



THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL ORDER OF BUSINESS

CL 8-2025

Thursday, May 22, 2025

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
9. ADOPTION OF MINUTES
 - 9.1 Council Minutes CL 6-2025
Thursday, April 24, 2025 (Regular Meeting)

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9.2	<u>Council Minutes CL 7-2025</u> Thursday, May 1, 2025 (Special Meeting)	17 - 19
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The above minutes are presented for errors and/or omissions only.

10. CORRESPONDENCE

10.1	<u>CL-C 32-2025</u> Niagara Transit - General Manager's 2024 Annual Report	20 - 72
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11. ITEMS FOR CONSIDERATION

11.1	<u>CL-C 30-2025</u> Declaration of Vacant Regional Council Seat (City of Port Colborne)	76 - 78
11.2	<u>CL-C 31-2025</u> Niagara Regional Police Service Board Request for Operating Budget Amendment - Homeland Security Investigations Border Enforcement Security Task Force Secondment	79 - 83

12. COMMITTEE REPORTS - OPEN SESSION

12.1	<u>Committee of the Whole</u> Minutes COTW 4-2025, Thursday, May 1, 2025	84 - 201
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12.5	<u>Planning and Economic Development Committee</u> Minutes PEDC 4-2025, Wednesday, May 7, 2025	527 - 728
12.6	<u>Audit Committee</u> Minutes AC 2-2025, Tuesday, May 20, 2025	729 - 915

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

- 13.1 CAO 5-2025 916 - 919
Proposed 2025 Association of Municipalities of Ontario Delegations

14. MOTIONS

- 14.1 Consolidated General Levy Rate 920
In accordance with the notice requirements of Section 18.1(a) of
Niagara Region's Procedural By-law, Councillor Gale provided a motion
for consideration at the May 22, 2025, Council meeting respecting
Consolidated General Levy Rate.

15. NOTICES OF MOTION

16. CLOSED SESSION

- 16.1 Committee Reports - Closed Session
- 16.1.1 Public Health and Social Services Committee - Closed Session
Closed Minutes PHSSC 5-2025, Tuesday, May 6, 2025
- 16.1.2 Corporate Services Committee - Closed Session
CSC 4-2025, Wednesday, May 7, 2025
- 16.1.3 Planning and Economic Development Committee - Closed
Session
PEDC 4-2025, Wednesday, May 7, 2025
- 16.2 Confidential Items Submitted Directly to Council
- 16.2.1 Confidential Verbal Update
A Matter of Advice that is Subject to Solicitor-Client Privilege
and A Matter of Litigation or Potential Litigation under s. 239(2)
of the Municipal Act, 2001 - Update respecting Litigation
concerning Former Senior Administration Official
- 16.2.2 Confidential CAO 8-2025
Personal Matters about an Identifiable Individual under s. 239
(2) of the Municipal Act, 2001 - Recruitment, Commissioner
Corporate Services

17. BUSINESS ARISING FROM CLOSED SESSION

18. BY-LAWS

- | | | |
|------|--|-----------|
| 18.1 | <u>Bill 2025-21</u>
A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways - Stopping Prohibition on Regional Road 43 (Bridge Street) in the City of Niagara Falls. | 921 - 922 |
| 18.2 | <u>Bill 2025-22</u>
A by-law to authorize the borrowing upon instalment debentures in the aggregate principal amount of \$13,693,000.00 (10 year instalment debentures in the aggregate principal amount of \$11,953,000.00 and 20 year instalment debentures in the aggregate principal amount of \$1,740,000.00) for capital works of the Towns of Lincoln and Niagara-on-the-Lake and the City of Welland. | 923 - 946 |
| 18.3 | <u>Bill 2025-23</u>
A by-law to provide for the regulation of traffic on Regional Highways (Designation of Community Safety Zones). | 947 - 949 |
| 18.4 | <u>Bill 2025-24</u>
A by-law to amend By-law 2020-79 being a By-law to Prohibit or Regulate the Destruction or Injuring of Trees in The Regional Municipality of Niagara. | 950 - 953 |
| 18.5 | <u>Bill 2025-25</u>
A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held May 22, 2025. | 954 - 955 |

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).

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

CL 6-2025

Thursday, April 24, 2025

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Bateman, Campion, Chiocchio, Craitor*, Easton, Foster, Gale, Ganann, Heit, Insinna*, Ip, Jordan, Junkin, Morocco, Olson, Seaborn, Secord*, Siscoe, Sorrento, Steele*, Ugulini, Villella, Whalen, Witteveen

Absent/Regrets: Davies, Diodati, Grant, Kaiser, Redekop, Rigby, Zalepa

Staff: D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, S. Fraser, Associate Director, Transportation Planning, D. Gibbs, Regional Solicitor/Director, Legal & Court Services*, C. Habermebl, Director, Waste Management Services, R. Hill, Legislative Coordinator, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Children's Services*, H. Koning, Commissioner, Community Services, A. Korchok, Chief of Staff, Governance, P. Lambert, Director, Water & Wastewater Services*, K. Lotimer, Deputy Clerk, B. Menage, Director, Procurement Services, D. Morreale, Director, Growth Management & Planning, S. Norman, Senior Planner*, A.-M. Norio, Regional Clerk, C. Ogunniyi, Manager, Diversity, Equity, Inclusion, and Indigenous Relations, M. Raquion, Director, Financial Management & Planning/Deputy Treasurer*, B. Ray, Associate Director, Facility Project Assets & Energy*, T. Ricketts, Commissioner, Public Works, G. Spezza, Director, Economic Development, A. Stea, Director, Strategic Initiatives*, F. Tassone, Director, Transportation Services, B. Wilson, Senior Legal Counsel

* 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 6:30 p.m.

2. **LAND ACKNOWLEDGEMENT STATEMENT**

Councillor Ganann 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**

There were no items added to the agenda.

4.2 **Changes in Order of Items**

Moved by Councillor Bateman
Seconded by Councillor Whalen

That the order of the agenda **BE AMENDED** to move the consideration of Memorandum CL-C 26-2025, respecting Filling of Vacant Regional Council Seat (Agenda Item 11.1), to precede Presentations (Agenda Item 6).

Carried

Moved by Councillor Seaborn
Seconded by Councillor Siscoe

That Council Agenda CL 6-2025, **BE ADOPTED**, as amended.

Carried

5. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

11. ITEMS FOR CONSIDERATION

11.1 CL-C 26-2025

Filling of Vacant Regional Council Seat

Moved by Councillor Junkin

Seconded by Councillor Morocco

That Memorandum CL-C 26-2025, dated April 24, 2025, respecting Filling of Vacant Regional Council Seat – Town of Pelham, **BE RECEIVED**; and

That, further to the correspondence received from the Town of Pelham, dated March 27, 2025, respecting Town of Pelham Vacant Regional Council Seat, Regional Council **APPROVE** the recommendation of the Town of Pelham to appoint Wayne Olson to fill the vacant seat of Regional Councillor for the Town of Pelham.

Carried

Moved by Councillor Junkin

Seconded by Councillor Bateman

That Wayne Olson **BE APPOINTED** as Regional Councillor for the Town of Pelham to fill the vacant seat for the remainder of the existing Council term (until November 14, 2026); and

That the Regional Clerk **ADMINISTER** the Declaration of Office to Wayne Olson at this time in order that Mr. Olson can assume his seat immediately after taking the Declaration of Office.

Carried

Ann-Marie Norio, Regional Clerk, administered the Declaration of Office to Mr. Wayne Olson who then took his seat in the Council Chamber.

Moved by Councillor Witteveen

Seconded by Councillor Whalen

That Councillor Olson **BE APPOINTED** to the Public Works Committee, Public Health and Social Services Committee, Corporate Services Committee, Planning & Economic Development Committee, Audit Committee, and Agricultural Policy and Action Committee, effective immediately, for the remainder of this term of Council; and

That the Agricultural Policy and Action Committee Terms of Reference **BE AMENDED** to provide for representation from up to seven (7) members of Regional Council.

Carried

6. PRESENTATIONS

6.1 Niagara Parks Commission 2025 Updates and Initiatives

Bob Gale, Chair, and David Adames, Chief Executive Officer, Niagara Parks Commission, provided information respecting Niagara Parks Commission 2025 Updates and Initiatives. Topics of the presentation included:

- Operations and Funding
- Environmental Stewardship
- Cultural Stewardship
- Tourism Landscape
- Capital Projects
- Benefits to Local Communities
- Regional Connections
- Collaboration with Niagara Region and Metrolinx
- Niagara Parks Marina
- Redevelopment of Toronto Power
- Sustainable Tourism Growth
- Niagara Parks Foundation

7. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

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

8. DELEGATIONS

8.1 Vision Zero Road Safety Strategic Plan (Minute Item 6.1, Minutes PWC 4-2025 (Agenda Item 12.3))

8.1.1 Bryan Blue, Resident, City of St. Catharines

Bryan Blue, resident, City of St. Catharines, appeared before Council, to advocate for road safety, specifically enforcement and infrastructure and to request a review of pedestrian crosswalks with the intent of upgrading safety measures.

9. ADOPTION OF MINUTES

9.1 Council Minutes CL 5-2025
Thursday, March 20, 2025

Moved by Councillor Sorrento
Seconded by Councillor Ugolini

That Minutes CL 5-2025 being the Open Session minutes of the Regional Council meeting held on Thursday, March 20, 2025, **BE ADOPTED**.

Carried

Councillor Information Request(s):

Provide information on the Region's Business Licensing unit functions, tow truck licencing and the tow rotation list. Councillor Gale.

10. CORRESPONDENCE

Moved by Councillor Bateman
Seconded by Councillor Witteveen

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

CHR 2-2025
Niagara Week 2025 Scheduling Changes

CL-C 28-2025
Appointment of Municipal By-law Enforcement Officers

CL-C 29-2025
2025 Budget Amendment - Report PW-16 2025 Vision Zero Road Safety
Strategic Plan – Transportation Services

Carried

11. ITEMS FOR CONSIDERATION

11.2 CSD 26-2025

Public Procurement and Reciprocal Tariffs: Considerations and Potential Impacts

Moved by Councillor Jordan
Seconded by Councillor Seaborn

That Report CSD 26-2025, dated April 24, 2025, respecting Public Procurement and Reciprocal Tariffs: Considerations and Potential Impacts, **BE RECEIVED** for information.

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Audit Committee

Minutes AC 1-2025, Monday, March 24, 2025

Moved by Councillor Whalen
Seconded by Councillor Easton

That Minutes AC 1-2025 being the Open and Closed Session minutes of the Audit Committee meeting held on Monday, March 24, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.2 Committee of the Whole

Minutes COTW 3-2025, Thursday, April 3, 2025

Moved by Councillor Ganann
Seconded by Councillor Campion

That Minutes COTW 3-2025 being the Open Session minutes of the Committee of the Whole meeting held on Thursday, April 3, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.3 Public Works Committee

Minutes PWC 4-2025, Tuesday, April 8, 2025

Moved by Councillor Witteveen
Seconded by Councillor Insinna

That Minutes PWC 4-2025 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, April 8, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.4 Public Health and Social Services Committee

Minutes PHSSC 4-2025, Tuesday, April 8, 2025

Moved by Councillor Chiocchio
Seconded by Councillor Morocco

That Minutes PHSSC 4-2025 being the Open and Closed Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, April 8, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.5 Corporate Services Committee

Minutes CSC 3-2025, Wednesday, April 9, 2025

Moved by Councillor Foster
Seconded by Councillor Whalen

That Minutes CSC 3-2025 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, April 9, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.6 Planning and Economic Development Committee
Minutes PEDC 3-2025, Wednesday, April 9, 2025

Moved by Councillor Seaborn
Seconded by Councillor Heit

That Minutes PEDC 3-2025 being the Open Session minutes of the Planning and Economic Development Committee meeting held on Wednesday, April 9, 2025, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

There were no Chief Administrative Officer's Reports.

14. **MOTIONS**

14.1 Strengthening Local Focus and Fiscal Responsibility Amid Economic Uncertainty

Moved by Councillor Foster
Seconded by Councillor Insinna

Whereas the Niagara Region, along with communities across Canada, is facing an emerging economic crisis, influenced by complex global factors and external non-Canadian interests that are adversely affecting Canadian citizens and our business community;

Whereas as a border region, Niagara is uniquely and disproportionately impacted by these global disruptions, with 72% of goods produced in Niagara exported to the United States and 54% of our input materials imported from the U.S., putting our supply chains and business viability at significant risk; and

Whereas while the full impact on employment and local business remains uncertain, early indicators suggest that Niagara's economic stability may be challenged in the coming year, and it is prudent to proactively prepare for a range of economic outcomes.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Region **TAKE** immediate, responsible steps to prioritize local focus, reduce discretionary spending, and safeguard resources to better support residents and businesses during this period of economic uncertainty as follows:
 - a) That all staff and Members of Regional Council suspend participation in US trade shows, conferences, for the 2025 calendar year, whether as attendees, presenters, or exhibitors;
 - b) That US advocacy and government relations opportunities be excluded from this prohibition;
 - c) That staff and Members of Regional Council instead prioritize local and Canadian-based engagements that foster domestic collaboration and knowledge-sharing;
 - d) That, where operationally feasible, all professional development, training, and education programs for staff be sourced within Canada, to both reduce costs and support Canadian institutions and providers;
 - e) That all savings realized through these initiatives be allocated to Niagara Region's reserves, and specifically earmarked to support programs and services designed to mitigate the effects of this economic situation, including supports for local businesses, workforce resilience, and service delivery continuity; and
2. That the Chief Administrative Officer and senior staff **REPORT** back to Council with an update on the outcomes of these measures and any additional opportunities to strengthen local investment, streamline operations, and respond effectively to the evolving economic landscape.

A request was made to vote on Clause 1(e) of the motion separately.

The Regional Chair called the vote on the motion excluding Clause 1(e) and declared it,

Carried

The Regional Chair called the vote on Clause 1(e) of the motion and declared it,

Carried

15. NOTICES OF MOTION

15.1 Consolidated 2026 General Levy Rate

Councillor Gale advised that that he would be bringing forward a motion to the next Council meeting respecting the Consolidated 2026 General Levy Rate.

16. CLOSED SESSION

Council did not resolve into closed session.

17. BUSINESS ARISING FROM CLOSED SESSION

Council did not resolve into closed session.

18. BY-LAWS

Moved by Councillor Ugolini
Seconded by Councillor Jordan

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

Bill 2025-15

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 Implementation in the City of Niagara Falls).

Bill 2025-16

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways – (Posted Speed Limits on Regional Roadways).

Bill 2025-17

A by-law to provide for the regulation of traffic on Regional Highways in School Zones and to repeal By-laws 100-2013 and 2017-76.

Bill 2025-18

A by-law to appoint Municipal Bylaw Enforcement Officers for the purpose of enforcing various Regional By-laws for The Regional Municipality of Niagara and to repeal By-law 2024-79.

Bill 2025-19

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held April 24, 2025.

Carried

19. OTHER BUSINESS

There were no items of other business.

20. ADJOURNMENT

There being no further business, the meeting adjourned at 8:06 p.m.

Jim Bradley
Regional Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

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

CL 7-2025

Thursday, May 1, 2025

**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*, Easton, Ganann, Grant*, Heit, Ip*, Morocco, Olson, Rigby, Seaborn, Secord*, Steele*, Villella*, Whalen*, Witteveen, Zalepa*

Absent/Regrets: Campion, Davies, Diodati, Foster, Gale, Insinna, Jordan, Junkin, Kaiser, Redekop, Siscoe, Sorrento, Ugulini

Staff: B. Brens, Associate Director, Budget Planning & Strategy, S. Dunsmore, Acting Director, Infrastructure Planning and Development Engineering, D. Falardeau-Mercier, Manager, Water Wastewater Design and Development*, D. Gibbs, Director, Legal & Court Services*, C. Habermehl, Director, Waste Management Services*, P. Lambert, Director, Water & Wastewater Services, K. Lotimer, Deputy Clerk, D. Morreale, Director, Growth Management and Planning, M. Raquion, Director, Financial Management & Planning/Deputy Treasurer, T. Ricketts, Commissioner, Public Works, J. Spratt, Legislative Coordinator, F. Tassone, Director, Transportation Services*, R. Tripp, Chief Administrative Officer

Others: P. DeMelo, Kagan Shastri DeMelo Winer Park LLP, External Legal Counsel

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

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 4:30 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Ganann read the Land Acknowledgement Statement.

