSween is committed to forging collaborative partnerships to develop and shape community safety strategies and improving relationships with the community
Peel Regional Police	5 Deputy Chiefs, 2 Staff Superintendents 2 Associate Deputy Chiefs	Total = 3181 Sworn = 2190 Civilian = 991	Deputy Chief Community Safety and Well-being	Appointed April 8, 2022	Mark Dapat	The Superintendent for Community Safety and Wellbeing (CSWB) Services at Peel Regional Police plays a critical role in advancing public safety by working with community partners to

Police Service	Number of Deputy Chiefs	Total members	Position	Recently created position?	Person	Responsibilities
						address various social issues before they escalate into criminal incidents. The position focuses on creating strategic partnerships with local organizations, improving data sharing, and integrating non-police resources, such as mental health and social support systems, into the police response.
Toronto Police Service	4 Deputy Chiefs	Total = 8248 Sworn = 5078 Civilian = 3170	Deputy Chief Community Safety	Appointed Nov 27, 2023	Lauren Pogue	Community Safety Command. Oversee 12 districts consisting of 16 Divisions, as well as Field Services, which includes the Toronto Police Operations Centre, Communications Services, Traffic Services, Parking Enforcement, the Public Safety Response Team and the Community Partnerships & Engagement Unit.
Waterloo Regional Police Service	2 Deputy Chiefs and 1 Staff Superintendent	Total = 1196 Sworn = 773 Civilian = 423	Staff Superintendent Community Safety Partnerships		John Goodman	Community relations and partnerships
York Regional Police Service	4 Deputy Chiefs	Total = 1595 Sworn = 770 Civilian = 2365	Deputy Chief of Support	Recently created position (June 1, 2023)	Kevin McCloskey	Currently oversees the Support Branch which includes Operational Command, Information Services, Support Services and Community Services.



Organizational Structure
October 1, 2024







Niagara Peninsula
CONSERVATION
nature for all

NPCA 2025 BUDGET & MUNICIPAL LEVIES

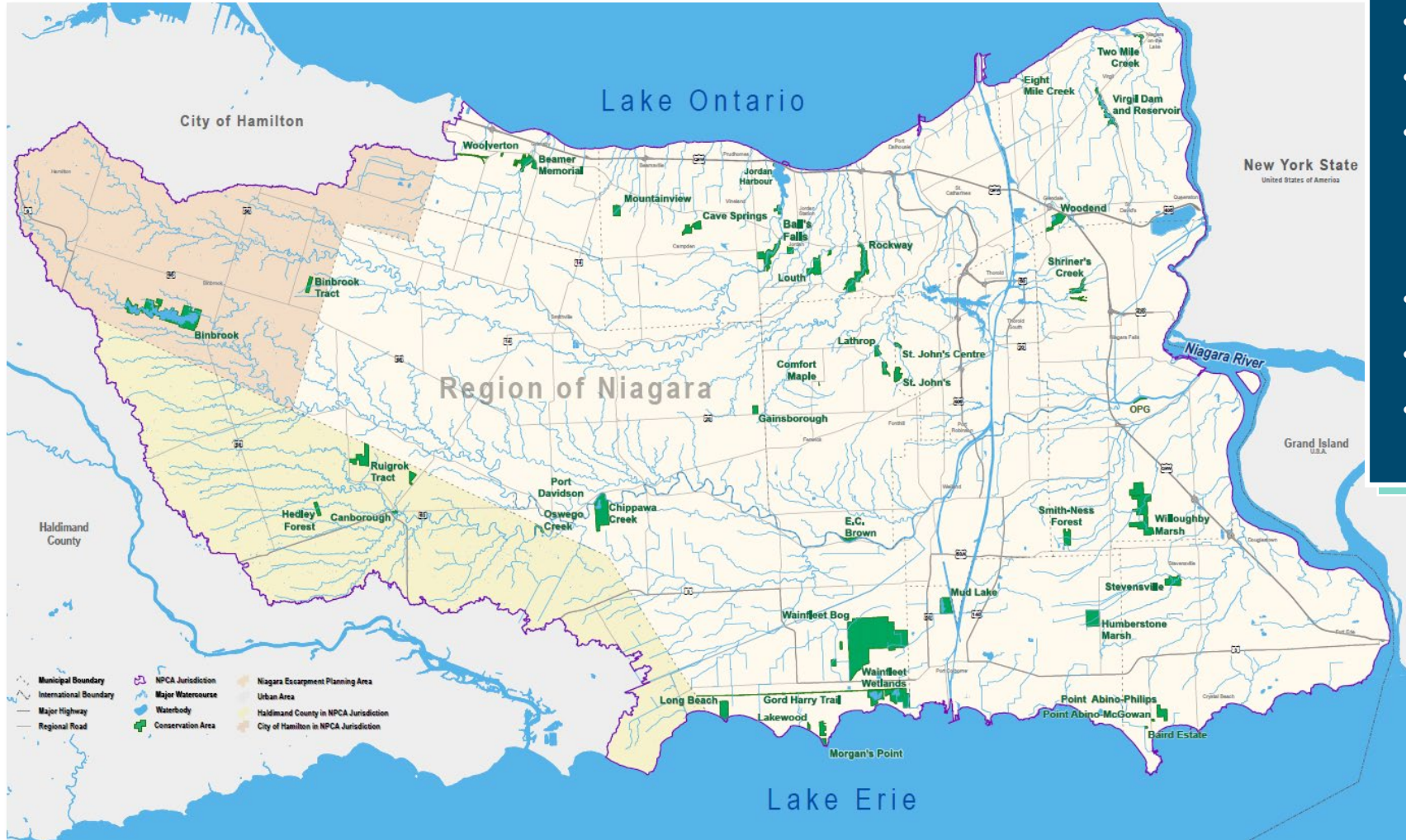
NIAGARA REGION – BUDGET REVIEW COMMITTEE OF THE WHOLE

November 14, 2024

Leilani Lee-Yates, B.E.S, MSPL.RPD, MCIP, RPP
CAO/Secretary-Treasurer

Lise Gagnon, CPA, CGA
Director, Corporate Services

NPCA WATERSHED



- 41 conservation areas
- 2,982 ha NPCA owned land
- 2,426 ha of NPCA owned land resides in Niagara Region
- 202 local waterways
- 2 Great Lakes
- 15 municipal partners



STRATEGIC DIRECTION



1

Healthy and Climate Resilient Watersheds

Improving nature for the betterment of all life across the watershed.



2

Supporting Sustainable Growth

Helping to create resilient communities through land-use planning and the use of sustainable technologies to prepare for a changing climate and related environmental challenges.



3

Connecting People to Nature

Creating equitable access to greenspace for the health and well-being of people.



4

Partner of Choice

Strengthening our relationships with stakeholders, partners, the watershed community, and Indigenous peoples.



5

Organizational Excellence

Striving for excellence through high service delivery standards and accountability to the environment and its people.



6

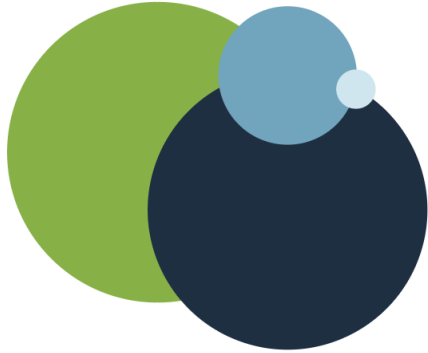
Financial Sustainability

Ensuring a financially stable and sustainable organization and continued service-delivery through innovative business models, diverse funding sources, and best practices.



CREDIT VALLEY • NPCA • HAMILTON • HALTON

MUNICIPALITIES



JURISDICTION



BUDGET



STAFF



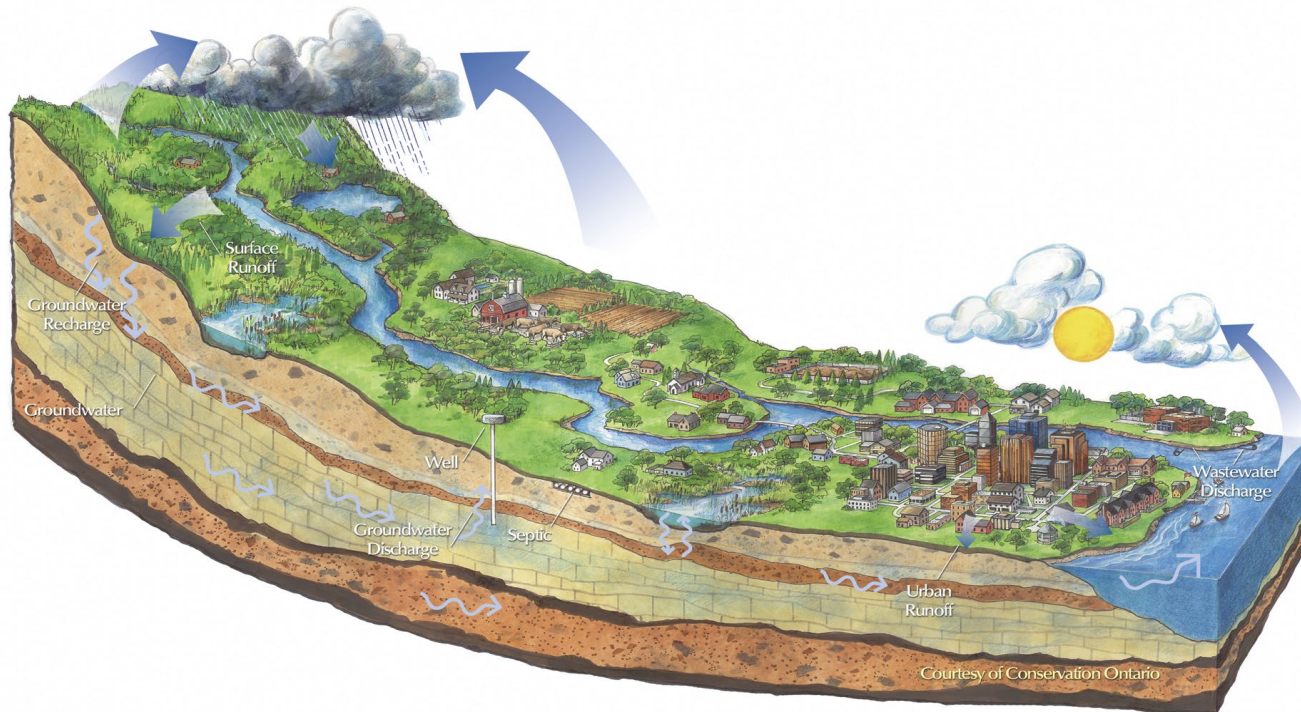
SHORELINE in Km



LANDHOLDINGS



FOUNDATIONAL WATERSHED MANAGEMENT ACTIVITIES SUPPORT MANDATORY PROGRAMS



- Watershed monitoring
- Data collection and modeling
- Watershed studies, plans, assessments and strategies
- Watershed Actions: stewardship, green infrastructure, outreach, education and communication



NATURAL HAZARD MANAGEMENT



Highlights PLANNING, GROWTH & CLIENT SERVICES

- 379 permits
- 96% of permits within client services timelines
- 880 planning applications
- 357 compliance and enforcement matters
- Low-impact development features at St. Johns & Rockway conservation areas
- Regulatory mapping updates
- 1,552 sq. m of pervious parking lot (Rockway) in the escarpment area

