



THE REGIONAL MUNICIPALITY OF NIAGARA  
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE  
AGENDA

PEDC 3-2025

Wednesday, April 9, 2025

1:00 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](http://niagararegion.ca/government/council)

---

Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT STATEMENT

3. DISCLOSURES OF PECUNIARY INTEREST

4. SELECTION OF COMMITTEE CHAIR

4.1 Call for Nominations for Committee Chair

4.2 Motion to Close Nominations for Committee Chair

4.3 Voting for the Position of Committee Chair

5. PRESENTATIONS

5.1 Niagara College

Dr. Marc Nantel, Vice President, Research, Innovation and Strategic  
Enterprises and Mabel Watt, Director, Government Relations

3 - 11

6. DELEGATIONS

7. ITEMS FOR CONSIDERATION

**8. CONSENT ITEMS FOR INFORMATION**

- 8.1 PDS-C 5-2025 12  
Niagara College Presentation
- 8.2 PDS 8-2025 13 - 35  
Development Applications Monitoring Report – 2024 Year End (and **BE CIRCULATED** to Local Area Municipalities, Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards)
- 8.3 PDS 7-2025 36 - 51  
Diversity, Equity, and Inclusion Action Plan 2024 Progress Report (and **BE CIRCULATED** to Local Area Municipalities)

**9. OTHER BUSINESS**

**10. CLOSED SESSION**

- 10.1 Confidential PDS 9-2025  
A Matter Respecting Information Supplied in Confidence by Another Level of Government under s. 239(2)(h) of the Municipal Act, 2001 – Update on Niagara Irrigation Initiative Project

**11. BUSINESS ARISING FROM CLOSED SESSION ITEMS**

**12. NEXT MEETING**

The next meeting will be held on Wednesday, May 7, 2025, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

**13. 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](mailto:accessibility@niagararegion.ca) (email).



**Niagara  
College**

# **Planning and Economic Development Committee**

## **Niagara Region**

**9 April 2025**

# Key Areas of Focus

The Niagara College Strategic Plan sets out key areas of focus that provide direction to our longer-term view.

Supporting each area of focus are actions that will lead us to achieving our vision.



# Campus Highlights

- Total enrolment of nearly 10,500 students across Niagara campuses
- Significant regional employer with approximately 1,800 NC employees

## Welland Campus

- Applied Health Institute
- Rankin Technology Centre
- Green Automotive Technology Lab
- Simplii Financial Athletic Centre

## Niagara-on-the-Lake Campus

- Culinary, Tourism, and Beverages
- Business and Environment
- Greenhouses and CannaBunkers
- Winery, Brewery, Distillery, vineyard





# Partners in Research & Innovation



CANADA'S TOP  
**50**  
RESEARCH  
COLLEGES





**Addressing the skilled trades crisis**



**Addressing the health care crisis**



**Empowering students to achieve their dreams**



**Advancing a more equitable and diverse college**



**Graduating tomorrow's global citizens**

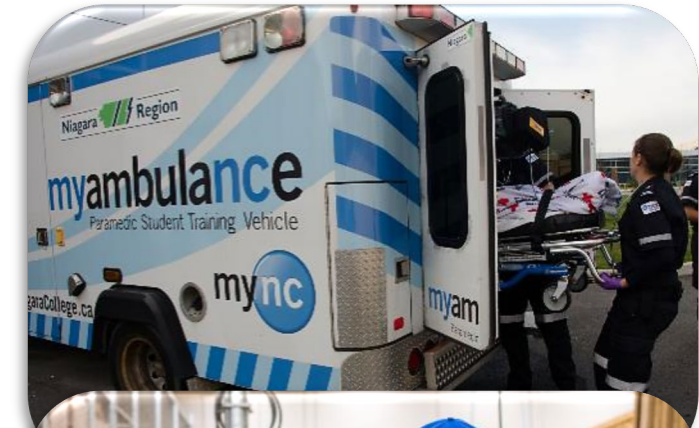


**Closing Canada's productivity gap**



# Ambitious multi-year goal to advance the needs of our community:

- **Expanded Applied Health Institute**
  - Train and graduate more nurses, PSWs, paramedics, dental practitioners, pharmacy technicians and more
- **New Centre for Skilled Trades**
  - Expand current programs in construction, welding, engineering technology
  - New programs in HVAC and plumbing
- **Expansion of On-Campus Student Residence**
  - Increase capacity and enhance the student experience





# Engaged and Collaborative Partners

Niagara College is very grateful for Niagara Region's continued collaboration and support.

## 2018-2023

- Multi-year \$1,400,000 total commitment to support capital expansion plans at the Daniel J. Patterson Campus, Niagara-on-the-Lake (Food and Beverage Innovation Centre, HESIC greenhouse)

## 2023-Present

- Collaboration in bringing Asahi-Kasei to Niagara region
  - Involvement of Niagara College from the beginning
  - Multiple visits by Asahi-Kasei to the College during the evaluation
  - Hospitality engagements
  - Co-location on Welland Campus

AsahiKASEI

## 2024-Present

- Consultation and collaboration on the postsecondary student housing strategy initiative



# Key Advocacy - International Student Program

- NC's core mission is to respond to community and labour market needs
- NC works closely with local industry partners to support the health of regional economies

## Advocacy

- Post Graduate Work Permit (PGWP) Eligible Programs
  - National labour market needs identified, without regional consideration
- Expansion of the list of PGWP-eligible programs to reflect critical regional and provincial workforce needs
- NC is a critical partner in investment attraction to the region



# Thank you





## **Memorandum**

**PDS-C 5-2025**

**Subject:** Niagara College Presentation

**Date:** Wednesday, April 9, 2025

**To:** Planning and Economic Development Committee

**From:** George Spezza, Director, Economic Development

---

As an award-winning post-secondary institution within the Province of Ontario, Niagara College is Canada's leader in experiential learning. With two campuses in the Niagara Region, Niagara College offers over 130 full-time post-secondary programs across 14 schools of study.

Niagara College's 2022-2027 Strategic Plan is centered around people, including the local community, industries they support and a commitment to the overall well-being of Niagara. As partners of Team Niagara, they are dedicated to helping businesses and organizations succeed to ensure the long-term economic and social prosperity of the Niagara region.

This presentation provides an update on the activities of Niagara College and highlights the importance of collaboration towards implementation of the Niagara Region 10 Year Economic Development Strategy approved by Regional Council.

Respectfully submitted and signed by

---

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

---

**Subject:** Development Applications Monitoring Report – 2024 Year End

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 9, 2025

---

## Recommendations

1. That Report PDS 8-2025 **BE RECEIVED** for information; and
2. That a copy of Report PDS 8-2025 **BE CIRCULATED** to Local Area Municipalities, Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

## Key Facts

- The purpose of this report is to inform Regional Council of the 2024 volume of development application activity in Niagara Region.
- In 2024, the number of development applications reviewed increased to 839, up from 794 in 2023.
- In 2024 there was a slight decrease in the number of pre-consultation meetings held (619) from the year prior. The number of pre-consultation meetings held each year is often a strong indicator of the development outlook.
- Despite growing complexity of development applications, staff met review timelines more than 90% of the time.

## Financial Considerations

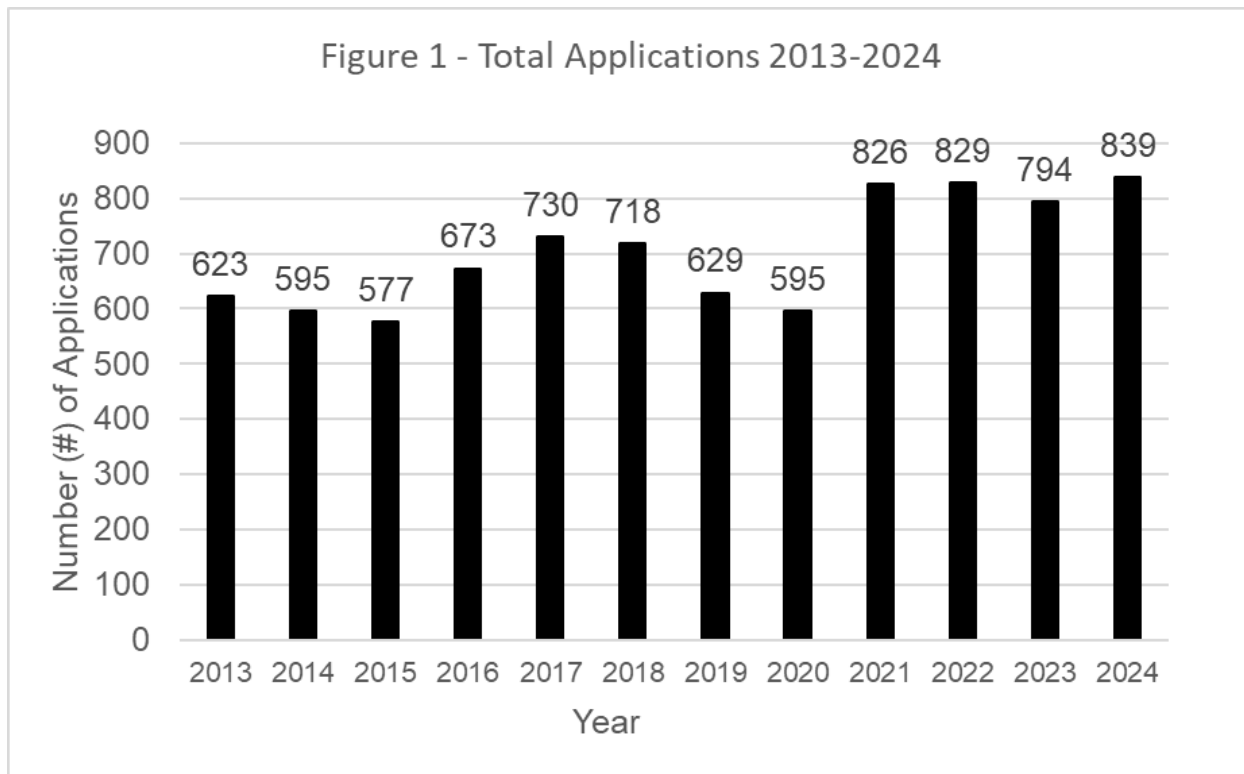
There are no direct financial implications associated with this report.