3. **ADOPTION OF AGENDA**

Moved by Councillor Seaborn

Seconded by Councillor Witteveen

That Council Agenda CL 7-2025, **BE ADOPTED**.

Carried

4. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

5. **ITEMS FOR CONSIDERATION**

5.1 **PW 22-2025**

Update to Report PDS 24-2022 – Development Agreement for Regional Trunk Watermain Phase 1 and Streamside Sewer Pumping Station Upgrade in Smithville, Township of West Lincoln

Diana Morreale, Director, Growth Management and Planning, provided information respecting Update to Report PDS-24-2022 – Development Agreement for Regional Trunk Watermain Phase 1 and Streamside Sewer Pumping Station Upgrade in Smithville, Township of West Lincoln. Topics of the presentation included:

- Overview
- Original Direction
- What has Happened Since 2022
- What has Changed
- Recommendation

Moved by Councillor Witteveen

Seconded by Councillor Rigby

That Report PW 22-2025, dated May 1, 2025, respecting Update to Report PDS 24-2022 – Development Agreement for Regional Trunk Watermain Phase 1 and Streamside Sewer Pumping Station Upgrade in Smithville, Township of West Lincoln, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Council **APPROVE** an updated financial strategy for an Agreement with Marz Homes (Smithville West) Inc. for the installation of a Phase 1 Trunk Watermain and Streamside Sewage Pumping Station Upgrades to service the Northwest Quadrant Secondary Plan in Smithville whereby 3% interest will be paid annually on agreed upon costs to the Developer with reimbursement of costs to be fully satisfied in 2028, in alignment with when the Region had planned for these capital works;

2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute this agreement in a form satisfactory to the Director, Legal and Court Services; and
3. That Report PW 22-2025 **BE CIRCULATED** to the Township of West Lincoln.

Carried

6. BY-LAWS

6.1 Bill No. 2025-20

Moved by Councillor Morocco
Seconded by Councillor Olson

That Bill 2025-20, being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held May 1, 2025, **BE NOW READ** and **DO PASS**.

Carried

7. ADJOURNMENT

There being no further business, the meeting adjourned at 4:59 p.m.

Jim Bradley
Regional Chair

Jenna Spratt
Legislative Coordinator

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

April 24, 2025

Chair and Council
Region of Niagara
1815 Sir Isaac Brock Way
Thorold, ON
L2V 4T7

Dear Chair Bradley and Council,

I am pleased to present the General Manager's Annual Report for Niagara Transit for 2024. This annual report reflects our achievements and the challenges we faced in our second year of operation, as well as providing key performance indicators (KPIs) we measure our service by.

Additionally, I have also provided the 2025 Q1 statistics from our commingled services, as we will be providing this data to our Board, Regional Council, and local municipalities on an ongoing basis moving forward. The improvements in our commingled metrics reflect the intensive work staff have done with our contractor and the changes that were implemented at the beginning of 2025.

Lastly, our Board and Regional Council made a significant investment in the new Customer Experience department in 2024. I have included the report on that department that was provided to our Board at their April meeting, which provides an update on the rollout of that department and the positive impact it is having for our riders and our organization.

Thank you for your ongoing support of transit. Together we're continuing to create a truly connected, barrier free Niagara.

Sincerely,



Carla Stout
General Manager, Niagara Transit



Niagara
Transit

General Manager's 2024 Annual Report

General Manager's Message

On behalf of Niagara Transit, I am pleased to present the 2024 Annual General Manager's Report. This report is a snapshot of our successes and challenges throughout the year. It provides insight into where we've been and where we're going, in 2025 and beyond.

We would not be where we are today without the many individuals that have contributed, and continue to contribute, their talent, hard work, dedication and passion to make transit in Niagara a truly connected network that serves our ridership and the broader community. Our board, our staff and our ridership have all contributed to how far we have come in such a short period of time. I want to make special mention of our operators and front-line staff who keep our wheels turning on a daily basis. Your dedication and professionalism are never taken for granted.

Everything we do at Niagara Transit is guided by our core values and foundational pillars.

Service Excellence Safety Customer Focus
Affordability Employee Success

In 2024 we made significant strides in all these areas and will make even more in 2025.

Our on-time performance (OTP) led our industry peers, our ridership continued to significantly outpace our budget, we launched our new brand, made improvements to our customer service hours, replaced the 'Red Line' and made other service improvements to our conventional and microtransit services.

As we move into our third year, I am excited by what the future holds for transit in Niagara. This year we will complete our master plan that will modernize our operations and lay out the path for where we are headed for the next ten years. We are reshaping our specialized transit service to meet the needs of our most vulnerable riders. We are harmonizing fares across the system and introducing the Transit Benefit Pass to make transit affordable for those in our community who receive Ontario Works and Ontario Disability Support Program assistance.

Thank you for your continued commitment to transit in Niagara. Our service truly makes a difference to our ridership and the Niagara community. It is an exciting time to be a part of Niagara Transit! We're just getting started!

Sincerely,



Carla Stout, DPA, General Manager





2024 Board of Directors

Chair Mayor Mathew Siscoe	St. Catharines
Vice-Chair Mayor Wayne Redekop	Fort Erie
Councillor Reg Freake	Grimsby
Councillor J.D. Pachereva	Lincoln
Councillor Joyce Morocco	Niagara Falls
Councillor Maria Mavridis	Niagara-on-the-Lake
Councillor Wayne Olson	Pelham
Councillor Eric Beauregard	Port Colborne
Councillor Dawn Dodge	St. Catharines
Councillor Caleb Ratzlaff	St. Catharines
Councillor Anthony Longo	Thorold
Councillor Wayne Cambell	Niagara Falls
Mayor Brian Grant	Wainfleet
Councillor Leo VanVliet	Welland
Councillor William Reilly	West Lincoln

In memory of Wayne Campbell



Niagara Transit is deeply saddened by the passing of Niagara Falls local councillor, Wayne Campbell. Councillor Campbell was a valued Niagara Transit Commission Board member since its inception, and his dedication to our community will be greatly missed. Our thoughts are with his family, friends, and the community during this difficult time.



In 2024 the Niagara Transit Board adopted our mission, vision and values. They will guide Niagara Transit now and in the future in all our decision making and planning processes.

Mission

Providing safe, reliable, and sustainable transit service in Niagara.

Vision

Working together towards a more connected region.

Purpose

Helping every person in Niagara experience independence, freedom, and a sense of discovery.

Values

Service Excellence

Safety

Customer Focus

Affordability

Employee Success

2024 Highlights

Service Excellence

Strong Service Delivery and OTP on our Conventional Service!

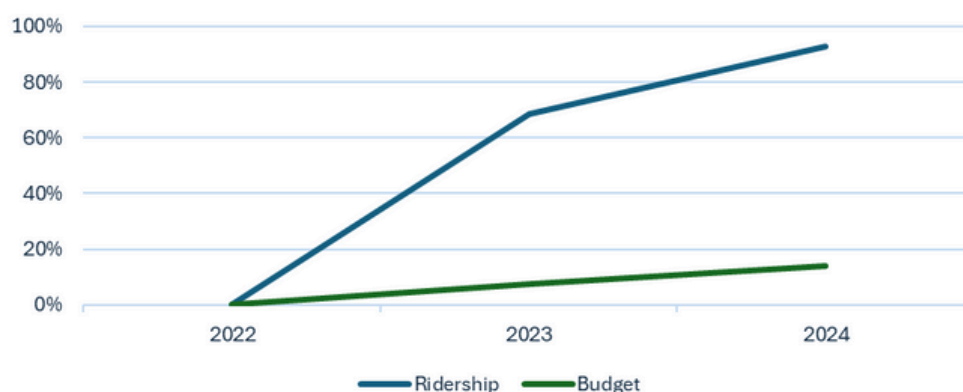
We are proud to have nearly 100% service delivery and 83% on-time performance (OTP) in 2024 on our conventional routes. The average OTP for peer transit services in Ontario is 79%. We are taking delivery of new conventional buses and specialized vehicles in 2025 and expect even greater performance!



Ridership Continues to Outpace Budget

Ridership has seen drastic increases since Niagara Transit was amalgamated in 2022. We have met this demand by harnessing the efficiencies we have found through the amalgamation process. This has been achieved while contending with having to create new reserves, address inflationary pressures, provide enhanced customer service and absorb the cost of standing up a new organization. While this is an exceptional achievement, there is now minimal room for greater efficiencies. To make further improvements to service, like the standardization of service hours and adding intermunicipal Sunday and holiday service, greater investment will be required. As demand continues to grow, we don't want to leave riders behind.

Ridership increase vs Budget increase since Amalgamation

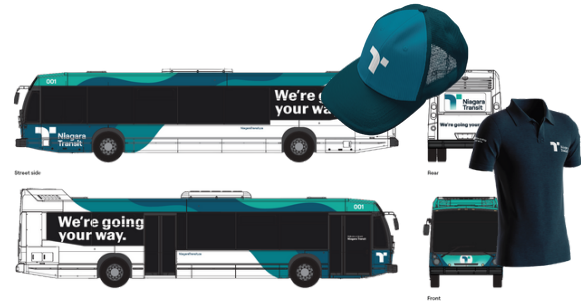


Service Excellence

cont'd

New Niagara Transit Brand Launched!

In 2024 we completed and launched the new Niagara Transit brand! We are transitioning all our previously separate fleets to the new brand over time to unify the service and manage costs responsibly. You will also begin to see our brand on our on-street signage and bus shelters we have assumed from Pattison Outdoor.

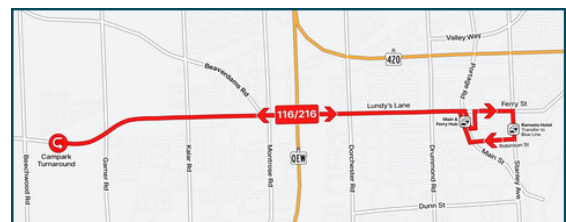


New Specialized Operator Training

After assuming Niagara Falls' Chair-a-Van service in 2024 we developed and delivered a 3-day training program to all operators that provide specialized service. Training included safe vehicle operation, best practices for loading and unloading ambulatory and non-ambulatory passengers, mobility device securement, review of AODA Customer Service Standards, visiting frequently accessed locations in the City, and how to assist passengers with mobility, visual, speech, and developmental/psychological impairments.

Replacing the WEGO Service

This year the Niagara Parks Commission (NPC) took over what was previously WEGO. To maintain service for local transit riders in Niagara Falls we replaced the former 'Red Line' with the 116/216 route, maintaining its connection to the NPC's 'Blue Line' at Stanley Avenue in the tourism core. We continue to support the NPC's operations with transit expertise.



Safety

Onboard Camera Installation

Camera installations on our full fleet were completed in 2024. All fixed route buses and specialized vehicles were upgraded to 8 or 9 camera full digital IP systems including over the air updates along with wireless video download requests. All of our non-revenue (operations and maintenance) vehicles were also equipped with single front facing camera systems.

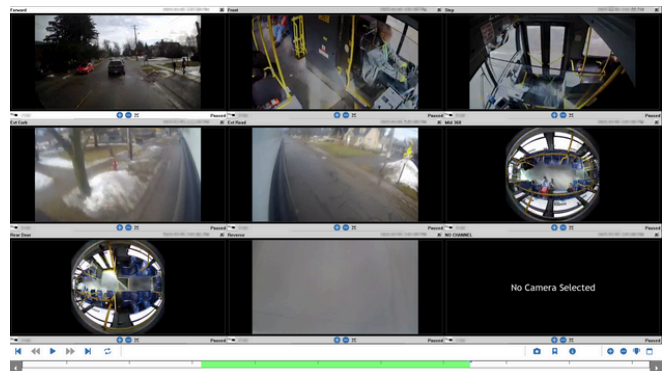


Niagara Riders Feel Safe

We consistently monitor rider safety and gather their feedback. In 2024 over 90% of riders reported feeling safe taking Niagara Transit. As a benchmark, the average among Canadian transit systems is 86%. Rider safety is a top priority and we will continue to focus on it in 2025.

Implemented Video Surveillance Policy

Niagara Transit implemented our video surveillance policy this year. The policy creates system design guidelines, notice of use requirements, and access and recording procedures. It ensures riders feel safe and staff have clear procedures to follow when dealing with surveillance of our fleet and facilities.



Customer Focus

Customer Experience Department

The new Customer Experience Department rollout was completed in 2024. Thirteen dedicated customer service representatives were introduced to improve accountability, communications and customer support. The introduction of this service saw a 229% increase in trip booking calls and 191% increase in general customer service inquiries!



Introduced a New Client & Community Coordinator

Since September, our Client & Community Coordinator has engaged with the Niagara community and met with seniors groups, not-for-profit organizations, student groups and public organizations to educate residents about transit and gather feedback to help make service improvements.

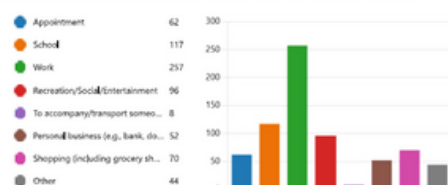
Began Public Advisory Committee (PAC) Meetings

In 2024 our Public Advisory Committee began meeting and developing their workplan. The committee has a member from each local municipality in Niagara and several system stakeholders. Staff attended all PAC meetings to gather feedback and engage in discussions with the committee regarding transit services.



External Survey

What is the main purpose of your most frequent trip? Please select one response.



In 2024 we conducted a survey of transit riders and non-transit riders to gather feedback. We had more than 700 responses, with close to 75% riders and 25% non-riders. This information is highly valuable to inform what we do moving forward on things like rider communications, demand planning, transit funding, and service improvements.

Affordability

Strong Budget Performance

Niagara Transit had a strong budget performance in 2024. This was due in part to higher than anticipated UPASS and fare revenue, unbudgeted supplemental tax revenue, and savings on things like the commingled contract and fuel prices. The end of the year saw a significant surplus that allowed us to transfer funds to much needed reserves.



Consolidated Niagara Falls and Welland Operations

Welland staff shifted operations to the Niagara Falls garage in 2024. Having a single location for all south operations staff will ensure more efficient fleet maintenance and consistent access to transit leadership and dispatch staff for operators. It has also allowed for a repurposing of the Welland location into an interim training facility.

ZETF Application

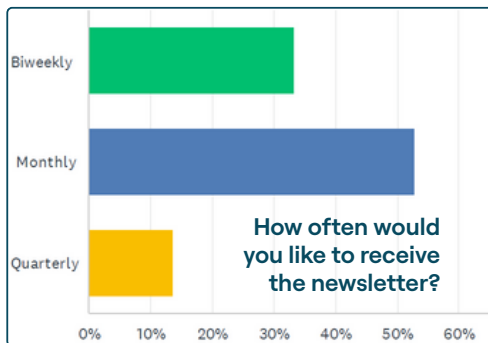
The transit industry is moving away from fossil fuels and towards zero-emission vehicles. To ensure we are providing the best value for Niagara taxpayers we are looking to take advantage of federal and provincial programs including the federal government's Zero Emission Transit Fund, which we applied for this year. This fund will assist with our capital requirements to purchase new, zero-emission vehicles.