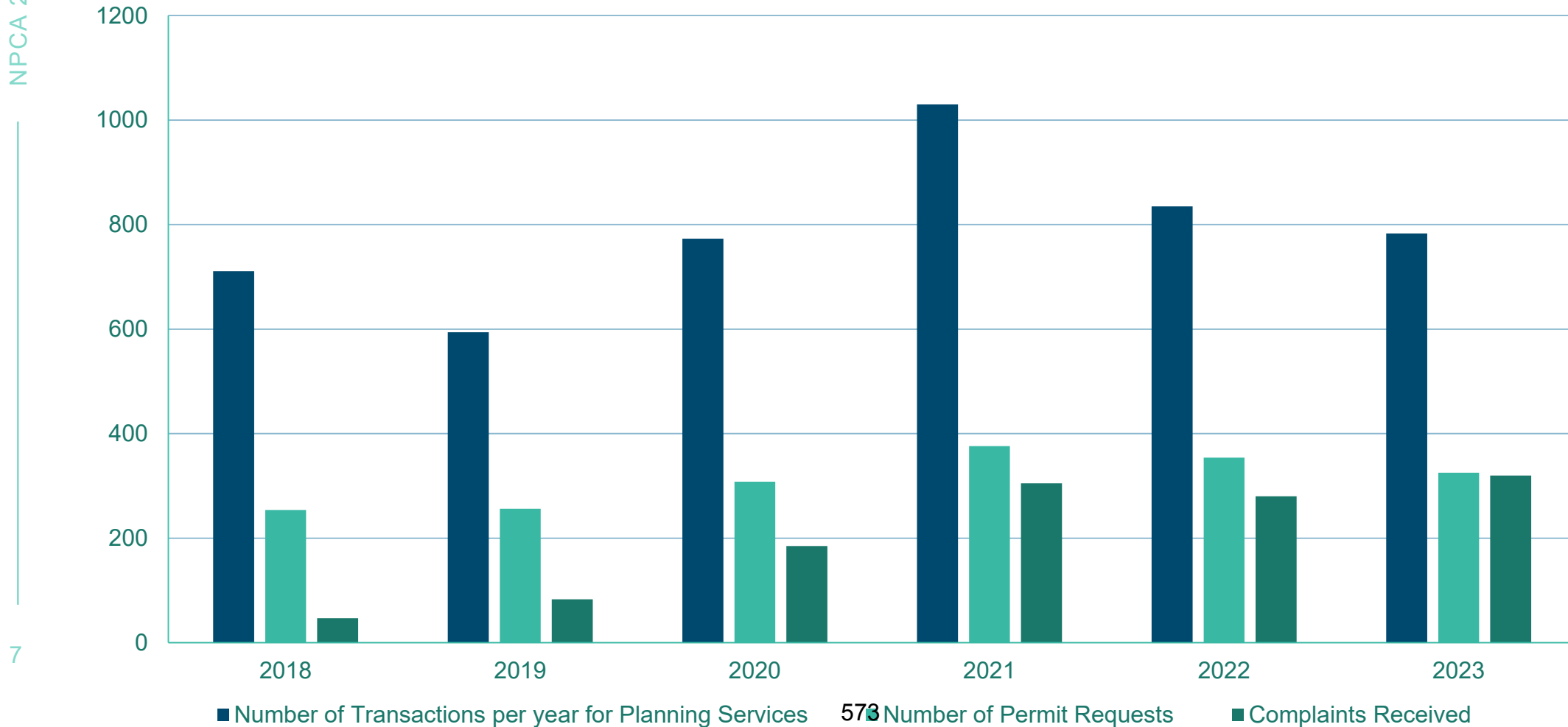


PLANNING, PERMITS & COMPLIANCE

CLIENT SERVICE & CONTINUOUS IMPROVEMENT

NPCA 2025 BUDGET

Niagara Region, 2019-2023



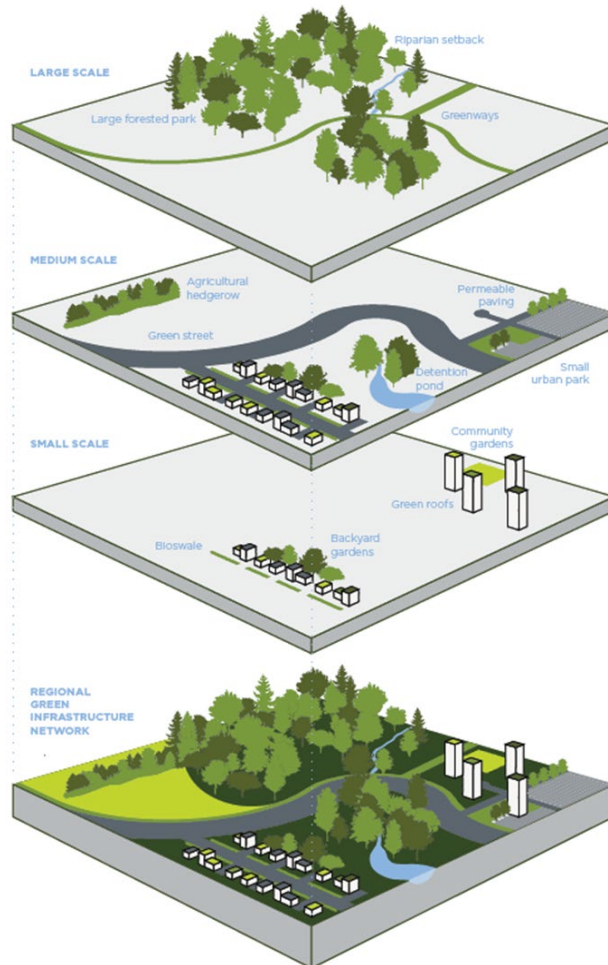
PLANNING, PERMITS & COMPLIANCE

CLIENT SERVICE & CONTINUOUS IMPROVEMENT

- Improved service response timelines
- Updating regulation and floodplain mapping
- Coordination meetings with municipal partners and Niagara Escarpment Commission
- Board approved policies and procedural manuals
- New regulation and proclaimed amendments to Conservation Authorities Act
 - Housekeeping amendments to planning and development policies and procedures
 - Administrative updates to forms and templates
 - Workplan for comprehensive updates to policies and procedures



WATERSHED RESOURCE MANAGEMENT & CLIMATE CHANGE



Green infrastructure link together to form a functional network

Highlights

INTEGRATED WATERSHED STRATEGIES

- Natural Asset Inventory initiated
- 11 properties totalling 830 hectares added to Canada's 30x30 protected areas target
- Enhanced Watershed Monitoring Program developed
- Collected 734 surface & 52 groundwater water quality samples
- Deployed 20 water quality sensors
- Decommissioned 2 wells
- Monitored 19 stream gauge stations & 11 climate stations
- Planted 70,700 trees, 4,109 shrubs, & 6,340 native wildflowers
- Reforested 27 hectares & restored 3.8 hectares of wetland
- Completed 9 Agricultural Best Management Practice projects
- Niagara River 'Beach Closings BUI' removal
- Lyons Creek sediment clean-up project initiated
- Drinking Water Source Protection Program focused on Intake Protection Zones in Grimsby (Lake Ontario), DeCew, Welland and Port Colborne (Welland Canal), Rosehill in Fort Erie (Lake Erie), and Niagara Falls (Niagara River)



RESTORATION & STEWARDSHIP

TREES FOR ALL



- Providing turn-key tree planting services
- **70,000** bareroot and **20,000** potted trees to be planted per year
- Landowner contribution no greater than 25%
- Carolinian zone seed collection Community of Practice
- Partnership with municipalities, Conservation Ontario, Tree Canada, Forest Ontario, RBC, OPG, Vineland Research and Innovation Centre, federal grants and other community partners



CONSERVATION AREAS



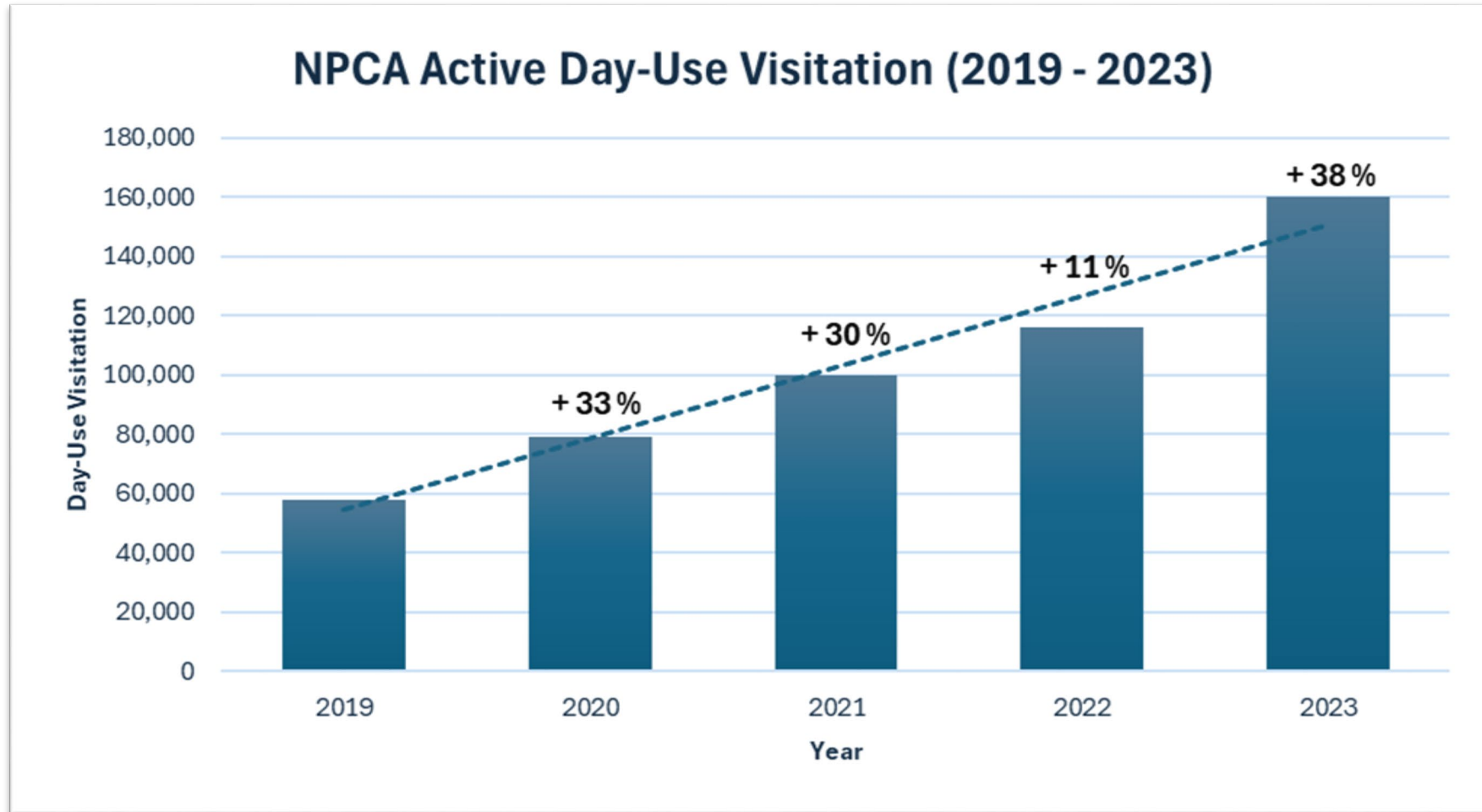
Highlights

CONSERVATION PARKS & OUTDOOR EDUCATION PROGRAMS

- Welcomed **160,000** paid day-use visitors at four flagship conservation areas – a **45%** increase
- Welcomed **500,000** visitors at the passive conservation areas
- **11,300** students engaged in outdoor education camps and programming within 10 conservation areas
- Sold **1,200** *NaturePlus* Pass memberships
- **60** free *NaturePlus* passes shared with local libraries and community organizations
- Attracted **30,000** visitors to our signature events



CONSERVATION AREAS



ENABLING SERVICES



Highlights SERVICES

- Procured \$1.57M in capital projects
- Processed 3,274 invoices for a total value of \$10.5M
- Head office relocation
- Provided 40 staff development and training opportunities
- Created 100 youth employment opportunities in green jobs & internships
- Developed a new compensation program
- Completed 3 low-impact development projects
- 30 procurement initiatives
- Secured \$2.552 million in grant funding – a 455% increase from \$460K in 2021
- Variance against budget is only 4.5%



LAND SECUREMENT



Acquired over 36 hectares of land in Niagara Region in 2024



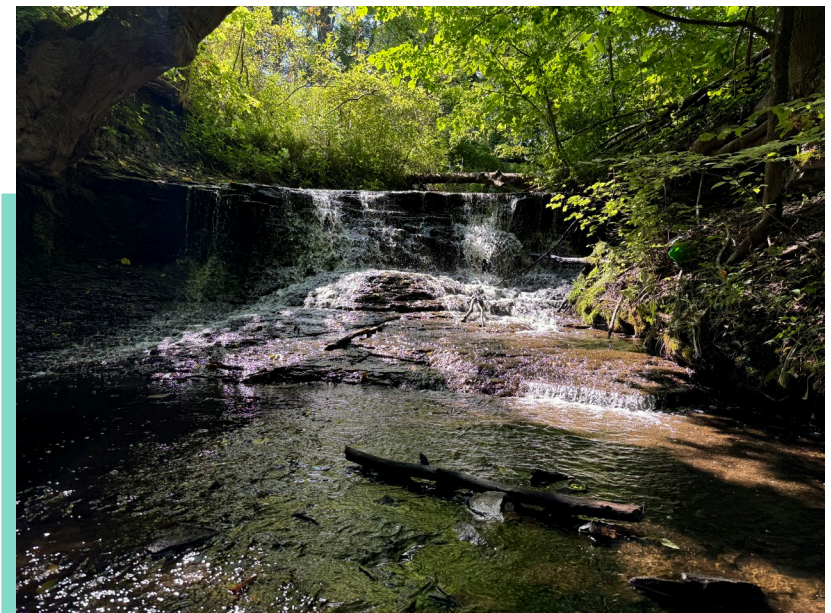
Target of 180 hectares by 2032. NPCA has achieved 30% of that target with most acquisitions from Niagara Region



Leveraged \$1.21M of Regional funding into \$1.83M of Federal funds, landowner donations, and other sources



1,600 hectares of conservation areas enrolled in Canada 30x30 program with 287 hectares under review for 2024