## Analysis

### Increase in Development Applications in 2024

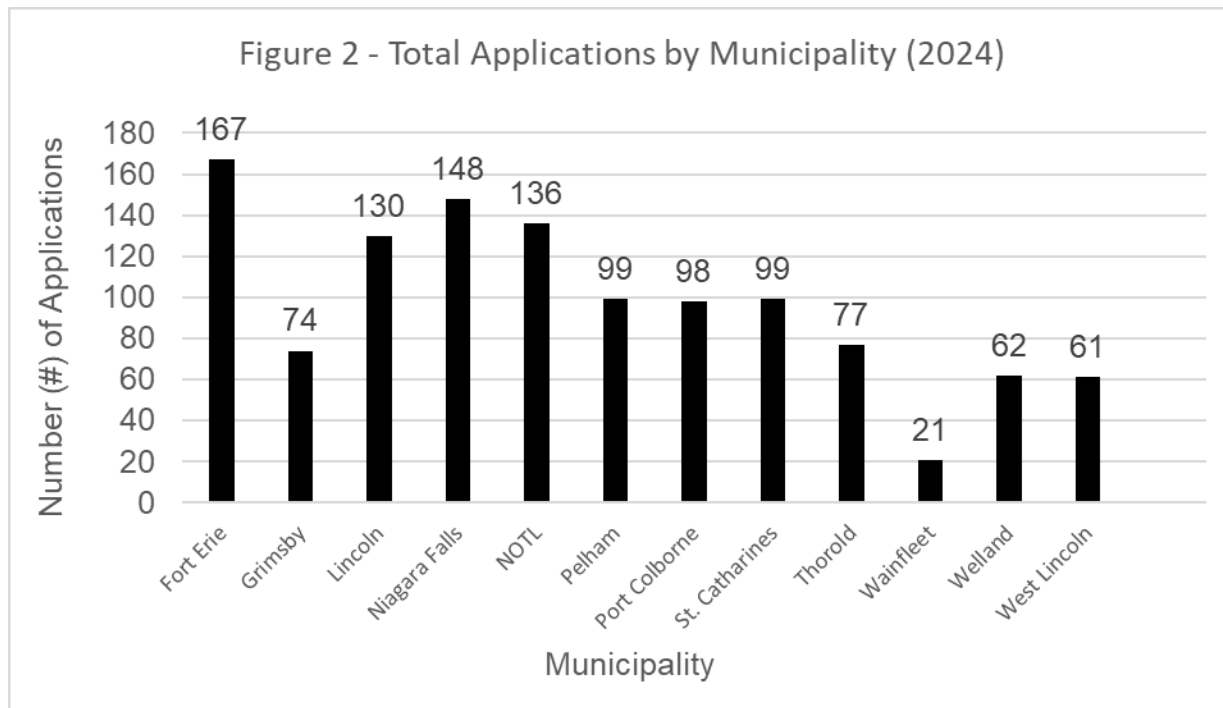
Regional staff reviewed 839 development applications in 2024, marking an increase from the 794 applications reviewed in 2023. Figure 1 illustrates the number of applications considered by staff from 2013 to 2024. The highest application volumes were experienced in 2021, 2022 and 2024. Over time, staff have refined their approach

and practices to be more adaptable and collaborative in response to the growing volume of development applications.



The distribution of applications circulated to the Region, by municipality, during 2024 is shown on Figure 2. Municipalities with the highest volume of applications received by the Region were Fort Erie (167), Niagara Falls (148), Niagara-on-the-Lake (136), and Lincoln (130).





Development applications were circulated to the Region in accordance with Provincial legislation, the Niagara Escarpment Commission legislation, and the existing 2019 Memorandum of Understanding (MOU) between the Region and the Local Area Municipalities for planning in Niagara.

In Q2 of 2024, the Region replaced its existing development tracking management system and successfully introduced CityView, a new system for permitting, approvals, and application tracking. The implementation of this new system was completed on schedule, allowing us to secure \$500,000 from the Provincial Streamline Development Approval Fund. The new system has enhanced the development approval process by boosting efficiency, effectiveness, and predictability.

### **Complexity of Development Applications Increasing**

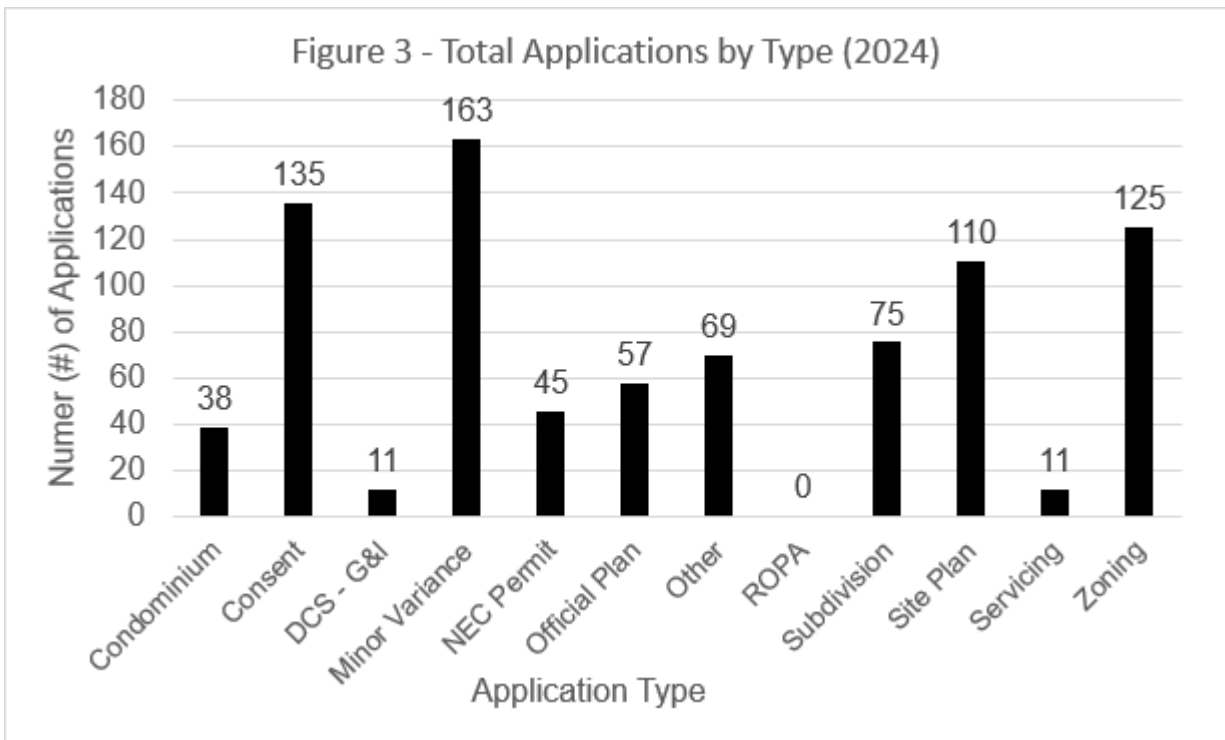
Figure 2 provides a breakdown of development applications by type reviewed by staff in 2024. Complex development proposals often trigger multiple planning approvals. For example, a subdivision or condominium application proposing a density or building height that exceeds the maximum limits set by the current Official Plan or Zoning By-law may also require concurrent Official Plan Amendment and/or Zoning By-law Amendment applications to proceed. The categories with the highest number of

applications reviewed by Staff in 2024 were Minor Variances (163) and Consents (135), followed closely by Zoning By-law Amendments (125) and Site Plans (110).