Employee Success

New Bus Operator Recruitment Model

To expedite the hiring process for applicants and maximize staff time we have moved to a new “recruitment day” model. This allows the interview and testing process to be completed for 40-50 pre-screened, invited candidates over a two-day period that would have previously taken weeks to complete.



Internal Communications Survey

In 2024 we conducted a fulsome communications survey with all Niagara Transit employees to help shape the development of the new employee newsletter and forthcoming intranet. The results will help us build these tools to best connect and inform all NT staff.

Job Analysis & Evaluation

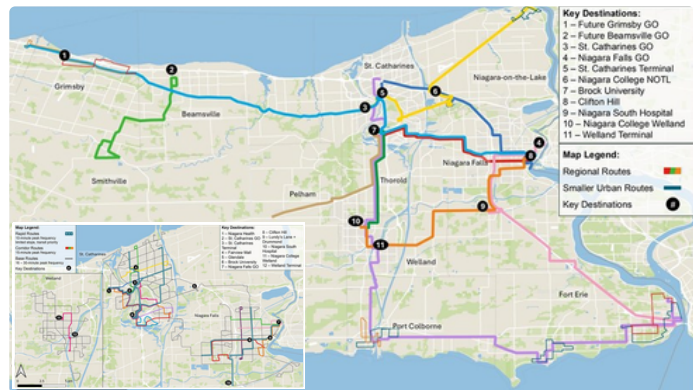
We worked with a 3rd party to conduct job analysis and evaluation of all non-unionized roles. This standardizes our job descriptions within the organization and provides role clarity for our teams, helping to align the roles to our organizational objectives.



What's Next in 2025?

Niagara's First Transit Master Plan

In 2025 we will finalize the first ever Transit Master Plan for Niagara. This plan will guide how we move forward to improve and invest to keep people moving over the next 10 years. It's scheduled to be finalized in the fall of this year.



A New Approach for Commingled Microtransit

In 2024 we rolled out the commingling of our microtransit services; including all formerly contracted ondemand and specialized services.

In 2025 we will continue to refine service to ensure AODA (Accessibility for Ontarians with Disabilities Act) compliance and provide reliable transportation for the most vulnerable in our community. It is an important step in creating a truly connected, barrier free Niagara.

Transit Benefit Pass

For the first time in Niagara we will be launching the Transit Benefit Pass. This low-cost, monthly pass will support those receiving Ontario Works assistance, the Ontario Disability Support Program, or those meeting a low-income threshold. It will make transit available to nearly 50,000 more Niagara residents! We have partnered with Niagara Region's Social Assistance Services office to administer the program and to mitigate the cost to the taxpayer.



What's Next in 2025?

cont'd

Fare Harmonization

Niagara Transit's fares will be harmonized for all trips at \$3.50 beginning on July 1, 2025! This is an important step to make trips across the region affordable for riders and to prepare for future connections to the GO network and other transit providers in the Greater Golden Horsehoe.



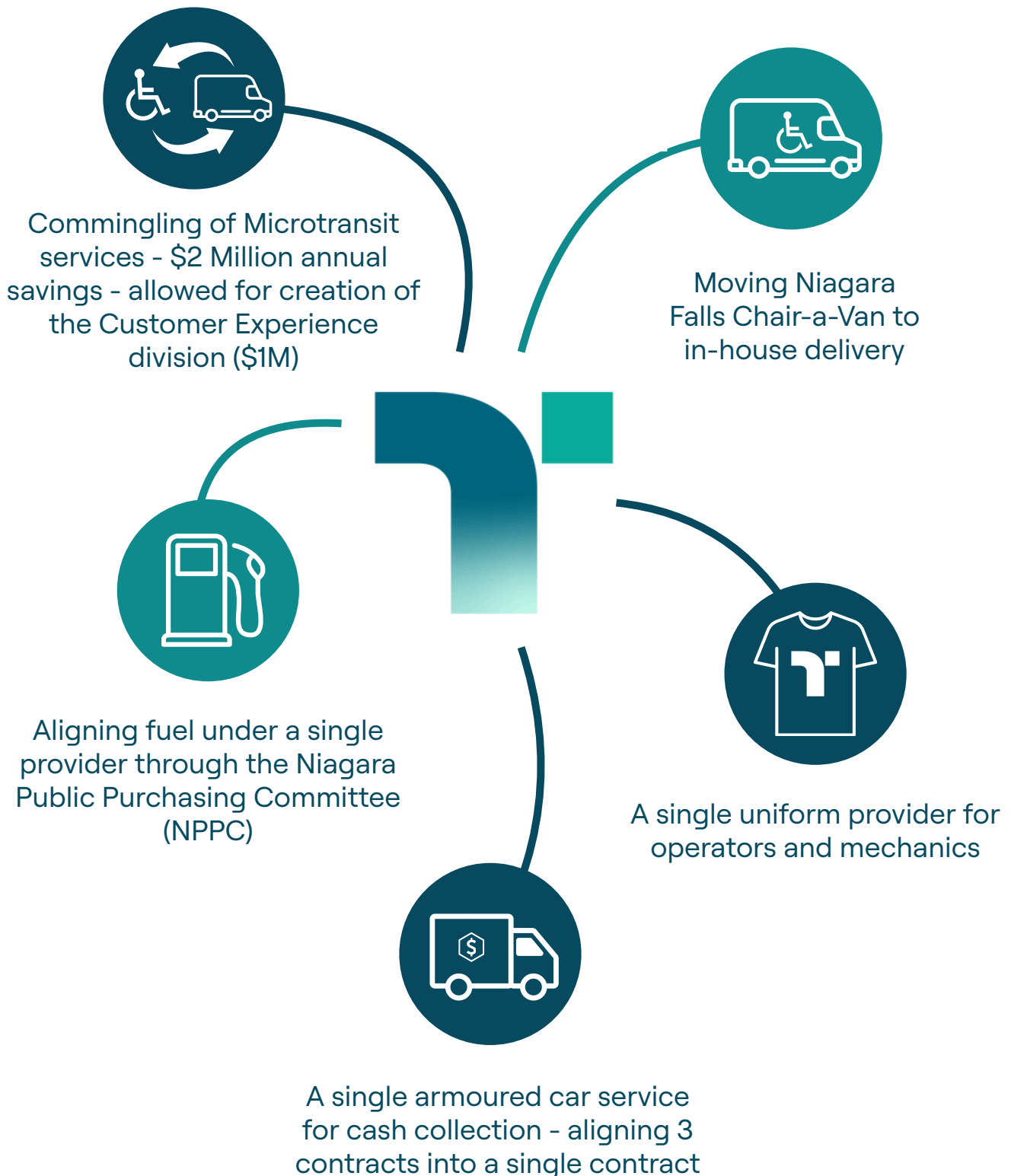
New Buses and Specialized Vehicles Arriving

While many gains in service can be achieved through planning, there is no substitute for a reliable fleet that's size matches the demand for transit in our community. In 2025 we will be taking delivery of a number of new vehicles, both conventional and specialized, to replace our oldest and most challenging assets from a maintenance perspective. This will improve on-time performance (OTP) and reduce maintenance costs which have been heavy since Niagara Transit was formed. They will also display our great new brand, unifying it over time across the fleet!



2024 Key Performance Indicators

2024 Efficiencies Highlights



2024 KPI's

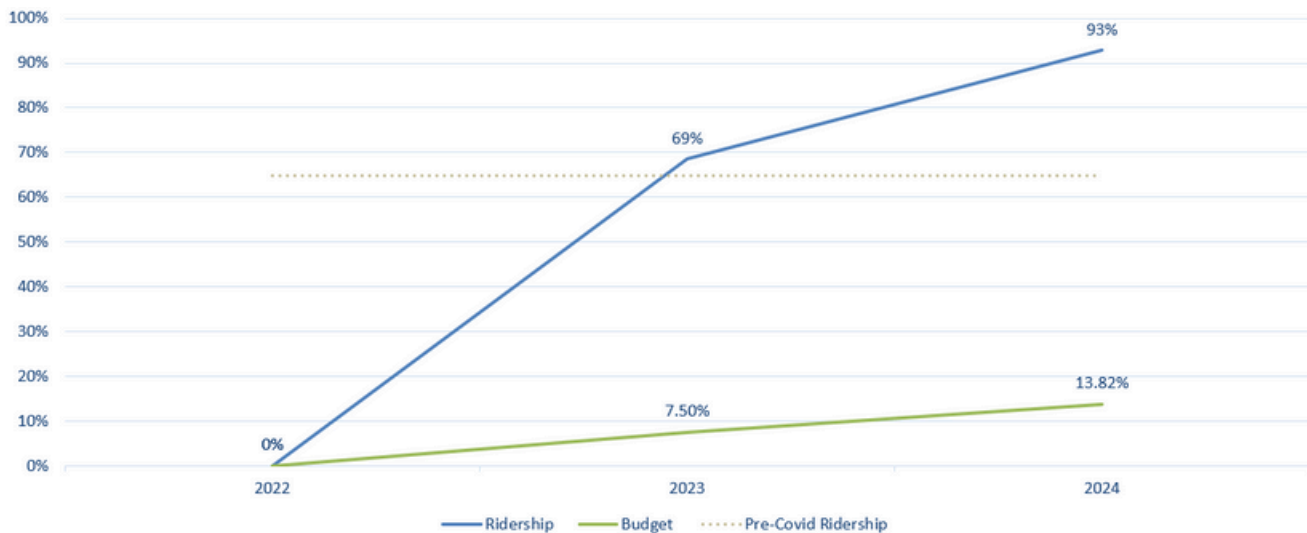
cont'd

Reliable and Consistent On-Time Conventional Service

Nearly **100%** service delivery.

On-Time Performance of 83%
vs. 79% industry peer average

Ridership Increase vs Budget Increase Since Amalgamation



	2022	2023	2024
Ridership	5.6 million	9.5 million	10.9 million
Cost per Ride	\$8.06	\$5.57	\$5.22
Cost per Ride (excluding Capital Reserve)		\$5.34	\$5.02

(Blended rate for all transit services)

2024 KPI's

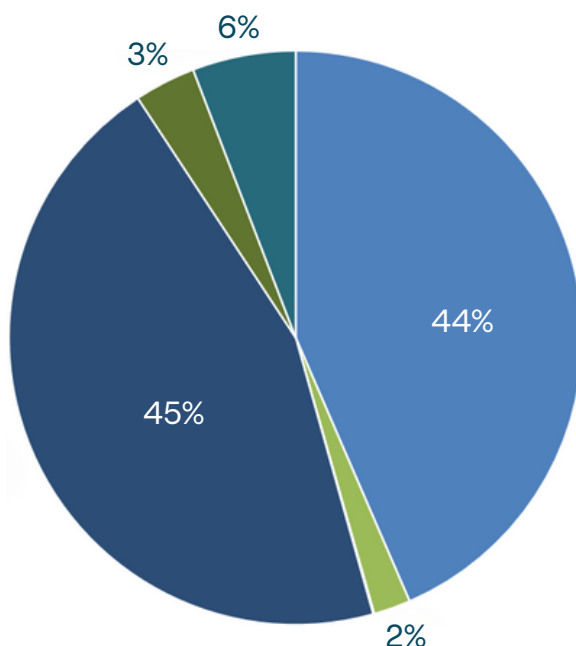
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Niagara Transit Snapshot

Number of Local Routes	88
Number of IMT Routes	11
2024 Staff *	451
Number of 40' buses	151
Number of 60' buses	14
Average age of 40' and 60' bus	8
Number of specialized transit buses	23
Average age of specialized buses	6
Number of support vehicles	40

*2024 Budgeted Full Time Equivalent staff including temporary staff

Who Rides Our System?



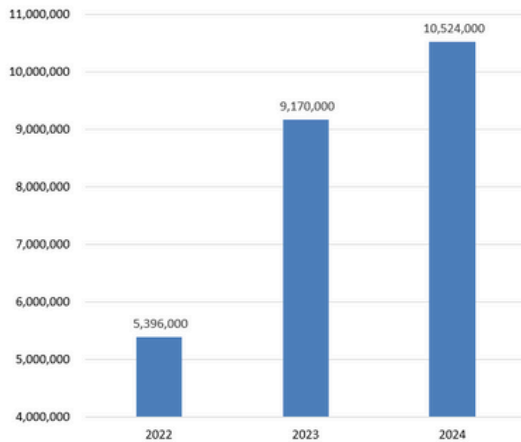
Classification	Definition
Adult	18+
Child	Under 12
Youth	13 to 17
Senior	65+
Post Secondary	Brock & Niagara College

Adult ■ Post-secondary Student ■
 Senior ■ Youth ■ Child ■

2024 KPI's

cont'd

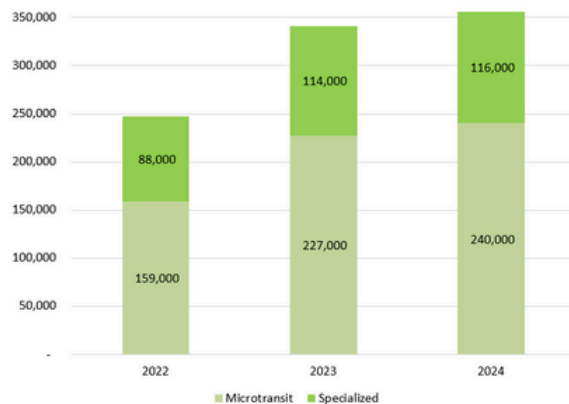
Conventional Ridership



	Ridership Per Revenue Vehicle Hour	Revenue Vehicle Hours Per Capita
2022 Prov. Avg ¹	16.7	1.2
2023 Prov. Avg ¹	21.7	1.2
2023 NTC Conventional	21.4	1.1
2024 NTC Conventional	23.0	1.1

¹Provincial Average is based on Canadian Urban Transit Association Data. Comparing similar sized Transit Agencies (pop. 100k to 750k), which may or may not include Microtransit

Specialized and Microtransit Ridership



	Specialized Transit		Microtransit
	Ridership Per Revenue Vehicle Hour	Revenue Vehicle Hours Per Capita	Ridership Per Revenue Vehicle Hour ***
2022 Prov. Avg ¹	1.9	0.2	n/a
2023 Prov. Avg ¹	2.3	0.2	n/a
2023 NTC	1.7 ²	0.1 ²	2.8
2024 NTC	1.8	0.1	2.9

¹Provincial Average is based on Canadian Urban Transit Association Data Comparing similar sized Transit Agencies (pop. 100k to 750k)

²Revised

	Specialized & Microtransit
Average Time on Vehicle ¹	19 mins
Average Distance per Trip	9.64 km
Average Wait Time *	5.75 mins

¹From July 1, 2024 onward

2024 KPI's

cont'd

Social Media



Visits	20.7K	416%	2.9K	284%
Follows	723	244%	537	-
Interactions	4.1K	542%	678	100%
Clicks	992	629%	49	100%
Reach	86K	390%	13.6K	414%

Website

Active Users	259K	416%
New Users	255K	244%
Sessions	486K+	542%
Page Views	1.2M	629%
Avg. Engagement	1m 54s	390%



General Manager's 2024 Annual Report

Overall NT+ Service Metrics - 2025 (Q1)

Number of Passengers

94,330

Number of Trips

83,628

Number of Accessible Trips

12,989

Number of Micro Trips with an Accessibility Device

1,239

Average Direct Distance (km)