2025 BUDGET STRATEGY



- Invest in staff resources
- Focus on talent management, including recruitment, retention and compensation review
- Maintenance budget with no FTE growth
- Preserve operating levels of service
- Identify capital needs through SOGR gaps and explore alternative funding mechanisms
- Prioritize critical infrastructure projects to meet service levels and ensure health and safety
- Engage and discuss budget needs with municipal partners
- Leverage and maximize external funding opportunities



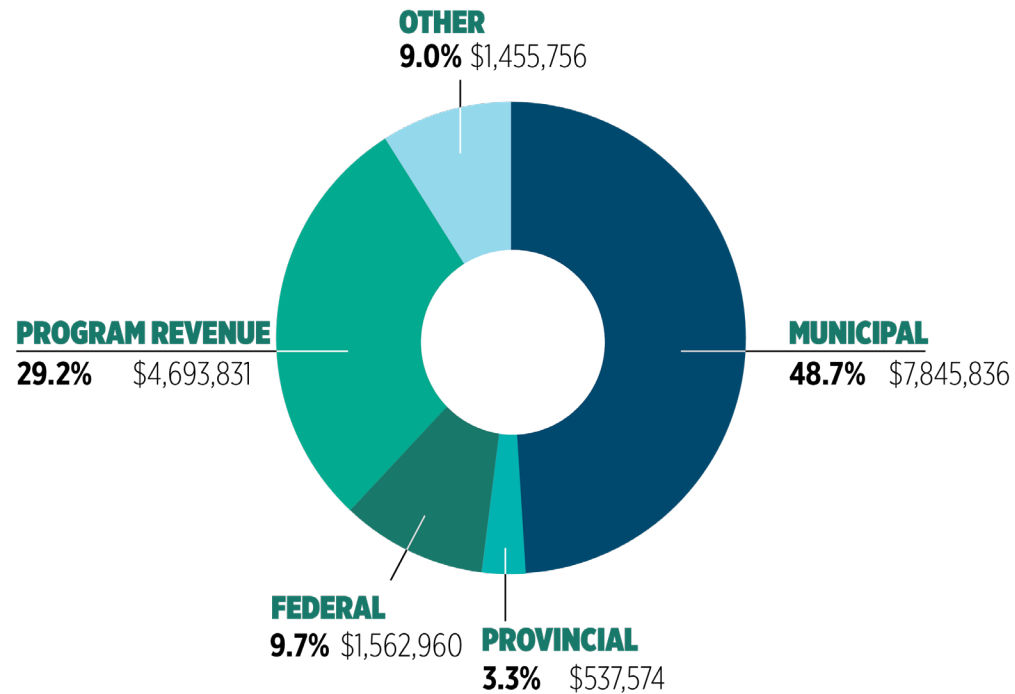


BUDGET HIGHLIGHTS

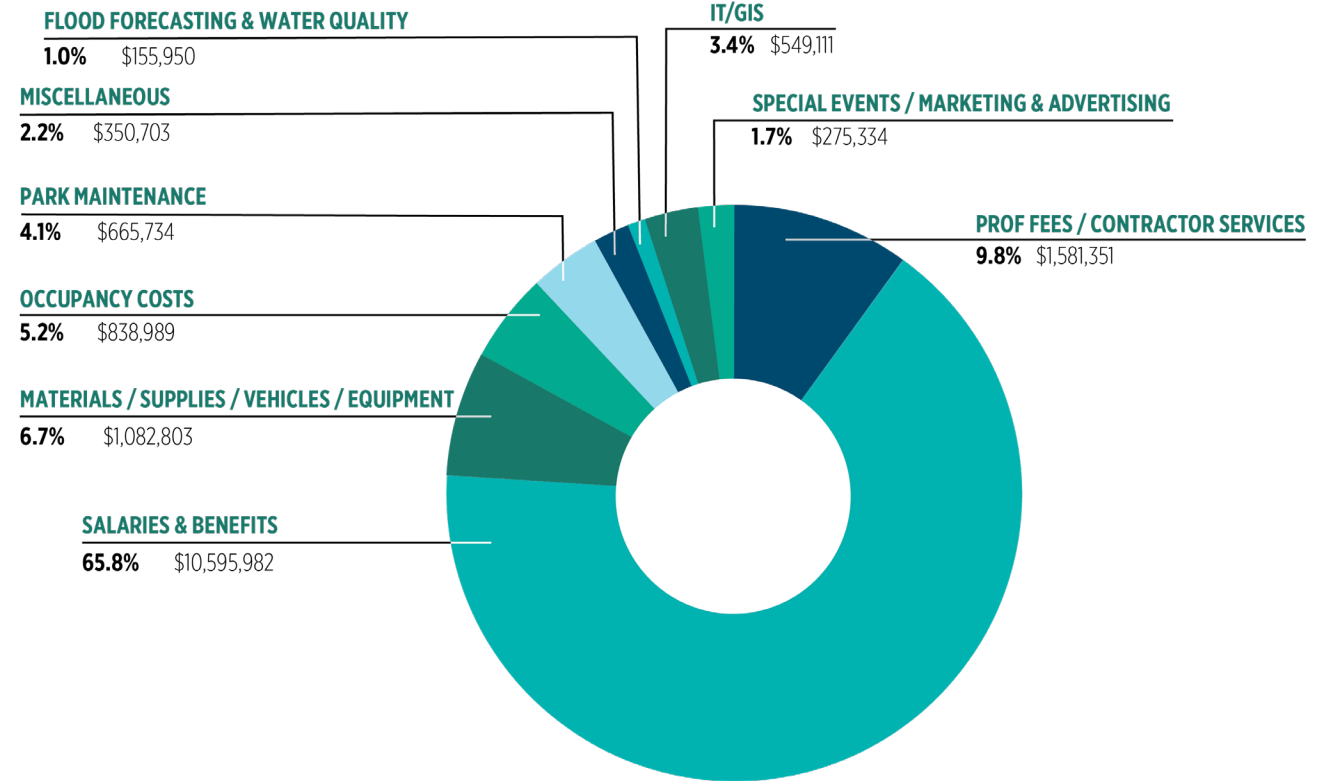
- 2025 zero-based operating budget - \$16.096M (\$13.303M – 2024) supported by:
 - Municipal levy: \$7.84M (\$7.040M - 2024)
 - Authority generated revenues: \$5.70M (\$5.51M - 2024)
 - Grant funding: \$2.552M (\$753K - 2024)
- Operating volume increased 20.18%, or \$2.793M (\$421K – 2024) to address gaps and achieve required service levels
- Projected growth in 2025 – 63% due to fully funded grants and partnership funding
- Reduced reliance on municipal levy continues (64.5% in 2020 – 48.7% in 2025)
- **KEY DRIVERS:**
 - Substantial growth in fully funded programs (offset by corresponding revenues)
 - COLA (*OPSEU collective agreement*) – 2.25% + salary grid/step increases and compensation review
 - Critical infrastructure projects to meet service level needs, health and safety and state of good repair priorities
 - Inflation

2025 CONSOLIDATED OPERATING BUDGET

2025 Revenues

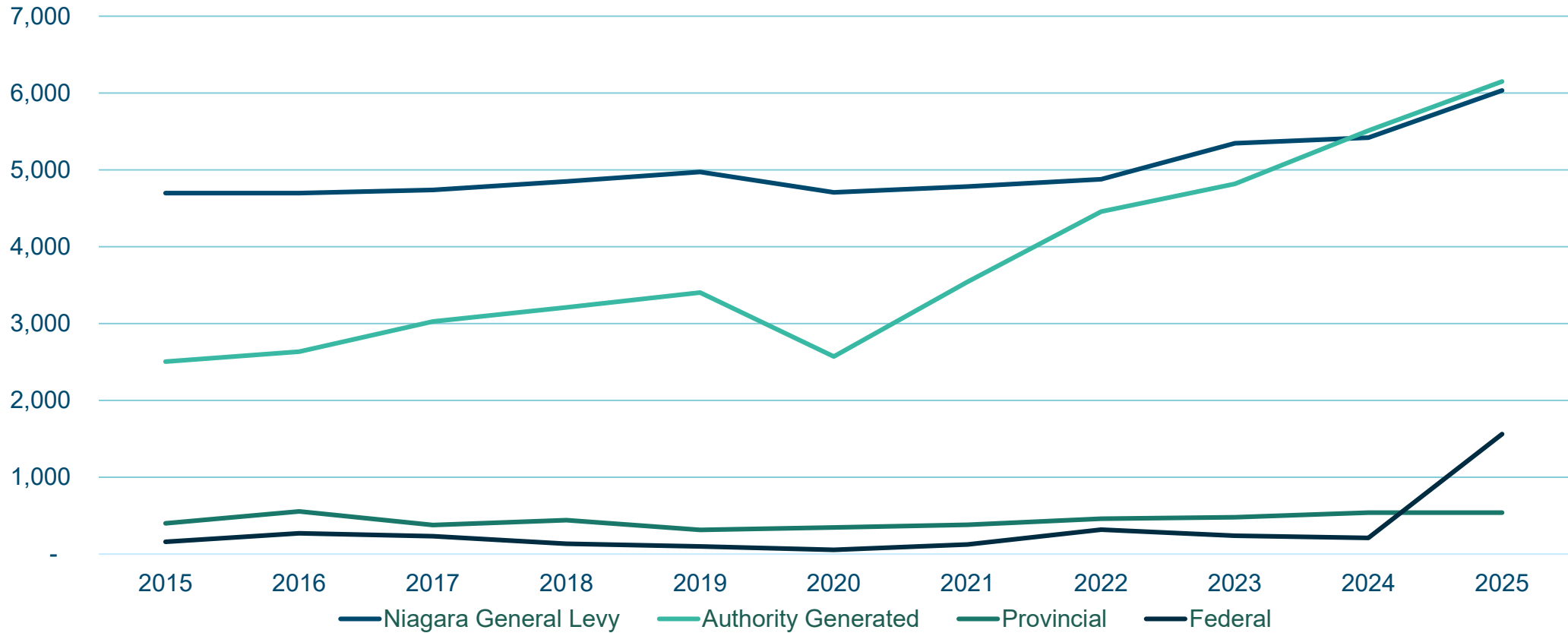


2025 Expenses



TREND – 2015 TO 2025

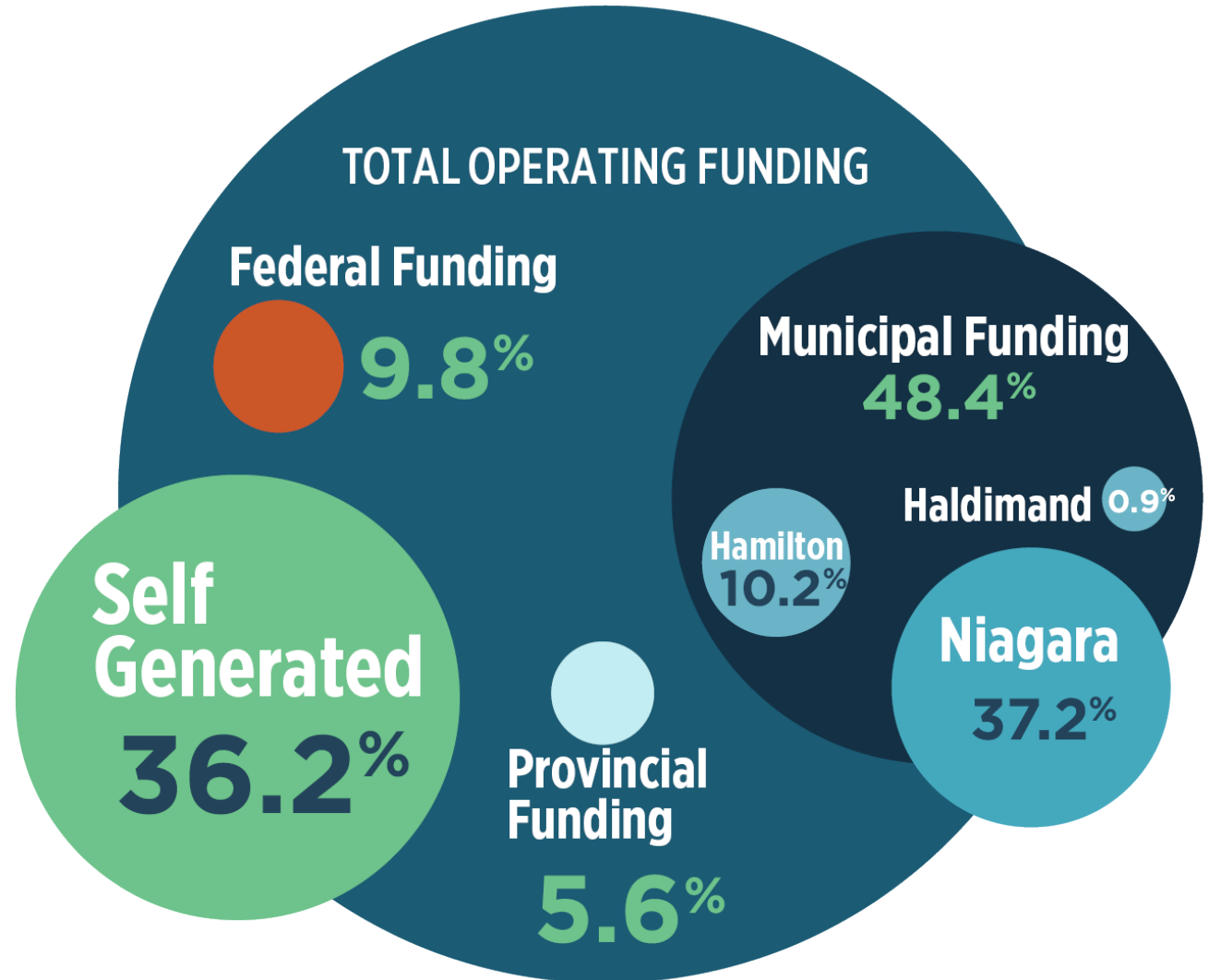
NPCA 2025 BUDGET



											Budget	
<i>in thousands</i>	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Niagara General Levy	4,698	4,698	4,740	4,849	4,973	4,706	4,783	4,878	5,346	5,419	6,034	
Authority Generated	2,506	2,635	3,025	3,211	3,404	2,571	3,542	4,458	4,816	5,509	6,150	
Provincial	400	555	379	442	314	345	382	460	479	541	538	
Federal	161	271	231	133	100	54	124	317	239	212	1,563	