Regional staff were involved in reviewing several complex development applications in 2024, as highlighted in Appendix 1 of this report. This often requires a more extensive review process to adequately address environmental impacts, traffic impacts, urban design considerations, etc.

### Despite Growing Complexity, Region Consistently Meets Review Timelines

The MOU provides non-statutory development application review timelines for each application type. According to the data collected for 2024, Regional staff successfully met these review timelines more than 90% of the time.



### Pre-consultation Meetings an Indicator of Future Development

Staff attend regular pre-consultation meetings bi-weekly with each local municipality. These meetings are to determine complete application submission requirements and assist in the processing of applications.

Figure 4 illustrates the number of pre-consultation meetings attended by staff from 2013 to 2024. In 2024, Regional staff attended 619 pre-consultation meetings, which is a 5% decrease from the 2023 total (654). The number of pre-consultation meetings is generally an indicator of anticipated future development application volumes. Although pre-consultation meetings are no longer required due to changes in the Planning Act, most of the local area municipalities will continue with pre-consultation. They recognize the benefits it offers applicants by outlining application requirements and ensuring complete submissions.

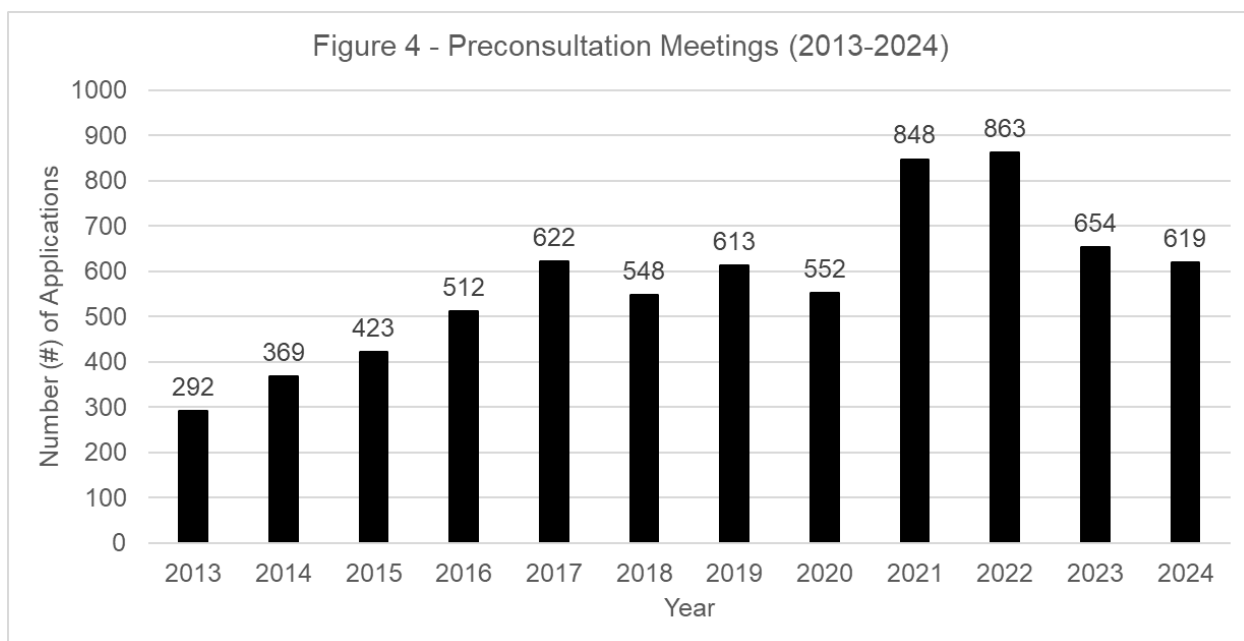
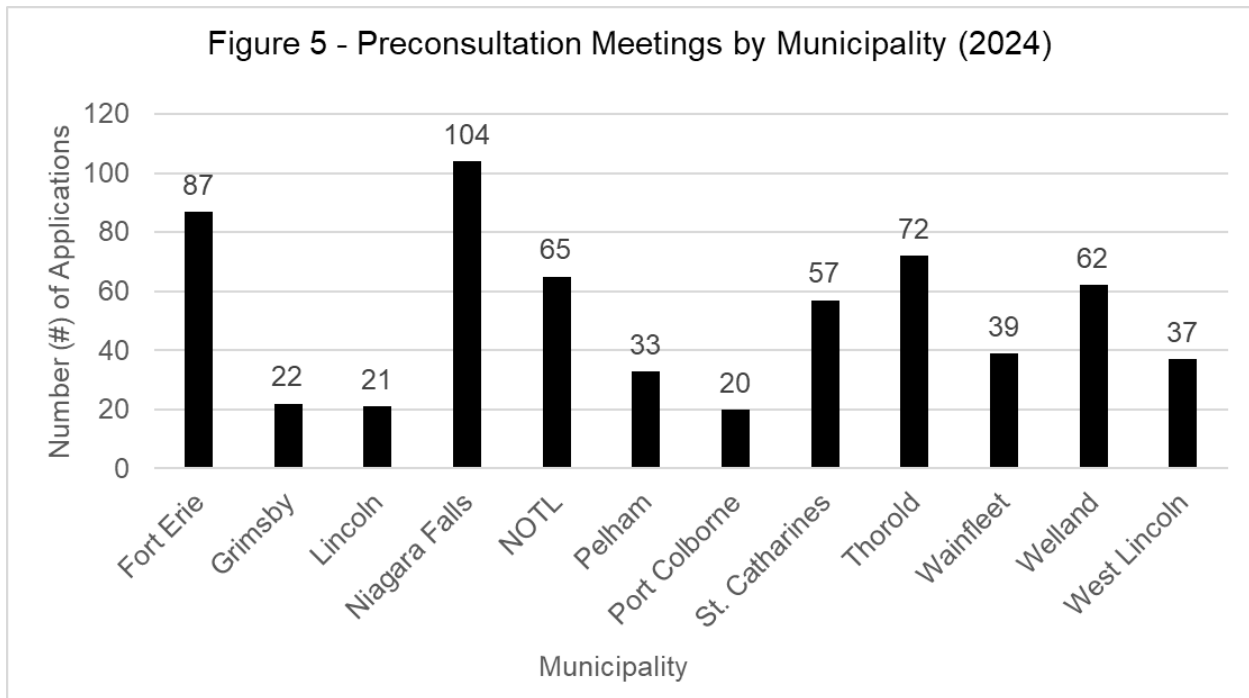


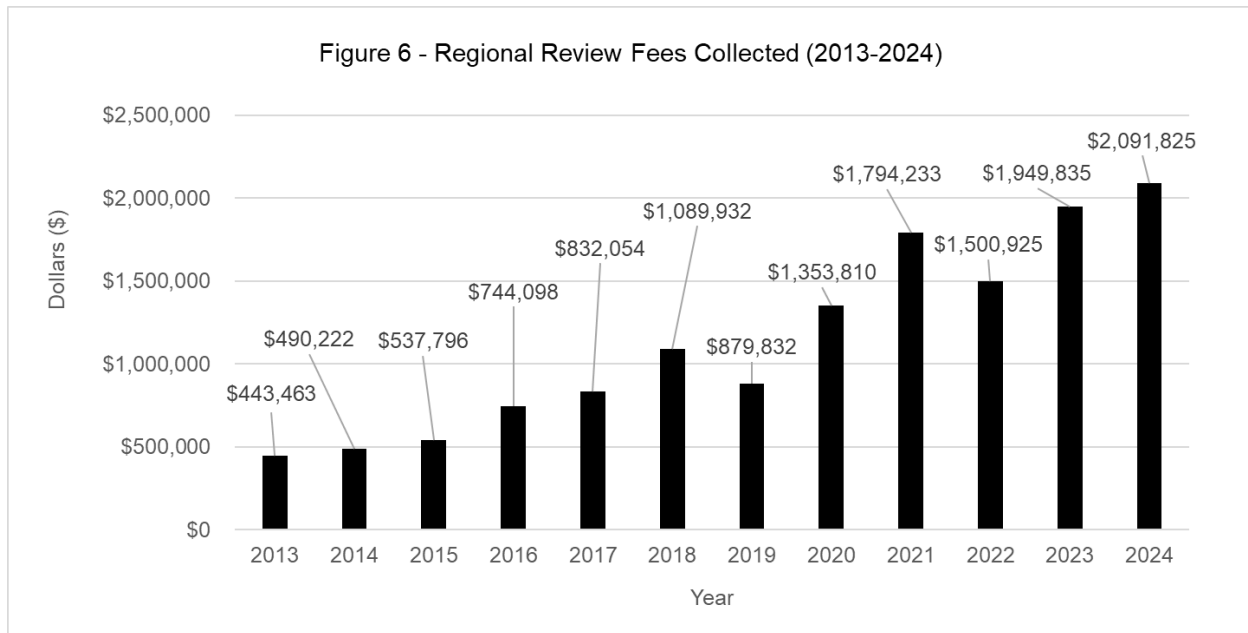
Figure 5 illustrates the number of pre-consultation meetings by municipality in 2024 that included Regional staff. The municipalities with the highest levels of pre-consultation activity were Niagara Falls (104), Fort Erie (87), Thorold (72), Niagara-on-the-Lake (65), and Welland (62).