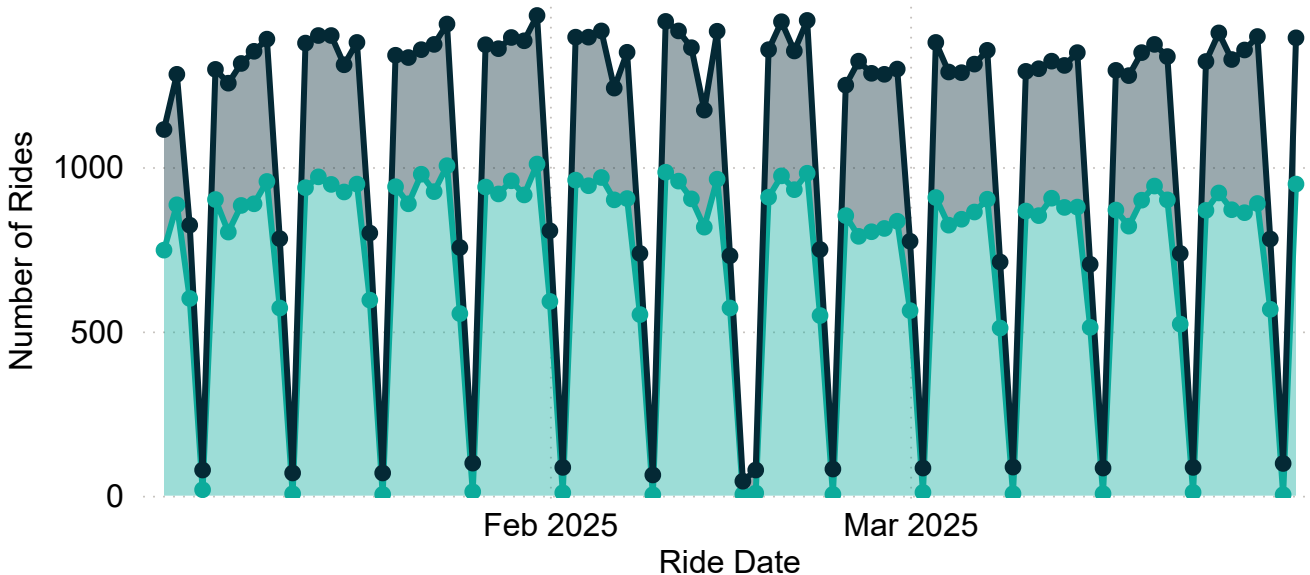
8.78

Average Time On-Board (min)

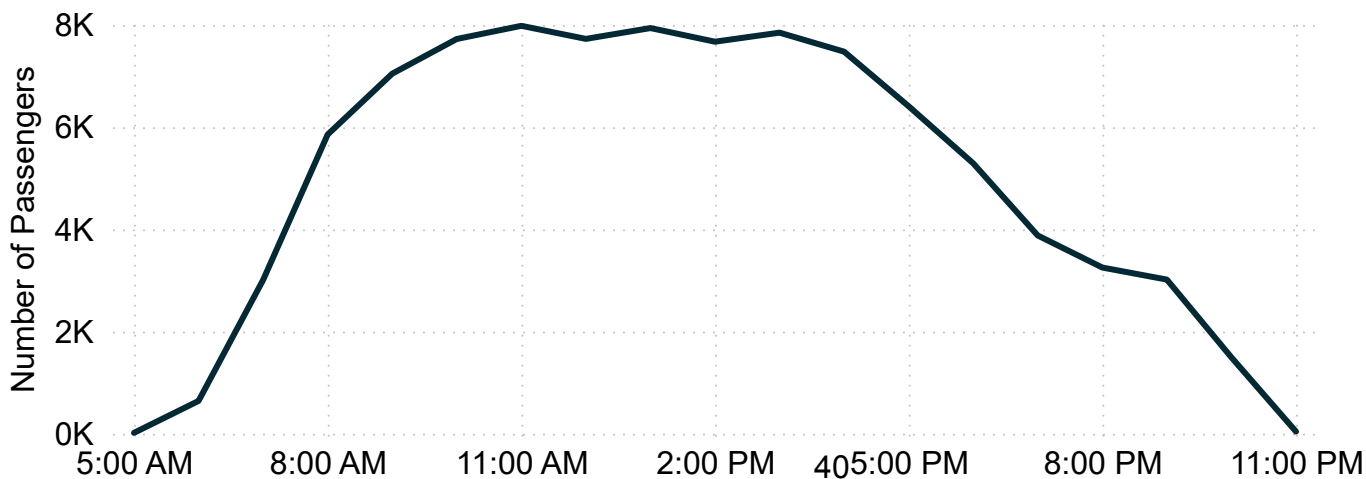
17.27

Daily Ridership

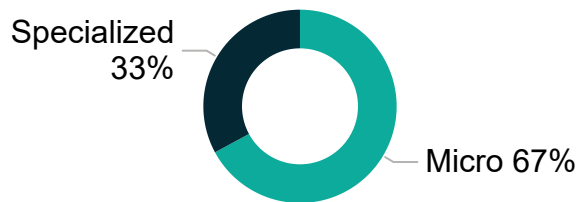
● Micro ● Specialized



Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	2934	10826	13760
App	34580	31190	65770
Subscription	1	4097	4098
Total	37515	46113	83628

Overall NT+ In-House Service Metrics - 2025 (Q1)

Number of Passengers

23,474

Number of Trips

20,175

Number of Accessible Trips

8,284

Number of Micro Trips with an Accessibility Device

109

Average Direct Distance (km)

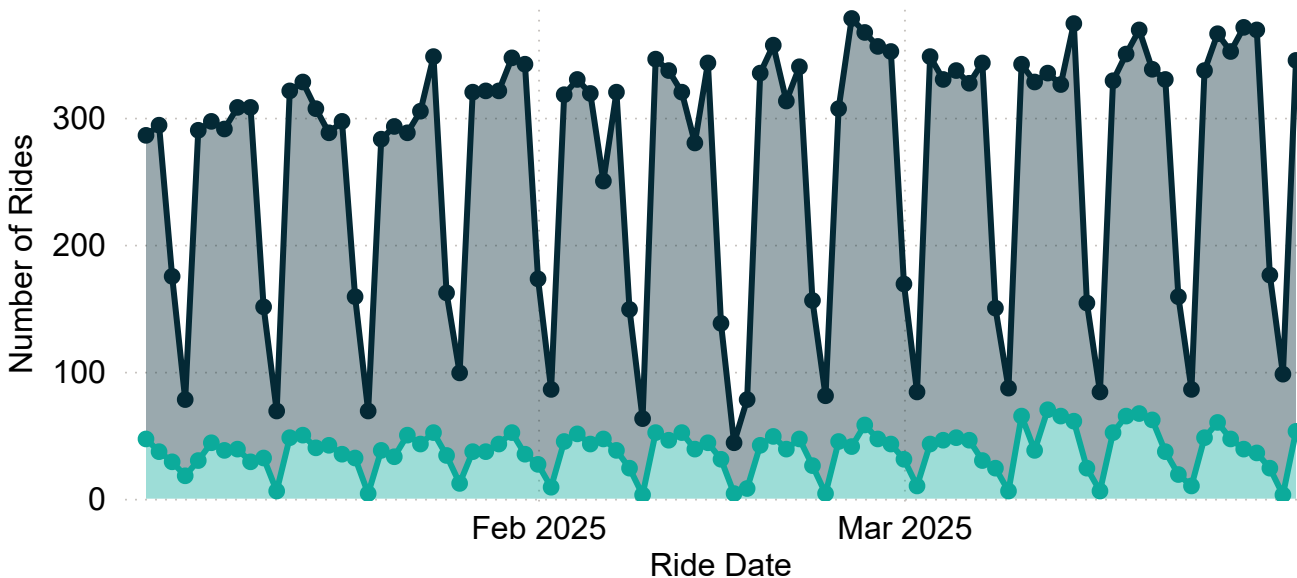
4.66

Average Time On-Board (min)

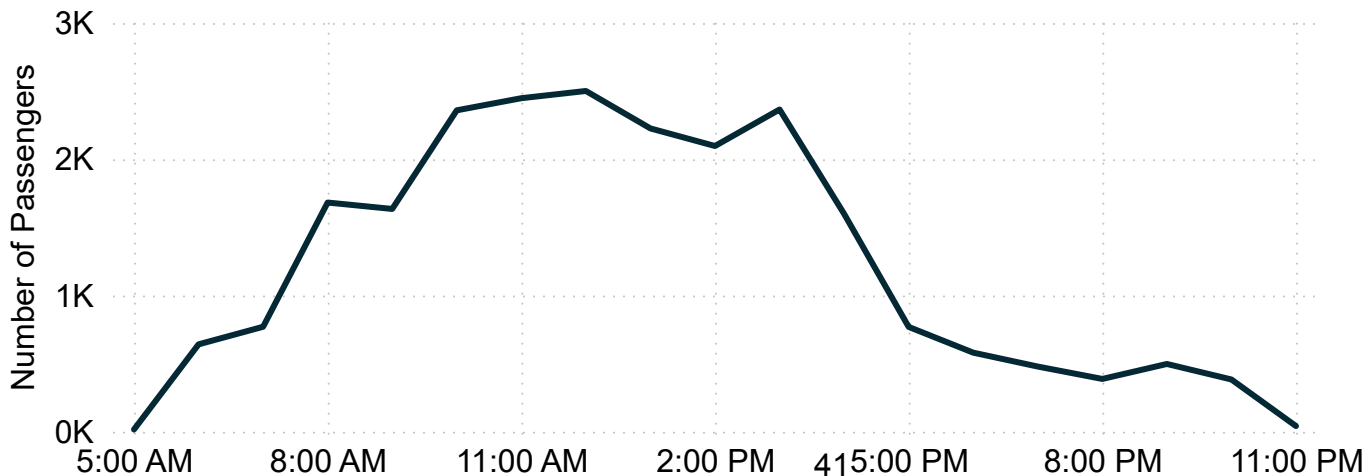
16.79

Daily Ridership

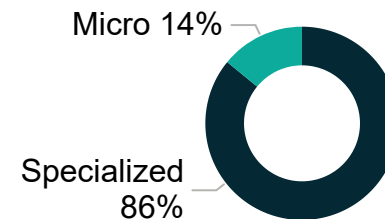
● Micro ● Specialized



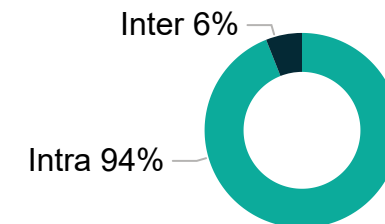
Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	1164	6983	8147
App	3148	7752	10900
Subscription		1128	1128
Total	4312	15863	20175

Overall NT+ In-House 2025 (Q1) Service Metrics - Niagara Falls

Number of Passengers

6,406

Number of Trips

5,602

Number of Accessible Trips

1,981

Number of Micro Trips with an Accessibility Device

(Blank)

Average Direct Distance (km)

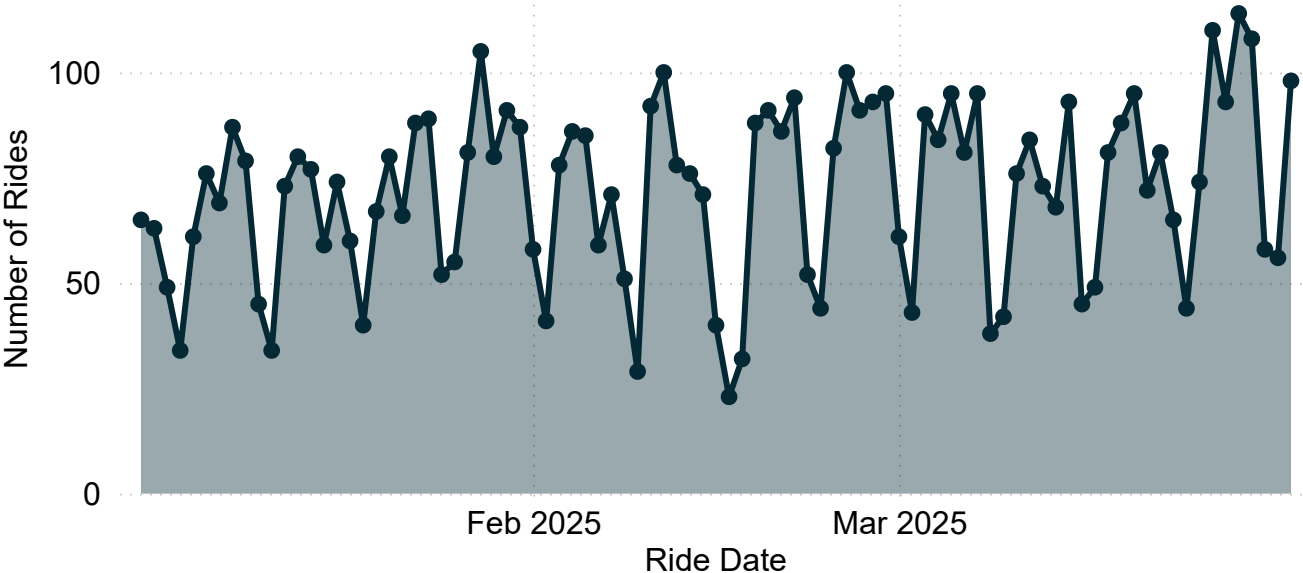
4.55

Average Time On-Board (min)

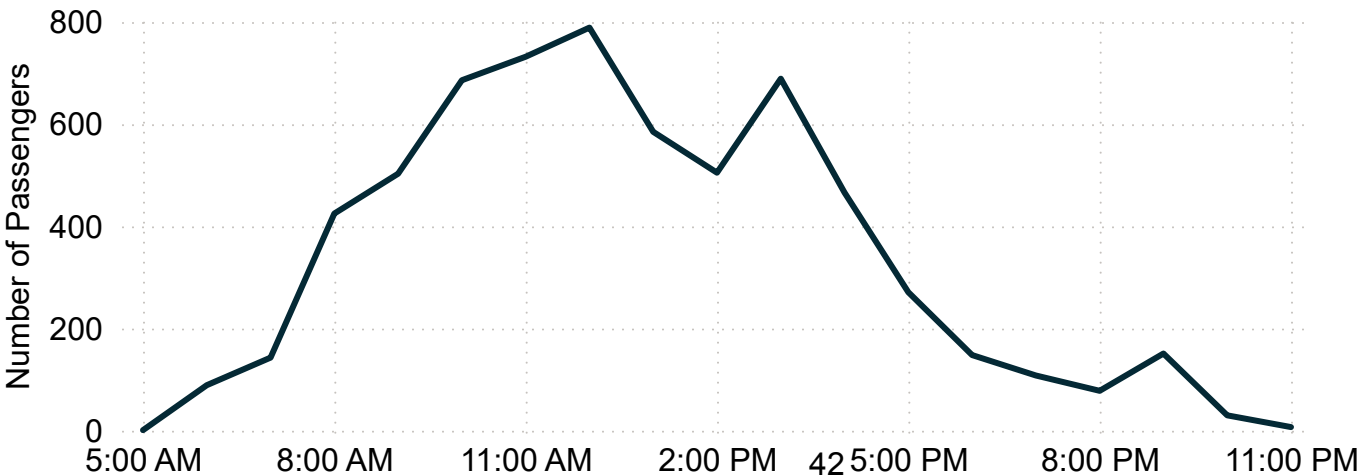
16.91

Daily Ridership

● Specialized



Peak Hours



Service Type

Specialized 100%



Trip Type

Intra 100%



Trip Utilization

Shared 47%

Not Shared 53%



Booking Method	Day Of	Pre-Booked	Total
Agent	514	2119	2633
App	442	1400	1842
Subscription		1127	1127
Total	956	4646	5602

Overall NT+ In-House 2025 (Q1) Service Metrics - St. Catharines

CL-C 32 2025
NTC-C 14-2025
April 15, 2025
Appendix 1

Number of Passengers

9,402

Number of Trips

7,702

Number of Accessible Trips

3,733

Number of Micro Trips with an Accessibility Device

(Blank)