LEVERAGING FUNDING SOURCES



For every municipal dollar,
other sources contribute
\$2.07

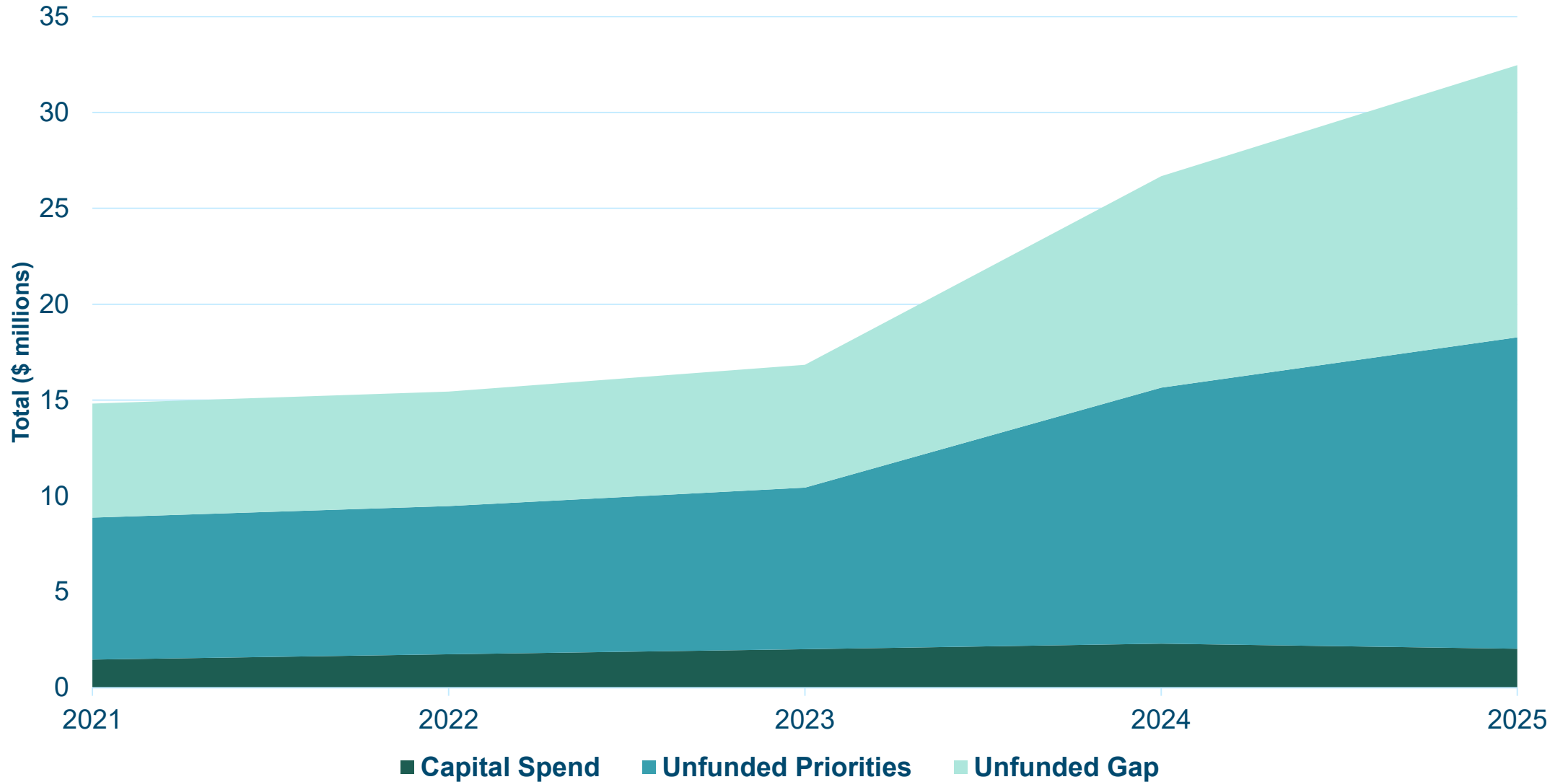


STATE OF GOOD REPAIR CRITICAL PRIORITIES



UNFUNDED BUDGET PRIORITIES

NPCA 2025 BUDGET



LEVY SUMMARY

LEVY SUMMARY - 2025					
	2025	2024	Variance		
			Amount	%	
NIAGARA					
General Levy	6,034,060	5,418,955	615,105	11.35%	
Special Levy - Capital	1,655,273	1,601,271	54,002	3.37%	
Special Levy - Land Securement	269,750	250,000	19,750	7.90%	
TOTAL	7,959,083	7,270,226	688,857	9.48%	
HAMILTON					
General Levy	1,661,065	1,488,232	172,833	11.61%	
Special Levy - Capital	254,503	263,309	- 8,806	-3.34%	
Special Levy - Land Securement	159,734	148,039	11,695	7.90%	
TOTAL	2,075,302	1,899,580	175,722	9.25%	
HALDIMAND					
General Levy	150,711	133,699	17,012	12.72%	
Special Levy - Capital	19,924	14,679	5,245	35.73%	
Special Levy - Land Securement	14,299	13,252	1,047	7.90%	
TOTAL	184,934	161,630	23,304	14.42%	
CONSOLIDATED					
General Levy	7,845,836	7,040,886	804,950	11.43%	
Special Levy - Capital	1,929,700	1,879,259	50,441	2.68%	
Special Levy - Land Securement	443,783	411,291	32,492	7.90%	
TOTAL	10,219,319	9,331,436	887,883	9.51%	



KEY TAKEAWAYS



NPCA provides critical services to manage natural hazards and to protect and enhance our natural resources.

The proposed maintenance budget sustains our existing staff complement and ensures desired service levels.



Leveraged funding enables NPCA to launch additional programs, like Trees for All, that meet community needs without increasing levy.



An additional \$1.45 contribution per resident in Niagara Region supports NPCA's work to protect and enhance resilient watersheds and provide access to greenspace.





THANK YOU / QUESTIONS?





3350 Merrittville Hwy. Unit 9
Thorold Ontario L2V 4Y6
905.788.3135 | info@npca.ca | npca.ca

November 5, 2024
SENT ELECTRONICALLY

Regional Chair Bradley and Council
Regional Municipality of Niagara
1815 Sir Isaac Brock Way
Thorold, ON
L2V 4T7

Dear Regional Chair Bradley and Council,

Please be advised that at its meeting of October 18, 2024, the Board of Directors of the Niagara Peninsula Conservation Authority adopted the following as Resolution No. FA-107-2024:

Moved by Member Brian Grant
Seconded by Member Donna Cridland

THAT Report No. FA-50-24 RE: 2025 Draft Budgets and Municipal Levies **BE RECEIVED**;

THAT the 2025 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

THAT the list of 2025 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2025 budget through collaborative projects or external funding;

AND FURTHER THAT NPCA staff **REPORT** the results of discussions with municipal staff to the 2025 Q2 Finance Committee and Board of Directors meetings

CARRIED UNANIMOUSLY

Included herewith for reference is a copy of the aforementioned Report No. FA-50-24 and associated appendices.

Should you have any questions on this matter, please feel free to contact CAO/Secretary – Treasurer, Leilani Lee-Yates at lee-yates@npca.ca or 905-788-3135 ext. 251.

Respectfully,

John Metcalfe
Chair, Niagara Peninsula Conservation Authority



Report To: Board of Directors

Subject: 2025 Draft Budgets and Municipal Levies

Report No: FA-50-24

Date: October 18, 2024

Recommendation:

THAT Report No. FA-50-24 RE: 2025 Draft Budgets and Municipal Levies **BE RECEIVED**;

THAT the 2025 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

THAT the list of 2025 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2025 budget through collaborative projects or external funding;

AND FURTHER THAT NPCA staff **REPORT** the results of discussions with municipal staff to the 2025 Q2 Finance Committee and Board of Directors meetings.

Purpose:

The purpose of this report is to provide the Board of Directors with:

- 2025 General Levy Apportionment;
- 2025 Draft Budgets & Municipal Levies; and
- 2025 Unfunded Budget Priorities.

Full details of the 2025 Draft Budgets and Municipal Levies are outlined in Appendix 1 and 2. Please note that Appendix 2 represents the 2025 Draft Budgets and Municipal Levies in the *Conservation Authorities Act* Programs and Services Inventory format.

Background:

In the development of the recommended budget assumptions for the 2025 budget process, staff has reviewed and considered the following:

- Funding municipalities' guidelines when available
- Cost of living adjustments (COLA) and grid step increases, including the ongoing impact of the compensation review project completed in 2023
- Inflation (Consumer Price Index – CPI)
- Multi-year contractual obligations
- Operating, capital and program pressures
- Board approved Fee Policy and full cost accounting
- Focus on internal efficiencies
- General economic outlook
- Impacts on service delivery
- Asset management and state-of-good repair
- Priority technical studies and management plans required under the *Conservation Authorities Act*

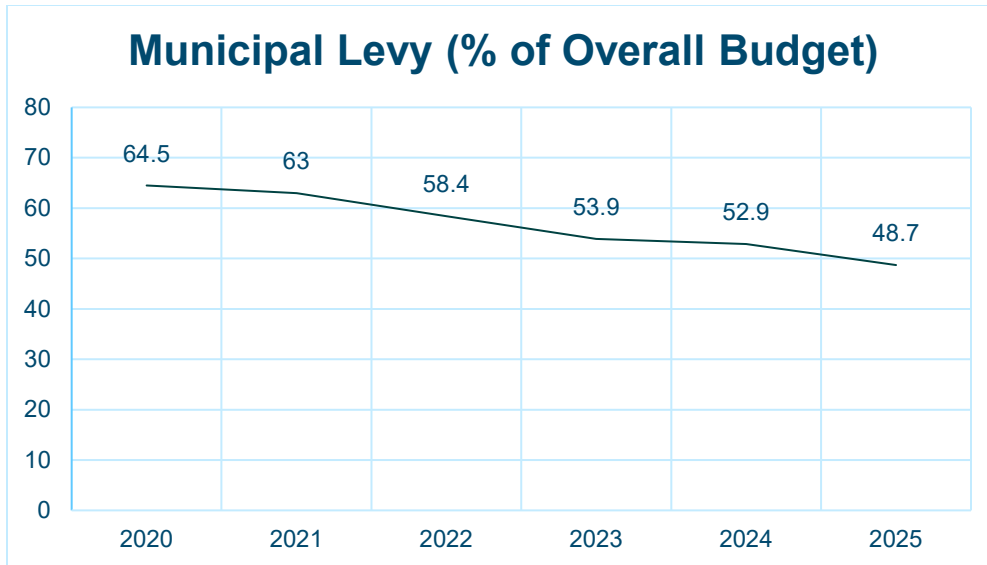
On September 25, 2024, the Finance Committee passed Recommendation No. FC-19-2024, endorsing the 2025 Draft Budgets and Municipal Levies for approval by the Board of Directors.

Discussion:**2025 Draft Operating Budgets**

NPCA's overall 2025 operating budget of \$16.096M is supported by \$7.84M municipal levy, \$5.699M in authority-generated revenue, and \$2.552M in grant funding. Overall, the operating volume in this zero-based budget is projected to increase by 20.18% (\$2.793M).

While the operating volume has increased to address gaps and achieve required service levels, growth in 2025 is largely due to programs that are fully funded through grants and partnership funding.