**Regional Review Fees offset Regional Costs**

Regional review fees are collected to offset Regional costs for the development review service on a cost recovery basis. Figure 6 summarizes the fees collected between 2013 and 2024 for the Regional review of development applications. The 2024 total of \$2,091,825 represents a 7.28% increase from 2023.



While the development and pre-consultation volumes have decreased slightly from 2023, the increase in fees can be attributed to an increase in proposals that require multiple development applications with higher fees (Official Plan Amendments, Zoning By-law Amendments, Draft Plan of Condominiums and Subdivisions) received in 2024 compared to the previous year.

### 2025 Outlook – Region is Preparing for Proclamation

On October 20, 2024, the Province released the *Provincial Planning Statement (2024)* (“2024 PPS”), which replaced both the *Provincial Policy Statement (2020)* and *A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020 Consolidation)*. The 2024 PPS is intended to streamline land use planning across the province to achieve mandatory minimum targets for intensification and redevelopment within built-up areas and balance housing development, economic growth, and environmental conservation.

As a result of Bill 23 *More Homes Built Faster Act*, the Region will be “an upper-tier municipality without planning responsibilities” on March 31, 2025. In preparation for proclamation of Bill 23, the Region facilitated discussions with local municipal CAOs and Planning Directors to determine a new model of planning service delivery that supports the changes to provincial legislation. The draft Planning Service Agreement, which was presented to and endorsed by this Committee and Regional Council (October 9, 2024 and October 16, 2024, respectively; report PDS 27-2024), was prepared through

consultation and collaboration and sets out the terms of planning service delivery between the Region and interested municipalities following March 31, 2025. Seven municipalities have agreed to enter into a Planning Service Agreement with the Region with each municipality signing on for various planning services tailored to meet their current needs. Two additional municipalities have recently expressed interest in also entering into an agreement with the Region. Staff are finalizing the individual Agreements for execution prior to the March 31, 2025 proclamation date.

Additionally, a 2024 MOU (Engineering Function and Services in Niagara) was prepared through consultation and collaboration with the Public Works Officials and Planning Directors to take effect upon proclamation. The 2024 MOU removes the planning review and updates the engineering review functions related to development applications.

After March 31, 2025, staff will continue to provide planning recommendations on development applications for the local area municipalities who have signed a Planning Services Agreement. By continuing to work collaboratively with the applicable local area municipalities, the Region is able to better facilitate the creation of well-rounded, complete communities to ensure that Niagara continues to be a desirable place to live and visit.

### **Alternatives Reviewed**

No alternatives have been reviewed as this report summarizes pre-consultation and development level activity for 2024 for information purposes.

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

This report provides information on development application activity that contributes to strong economic prosperity through the communities within the region. This relates to Council's Strategic Priorities of Effective Region, Green and Resilient Region, and Equitable Region through ensuring high quality, efficient, and coordinated core services.

### **Other Pertinent Reports**

[PDS 24-2021: Development Applications Monitoring Report – 2020 Year End](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=16783)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=16783>)

[PDS 4-2022: Development Applications Monitoring Report – 2021 Year End](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=22569)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=22569>)



[PDS 9-2023: Development Applications Monitoring Report – 2022 Year End](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=30807)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=30807>)

[PDS 6-2024: Development Applications Monitoring Report – 2023 Year End](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36122)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36122>)

[PDS 27-2024: Planning Service Agreement and 2024 Memorandum of Understanding \(Engineering Function and Services in Niagara\)](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=39620)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=39620>)

---

**Prepared by:**

Carling MacDonald  
Development Planner  
Growth Management and Planning  
Division

---

**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 Pat Busnello, MCIP, RPP, Manager, Development Planning and reviewed by Diana Morreale, MCIP, RPP, Director of Growth Management and Planning.

**Appendices**

Appendix 1            Current Major Development Applications

**Appendix 1: Current Major Development Applications**

Growth Management and Planning staff participated in the review of several major development applications in 2024. A summary for some of the major development applications reviewed are provided in the table below.

Municipality	Application	Developer	Details	Status
Fort Erie	<p><b>1211, 1225, and 1237 Pettit Road</b></p> <p>Application Type(s): Local Official Plan Amendment (“LOPA”), Zoning By-law Amendment (“ZBA”), Draft Plan of Subdivision</p>	Marina (Pettit Road) Developments Inc.	Applications to facilitate five single-detached dwellings, eight semi-detached dwellings, 17 blocks for 87 townhouse units, and a stormwater management pond on a new proposed public street network with two blocks of land being retained for future development	<ul style="list-style-type: none"> <li>Approved.</li> </ul>
Fort Erie	<p><b>436, 440 and 0-8481 Ridge Road North</b></p> <p>Application Type(s): LOPA, ZBA</p>	2855546 Ontario Inc.	Applications to facilitate a 91-unit, four-storey apartment building, 12 semi-detached dwellings and a three-story mixed-use building containing three commercial units and 15 dwelling units.	<ul style="list-style-type: none"> <li>Approved.</li> </ul>

Municipality	Application	Developer	Details	Status
<p><b>Fort Erie</b></p>	<p><b>Black Creek Signature Phase 2 (0-17507 Netherby Road)</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	<p>9136916 Canada Ltd. / Great Summit (Fort Erie) Nominee Inc.</p>	<p>Applications to facilitate 135 dwelling units (73 single detached and 13 blocks for 62 street townhouse dwellings), two blocks for a watercourse, one block for a park, one block for a stormwater management facility and walkway, and three blocks for 0.30 metres reserves.</p>	<ul style="list-style-type: none"> <li>• Approved.</li> </ul>
<p><b>Fort Erie</b></p>	<p><b>Crescent Acres Subdivision (0-10747 Kraft Road)</b></p> <p>Application Type(s): ZBA, Draft Plan of Subdivision</p>	<p>Crescent Acres Limited</p>	<p>Applications to facilitate a total of 238 dwellings (85 single detached units, eight semi-detached and 145 townhouse units).</p>	<ul style="list-style-type: none"> <li>• Regional staff provided comments on July 4, 2024.</li> <li>• The applications were deemed complete on December 5, 2024. An Open House meeting was held January 8, 2025.</li> </ul>

Municipality	Application	Developer	Details	Status
Wainfleet	<p><b>Bell Meadows (32035 Bell Road)</b></p> <p>Application Type(s): ZBA, Draft Plan of Subdivision</p>	<p>1000063419 Ontario Inc.</p>	<p>Applications to facilitate the creation of ten (10) lots for single detached dwellings, three utility blocks (Block 11, 12 and 13 for stormwater management) and a public road.</p>	<ul style="list-style-type: none"> <li>• Approved.</li> </ul>
Wainfleet	<p><b>Law Quarry Expansion</b></p> <p>Application Type(s): Regional Official Plan Amendment ("ROPA"), LOPA, ZBA</p> <p>Aggregate Resource Act (ARA) Licence</p>	<p>Waterford Sand &amp; Gravel Ltd.</p>	<p>Applications for the expansion of the existing law Crush Stone Quarry located north of Highway 3 between Graybiel Road and Biederman Road in the Town of Wainfleet.</p>	<ul style="list-style-type: none"> <li>• Approved</li> </ul>



Municipality	Application	Developer	Details	Status
Lincoln	<p><b>Prudhommes Landing</b></p> <p>Application Type(s):                      Draft Plan of Subdivision, Site Plan</p>	Prudhommes General Partner Inc.	Applications to facilitate the development of approximately 2,090 residential units in a range of low, medium and high density housing forms, and employment, commercial, natural environment, park and open space uses.	<ul style="list-style-type: none"> <li>• Development was subject to previous OPA and ZBA applications, which have been approved.</li> <li>• Site Plan for Phase 1 (commercial block) was approved by Town Council in 2024.</li> <li>• A phased final approval of the Subdivision is in progress.</li> </ul>