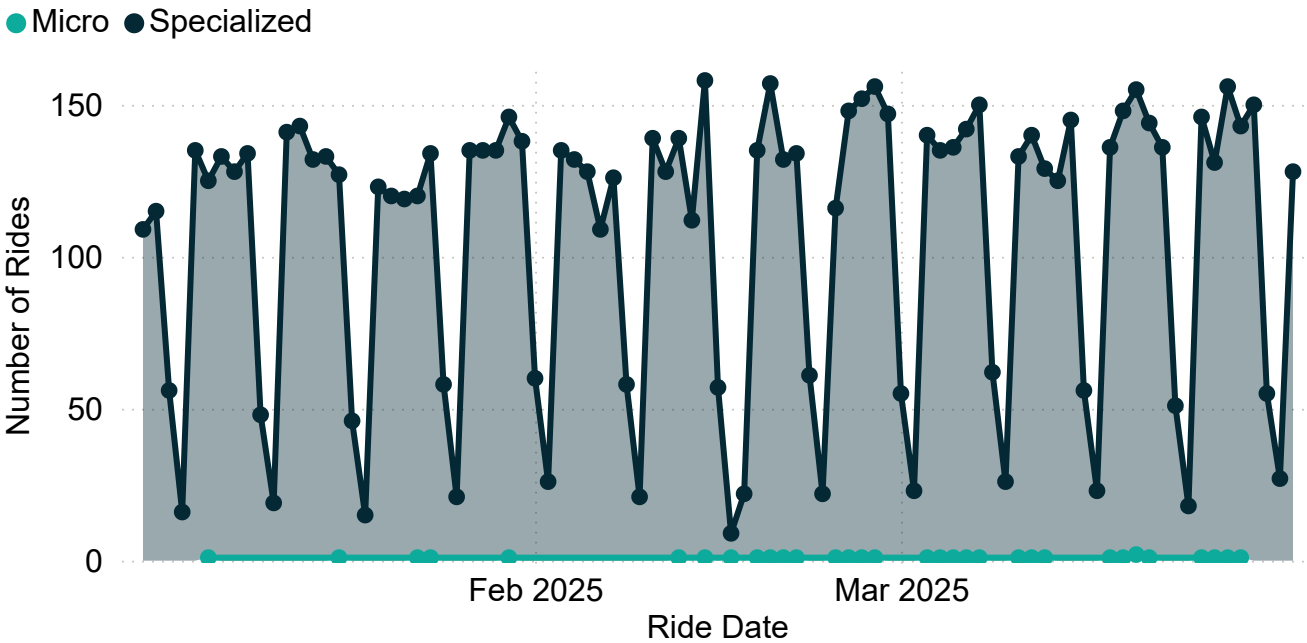
Average Direct Distance (km)

4.63

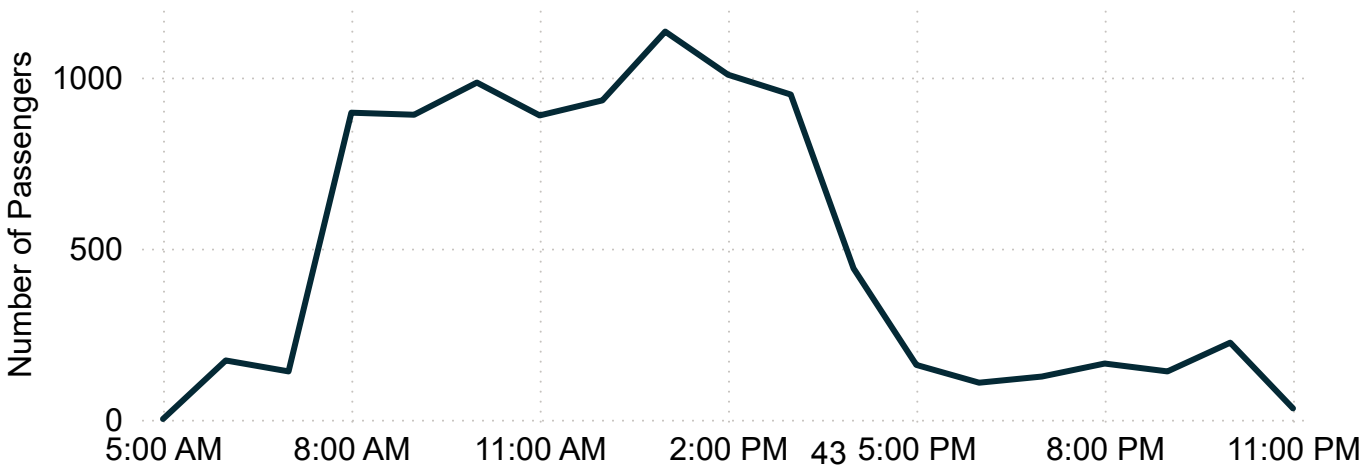
Average Time On-Board (min)

17.30

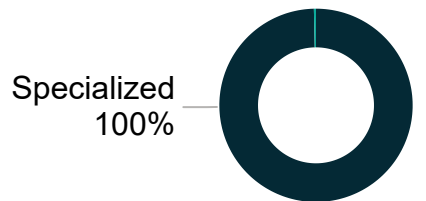
Daily Ridership



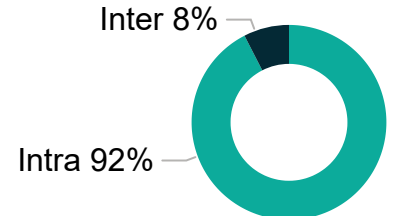
Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	378	2815	3193
App	713	3795	4508
Subscription		1	1
Total	1091	6611	7702

Overall NT+ In-House 2025 (Q1) Service Metrics - Thorold

Number of Passengers

700

Number of Trips

624

Number of Accessible Trips

445

Number of Micro Trips with an Accessibility Device

(Blank)

Average Direct Distance (km)

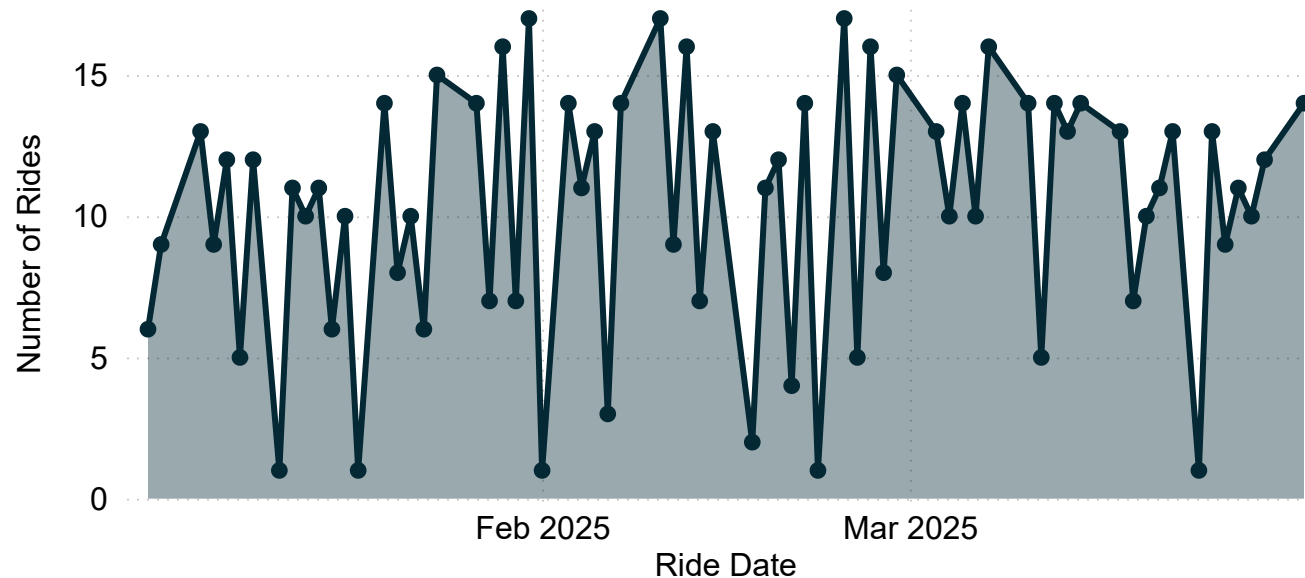
7.73

Average Time On-Board (min)

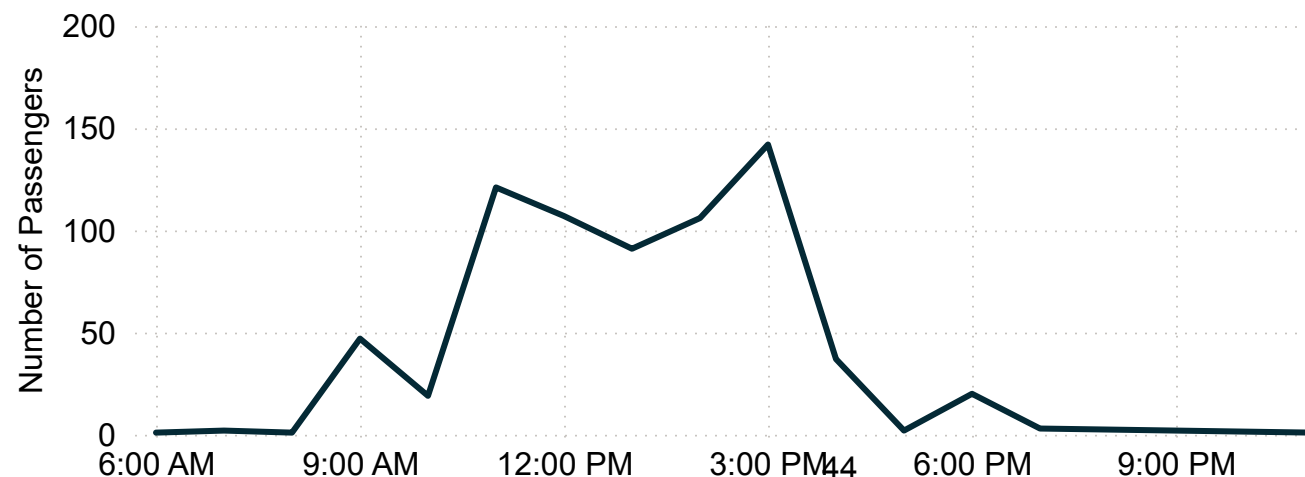
22.15

Daily Ridership

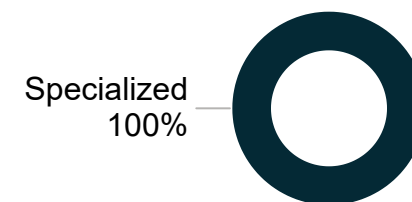
● Specialized



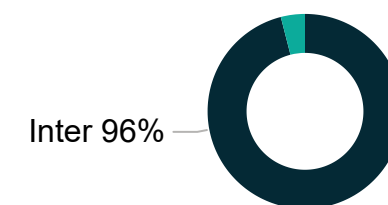
Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	29	152	181
App	33	410	443
Total	62	562	624

Overall NT+ In-House 2025 (Q1) Service Metrics - Welland

Number of Passengers

6,954

Number of Trips

6,236

Number of Accessible
Trips

2,125

Number of Micro Trips with
an Accessibility Device

109

Average Direct Distance
(km)

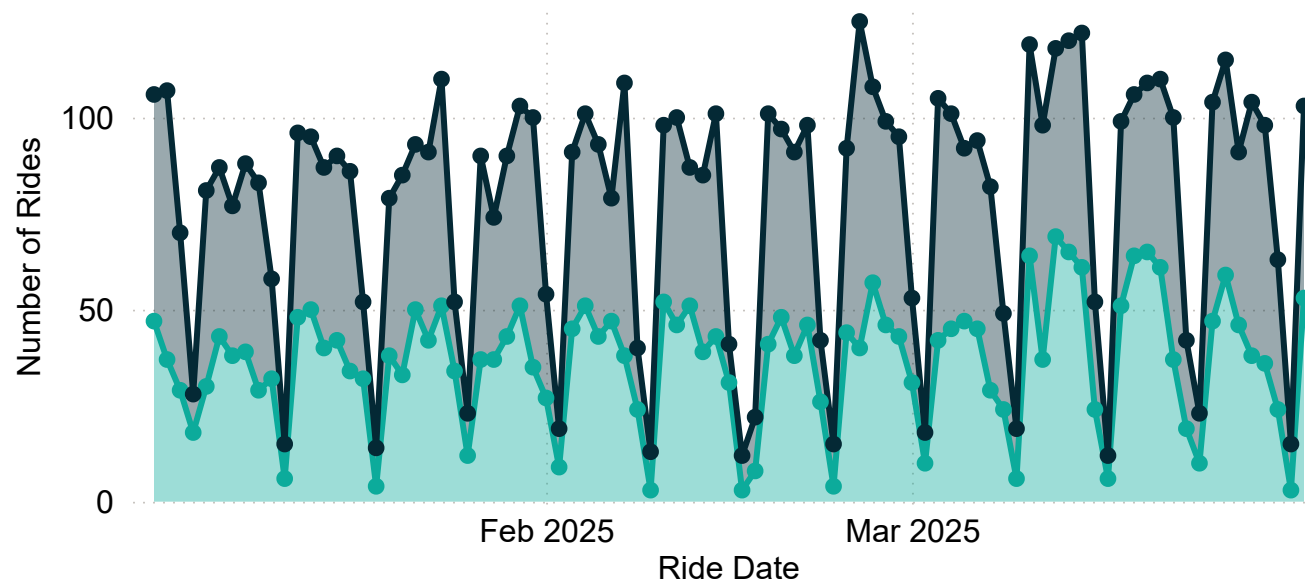
4.49

Average Time On-Board
(min)

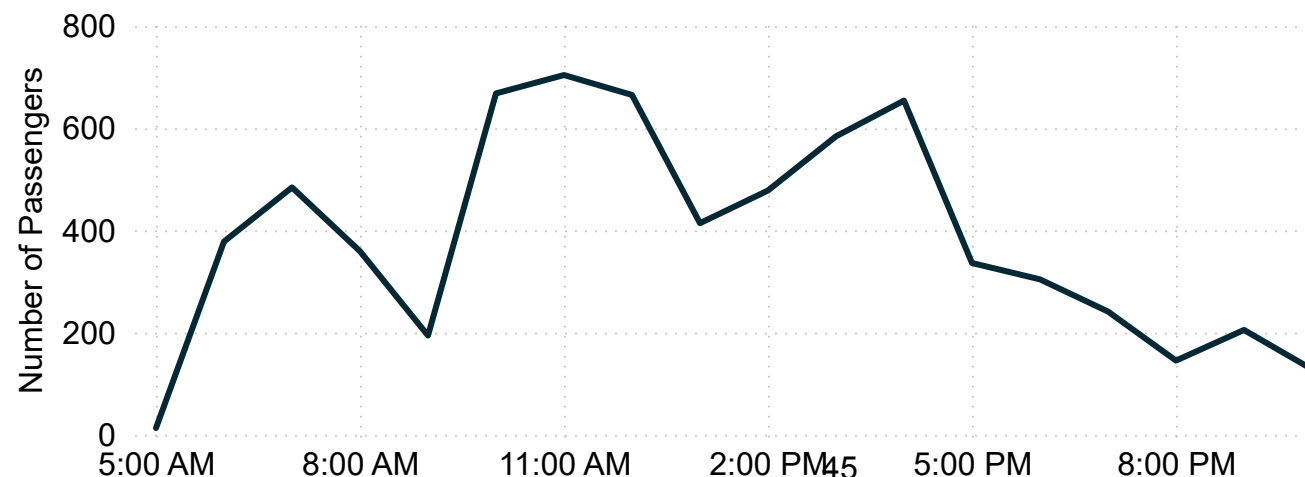
15.51

Daily Ridership

● Micro ● Specialized



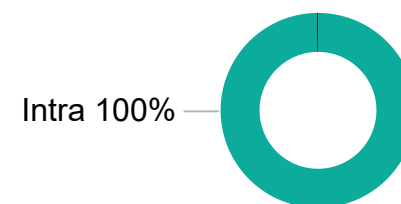
Peak Hours



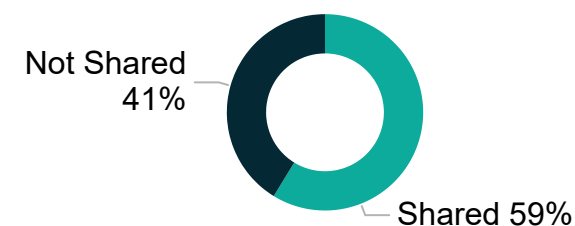
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	243	1891	2134
App	1959	2143	4102
Total	2202	4034	6236