Municipal contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy, as reflected in the chart below:



Of the year-over-year operating increase, 63% is attributed to substantial growth in fully funded programs, which is offset by corresponding revenues. The residual balance is required to support COLA (2.25% on the salary envelope), step increases, residual impacts of the compensation review project and inflation.

2025 Capital, Special Projects and Land Securement

The 2025 Draft Capital and Special Projects budget represents past backlog and current critical priorities. NPCA's asset management initiative has identified critical infrastructure projects that must be addressed in 2025 to meet service level needs, health and safety and state of good repair priorities. These essential capital projects in Niagara Region and the City of Hamilton are reflected in the capital budget envelope.

Three additional capital projects have been identified by Staff as critical priorities for 2025:

1. Hamilton:
 - a. Binbrook Conservation Area Comfort Station \$500,000
2. Niagara:
 - a. Restoration of heritage sites (Balls Falls Conservation Area) \$100,000
 - b. Centre for Conservation – roof/skylight \$400,000

Given that these three capital projects represent a significant financial impact on the special levy, staff have approached both City of Hamilton and Niagara Region finance staff to explore an alternative funding source. Recognizing the critical nature of these priorities, both municipal partners have expressed a willingness to consider sourcing funds for these projects through the capital levy reserve with

replenishment through NPCA's operating general levy over a multi-year time frame.

In 2024, NPCA successfully acquired five properties (55 hectares) into public ownership, leveraging \$2.205M of external funding. Land securement provisions have been factored into the 2025 budget to continue to support this successful program and provide matching funding for grant opportunities.

NPCA's 2025 budgets include a provision for land securement from each municipality as follows:

- Niagara Region \$269,750
- City of Hamilton \$159,734
- Haldimand County \$14,299

Summary - 2025 Draft Municipal Levy

The levy apportionment ratios are calculated from assessment data provided by MPAC and further revised based on Ontario Regulation 401/22 under the *Conservation Authorities Act*. 2025 Levy Apportionment Ratios break down as follows:

Table 1: 2025 Levy Apportionment

Municipality	2025	2024	Variance
Niagara	76.9078%	76.9641%	-0.0563%
Hamilton	21.1713%	21.1370%	0.0343%
Haldimand	1.9209%	1.8989%	0.0220%

A breakdown of municipal levies, including capital and land securement special levies, is provided in Table 2 below.

Table 2: 2025 Levy Summary, by Municipality

LEVY SUMMARY - 2025					
		2025	2024	Variance	
				Amount	%
NIAGARA					
General Levy		6,034,060	5,418,955	615,105	11.35%
Special Levy - Capital		1,655,273	1,601,271	54,002	3.37%
Special Levy - Land Securement		269,750	250,000	19,750	7.90%
TOTAL		7,959,083	7,270,226	688,857	9.48%
HAMILTON					
General Levy		1,661,065	1,488,232	172,833	11.61%
Special Levy - Capital		254,503	263,309	- 8,806	-3.34%
Special Levy - Land Securement		159,734	148,039	11,695	7.90%
TOTAL		2,075,302	1,899,580	175,722	9.25%
HALDIMAND					
General Levy		150,711	133,699	17,012	12.72%
Special Levy - Capital		19,924	14,679	5,245	35.73%
Special Levy - Land Securement		14,299	13,252	1,047	7.90%
TOTAL		184,934	161,630	23,304	14.42%
CONSOLIDATED					
General Levy		7,845,836	7,040,886	804,950	11.43%
Special Levy - Capital		1,929,700	1,879,259	50,441	2.68%
Special Levy - Land Securement		443,783	411,291	32,492	7.90%
TOTAL		10,219,319	9,331,436	887,883	9.51%

Additional details are included in Appendices 1 and 2.

2025 Unfunded Budget Priorities

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- a) NPCA needs to make significant investments in infrastructural upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and will provide further refinement to the Asset State-of Good Repair Gap and funding requirements.
- b) Staff anticipates significant planning and growth pressures in the coming years in NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.
- d) *Conservation Authorities Act* amendments and associated regulations requires several priorities to be completed; this includes a significant number of investments in updating conservation areas management plans,

shoreline and coastal resilience technical updates and flood and erosion hazard mitigation projects.

An assessment of current unfunded budget priorities was prioritized by staff. These initiatives (\$16.235M), classified in six categories, are further detailed in Appendix 1.

Financial Implications:

NPCA's 2025 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of the *Conservation Authorities Act*. *Conservation Authorities Act* regulations specify the programs and services that Conservation Authorities must provide, requirements for service level agreements with partner municipalities, levy and budgets. Please note that Appendix 2 represents the 2025 Draft Budgets and Municipal Levies in the *Conservation Authorities Programs and Services Inventory* format.

The NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Unfunded budget priorities are currently not included in the 2024 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

Related Reports and Appendices:

Appendix 1: NPCA 2025 Draft Budgets & Municipal Levies – Historical Format

Appendix 2: NPCA 2025 Draft Budgets & Municipal Levies – CA Programs and Services Format

Appendix 3: NPCA 2025 Budget Book (*distributed separately*)

Available upon request:

1. Land Securement Strategy – 2022 to 2032
2. Strategic Plan – 2021 to 2031

Links To Policy/Strategic Plan:

Goal 4.1: Strengthen government relations toward collective outcomes and impact

Goal 5.2: Improve internal operations and processes

Goal 6.1: Ensure responsible, sustainable, and sound fiscal practices

Goal 6.3: Improve asset management and close the state of good repair gap

Authored by:

Original Signed by:

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Director, Corporate Services

Reviewed and Submitted by:

Original Signed by:

Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Niagara Peninsula Conservation Authority

2025 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2024



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2025 DRAFT BUDGET SUMMARY

Operating Budget Revenues	2025 Budget	2024 Budget	Variance
Municipal Funding	7,845,836	7,040,886	804,950
Provincial Funding	537,574	540,660	-3,086
Federal Funding	1,562,960	212,323	1,350,637
Program Revenue	4,693,831	4,077,247	616,584
Other	1,455,756	1,432,053	23,703
Total - Operating Revenues	16,095,957	13,303,169	2,792,788
Operating Budget Expenses	2025 Budget	2024 Budget	Variance
Salaries and benefits, Employee Related	10,595,982	8,972,903	1,623,079
Governance	32,764	41,000	-8,236
Professional Fees, Contractor Services	1,581,351	1,043,691	537,660
Materials & Supplies, Vehicles & Equipment	1,082,803	701,109	381,694
Occupancy Costs	838,989	795,892	43,097
Park Maintenance	665,734	654,143	11,591
Information Management/GIS	549,111	455,112	93,999
Marketing, Advertising, Printing, Signs	60,158	91,680	-31,522
Special Events (Festival, Holiday Trail)	215,176	211,260	3,916
Flood Forecasting & Water Quality	155,950	144,400	11,550
Miscellaneous	317,939	191,979	125,960
Total - Operating Expenses	16,095,957	13,303,169	2,792,788
Capital and Special Projects	2025 Budget	2024 Budget	Variance
Facilities	2,028,787	972,853	1,055,934
Equipment	314,598	552,158	- 237,560
Infrastructure (excluding facilities)	239,323	105,173	134,150
Data and Technology Assets	212,016	517,267	- 305,251
Land Management Plans	83,062	105,173	- 22,111
Health and Safety	51,915	52,587	-672
Total - Capital & Special Projects	2,929,701	2,305,211	624,490
Land Securement	443,783	411,291	32,492

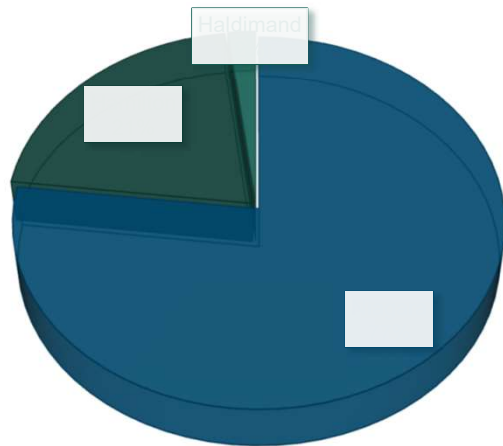
2025 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2025

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Municipality	% in CA	Municipal Population	Municipal Population in CA	Prior Year CVA in CA	2025 Levy Apportionment	2024 Levy Apportionment	Variance
Haldimand	25%	42,461	10,488	\$1.913B	1.9209%	1.8989%	0.0220%
Hamilton	21%	450,212	94,995	\$21.082B	21.1713%	21.1370%	0.0343%
Niagara	100%	373,586	373,586	\$76.583B	76.9078%	76.9641%	-0.0563%
Total		866,259	479,069	\$99.578B	100.0000%	100.0000%	

2025 MUNICIPAL LEVY - CONSOLIDATED



LEVY SUMMARY 2025				
	2025	2024	Variance	
			Amount	%
NIAGARA				
General Levy	6,034,060	5,418,955	615,105	11.35%
Special Levy - Capital	1,655,273	1,601,271	54,002	3.37%
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TOTAL	10,219,319	9,331,436	887,883	9.51%

2025 UNFUNDED BUDGET PRIORITIES					
Description	2025 Unfunded Priority	Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
Integrated Watershed Strategies					
Four Mile Creek Water Budget & Subwatershed Planning	100,000	100,000			
Invasive Species Strategy - Phase 2	20,000	15,382	4,234	384	
Climate Change Action Program Corporate Risk & Vulnerability Assessment	150,000	115,362	31,757	2,881	
Lakewood CA Restoration Plan Implementation	150,000	150,000			
Flood and Erosion Mitigation - Assessment and Design	2,000,000	1,538,156	423,426	38,418	
Non-Point Source Water Quality Best Management Practices Stewardship	200,000	153,816	42,343	3,842	
Shoreline Climate Modeling and Risk Assessment (incl Lake Erie Shoreline Hazard Mapping)	500,000	500,000			
Sustainable Technologies Program	260,000	199,960	55,045	4,994	
Urban Climate Stewardship for Nearshore Watershed (Land to Lake Initiative)	240,000	184,579	50,811	4,610	
Total - Integrated Watershed Strategies	3,620,000	2,957,254			-
Natural Hazard Management					
Upper Virgil Dam Erosion Protection	200,000	200,000			
Lower Virgil Dam Erosion Protection	200,000	200,000			
Total - Natural Hazard Management	400,000	400,000	-	-	-
Conservation Authority Act Requirements					
Land Management Plans	125,000	96,135	26,464	2,401	
Total - Conservation Authority Act Requirements	125,000	96,135	26,464	2,401	-
Corporate Services and Asset Management					
Strategic Asset Management Policy/Planning	80,000	61,526	16,937	1,537	
Sustainable Technologies and Green Infrastructure	100,000	76,908	21,171	1,921	
IT Security Audit	50,000	38,454	10,586	960	
IT Equipment Upgrades	50,000	38,454	10,586	960	
Growth FTE's - Compliance Tech, GIS Tech, Records Management	250,000	192,270	52,928	4,802	
Operationalize Digital Strategy	500,000	384,539	105,857	9,605	
Corporate Support - Process Reviews	100,000	76,908	21,171	1,921	
Facilities - furniture, upgrades, EV Stations, etc.	250,000	192,270	52,928	4,802	
Total - Corporate Services and Asset Management	1,380,000	1,061,328	292,164	26,508	-
Corporate Administration					
NPCA Website Technical Maintenance & Redesign	50,000	38,454	10,586	960	
Total - Corporate Administration	50,000	38,454	10,586	960	-
State of Good Repair (SOGR) / Health and Safety					
Asset replacement and sustainment (amortization)	1,400,000	1,076,709	296,398	26,893	
Campground Upgrades	530,000	530,000			
Barn Storage Facility	200,000	200,000			
Automated Gates	330,000	330,000			
Furniture	25,000	19,227	5,293	480	
Lime Kiln Restoration	100,000	100,000			
New Metal Stairs for Bruce Trail	200,000				200,000
Interpretive and Wayfinding Signage	500,000	384,539	105,857	9,605	
Pavilion 1 Demolition	50,000		50,000		
Natural Playgrounds	750,000	500,000	250,000		
Main Boat Launch Upgrade	500,000		500,000		

2025 UNFUNDED BUDGET PRIORITIES					
Description	2025 Unfunded Priority	Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Beach Washroom Renovations	50,000	50,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
Tile Drain in Day Use	125,000	125,000			
Roadway Improvements	1,000,000	769,078	211,713	19,209	
St. Johns Valley Centre Septic System	225,000	225,000			
Fencing for All Parks	300,000	230,723	63,514	5,763	
Waste bins for All Parks	30,000	23,072	6,351	576	
Outdoor Education Natural and Cultural Heritage Campus	1,000,000	1,000,000			
Morgan's Point Washroom Renovations	300,000	300,000			
Morgan's Point Boardwalk	150,000	150,000			
EV Charging Stations	170,000	140,000	30,000		
CFC - Back Up Generator	100,000	100,000			
CFC - Front Entrance (Pond Replacement)	300,000	300,000			
CFC - Replace Windows and Repair Siding	200,000	200,000			
Campground Upgrades - AODA Accessibility	100,000	100,000			
NPCA Net Zero Headquarters Planning, Feasibility Assessment & Design	75,000	57,681	15,878	1,441	
Historical Buildings Roof Repair	200,000	200,000			
Total - State of Good Repair / Health and Safety	10,660,000	8,861,030	1,535,004	63,966	200,000
TOTAL 2025 UNFUNDED BUDGET PRIORITIES	16,235,000	13,414,200	2,471,834	148,966	200,000