Municipality	Application	Developer	Details	Status
<p><b>Niagara-on-the-Lake</b></p>	<p><b>Queenston Quarry Redevelopment</b>   <b>(5523 Niagara Townline Road)</b></p> <p>Application Type(s):                      Niagara Escarpment Commission (“NEC”) Development Permit</p>	<p>Queenston Quarry Reclamation Company</p>	<p>Applications to facilitate the development of 829 residential units (consisting of street townhomes, a manor house, and condominium units), and a hotel, on a portion of a former quarry site located within the urban area boundary. Future Local Official Plan Amendment, Draft Plan of Subdivision and/or Plan of Condominium applications will also be required to permit the proposed development.</p>	<ul style="list-style-type: none"> <li>Approved via Ontario Land Tribunal (“OLT”) settlement.</li> </ul>
<p><b>Niagara-on-the-Lake</b></p>	<p><b>253 Taylor Road (White Oaks)</b></p> <p>Application Type(s):                      LOPA, ZBA</p>	<p>White Oaks Tennis World Inc.</p>	<p>Applications to facilitate the development of four high-rise residential and mixed-use towers on the southern portion of the property, adjacent to Glendale Avenue. Approximately 810 residential units and an additional 1,515 m<sup>2</sup> of ground floor commercial/retail space are proposed as part of the development.</p>	<ul style="list-style-type: none"> <li>Approved.</li> </ul>

Municipality	Application	Developer	Details	Status
<p><b>Port Colborne</b></p>	<p><b>5088 Highway 140</b></p> <p>Application Type(s): Site Plan</p>	<p>Asahi Kasei</p>	<p>Construction of an Electric Vehicle (EV) Separator Plant, comprising:</p> <ul style="list-style-type: none"> <li>• Phase 1 building (±60,387 m<sup>2</sup>) and tank yard</li> <li>• Phase 2 building (±65,032 m<sup>2</sup>) with tank yards</li> <li>• Phase 3 building (±60,387 m<sup>2</sup>) with tank yards</li> <li>• Three stormwater ponds</li> <li>• Municipal road from Highway 140</li> </ul>	<ul style="list-style-type: none"> <li>• Minister's Zoning Order (Ontario Regulation 337/24) was issued on August 30, 2024, to permit the use.</li> <li>• Site Plan application is currently underway.</li> </ul>
<p><b>Port Colborne</b></p>	<p><b>Mapleview Subdivision (South of Killaly Street West, East of Cement Road)</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	<p>1000046816 Ontario Ltd.</p>	<p>Applications to facilitate the development of 96 single-detached lots, 783 townhouse units, and 1,231 apartment units.</p>	<ul style="list-style-type: none"> <li>• A Public Meeting was held on June 4, 2024.</li> <li>• Regional staff provided comments on July 5, 2024.</li> </ul>
<p><b>Port Colborne</b></p>	<p><b>Stonebridge Village (North of Barrick Road, West of West Side Road)</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	<p>Elevate Fourth Developments Ltd.</p>	<p>Applications to facilitate the development of 385 residential dwelling units, comprising:</p> <ul style="list-style-type: none"> <li>• 53 single-detached lots</li> <li>• One block of semi-detached dwellings with two units</li> <li>• 10 blocks of street townhouses with 52 units</li> </ul>	<ul style="list-style-type: none"> <li>• Approved.</li> </ul>

Municipality	Application	Developer	Details	Status
			<ul style="list-style-type: none"> <li>• Six blocks of back-to-back townhouses with 62 units</li> <li>• Four blocks of live/work street townhouse dwellings with 22 units</li> <li>• One block of stacked townhouse dwellings with 12 units</li> <li>• One medium/high residential density block with a six-storey apartment building with 166 units and eight blocks of semi-detached dwellings with 16 units</li> </ul>	
<p><b>Port Colborne</b></p>	<p><b>Elite Killaly Secondary Plan (806 Killaly Street East)</b></p> <p>Application Type(s): LOPA (Secondary Plan), ZBA</p>	<p>Elite Capital Developments Incx.</p>	<p>Applications to facilitate a privately initiated Secondary Plan, which proposes 2,242 residential units through a variety of single detached (46%) and townhouse (54%) dwelling unit sizes and types.</p>	<ul style="list-style-type: none"> <li>• A Public Open House was held October 3, 2024.</li> <li>• Regional staff provided comments on December 10, 2024.</li> </ul>
<p><b>Port Colborne</b></p>	<p><b>Port Colborne Quarries – Proposed Pit 3 Expansion</b></p> <p>Application Type(s): ROPA, LOPA, ZBA</p>	<p>Port Colborne Quarries Inc.</p>	<p>Applications to permit an eastward expansion of the existing Port Colborne Quarry operation located south of Second Concession Road, and west of Miller Road.</p>	<ul style="list-style-type: none"> <li>• Approved</li> </ul>

Municipality	Application	Developer	Details	Status
	Aggregate Resource Act (“ARA”) Licence		Joint Agency Review Team (“JART”) has been established with City and NPCA staff to coordinate the review of the applications and share resources. Aggregate advisor and peer reviewers retained by the Region on behalf of JART.	
<b>Niagara Falls</b>	<b>Proposed Uppers Quarry</b>  Application Type(s): ROPA, LOPA, ZBA  ARA Licence	Walker Aggregates Inc.	Applications to develop a new quarry with associated processing and recycling of aggregate material, including asphalt and concrete, and a concrete or asphalt mixing plant on the lands.  JART has been established with City and NPCA staff to coordinate the review of the applications and share resources. Aggregate advisor and peer reviewers retained by the Region on behalf of JART.	<ul style="list-style-type: none"> <li>• Appealed to the OLT by the Applicant in August 2024 on the basis of failure of Regional Council to make a decision on the application.</li> </ul>
<b>Niagara Falls</b>	<b>4709, 4725, and 4745 Bender Street and 5655 Ontario Avenue</b>	Great Lakes Entertainment Canada Ltd.	Applications to facilitate the development of a 17-storey, 402 room hotel with an ice sculpture gallery and tropical garden.	<ul style="list-style-type: none"> <li>• Approved, subject to holding provisions.</li> </ul>



Municipality	Application	Developer	Details	Status
	Application Type(s): LOPA, ZBA			
<b>Niagara Falls</b>	<b>6546 Fallsview Boulevard and 6503-6519 Stanley Avenue</b>  Application Type(s): LOPA, ZBA	Hennepin Realty Holdings Inc. And Hennepin’s View Inc.	Applications to facilitate the development of a mixed-use building consisting of two, 58-storey towers (maximum of 60-storeys to accommodate roof features), with a total of 1,140 hotel suites and 126 dwelling units, along with space for restaurants, retail, gaming facilities, offices, and banquet and meeting facilities. A seven-storey parking garage and hotel guest terminal facility is also proposed.	<ul style="list-style-type: none"> <li>• Approved, subject to holding provisions.</li> </ul>
<b>Niagara Falls</b>	<b>7630 Oakwood Drive</b>  Application Type(s): LOPA, ZBA, Draft Plan of Subdivision, Draft Plan of Condominium	Branthaven Belmont Oakwood Inc.	Applications to facilitate the development of 255 dwelling units, comprising: <ul style="list-style-type: none"> <li>• 46 three-storey rear lane towns,</li> <li>• 36 two-storey towns,</li> <li>• 106 three-storey back-to-back towns,</li> <li>• 67 three-storey towns, and</li> </ul>	<ul style="list-style-type: none"> <li>• City Council approved the LOPA, ZBA and Draft Plan of Subdivision applications, subject to holding provisions.</li> <li>• Removal of Holding was approved on October 16, 2024.</li> <li>• Draft Plan of Condominium Application circulated</li> </ul>

Municipality	Application	Developer	Details	Status
			<ul style="list-style-type: none"> <li>• up to 46 additional dwelling units).</li> </ul>	to the Region on January 17, 2025.
<b>Niagara Falls</b>	<b>9304 McLeod Road</b>  Application Type(s): LOPA, ZBA, Draft Plan of Subdivision Modification	800460 Ontario Limited	Applications to facilitate the development of 544 dwelling units, comprising: <ul style="list-style-type: none"> <li>• 149 detached lots,</li> <li>• 395 townhouse dwellings, and</li> <li>• parkland and a stormwater management facility)</li> </ul>	<ul style="list-style-type: none"> <li>• Approved, subject to holding provisions.</li> </ul>
<b>St. Catharines</b>	<b>37 Ontario Street and 3 Ontario Lane</b>  Application Type(s): ZBA	FIRST ONTARIO STREET LTD.	Application to facilitate the development of a 33-storey mixed use condominium building consisting of 308 new residential units, as well as retail and offices uses.	<ul style="list-style-type: none"> <li>• Regional staff provided comments on December 11, 2024.</li> </ul>
<b>St. Catharines</b>	<b>1024 Vanisckle Road North</b>  Application Type(s): LOPA, ZBA, Site Plan	Royal Tuscan Townhomes Niagara Ltd.	Applications to facilitate the development of two five-storey apartment buildings, each building consisting of 58 units (for a total of 116 new units).	<ul style="list-style-type: none"> <li>• City Council approved the LOPA and ZBA.</li> <li>• Site Plan application circulated to the Region on December 18, 2024.</li> </ul>
<b>St. Catharines</b>	<b>1298 Fourth Avenue</b>	Shannex Ontario Development Ltd.	Application to facilitate the development of a new long-term care facilitate with 430 units.	<ul style="list-style-type: none"> <li>• Approved.</li> </ul>