Overall NT+ (Contract) Voyago Service Metrics - 2025 (Q1)

Number of Passengers

70,856

Number of Trips

63,453

Number of Accessible Trips

4,705

Number of Micro Trips with an Accessibility Device

1,130

Average Direct Distance (km)

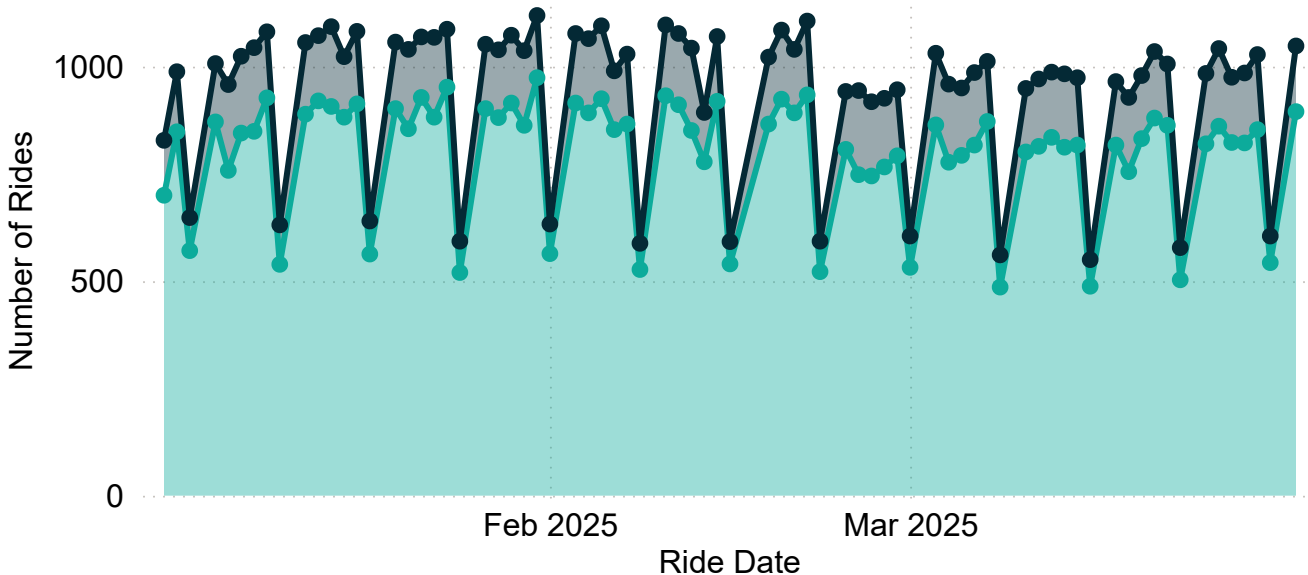
10.10

Average Time On-Board (min)

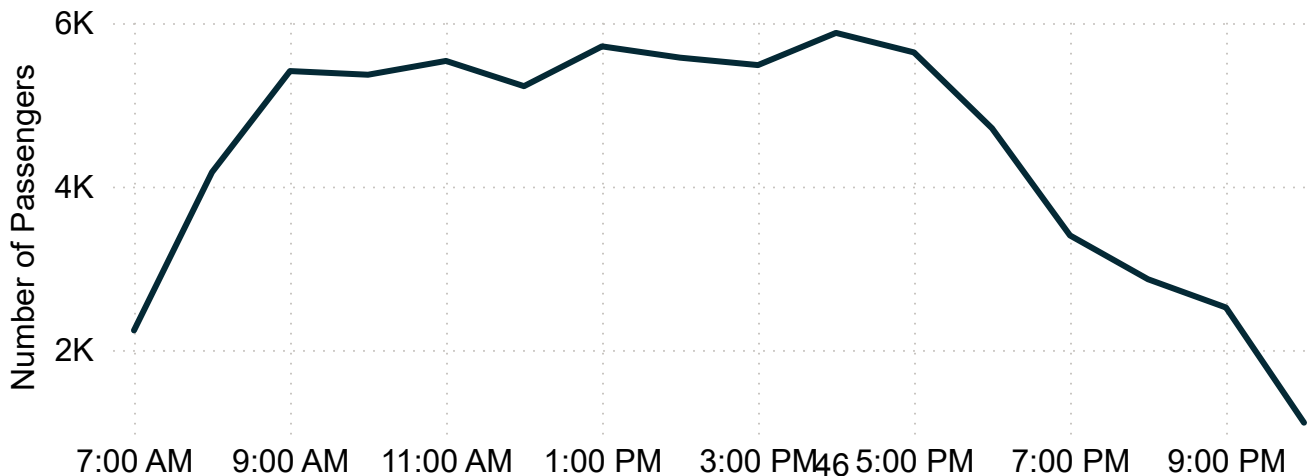
17.42

Daily Ridership

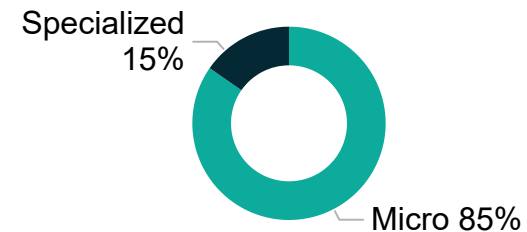
● Micro ● Specialized



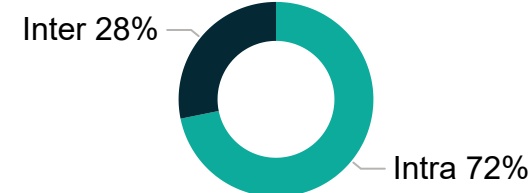
Peak Hours



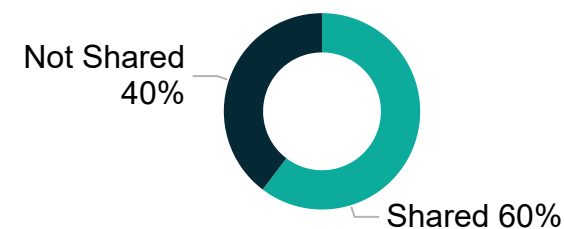
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	1770	3843	5613
App	31432	23438	54870
Subscription	1	2969	2970
Total	33203	30250	63453

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Fort Erie

Number of Passengers

25,389

Number of Trips

21,732

Number of Accessible Trips

930

Number of Micro Trips with an Accessibility Device

491

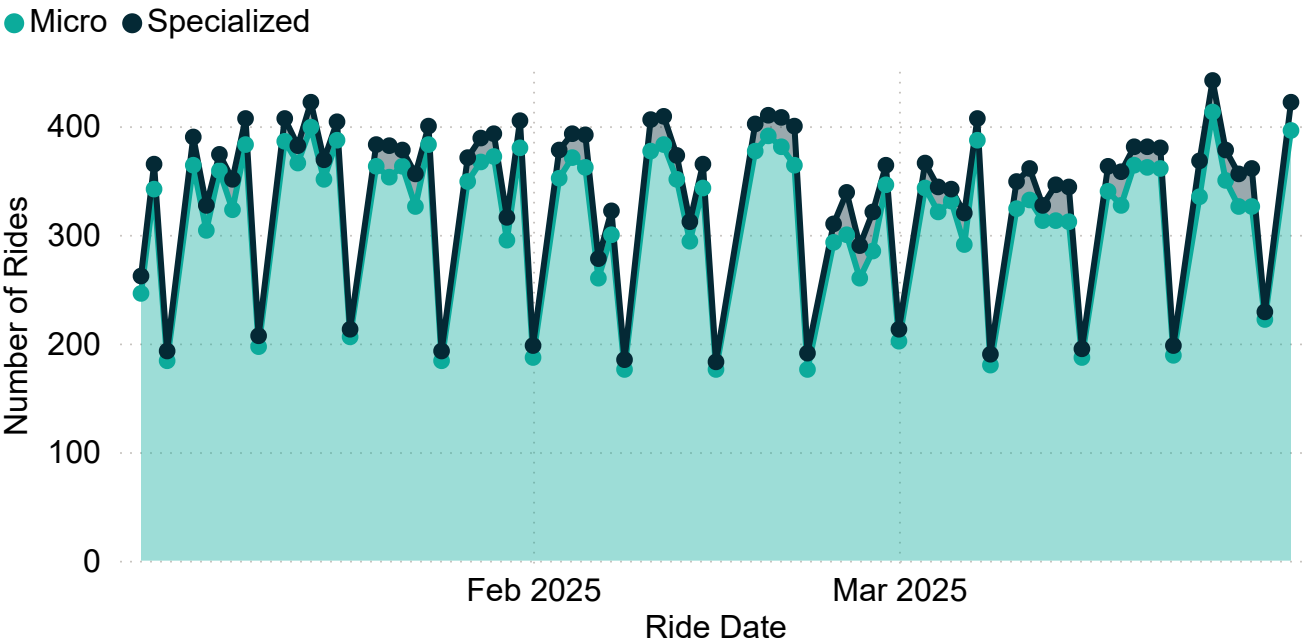
Average Direct Distance (km)

7.06

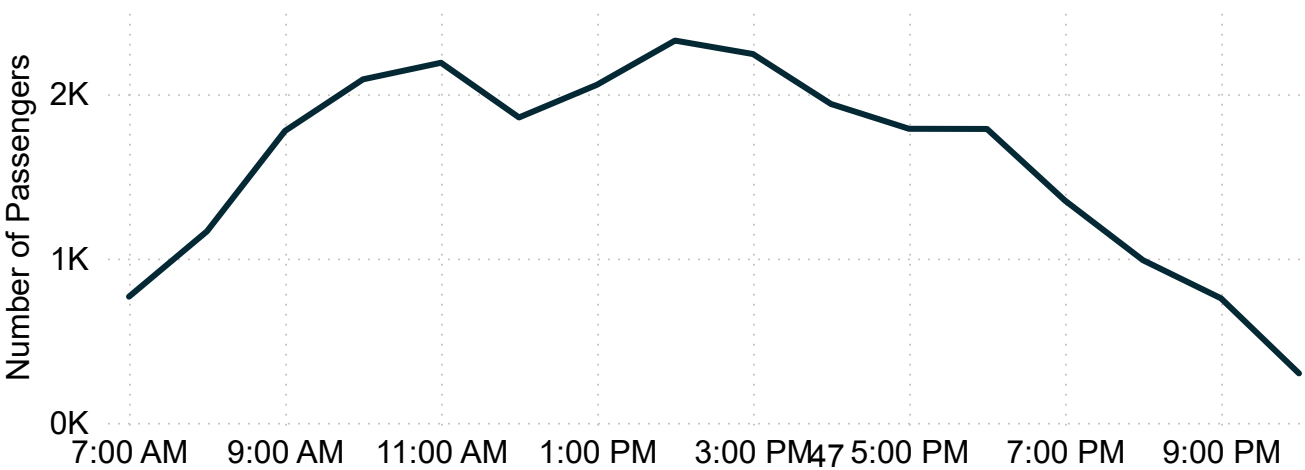
Average Time On-Board (min)

13.98

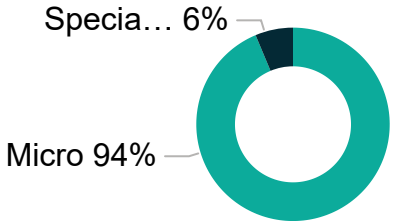
Daily Ridership



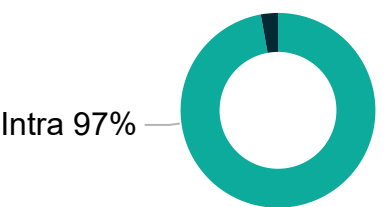
Peak Hours



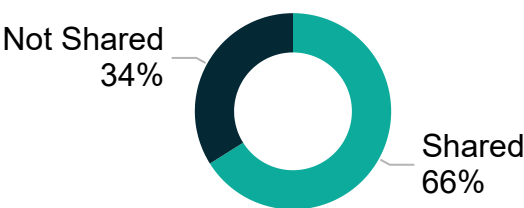
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	963	960	1923
App	13525	5775	19300
Subscription		509	509
Total	14488	7244	21732

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Grimsby

Number of Passengers

6,266

Number of Trips

5,910

Number of Accessible
Trips

184

Number of Micro Trips with
an Accessibility Device

95

Average Direct Distance
(km)

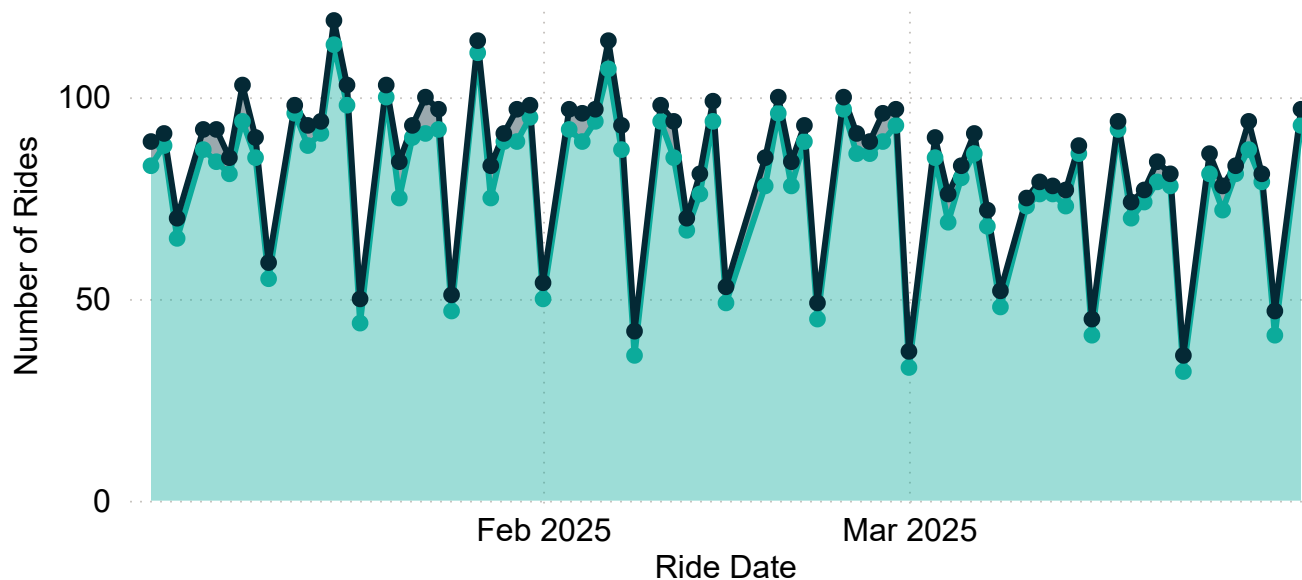
10.29

Average Time On-Board
(min)