2025 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	2,957,254	607,616	55,130	-	3,620,000
Natural Hazard Management	400,000	-	-	-	400,000
Conservation Authority Act Requirements	96,135	26,464	2,401	-	125,000
Corporate Services and Asset Management	1,061,328	292,164	26,508	-	1,380,000
Corporate Administration	38,454	10,586	960	-	50,000
State of Good Repair (SOGR) / Health and Safety	8,861,030	1,535,004	63,966	200,000	10,660,000
	13,414,200	2,471,834	148,966	200,000	16,235,000

Niagara Peninsula Conservation Authority										
2025 Budgets and Municipal Levies (Budget by Programs and Services)										
Appendix 2 Report No. FA-50 24			Levy				Non-Levy			TOTAL
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	BUDGET
General Levy Category 1 and 2										
Natural Hazard Management										
301	Flood Forecasting and Warning	1	246,229	67,782	6,150	320,161	31,000			351,161
157	Flood and Erosion Management	1	56,243	15,483	1,405	73,131	5,200			78,331
323	Water Resources	1	46,448	12,786	1,160	60,394				60,394
345	Environmental Planning and Policy	1 & 2	214,126	58,945	5,348	278,419			170,000	448,419
361	Planning and Permitting	1 & 2	223,986	61,659	5,594	291,239	38,600		601,000	930,839
371	Compliance and Enforcement	1	491,365	135,264	12,273	638,901			55,100	694,001
391	Planning Ecology	1 & 2	175,854	48,409	4,392	228,655				228,655
125	Regulatory Mapping Technical Studies	1	85,694	23,590	2,140	111,424				111,424
TOTAL			1,539,943	423,918	38,463	2,002,324	74,800		826,100	2,903,224
Watershed Resource Management and Climate Change										
New	Watershed-based Resource Management Strategy	1	-	-	-	-	-	-	-	-
265	Watershed Monitoring and Reporting	1	297,419	81,874	7,429	386,721				386,721
217	Special Projects (groundwater sampling)	1	12,690	3,493	317	16,500				16,500
303	Climate Change Resilience	1	73,225	20,158	1,829	95,212		29,323	5,000	129,535
TOTAL			383,334	105,525	9,574	498,433		29,323	5,000	532,756
Other Watershed Related Programs										
205	Drinking Source Water Protection	1				-	181,234			181,234
TOTAL							181,234			181,234
Conservation Authority Lands and Conservation Areas										
489	Section 29 Enforcement and Compliance	1	76,577	21,080	1,913	99,570				99,570
427	Land Care Program	1	77,076	21,218	1,925	100,219			80,000	180,219
357	Land Management Planning	1	281,073	77,374	7,020	365,467				365,467
119	Ecology	1	110,138	30,319	2,751	143,208				143,208
TOTAL			544,864	149,991	13,609	708,464			80,000	788,464
Enabling Services										
101/107/127	Corporate Services (incl HR, Corp Sup, AM)	1	752,774	207,224	18,802	978,800	37,840	252,069	845,651	2,114,360
105	Financial Services	1	265,816	73,174	6,639	345,630				345,630
109/131	Information Management and Technology	1	697,286	191,950	17,416	906,652				906,652
103/150	Governance and Corporate Administration	1	407,288	112,119	10,173	529,579	15,200			544,779
111	Communications, Marketing and Public Relations	1	400,197	110,167	9,996	520,359				520,359
801	Vehicles and Equipment	1	218,137	60,049	5,448	283,635				283,635
153/155	Asset Management	1	59,245	16,309	1,480	77,034				77,034
TOTAL			2,800,743	770,993	69,953	3,641,689	53,040	252,069	845,651	4,792,449
TOTAL GENERAL LEVY			5,268,884	1,450,426	131,599	6,850,910	309,074	281,392	1,756,751	9,198,127
General Levy Category 3 Cost Apportionment MOU										
Watershed Resource Management and Climate Change										
227	Restoration	3	209,670	57,718	5,237	272,625			21,181	293,806
123	Community Engagement and Stewardship	3	211,685	58,273	5,287	275,245				275,245
343	Integrated Watershed Planning	3	343,822	94,648	8,588	447,057				447,057
TOTAL			765,176	210,639	19,112	994,927			21,181	1,016,108
TOTAL GENERAL LEVY CATEGORY 3			765,176	210,639	19,112	994,927			21,181	1,016,108
Special Levy										
TDB	Capital and Special Projects	1	1,655,273	254,503	19,924	1,929,700			1,000,000	2,929,700
TDB	Land Securement	2	269,750	159,734	14,299	443,783				443,783
TOTAL SPECIAL LEVY			1,925,023	414,237	34,223	2,373,483			1,000,000	3,373,483
Fee for Service Schedule A										

Niagara Peninsula Conservation Authority										
2025 Budgets and Municipal Levies (Budget by Programs and Services)										
Appendix 2 Report No. FA-50 24			Levy				Non-Levy			TOTAL
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	BUDGET
265	Watershed Monitoring and Reporting						-	-	191,500	191,500
TOTAL FEE FOR SERVICE SCHEDULE A										
Provincial, Federal, Authority Generated										
Other Watershed Related Programs										
241	Niagara River Remedial Action Plan	3					228,500	120,000		348,500
307	Trees for All	3					-	697,009	563,651	1,260,660
133	Natural Asset Management	3							108,000	108,000
321/335	Climate Resilient Coastal Communities Program	3						364,559		364,559
TOTAL							228,500	1,181,568	671,651	2,081,719
Conservation Authority Lands and Conservation Areas										
395/401/403/405	Active Recreation Programs	3						100,000	3,005,980	3,105,980
407/411										
413	Educational Programming	3							502,524	502,524
New	Land Management, Other Agencies	3					-			-
TOTAL								100,000	3,508,504	3,608,504
TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED							228,500	1,281,568	4,180,155	5,690,223
GRAND TOTAL										
			7,959,084	2,075,302	184,934	10,219,320	537,574	1,562,960	7,149,587	19,469,441

SUMMARY									
Operating	6,034,061	1,661,065	150,711	7,845,837	537,574	1,562,960	6,149,587	16,095,958	
Capital	1,655,273	254,503	19,924	1,929,700	-	-	1,000,000	2,929,700	
Land Securement	269,750	159,734	14,299	443,783	-	-	-	443,783	
TOTAL	7,959,084	2,075,302	184,934	10,219,320	537,574	1,562,960	7,149,587	19,469,441	



Niagara Peninsula
CONSERVATION
nature for all

Budget Book 2025



Nature for All

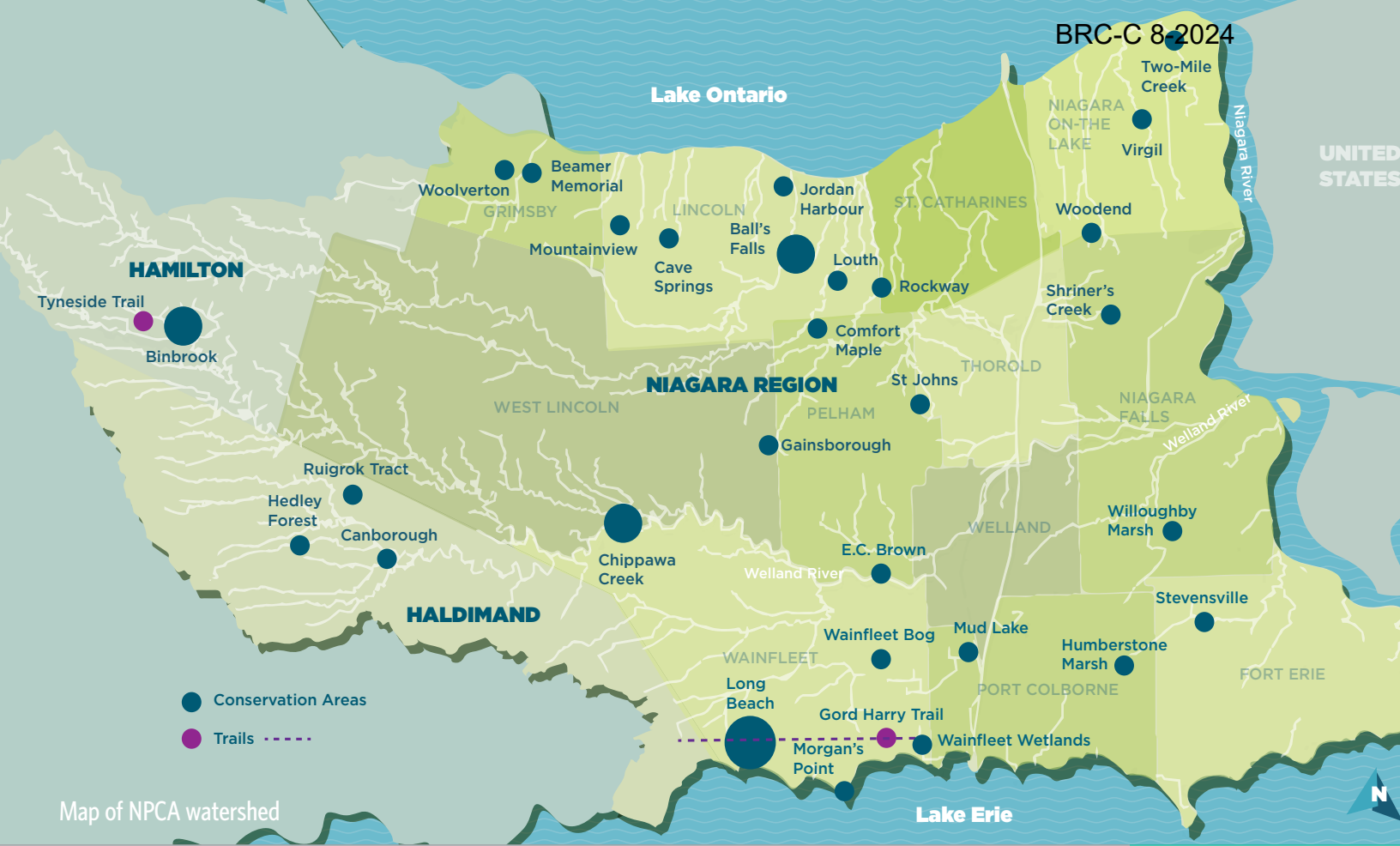
INTRODUCTION

Ontario's 36 conservation authorities operate under the Conservation Authorities Act, administered by the Ministry of Natural Resources (MNR). Originally enacted in 1946, and the Act has undergone several amendments to reflect evolving environmental priorities and governance requirements.

The Niagara Peninsula Conservation Authority (NPCA) was established in 1959 under the Act. It is mandated to develop and deliver programs and services focussed on the conservation, restoration, development, and management of natural resources within its watershed.

NPCA serves three participating municipalities: Niagara Region, the City of Hamilton, and Haldimand County.

Funding contributions are based on Current Value Assessment (CVA) data from the Municipal Property Assessment Corporation (MPAC) and are appointed according to Ontario Regulation 402/22 under the Conservation Authorities Act. Lower-tier municipalities in Niagara Region work with NPCA through various collaboration initiatives, as appropriate.



Map of NPCA watershed

ABOUT THE NIAGARA PENINSULA CONSERVATION AUTHORITY

NPCA is a community-based natural resource management agency dedicated to protecting, enhancing, and sustaining healthy watersheds. With over 60 years of expertise, NPCA delivers programs and services that focus on flood and hazard management, source water protection, ecosystem restoration, community stewardship, and land management. NPCA manages 41 conservation areas within the Niagara Peninsula watershed, held in public trust for recreation, heritage preservation, conservation, and education.

The NPCA watershed covers 2,424 square kilometres, encompassing the entire Regional Municipality of Niagara and parts of the City of Hamilton (21%) and Haldimand County (25%). Since time immemorial, this land has been the home of Indigenous peoples – a place for sharing, trading, hunting, gathering, stewardship, and friendship.

The watershed supports a population of approximately 479,069 people and is recognized as a unique natural treasure with distinct cultural, geological, hydrological, and biological aspects not found elsewhere in North America. It is part of the Carolinian life zone, the most biodiverse yet threatened eco-region in Canada, and

includes approximately 30% natural cover, providing critical habitats such as forested woodlots, slough forests, alvars, and coastal wetlands. These habitats support rich biodiversity, including numerous rare plants and animal species.