Municipality	Application	Developer	Details	Status
	Application Type(s): ZBA		"Phase 1" consists of a three-storey podium and two 8- and 10-storey towers. "Phase 2" consists of one 8-storey building.	
<b>West Lincoln</b>	<b>North Side of St. Catharines Street (Regional Road 20), East of Industrial Road</b>  Application Type(s): ZBA, Draft Plan of Subdivision	Kanthville Holdings Inc.	Applications to facilitate the development of 37 blocks for a mix and range of dwelling types, including: <ul style="list-style-type: none"> <li>• 36 semi-detached dwellings,</li> <li>• 34 townhouse dwellings,</li> <li>• retirement home with 104 units,</li> <li>• apartment building with 152 units</li> <li>• 20 business park units, approximately 756 m<sup>2</sup> of commercial gross floor area, and</li> <li>• 0.63 hectares of parkland.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional staff provided comments on March 12, 2024 and November 8, 2024.</li> </ul>
<b>Pelham</b>	<b>1415 Station Street</b>  Application Type(s): LOPA, ZBA	Hummel Properties	Applications to facilitate the development of a three-storey condominium building with a total of 22 new dwelling units.	<ul style="list-style-type: none"> <li>• Regional staff provided comments on December 9, 2024.</li> <li>• A Public Meeting was held on January 22, 2025.</li> </ul>
<b>Pelham</b>	<b>51 Meridian Way</b>	MFS FONTHILL GP INC.	Application for a three phase development, including a five-storey retirement home (Phase 1) and two residential apartment	<ul style="list-style-type: none"> <li>• Regional staff provided comments on April 12, 2024.</li> </ul>

Municipality	Application	Developer	Details	Status
	Application Type(s): Site Plan		<p>buildings consisting of 60 and 66 units, respectively (Phase 2 and 3).</p> <p>It is intended that a Draft Plan of Vacant Land Condominium will be brought forward in the future to create individual land units for each phase and common elements for the site.</p>	
<b>Welland</b>	<p><b>418-430 Aqueduct Street &amp; 650-678 Niagara Street</b></p> <p>Application Type(s): LOPA, ZBA</p>	The Development Group	Applications to facilitate three high-rise residential towers ranging from 8- to 16-storeys consisting of 853 residential units & two blocks of stacked townhouses consisting of 26 units.	<ul style="list-style-type: none"> <li>Regional staff provided comments on March 18, 2024 and January 3, 2025.</li> </ul>
<b>Welland</b>	<p><b>436 Quaker Road</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	PRIMONT	Applications to facilitate a mix and range of dwelling types for a total of approximately 711-741 residential dwelling units.	<ul style="list-style-type: none"> <li>Regional staff provided comments on October 11, 2024.</li> </ul>

Municipality	Application	Developer	Details	Status
Welland	<p><b>210 Quaker Road and 276 Quaker Road</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	Ashton Homes	Applications to facilitate 263 single detached dwelling units and 76 street townhouses for a total of 339 residential dwelling units.	<ul style="list-style-type: none"> <li>Regional staff provided comments on December 19, 2024.</li> </ul>
Welland	<p><b>Northern Reach Phase 1 (Block 1 of Lock and Quay -1 Quaker Road)</b></p> <p>Application Type(s): Site Plan</p>	Liv Communities	Application to facilitate Phase 1 of Lock and Quay including 90 two storey townhouses. All phases of Lock and Quay are anticipated to yield 3,800 to 4,500 residential dwelling units.	<ul style="list-style-type: none"> <li>The application was circulated on December 11, 2024.</li> <li>Regional staff provided comments on January 10, 2025 and January 23, 2025.</li> </ul>
Welland	<p><b>744 First Avenue</b></p> <p>Application Type(s): LOPA, ZBA</p>	Ambria (First-Welland) Limited	Applications to facilitate 22 residential blocks, consisting of 357 stacked townhouse residential units.	<ul style="list-style-type: none"> <li>Approved.</li> </ul>
Thorold	<p><b>13030 Lundy's Lane (Highway 20)</b></p> <p>Application Type(s): LOPA, ZBA, Draft Plan of Subdivision</p>	Rudanco Hospitality Corporation	Applications to facilitate 76 new private development blocks, anticipated to accommodate 2,062 residential units.	<ul style="list-style-type: none"> <li>Regional staff provided preliminary comments on May 25, 2024.</li> </ul>

Municipality	Application	Developer	Details	Status
<b>Thorold</b>	<b>Uppers Lane</b>  Application Type(s): ZBA, Draft Plan of Subdivision	Parkbridge Lifestyle Communities	Application to facilitate a 39.8- hectare site, anticipated to have 603 residential units	<ul style="list-style-type: none"> <li>Regional staff provided preliminary comments on August 16, 2024.</li> </ul>
<b>Thorold</b>	<b>75 Ormond Street South</b>  Application Type(s): LOPA, ZBA	Jian Peng Zhou	Applications to facilitate a 15- storey building with 275 residential units.	<ul style="list-style-type: none"> <li>Regional staff provided comments on February 27, 2024.</li> </ul>
<b>Grimsby</b>	<b>133-137 Main Street East</b>  Application Type(s): Site Plan	Burgess Heritage Group	Application to facilitate a five- storey mixed use building with 147 units and 280 m <sup>2</sup> of commercial space	<ul style="list-style-type: none"> <li>Regional staff provided comments on July 12, 2024.</li> </ul>
<b>Grimsby</b>	<b>725 South Service Road</b>  Application Type(s): Site Plan	Anatolia Investment Corporation	Application for three industrial buildings. Building 1 has a proposed area of 27,019.66 m <sup>2</sup> , Building 2 has a proposed area of 21,166.68 m <sup>2</sup> , and Building 3 has a proposed area of 11,493.93 m <sup>2</sup> .	<ul style="list-style-type: none"> <li>Regional staff provided comments on January 26, 2024.</li> </ul>



---

**Subject:** Diversity, Equity, and Inclusion Action Plan 2024 Progress Report

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 9, 2025

---

## Recommendations

1. That Report PDS 7-2025 **BE RECEIVED** for information; and
2. That Report PDS 7-2025 **BE CIRCULATED** to the Local Area Municipalities for information.

## Key Facts

- The purpose of this report is to provide the annual update on the progress of the Diversity, Equity, and Inclusion Action Plan 2023-2027. This follows the commitment made in report CAO 12-2022 when the Plan was approved by Regional Council.
- This Plan is vital for achieving the Equitable Region Council's Strategic Priority by creating opportunities for a safe and inclusive Niagara, ensuring the Region is welcoming, inclusive, and free from discrimination.
- As of December 2024, the Plan has a 38 per cent completion rate. Of the 44 action items, 12 are completed, 11 are progressing, and 21 are upcoming. Five action items were completed in 2024.
- At the end of 2024, 80 per cent of all active staff completed Diversity, Equity, and Inclusion Fundamentals e-modules, including 87 per cent of all People Leaders.
- The workforce of Niagara Region is meeting the goal of reflecting the region's diverse population.

## Financial Considerations

Expenses for the completed deliverables in 2024 were accommodated within the Council approved 2024 Growth Strategy and Economic Development Administration budget. The planned activities described in this report are within the Council approved 2025 Strategic Initiatives budget.

## Analysis

The Niagara Region Diversity, Equity, and Inclusion team, in collaboration with the Diversity, Equity, and Inclusion Advisory Committee, Regional staff, and community members, developed the Diversity, Equity, and Inclusion Action Plan 2023-2027. Its vision is a welcoming and inclusive Niagara region where diversity and equity are valued and reflected. The mission is to advance equity, foster welcoming and inclusive communities and workplaces, and eliminate barriers and discrimination. The plan identifies six focus areas with a primary focus on the Niagara Region as an organization.

To ensure Council and the community are updated on implementation of the Diversity, Equity, and Inclusion Action Plan, staff have committed to provide annual update reports.

As of December 2024, the Plan is 38 per cent complete. Of the 44 action items identified in the Plan, 12 are completed, 11 are progressing, and 21 are upcoming. Appendix 1 includes a summary document with a selection of the action items completed or that made progress in 2024, as well as a summary of the demographic results from the 2024 Employee Engagement Survey.

The demographic data from the Employee Engagement Survey is used to track the diversity of Niagara Region's workforce in comparison to the demographics of the community. This is part of Focus Area C in the Plan. The data is used to identify potential barriers and implement best practices in recruitment and hiring to address those barriers, with the aim to increase the diversity of the workforce.