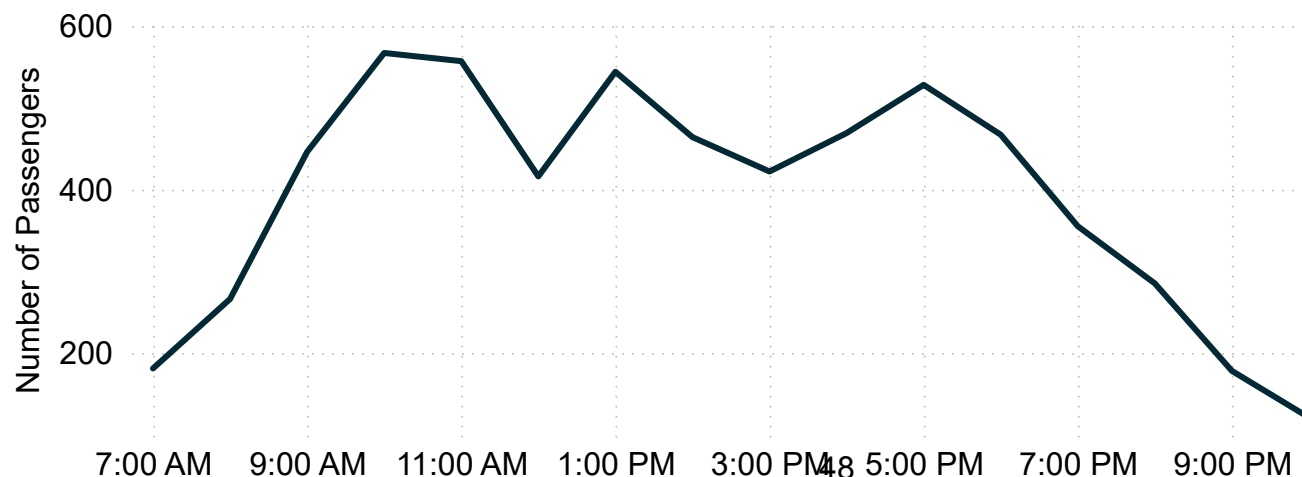
16.26

Daily Ridership

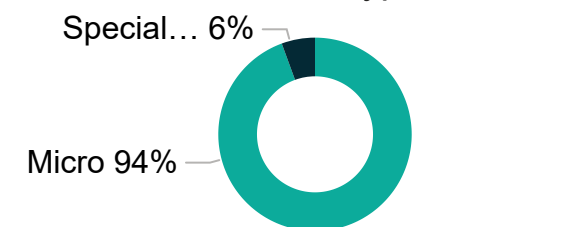
● Micro ● Specialized



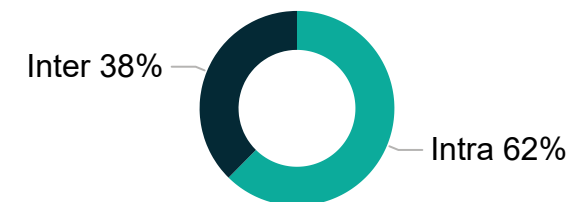
Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	177	186	363
App	2743	2630	5373
Subscription		174	174
Total	2920	2990	5910

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Lincoln

Number of Passengers

6,914

Number of Trips

6,474

Number of Accessible Trips

266

Number of Micro Trips with an Accessibility Device

171

Average Direct Distance (km)

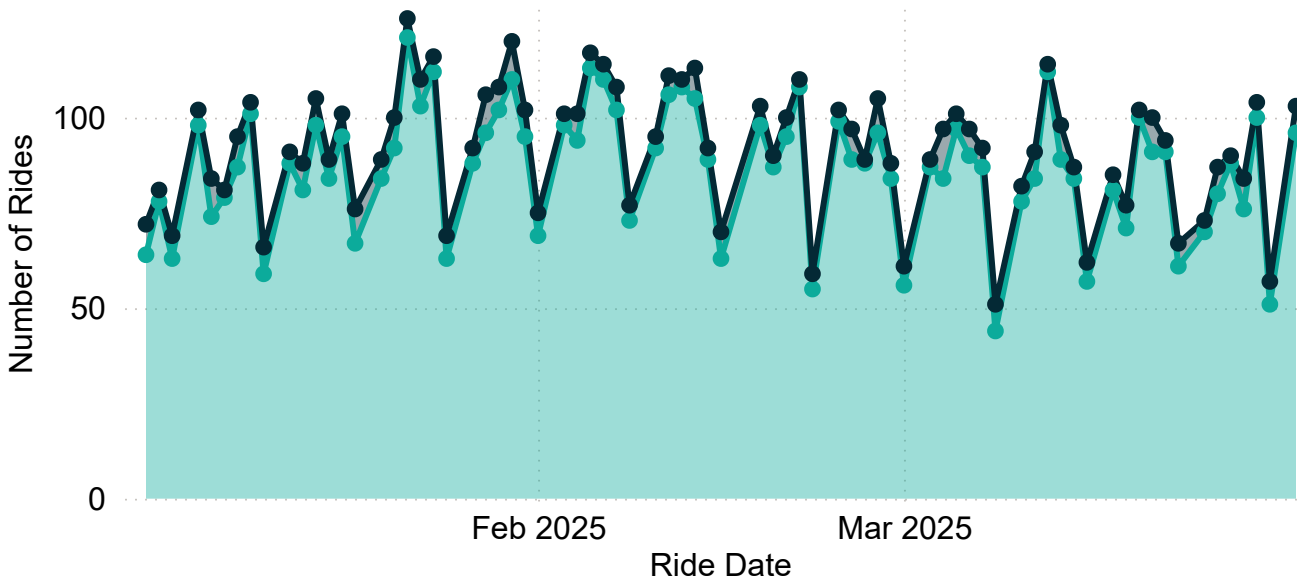
11.96

Average Time On-Board (min)

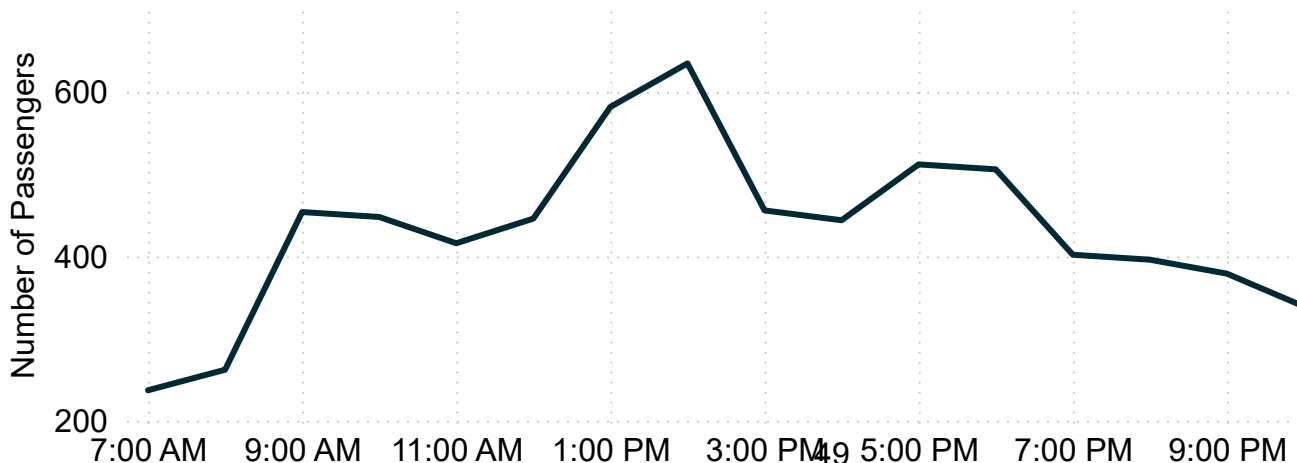
18.27

Daily Ridership

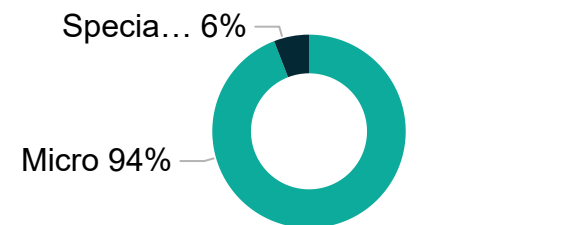
● Micro ● Specialized



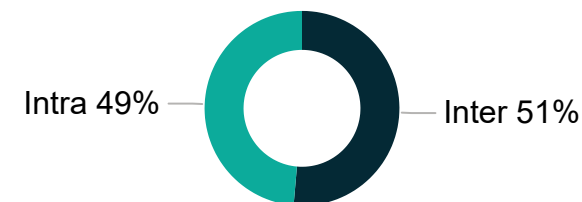
Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	116	150	266
App	2979	3095	6074
Subscription		134	134
Total	3095	3379	6474

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Niagara Falls

Number of Passengers

2,179

Number of Trips

1,925

Number of Accessible Trips

680

Number of Micro Trips with an Accessibility Device

2

Average Direct Distance (km)

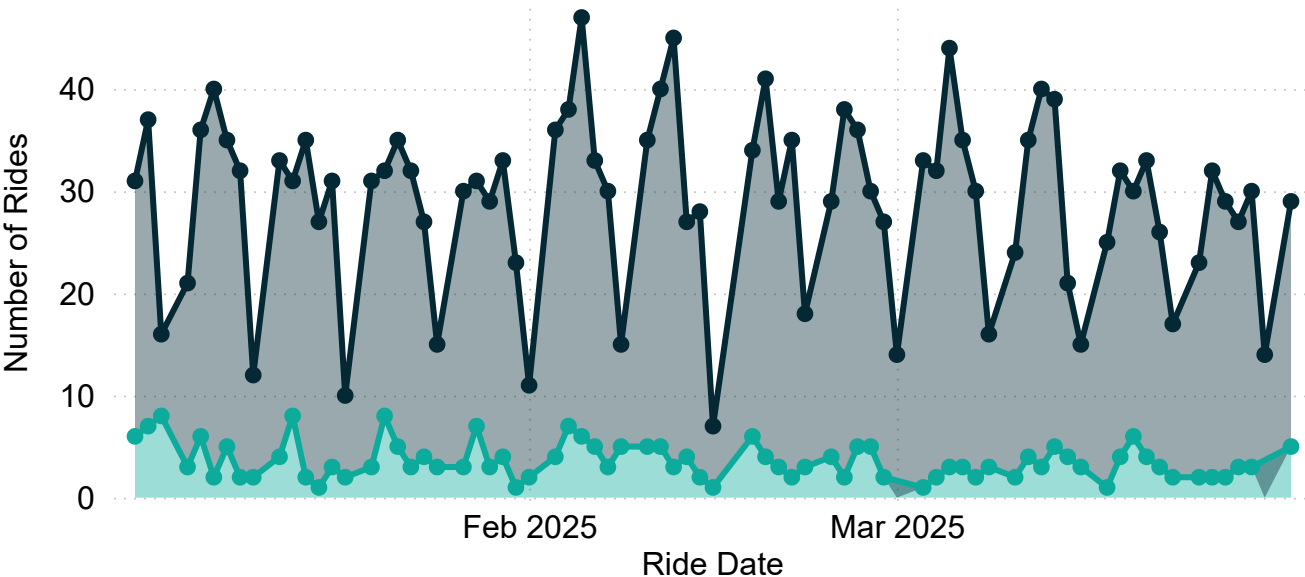
20.30

Average Time On-Board (min)

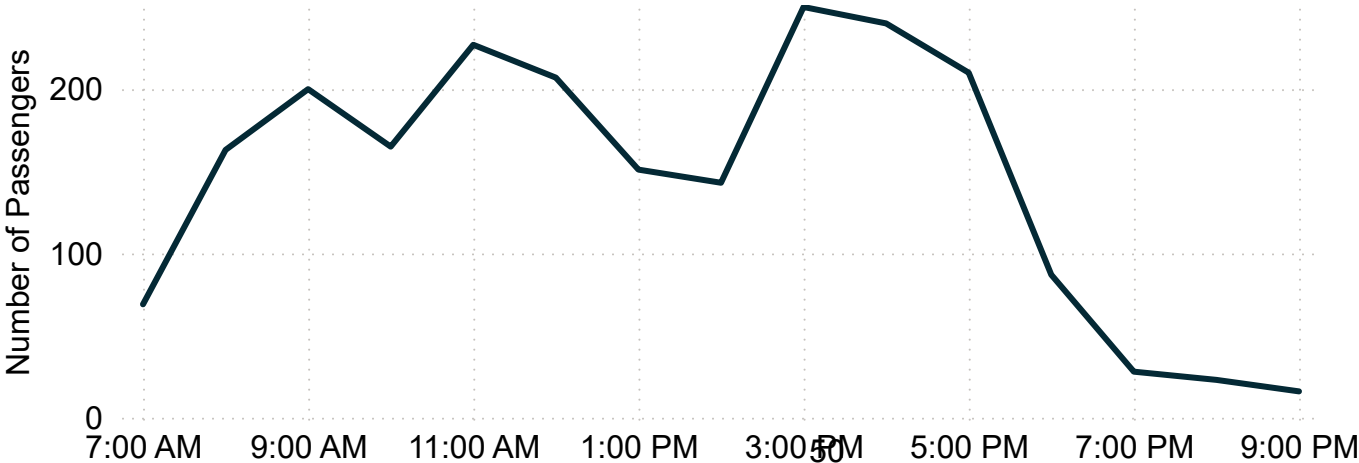
33.30

Daily Ridership

● Micro ● Specialized



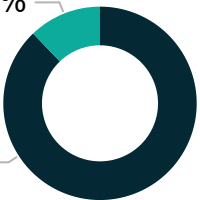
Peak Hours



Service Type

Micro 12%

Specialized 88%



Trip Type

Inter 100%



Trip Utilization

Not Shared 47%

Shared 53%



Booking Method	Day Of	Pre-Booked	Total
Agent	62	596	658
App	123	642	765
Subscription		502	502
Total	185	1740	1925

Power BI Desktop

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Niagara-on-the-Lake

Number of Passengers

15,736

Number of Trips

14,549

Number of Accessible Trips

332

Number of Micro Trips with an Accessibility Device

214

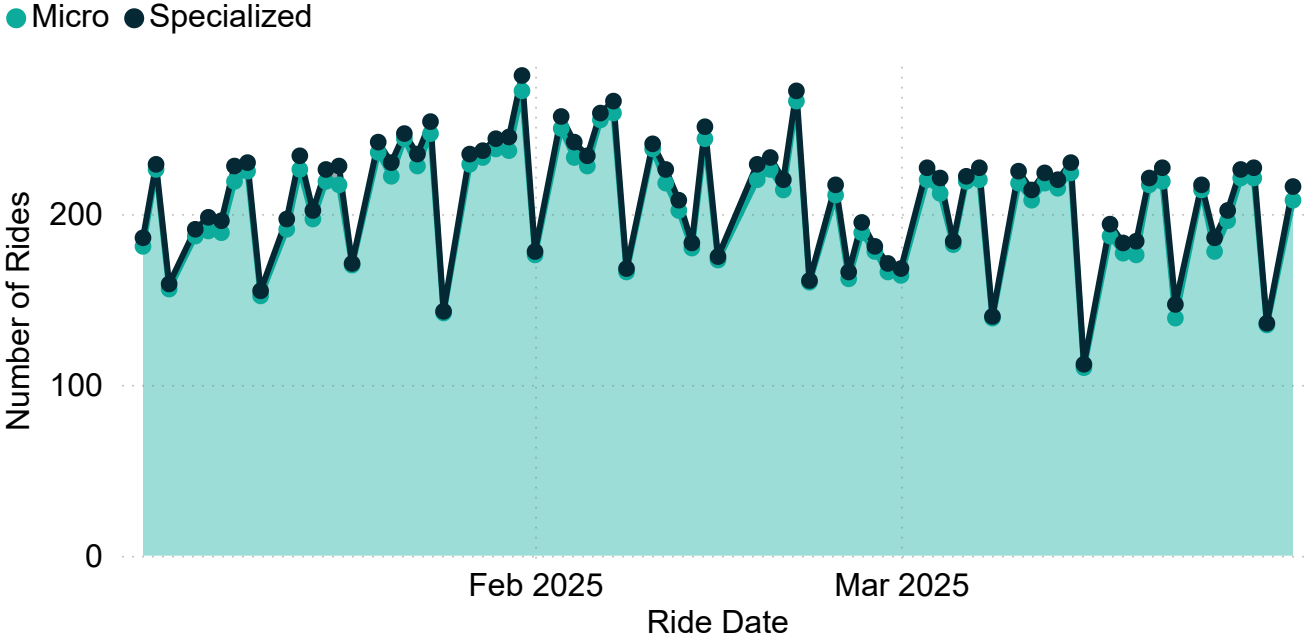
Average Direct Distance (km)