Uniquely situated between two Great Lakes, with the Niagara River as its shared boundary with the United States, the watershed features notable natural landmarks including the Niagara Escarpment Biosphere Reserve, Niagara Falls, the Wainfleet Bog, Ball's Falls, Willoughby Marsh, and the Fonthill Kame.

The micro-climate created by the Niagara Escarpment and region's rich soils support one of Ontario's most productive agricultural areas, including vineyards, tender fruit orchards, livestock farms, and various specialty crops such as greenhouses, flower farms, sod farms, and mushroom operations.

These unique watershed features provide life-sustaining benefits for all and countless opportunities for residents and visitors to discover the area's rich natural and cultural heritage.



NPCA by the Numbers

- 479,069** Residents
- 242,980** Hectares Watershed Jurisdiction
- 41** Conservation Areas
- 2,946** Hectares NPCA Land Holdings
- 202** Local Waterways
- 2** Great Lakes
- 15** Municipalities (Upper and Lower Tier)
- 4** Flagship Properties
- 80** Surface Water Monitoring Stations
- 46** Groundwater Wells



Watershed Management by the Numbers (Annual Average)

- 474** Permits Issued
- 1,150** Planning Applications Reviewed
- 330** Complaints / Potential Violations Received
- 980** Surface Water Quality Samples Collected
- 36** Groundwater Samples Collected



Conservation Areas by the Numbers (Annual Average)

- 160,000** Paid Day-Use Visitors At All Parks
- 1,200** Natureplus Memberships Sold
- 30,000** People Attended NPCA's Signature Events



Restoration by the Numbers (Annual Average)

- 70,700** Trees Planted
- 4,109** Shrubs Planted
- 27** Hectares Of Reforestation
- 3.0** Hectares Of Riparian Area/Shoreline Enhancement
- 3.9** Hectares Of Enhanced Wetland Area
- 9** Agricultural Best Management Practises Projects Completed





STRATEGIC PLAN

In 2020, the NPCA Board of Directors approved the development of a staff-led process to create a new strategic plan that would guide NPCA for the next ten years while reflecting its mandate as per the Conservation Authorities Act and fulfilling its significant role within the community.

The plan charts the course for future actions and collective outcomes through six overarching strategic priorities, twenty-one specific goals, and measurable actions. The strategic priorities guide our efforts toward a vision of the Niagara Peninsula watershed with robust nature, thriving agriculture, and resilient urban areas vital to the health and well-being of our residents.

The strategic plan lays the groundwork for guiding strategies for further 10-year direction on programs and services:

- **Watershed Resource Management Strategy**
- **Climate Action Plan**
- **Conservation Areas Strategy**
- **Stewardship Outreach, Education Strategy, and Cultural Heritage Strategy**
- **Marketing and Ecotourism Strategy**
- **Talent Management Strategy**
- **Digital Transformation Strategy**

The NPCA is committed to undertaking specific goals and actions with its partners and communities to achieve a thriving environment that sustains life for future generations.



NPCA PROGRAMS & SERVICES

Under Ontario Regulation 687/21 Conservation Authority Act, the NPCA programs and services include:

Category 1:

Mandatory programs and services as identified in Ontario Regulation 686/21.

Category 2:

Municipal programs and services provided at the municipality's request. These programs can be funded through government and other agency grants and/or municipal funding under a memorandum of understanding (MOU) or agreement with the municipality.

Category 3:

Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through authority-generated revenue, user fees, government and other agency grants, donations, etc. or levy subject to cost apportioning.

Key NPCA Services Areas

Natural Hazard Management

Protecting people and properties from flood, erosion, and other natural hazards.

Watershed Resource Management and Climate Change

Understanding the current conditions, cumulative impacts, and risks to watersheds. Strategies and measures to protect, enhance, and restore watersheds toward creating healthy and climate-resilient watersheds.

Other Watershed-Related Programs

Drinking Water Source Protection, Niagara Remedial Action Plan (RAP), and other projects/programs funded through external funding sources that benefit partners and the watershed.

Conservation Authority Lands and Conservation Areas

Management of 3,000 hectares of land, including 41 conservation areas essential to watershed management, environmental protection, cultural heritage, and recreation.

Enabling Services

Support to NPCA programs, the Board of Directors, member municipalities, and the public to enable NPCA to operate in an accountable, transparent, efficient, and effective manner.

NPCA BUDGET & FUNDING BREAKDOWN

The NPCA's expenditures are focused on programs and services to reduce flood damage, improve water quality, maintain a reliable water supply, protect natural areas and biodiversity, provide environmental education, operate conservation areas and trails, and manage other sensitive environmental lands.

The NPCA has three main sources of revenue:

MUNICIPAL LEVY

Municipal levy represents 48.7 percent of the total conservation authority budget.

AUTHORITY-GENERATED FUNDS

\$5.699M of 2025 revenues are derived from fees for services and other sources, such as user fees, educational programs, and planning fees.

OTHER REVENUES AND GRANT FUNDING

Make up the balance, equating to \$2.552M.

To deliver on our mandate and commitment, the NPCA provides programs and services in the following areas:

Natural Hazard Management

Watershed Resource Management & Climate Change

Other Watershed Related Programs

Conservation Authority Lands & Conservation Areas

Enabling Services



Beamer Memorial Conservation Area

NPCA 2025 BUDGET

In the development of the 2025 budgets, the following issues were considered:

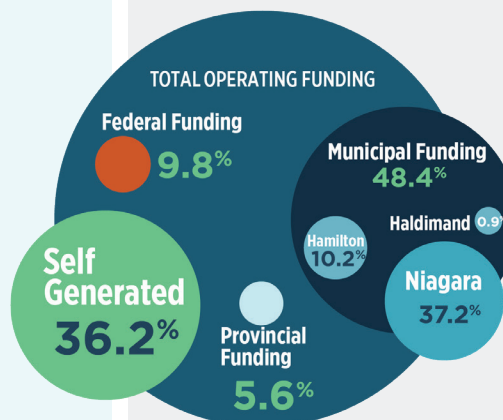
- Budget strategies from municipal partners
- Cost of Living Adjustments (COLA) and grid step increases, including the ongoing impact of the compensation review project Inflation (Consumer Price Index – CPI)
- Multi-year contractual obligations
- Operating, capital and program pressures
- Focus on internal efficiencies
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Impacts and transition of Conservation Authorities Act amendments
- Current program gaps and pressures
- Approved programs and services inventory

2025 Draft Operating Budgets

NPCA’s overall 2025 operating budget of \$16.096M is supported by \$7.84M municipal levy, \$5.699M in authority-generated revenue, and \$2.552M in grant funding.

Overall, the operating volume in this zero-based budget is projected to increase by 20.18% (\$2.684M). While the operating volume has increased to address gaps and achieve required service levels, growth in 2025 is largely due to programs that are fully funded through grants and partnership funding. Municipal contributions in the overall budget envelope continue a pattern of reduced reliance on the municipal levy:

2025 - 48.7% | 2024 - 52.9% | 2023 - 53.9%
2022 - 58.4% | 2021 - 63.0% | 2020 - 64.5%



For every municipal dollar, other sources contribute:

\$2.07

Sources of Operating Revenue 2024

	2025 Budget	2024 Budget	Variance
Municipal Funding	7,845,836	7,040,886	804,950
Provincial Funding	537,574	540,660	-3,086
Federal Funding	1,562,960	212,323	1,350,637
Program Revenue	4,693,831	4,077,247	616,584
Other	1,455,756	1,432,053	23,703
Total - Operating Revenues	16,095,957	13,303,169	2,792,788

2024 Operating Expenses

	2025 Budget	2024 Budget	Variance
Salaries and benefits, Employee Related	10,595,982	8,972,903	1,623,079
Governance	32,764	41,000	-8,236
Professional Fees, Contractor Services	1,581,351	1,043,691	537,660
Materials & Supplies Vehicles & Equipment	1,082,803	701,109	381,694
Occupancy Costs	838,989	795,892	43,097
Park Maintenance	665,734	654,143	11,591
Information Management/GIS	549,111	455,112	93,999
Marketing, Advertising, Printing, Signs	60,158	91,680	-31,522
Special Events (Festival, Holiday Trail)	215,176	211,260	3,916
Flood Forecasting & Water Quality	155,950	144,400	11,550
Miscellaneous	317,939	191,979	125,960
Total - Operating Expenses	16,095,957	13,303,169	2,792,788

2025 Draft Capital, Special Projects and Land Securement

The 2025 Draft Capital and Special Projects budget addresses both the backlog of previously deferred projects and current critical priorities. NPCA's asset management initiative has identified critical infrastructure projects that must be completed in 2025 to maintain service levels, ensure health and safety, and meet state-of-good-repair standards. These priority projects, located in Niagara and Hamilton, are included in the capital budget. In 2024, NPCA successfully acquired five properties (55 hectares) into public ownership, leveraging \$2.205M of external funding. The 2025 budget includes provisions to maintain land acquisition efforts at 2024 levels, ensuring continued support for this program and providing matching funds for future grant opportunities.

Capital and Special Projects	2025 Budget	2024 Budget
Facilities	2,028,787	972,853
Equipment	314,598	552,158
Infrastructure (excluding facilities)	239,323	105,173
Data and Technology Assets	212,016	517,267
Land Management Plans	83,062	105,173
Health and Safety	51,915	52,587
Sub Total	2,929,701	2,305,211

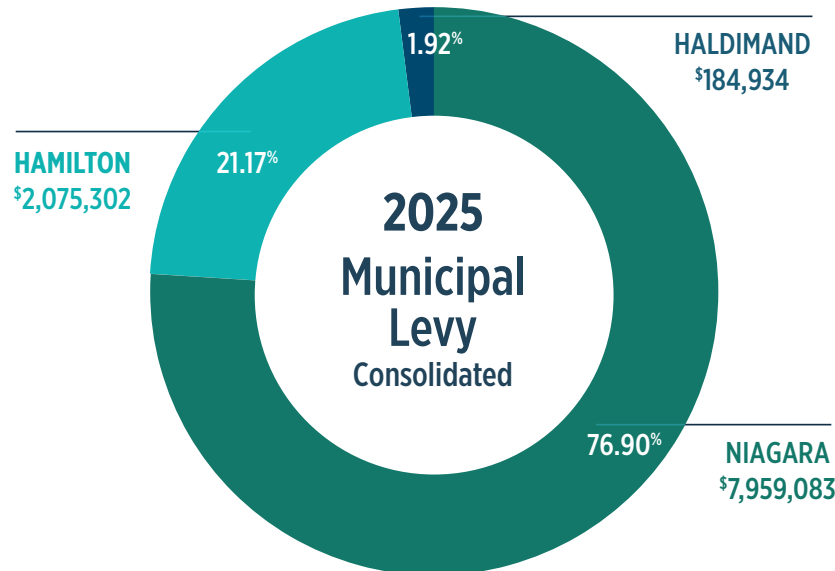
Land Securement	2025 Budget	2024 Budget
Niagara	269,750	250,000
Hamilton	159,734	148,039
Haldimand	14,299	13,252
Total	443,783	411,291



Beamer Memorial Conservation Area

Municipal Funding

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation. Consolidated municipal funding for 2025 is \$10,219,319 (excluding land securement). Levy apportionment based on Current Value Assessment is:



Levy Summary 2024

NIAGARA			Variance	
	2025	2024		
General Levy	6,034,060	5,418,955		
Special Levy- Capital	1,655,273	1,601,271		
Special Levy - Land Securement	269,750	250,000		
TOTAL	7,959,083	7,270,226		

HAMILTON			Variance	
	2025	2024	Amount	%
General Levy	1,661,065	1,488,232	172,833	11.61%
Special Levy - Capital	254,503	263,309	- 8,806	-3.34%
Special Levy - Land Securement	159,734	148,039	11,695	7.90%
TOTAL	2,075,302	1,899,580	175,722	9.25%

HALDIMAND			Variance	
	2025	2024	Amount	%
General Levy	150,711	133,699	17,012	12.72%
Special Levy - Capital	19,924	14,679	5,245	35.73%
Special Levy - Land Securement	14,299	13,252	1,047	7.90%
TOTAL	184,934	161,630	23,304	14.42%

CONSOLIDATED			Variance	
	2025	202v4	Amount	%
General Levy	7,845,836	7,040,886	804,950	11.43%
Special Levy - Capital	1,929,700	1,879,259	50,441	2.68%
Special Levy - Land Securement	443,783	411,291	32,492	7.90%
TOTAL	10,219,319	9,331,436	887,883	9.51%



Cave Springs Conservation Area

2025 Unfunded Priorities (Outside 2025 Proposed Municipal Levy)

In the last several years, NPCA’s ability to undertake both operational special projects and capital investments has been significantly constrained by limited financial resources. Several factors have contributed to this situation:

Infrastructure & Staffing Needs: NPCA must investment in infrastructure upgrades and staffing to continue serving our communities safely and efficiently. An Asset Management Plan and Financing Strategy are currently underway to further define the Asset State-of-Good-Repair gap and associated funding requirements.