According to the 2021 Canadian Census, the population in Niagara is 13 per cent racialized, 18 per cent were not born in Canada, and five per cent were part of a religious minority. Based on the 2024 Employee Engagement Survey, the employees at the Region are 14 per cent racialized, 19 per cent were not born in Canada, and five per cent were part of a religious minority.

Additionally, progress updates can be tracked on a public dashboard, accessible through the [Diversity, Equity, and Inclusion Action Plan 2023 - 2027 Dashboard](https://performance.envisio.com/dashboard/niagararegion101) (<https://performance.envisio.com/dashboard/niagararegion101>).

Some of the accomplishments in 2024 include the following:

- Thirty-one employees were recognized through the Corporate Employee Recognition Program and Team (CERT) Awards for their contributions to advancing diversity, equity, and inclusion.
- Three Community of Practice meetings were held. There are currently 123 members representing 87 organizations participating in the Community of Practice.
- At the end of 2024, 80 per cent of all active Region staff (3,274 out of 4,077) had completed the e-module training, including 87 per cent of People Leaders.
- Ninety-six per cent of People Leaders (383) participated in a one-hour in-person training on Inclusive Leadership.
- The workforce of Niagara Region is meeting the goal of reflecting the region's diverse population.
- The 2024 Calendar of Significant Events were used to provide monthly summaries of 247 significant dates and 45 individual spotlight dates. In 2024, the monthly summaries had 2,700 total views and the spotlight date posts had 4,195 total views.

Some of the key actions that will continue or begin in 2025 include the following:

- Develop and promote the Diversity, Equity, and Inclusion Handbook.
- Create and promote a Diversity, Equity, and Inclusion Charter.
- Deliver diversity, equity, and inclusion learning for all staff, Councillors, and volunteers.
- Implement best practices to eliminate barriers in recruitment and hiring processes.
- Report on periodic community diversity, equity, and inclusion surveys that include evaluating the impact of Niagara Region programs and services.
- Review Niagara Region policies and procedures using the Diversity, Equity, and Inclusion Handbook.
- Work with Region staff to recognize and showcase significant dates.

### **Alternatives Reviewed**

No alternatives were reviewed.

## Relationship to Council Strategic Priorities

The Diversity, Equity, and Inclusion Action Plan 2023-2027 aligns with Regional Council's Strategic Priorities by offering a framework to address diversity, equity, inclusion. This Plan contributes to creating an Equitable Region by fostering a safe and inclusive environment in Niagara. It is an action in the Priorities that emphasizes responding to community needs, planning for future growth, and ensuring the Region remains welcoming and free from discrimination. The Plan contributes to the strategic lens of diversity, equity, inclusion and Indigenous reconciliation by providing training and resources for staff to incorporate diversity, equity, inclusion and reconciliation in all Niagara Region projects, programs and services.

## Other Pertinent Reports

- [CAO 12-2022 - Diversity, Equity, and Inclusion Action Plan 2023-2027](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=28405)  
(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=28405>)
- [PDS 12-2024 – Diversity, Equity, and Inclusion Action Plan 2023 Progress Report](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36719)  
(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36719>)

---

### Prepared by:

Cassandra Ogguniyi, PhD, MSocSci  
Manager, Diversity, Equity, Inclusion,  
and Indigenous Relations  
Office of the Deputy CAO

---

### Recommended by:

Michelle Sergi, MCIP, RPP  
Deputy CAO  
Office of the Deputy CAO

---

**Submitted by:**

Ron Tripp, P.Eng.  
Chief Administrative Officer

This report was prepared in consultation with Yusuf Al-Harazi, Diversity, Equity, and Inclusion Advisor, and reviewed by Jimmy Huynh, Diversity, Equity, and Inclusion Intern; Suzanne Madder, Associate Director, Strategic Initiatives; Angela Stea, Director, Strategic Initiatives; Janine Tessmer, Communications Consultant; and Susan White, Program Financial Specialist.

**Appendices**

Appendix 1            Diversity, Equity, and Inclusion Action Plan 2024 Progress Report

# Diversity, Equity, and Inclusion Action Plan 2024 Progress Report

April 9, 2025

## Introduction

The Niagara Region Diversity, Equity, and Inclusion team, in collaboration with the Diversity, Equity, and Inclusion Advisory Committee, Regional staff, and community members, developed the Diversity, Equity, and Inclusion Action Plan 2023-2027. Its vision is a welcoming and inclusive Niagara region where diversity and equity are valued and reflected. The mission is to advance equity, foster welcoming and inclusive communities and workplaces, and eliminate barriers and discrimination. The plan identifies six focus areas based on staff and community consultations.

To ensure Council and the community are updated on implementation of the Diversity, Equity, and Inclusion Action Plan, staff have committed to provide annual update reports.

Progress updates can be tracked on a public dashboard launched in 2024, accessible through the [Diversity, Equity, and Inclusion Action Plan 2023 - 2027 Dashboard](https://performance.envisio.com/dashboard/niagararegion101) (<https://performance.envisio.com/dashboard/niagararegion101>).

As of December 2024, the Plan has a 38 per cent completion rate. Of the 44 action items, 12 are completed, 11 are progressing, and 21 are upcoming. Five action items were completed in 2024. This report includes a selection of the action items which were completed or made progress in 2024.







# Focus Area A: Inclusive workplace culture, leadership, and accountability

Enabling an organization where leaders are accountable and provide an environment where staff and community members feel heard and respected.

**Goal 1.1: Increase per cent of Niagara Region staff who report that they feel heard, respected, and valued by their managers by five per cent.**

---

## Create a program that recognizes staff who advance diversity, equity, and inclusion.

**Status: Completed**

Thirty-one employees were recognized through the Corporate Employee Recognition Program and Team (CERT) Awards for their contributions to advancing diversity, equity, and inclusion. This marked the second year of the diversity, equity, and inclusion category within the program.

## Develop and distribute a Diversity, Equity, and Inclusion Handbook.

**Status: On Track**

Development of the Diversity, Equity, and Inclusion Handbook continues with significant consultation and staff participation throughout the organization. The handbook will help Regional staff integrate diversity, equity, and inclusion into their daily work.

## Establish and lead a Diversity, Equity, and Inclusion Community of Practice.

**Status: Completed**

In 2024, three Community of Practice meetings were held. There are currently 123 members representing 87 organizations participating in the Community of Practice.

## Create and promote a Diversity, Equity, and Inclusion Charter.

**Status: On Track**

The Niagara Diversity, Equity, and Inclusion Community of Practice (which includes Area Municipalities) is creating an Inclusion Charter to guide the work of the Community of Practice.

## Performance Measure:

**Goal 1.1:** In 2024, 75 per cent of Niagara Region staff report that they feel heard, respected, and valued by their managers (Employee Engagement Survey, 2024).

**Target:** 84 per cent. **Current:** Trending down.





# Focus Area B: Increased Understanding and Humility Through Learning

Providing knowledge, skills, and learning opportunities for staff, Councillors, volunteers, and community members to increase their ability to understand and use diversity equity, and inclusion principles and demonstrate cultural humility.

**Goal 2.1: Increase the knowledge, skills, and competencies of staff, Councillors, and volunteers to be equipped to support the diverse population of Niagara by ten per cent.**

---

**Deliver diversity, equity, and inclusion learning for all staff and volunteers.**

**Status: On Track**

Completed first full year of Diversity, Equity, and Inclusion Training which included mandatory e-modules for all staff on Diversity, Equity, and Inclusion Fundamentals. At the end of 2024, 80 per cent of all active staff (3,274 out of 4,077) had completed the e-modules, including 348 (87 per cent) of active People Leaders and 2,865 (79 per cent) of non-People Leaders.

**Implement inclusive leadership development.**

**Status: On Track**

383 (96 per cent) People Leaders participated in a one-hour in-person training on Inclusive Leadership. This included 45 new leaders who participated in the Leader's Edge program.

**Deliver diversity, equity, and inclusion learning for all Councillors.**

**Status: On Track**

Leela MadhavaRau provided Council training in May 2024 on how to integrate diversity, equity, and inclusion principles into policy decisions.

**Performance Measure:**

**Goal 2.1:** Average 17.6 per cent knowledge growth for People Leaders through Inclusive Leadership sessions (Training session assessments, 2024).

**Target:** 10 per cent.

**Current:** Trending up.





## Focus Area C: Diverse Workforce Reflective of Niagara's Community

Using evidence informed best practices to recruit, hire, retain, and promote a more diverse workforce.

**Goal 3.1: Use a variety of inclusive strategies to hire, retain, and promote the workforce of Niagara Region to reflect the region's diverse population based on the Canadian Census.**

---

**Implement best practices to eliminate barriers in recruitment, hiring, and promotion processes.**

**Status: On Track**

In 2024, the Employee Equity statement was updated on Niagara Region job postings. Training on best practices was included in Inclusive Leadership through the Leader's Edge program.