Planning & Growth Pressures: Anticipated growth and development within NPCA’s jurisdiction will require proactive investment in science and data to support informed decision-making. The completion of NPCA

10-Year Strategic Plan has identified critical gaps and priorities, including climate vulnerability and risk mitigation, that must be addressed.

Conservation Authorities Act Changes: Conservation Authorities Act amendments and associated regulations requires several priorities to be completed; this includes a significant number of investments in updating conservation areas management plans, shoreline and coastal resilience technical updates and flood and erosion hazard mitigation projects.

An assessment of current unfunded pressures was prioritized by staff; these initiatives totaling \$16.235M, classified in six categories are summarized below.

Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	2,957,254	607,616	55,130	-	3,620,000
Natural Hazard Management	400,000	-	-	-	400,000
Conservation Authority Act Transition	96,135	26,464	2,401	-	125,000
Corporate Services and Asset Management	1,061,328	292,164	26,508	-	1,380,000
Corporate Administration	38,454	10,586	960	-	50,000
State of Good Repair / Health and Safety	8,861,030	1,535,004	63,966	200,000	10,660,000
	13,414,200	2,471,834	148,966	200,000	16,235,000

These unfunded priorities are not included in the 2025 budget. To address these gaps, NPCA will employ a range of strategies, including exploring external funding sources, collaborating with stakeholders, and engaging with all levels of governments to pursue opportunities beyond the existing budget framework.

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 (ALL-WAY STOP DESIGNATION REGIONAL ROAD 73 (MUD STREET) AT PARK ROAD SOUTH / SOUTH GRIMSBY ROAD 6 IN THE TOWN OF GRIMSBY/TOWNSHIP OF WEST LINCOLN)

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 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; and,

WHEREAS a memorandum dated November 7, 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 an all-way stop control on Regional Road 73 Mud Street East in the Town of Grimsby/Township of West Lincoln.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule "N" of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule “N”

Through Highways

HIGHWAY	FROM	TO
Regional Road 73 (Mud Street)	Regional Road 12 (Mountain Street, Grimsby Road)	Regional Road 14 (Thirty Road)

2. That Schedule “N” of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “N”

Through Highways

HIGHWAY	FROM	TO
Regional Road 73 (Mud Street)	Regional Road 12 (Mountain Street, Grimsby Road)	Park Road South, South Grimsby Road 6

HIGHWAY	FROM	TO
Regional Road 73 (Mud Street)	Park Road South, South Grimsby Road 6	Regional Road 14 (Thirty Road)

3. That Schedule “P” of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule “P”

Stop Sign Locations

HIGHWAY	AT	FACING TRAFFIC
Regional Road 73 (Mud Street)	Park Road South, South Grimsby Road 6	Eastbound, Westbound, Northbound, and Southbound

4. That this by-law shall come into force and effect on the day upon which it is passed and signs are installed.

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 (PROHIBITED TURNS REGIONAL ROAD 3 (GARRISON ROAD) IN THE TOWN OF FORT ERIE)

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 November 7, 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 prohibiting right turns for southbound vehicles on Regional Road 3 Garrison Road and the Garrison Road Public School intersection.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule "R" of the said By-law No. 89-2000 and the same is hereby amended by **adding** the following:

Schedule "R"

Prohibited Turns

HIGHWAY	AT	TRAFFIC PROCEEDING	PROHIBITED TURN	TIMES/DAYS
Regional Road 3 (Garrison Road)	Garrison Road Public School	Southbound	Right	Anytime on Red Signal

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 (REDUCED LOAD RESTRICTIONS IN THE TOWNSHIP OF WEST LINCOLN)

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; and,

WHEREAS a memorandum dated November 7, 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 amending reduced load restrictions on Regional Road 14 Smithville Road.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule “Z” of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule “Z”

Reduced Load Restrictions

HIGHWAY	FROM	TO
Regional Road 14 (Smithville Road)	Regional Road 65 (Bismark Road)	Concession 5 Road
Regional Road 14 (Smithville Road)	Concession 2 Road	South West Limit of the Regional Municipality

2. That this by-law shall come into force and effect on the day upon which it is passed and signs are removed.

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 ADOPT THE 2025 WASTE
MANAGEMENT BUDGET FOR THE REGIONAL
MUNICIPALITY OF NIAGARA

WHEREAS subsection 289 (1) of the Municipal Act 2001, S.O. 2001, c.25, as amended, requires that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of the Regional Municipality of Niagara adopted its 2025 Waste Management Budget as described herein.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2025 Waste Management Gross Operating Budget of \$53,029,717 and Net Operating Budget of \$45,584,715 be and is hereby adopted.
2. That the 2025 budgeted net waste management operating budget be apportioned to the lower-tier municipalities as follows:

Municipality	2025 Net Budget Allocation (\$)
Fort Erie	3,435,166
Grimsby	2,541,523
Lincoln	2,237,549
Niagara Falls	9,024,243
Niagara-on-the-Lake	1,959,045
Pelham	1,607,753
Port Colborne	2,187,119
St. Catharines	13,430,557
Thorold	2,228,983
Wainfleet	667,832
Welland	5,120,960
West Lincoln	1,143,985
Total	45,584,715

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 ADOPT THE 2025 NIAGARA TRANSIT
COMMISSION BUDGET AND REQUISITION FOR THE
REGIONAL MUNICIPALITY OF NIAGARA SPECIAL
LEVY TAX FOR TRANSIT

WHEREAS subsection 289 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, requires that an upper-tier municipality shall in each year prepare and adopt a budget;

WHEREAS the local area municipalities have transferred their respective authority to operate transit to the Region and the Region has established the Niagara Transit Commission for the purpose of operating a consolidated transit system within and between all municipalities in the region effective January 1, 2023; and

WHEREAS the Council of The Regional Municipality of Niagara adopted the 2025 Niagara Transit Commission Budget as described herein.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2025 Niagara Transit Commission Gross Operating Budget of \$87,473,209 and Net Operating Budget of \$62,655,596 is hereby adopted.

- 2. That the 2025 Niagara Transit Commission Net Operating Budget be apportioned to the lower-tier municipalities for the Region’s Transit Special Levy tax as follows:

Municipality	2025 Requisition (\$)
Fort Erie	4,174,307
Grimsby	2,153,629
Lincoln	1,864,912
Niagara Falls	16,502,125
Niagara-on-the-Lake	2,686,072
Pelham	994,360
Port Colborne	1,161,509
St. Catharines	23,322,568
Thorold	2,207,535
Wainfleet	263,017
Welland	6,773,955
West Lincoln	551,607
Total	62,655,596

- 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 ADOPT THE 2025 WASTEWATER
BUDGET AND SET THE REQUISITIONS TO BE
CHARGED FOR WASTEWATER RECEIVED FROM
THE LOWER-TIER MUNICIPALITIES FOR THE
PERIOD OF JANUARY 1, 2025 TO DECEMBER 31,
2025

WHEREAS section 11 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on persons for costs payable by it for services or activities provided or done by or on behalf of any other municipality;

WHEREAS wastewater received from the lower-tier municipalities is a service provided by the Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region;

WHEREAS the Council of the Regional Municipality of Niagara passed By-Law No. 119-2011 which indicated that, consistent with the wastewater reconciliation methodology described in PWA 87-2011, a reconciliation adjustment will commence with the 2013 Budget;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2025 Wastewater Gross Operating Budget of \$121,023,619 and Net Operating Budget of \$116,477,200 be and hereby is adopted.
2. That the 2025 budgeted net wastewater operating budget be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three-year average historical wastewater flows.

3. That the 2025 wastewater bills also include reconciliation of the 2023 net requisition allocated based on actual wastewater flows versus the estimated flows.
4. That the lower-tier municipalities be requisitioned during the period January 1, 2025 to December 31, 2025 as follows:

Municipality	2025 Net Budget Allocation	2023 Reconciliation (\$)	Total (\$)	Monthly (\$)
Fort Erie	\$11,280,662	(788,429)	\$10,492,233	\$874,353
Grimsby	\$6,367,322	1,712,252	\$8,079,574	\$673,298
Lincoln	\$4,534,756	(379,228)	\$4,155,528	\$346,294
Niagara Falls	\$23,183,234	1,428,992	\$24,612,226	\$2,051,019
Niagara-on-the-Lake	\$5,055,585	328,702	\$5,384,287	\$448,691
Pelham	\$2,420,883	96,756	\$2,517,639	\$209,803
Port Colborne	\$6,080,856	(91,592)	\$5,989,264	\$499,105
St. Catharines	\$30,861,245	(2,788,445)	\$28,072,800	\$2,339,400
Thorold	\$7,438,751	(68,347)	\$7,370,404	\$614,200
Welland	\$17,296,735	603,460	\$17,900,195	\$1,491,683
West Lincoln	\$1,957,171	(54,121)	\$1,903,050	\$158,588
Total	\$116,477,200	-	\$116,477,200	\$9,706,433

5. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2025 for the monthly requisition. Such monthly invoices shall continue thereafter until December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount on each such invoice to the Treasurer of the Regional Corporation on or before the last business day of the month in which such invoice is submitted.
6. That in the event of default of payment of any monies payable under this by-law by the lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.

7. 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 ADOPT THE 2025 WATER BUDGET
AND TO SET THE REQUISITION TO BE CHARGED
FOR WATER SUPPLIED TO LOWER-TIER
MUNICIPALITIES FOR THE PERIOD JANUARY 1,
2025 TO DECEMBER 31, 2025

WHEREAS Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on persons for costs payable by it for services or activities provided or done by or on behalf of any other municipality;

WHEREAS water supplied to the lower-tier municipalities is a service provided by The Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2025 Water Gross Operating Budget of \$57,615,260 and Net Operating Budget of \$57,071,267 be and hereby is adopted.
2. That 75% of the Net Operating Budget, \$42,803,450 be recovered from the lower-tier municipalities based on actual metered water flows multiplied by the Region's annually set uniform water rate.
3. That the rate payable by the lower-tier municipalities for treated water supplied by the Regional Waterworks system shall be established at \$0.751 for every cubic meter supplied to each lower-tier municipality for the period of January 1, 2025 to December 1, 2025.

4. That 25% of the Net Operating Budget, \$14,267,817 be apportioned to the lower-tier municipalities based on their proportionate share of the Region’s total three-year average historical flows.
5. That the lower-tier municipalities be requisitioned during the period January 1, 2025 to December 31, 2025 as follows:

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.21%	\$1,172,068	\$97,672
Grimsby	5.14%	\$733,783	\$61,149
Lincoln	4.49%	\$641,261	\$53,438
Niagara Falls	25.65%	\$3,660,015	\$305,001
Niagara-on-the-Lake	5.34%	\$762,399	\$63,533
Pelham	2.65%	\$377,500	\$31,458
Port Colborne	4.75%	\$677,110	\$56,426
St. Catharines	25.15%	\$3,586,885	\$298,907
Thorold	4.34%	\$619,759	\$51,647
Welland	12.64%	\$1,803,388	\$150,282
West Lincoln	1.64%	\$233,649	\$19,471
Total	100.00%	\$14,267,817	\$1,188,984

6. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2025 for the monthly requisition. Such monthly invoices shall continue thereafter until the December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount of each such invoices to the Treasurer of the Regional Corporation on or before the last business date of the month in which such invoice is submitted.
7. That in the event of default of payment of any monies payable under this by-law by a lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
8. That this by-law shall come into force and effect on the day upon which it is passed.

9. 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 APPOINT DEPUTY REGIONAL
CLERKS FOR THE PURPOSES OF THE
COMMISSIONERS FOR TAKING AFFIDAVITS ACT
AND TO REPEAL BY-LAW NO. 2023-33

WHEREAS under the Commissioners for Taking Affidavits Act, R.S.O. 1990, c.17, specifically Ontario Regulation 386/12, Commissioners and Other Persons Who May Take Affidavits, Clerks and Deputy Clerks, by virtue of office, are commissioners for taking affidavits in the regional municipality in which their local municipality is situate;

WHEREAS Subsection 228(2) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may appoint Deputy Clerks who have all the powers and duties of the Clerk under this and any other Act, and;

WHEREAS Regional Council wishes to appoint deputy clerks for the purposes of The Commissioners for Taking Affidavits Act for The Regional Municipality of Niagara.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the persons listed below are hereby appointed Deputy Clerks for The Corporation of The Regional Municipality of Niagara for the purposes of carrying out the duties of that office under the Commissioners for Taking Affidavits Act, R.S.O. 1990, c.17:

AZRA BASIC

REBECCA HILL

KELLY LOTIMER

JENNA SPRATT

2. That By-law No. 2023-33 is hereby repealed; and

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 ADOPT, RATIFY AND CONFIRM THE
ACTIONS OF REGIONAL COUNCIL AT ITS MEETING
HELD NOVEMBER 21, 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, November 21, 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: < >