**Monitor, report, and celebrate the diversity of workplace composition.**

**Status: On Track**

Compared to the 2021 Canadian Census, the workforce of Niagara Region is equally or more diverse than the population in Niagara. See appendix A for full tables of the 2024 staff demographic data.

**Promote the business case for diversity, equity, and inclusion**

**Status: Completed**

The business case for diversity, equity, and inclusion was communicated through various methods, including staff training sessions, as well as internal and external communications. Three videos were produced to highlight the progress of the Diversity, Equity, and Inclusion Action Plan.

**Performance Measure:**

**Goal 3.1:** The workforce of Niagara Region is meeting the goal of reflecting the region's diverse population in comparison to the 2021 Census (Employee Engagement Survey, 2024).

**Target:** 13 per cent racialized, 18 per cent not born in Canada, 5 per cent religious minority.

**Current:** 14 per cent racialized, 19 per cent not born in Canada, 5 per cent religious minority.





## Focus Area D: Programs and Services Meet the Needs of Everyone

Providing evidence-informed best practices and resources to incorporate diversity, equity, and inclusion principles into Niagara Region programs and services.

**Goal 4.1: One hundred per cent of Niagara Region Divisions have incorporated diversity, equity, and inclusion principles into their work.**

---

**Improve the process for complaints within Niagara Region programs and services relating to bias or discrimination.**

**Status: Upcoming**

Working towards improving the process for complaints in partnership with the Multi-Year Accessibility Plan, which was finalized and approved in December 2024.



## Focus Area E: Addressing Discrimination

Reviewing and revising policies and processes, in partnership with diverse communities, to address and reduce discrimination experienced in Niagara.

**Goal 5.1: Increase the Diversity, Equity, and Inclusion score for Niagara Region employees by five per cent.**

---

**Publish a formal anti-discrimination acknowledgement statement.**

**Status: On Track**

Work has begun to create an anti-discrimination acknowledgement statement, including a discussion at the Diversity, Equity, and Inclusion Advisory Committee.

### **Performance Measure:**

**Goal 5.1:** The Diversity, Equity, and Inclusion Score remained the same at 75 per cent for Niagara Region employees (Employee Engagement Survey, 2024).

**Target:** 80 per cent.

**Current:** No change from 2021.





## Focus Area F: Inclusive Communication

Providing clear, inclusive, representative communication for staff and community members to showcase significant dates, provide key information, and recognize leaders that advance diversity, equity, and inclusion.

### Goal 6.1 Ninety per cent of Niagara Region staff feel represented and included in diversity, equity, and inclusion related communications and initiatives.

---

#### Publish a calendar of significant dates.

**Status: Completed**

The 2024 Calendar of Significant Events were used to provide monthly summaries of 247 significant dates and 45 individual spotlight dates. In 2024, the monthly summaries had 2,700 total views with an average of 225 views per monthly summary and 4,195 total views for the spotlight date posts with an average of 93 views per post on Vine.

#### Ensure diverse staff are recognized.

**Status: Completed**

A “Stories of Diversity” series was launched to highlight the innovative diversity, equity, and inclusion efforts within the organization and to showcase individual stories. This

included three features on the Supervised Practice Experience Partnership program for foreign-trained nurses, which garnered significant positive feedback from staff.

#### Support events with community partners to recognize special days and events showcasing diversity.

**Status: Completed**

Four external events with community partners were organized in 2024. Two staff awareness events were organized. A panel discussion for Black History Month was held in February. A decorating contest and celebration with dancers, drummers, and Indian food took place at the end of October for Diwali. Positive feedback was received from staff and Long Term Care residents about the celebration events held throughout the year.



# Appendix A: 2024 Employee Engagement Survey Results

The following data are from the 2024 Niagara Region Employee Engagement Survey. A total of 2,604 responses were received, a 71 per cent response rate.

Table 1: Employee Engagement Survey Results for Race.

Race	Total %	People Leader %	Non People Leader %	2021 Census <sup>1</sup>
White	72%	85%	70%	87%
Racialized (combined calculation of Asian, Black, Latin American, and Middle Eastern)	14%	5%	15%	13%
Prefer not to answer	12%	9%	13%	N/A
Asian (South)	4%	1%	4%	3%
Black	3%	1%	4%	3%
Asian (South East)	3%	1%	4%	1%
Not listed, please describe	2%	2%	2%	N/A
Indigenous	2%	1%	2%	3%
Asian (East)	2%	1%	2%	3%
Latin American	2%	1%	2%	2%
Middle Eastern	1%	1%	1%	1%
Do not know	0%	1%	0%	N/A

Table 2: Employee Engagement Survey Results for Length of Time in Canada.

Length of Time in Canada	Total %	People Leader %	Non People Leader %	2021 Census <sup>1</sup>
I was born in Canada	74%	83%	72%	81%
I was not born in Canada (combined calculation of 0 to more than 10 years)	19%	12%	20%	18%
More than 10 years	13%	12%	13%	14%
Prefer not to answer	7%	4%	8%	N/A
6 to 10 years	3%	0%	3%	1%
0 to 5 years	3%	0%	3%	2%





Table 3: Employee Engagement Survey Results for Disability.

<b>Disability</b>	<b>Total %</b>	<b>People Leader %</b>	<b>Non People Leader %</b>
No chronic health concern or disability	52%	68%	49%
Identifies as having a chronic health concern or disability (combined calculation of all disabilities listed)	27%	19%	28%
Prefer not to answer	20%	12%	21%
Mental health disability [example: bipolar disorder, depression, anxiety]	16%	10%	17%
Physical/chronic illness and/or pain [examples: diabetes, heart condition, kidney disease, lung disease, rheumatoid arthritis]	9%	8%	9%
Learning disability [example: dyslexia]	3%	1%	3%
Not listed, please describe	3%	2%	4%
Deaf, deafened or hard of hearing	2%	1%	2%
Do not know	2%	1%	3%
Addiction (alcohol, drugs, gambling or other)	1%	1%	1%
Blindness or low vision [does not include vision correctable by glasses or contact lenses]	1%	1%	1%
Mobility disability [examples: cane, wheelchair]	1%	0%	1%
Neurologic disorders [example: Parkinson’s disease]	1%	0%	1%
Physical, coordination, manual dexterity, or strength [example: handling objects]	1%	1%	1%
Speech and language disability [not caused by hearing loss]	1%	0%	1%
Substance (over)use or dependence	1%	0%	1%
Developmental or cognitive disability [example: Down syndrome]	0%	0%	0%



Table 4: Employee Engagement Survey Results for Religion

Religion	Total %	People Leader %	Non People Leader %	2021 Census <sup>1</sup>
Christian	21%	20%	22%	31%
No religious affiliation	21%	25%	20%	34%
Roman Catholic	19%	23%	19%	29%
Prefer not to answer	16%	10%	17%	N/A
Atheist	6%	6%	5%	N/A
Agnostic	5%	8%	5%	N/A
Religious Minority (Calculated compilation of Hindu, Muslim, Sikh, Buddhist, Indigenous Spirituality, Jewish)	5%	3%	6%	5%
Not listed, please specify	3%	3%	3%	N/A
Protestant	3%	3%	3%	N/A
Hindu	1%	0%	1%	1%
Muslim	1%	1%	1%	2%
Sikh	1%	0%	1%	1%
Buddhist	1%	1%	1%	1%
Indigenous Spirituality	1%	0%	1%	0%

Table 5: Employee Engagement Survey Results for Sexuality. There is no related Census data available.

Sexuality	Total %	People Leader %	Non People Leader %
Heterosexual or Straight	76%	88%	74%
Prefer not to answer	17%	10%	18%
Number of people who identify as another sexual orientation (Combined calculation of Bisexual, Gay, Lesbian, Queer, Two Spirit)	6%	2%	7%
Bisexual	3%	1%	3%
Queer	1%	0%	1%
Do not know	1%	0%	1%
Not listed, please describe	1%	0%	1%
Gay	0%	1%	0%
Lesbian	0%	0%	1%



Table 6: Employee Engagement Survey Results for Gender

<b>Gender</b>	<b>Total %</b>	<b>People Leader %</b>	<b>Non People Leader %</b>	<b>2021 Census<sup>1</sup></b>
<b>Woman</b>	61%	52%	62%	51%
<b>Man</b>	26%	38%	24%	49%
<b>Prefer not to answer</b>	11%	10%	12%	N/A
<b>Gender Diverse (combined calculation of Non-binary, Trans man, Trans woman, Two Spirit)</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>N/A</b>
<b>Not listed, please describe</b>	1%	0%	1%	N/A

References

1. Statistics Canada. 2022. Census Profile. Niagara Region. 2021 Census. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released October 26, 2022. ([www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E](http://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E))