7.42

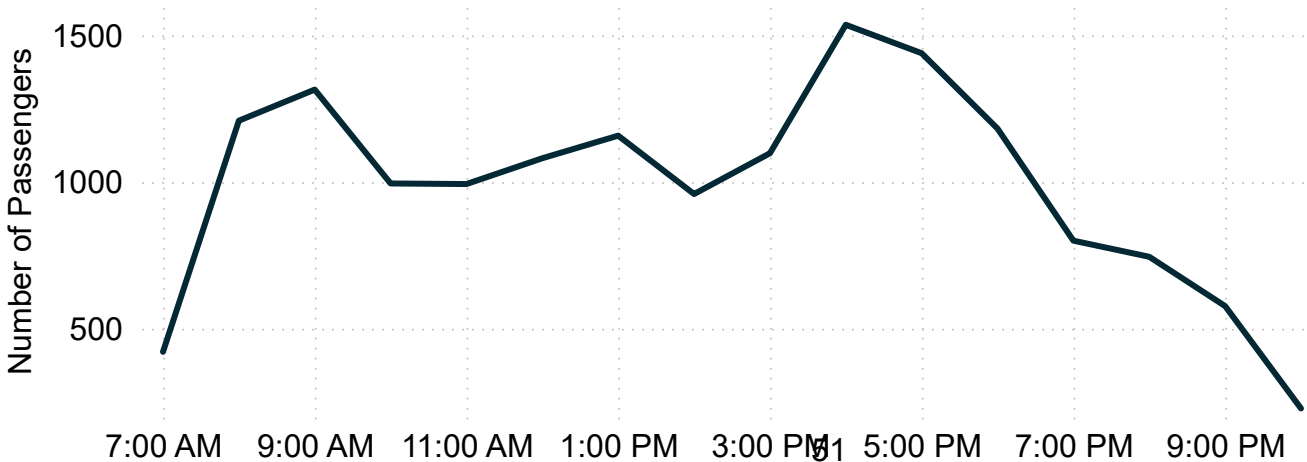
Average Time On-Board (min)

14.69

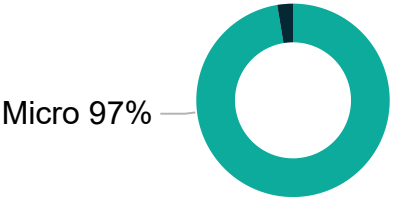
Daily Ridership



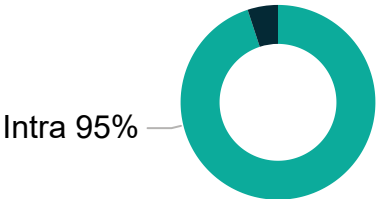
Peak Hours



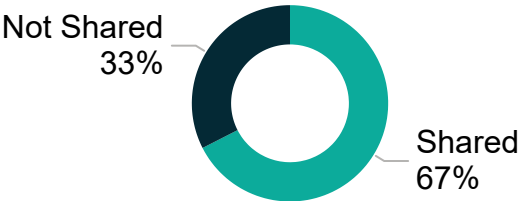
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	118	112	230
App	8910	5300	14210
Subscription		109	109
Total	9028	5521	14549

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Pelham

Number of Passengers

1,520

Number of Trips

1,458

Number of Accessible Trips

210

Number of Micro Trips with an Accessibility Device

79

Average Direct Distance (km)

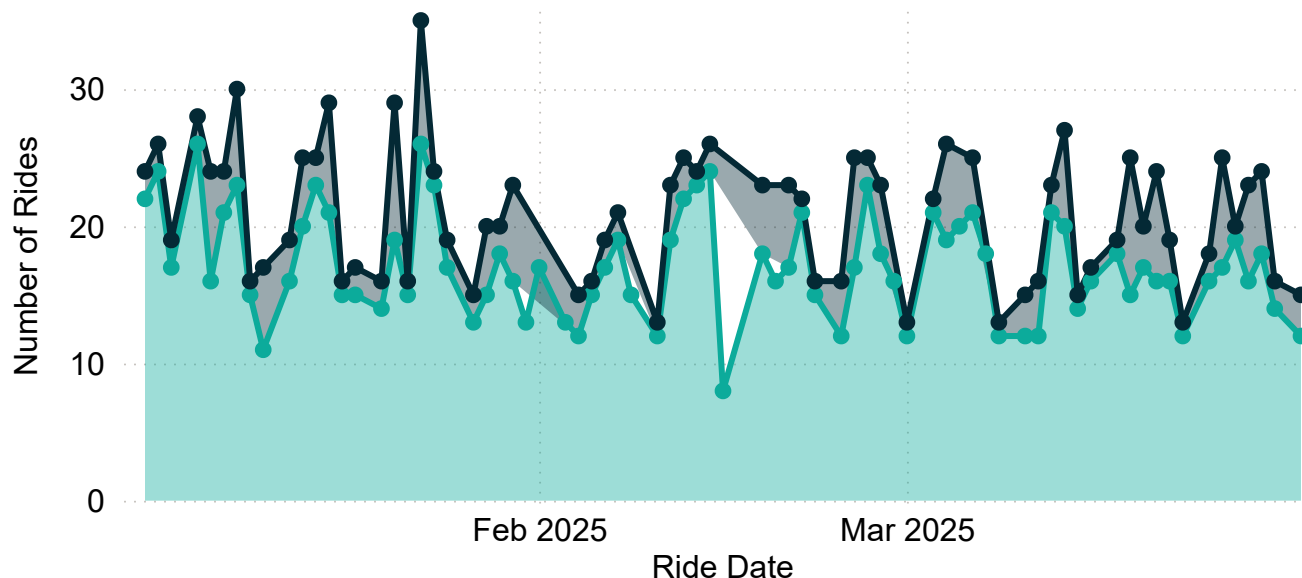
11.03

Average Time On-Board (min)

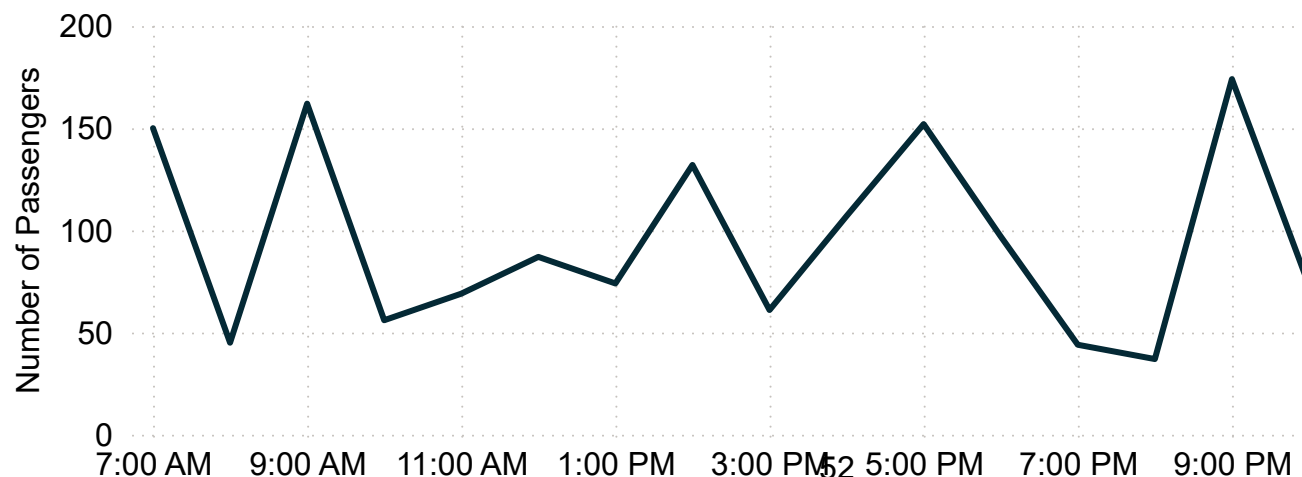
18.14

Daily Ridership

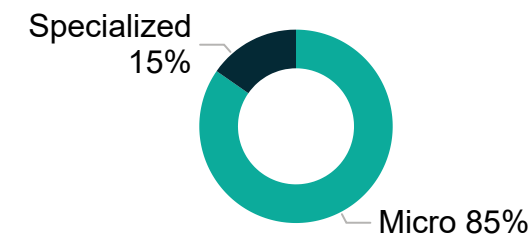
● Micro ● Specialized



Peak Hours



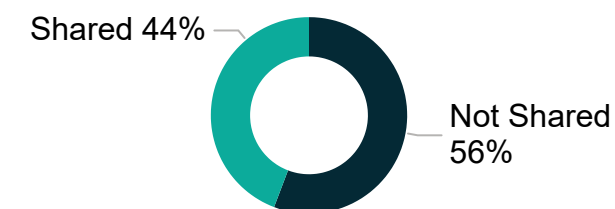
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Subscription		97	97
App	506	666	1172
Agent	45	144	189
Total	551	907	1458

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Port Colborne

Number of Passengers

3,750

Number of Trips

3,157

Number of Accessible
Trips

205

Number of Micro Trips with
an Accessibility Device

38

Average Direct Distance
(km)

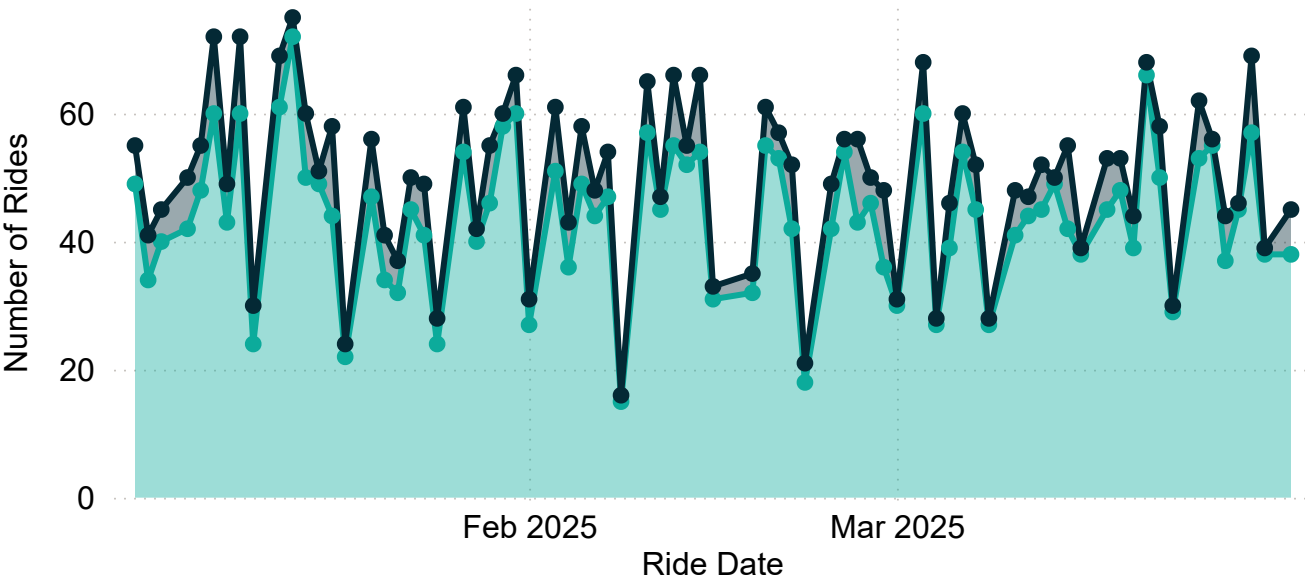
6.62

Average Time On-Board
(min)

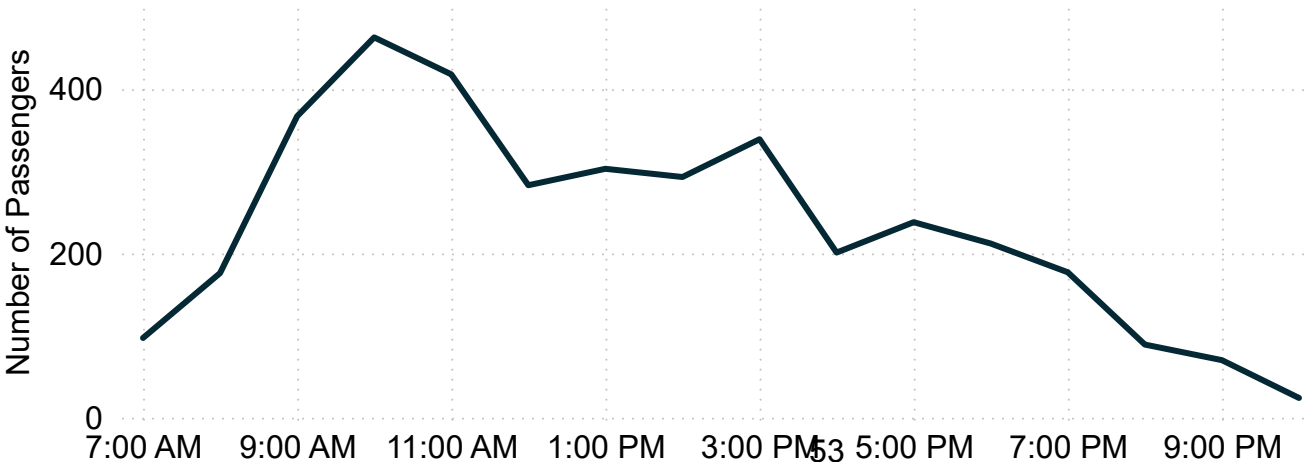
13.19

Daily Ridership

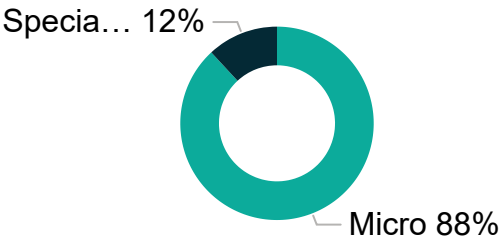
● Micro ● Specialized



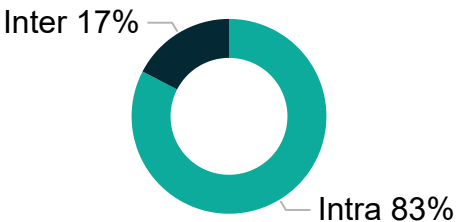
Peak Hours



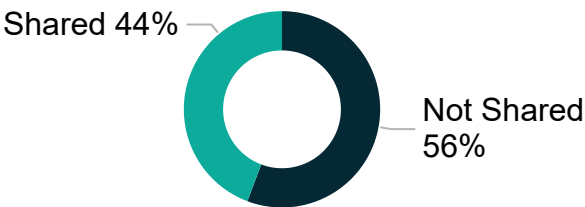
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	106	247	353
App	1609	982	2591
Subscription		213	213
Total	1715	1442	3157

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - St. Catharines

Number of Passengers

4,509

Number of Trips

4,112

Number of Accessible Trips

813

Number of Micro Trips with an Accessibility Device

14

Average Direct Distance (km)

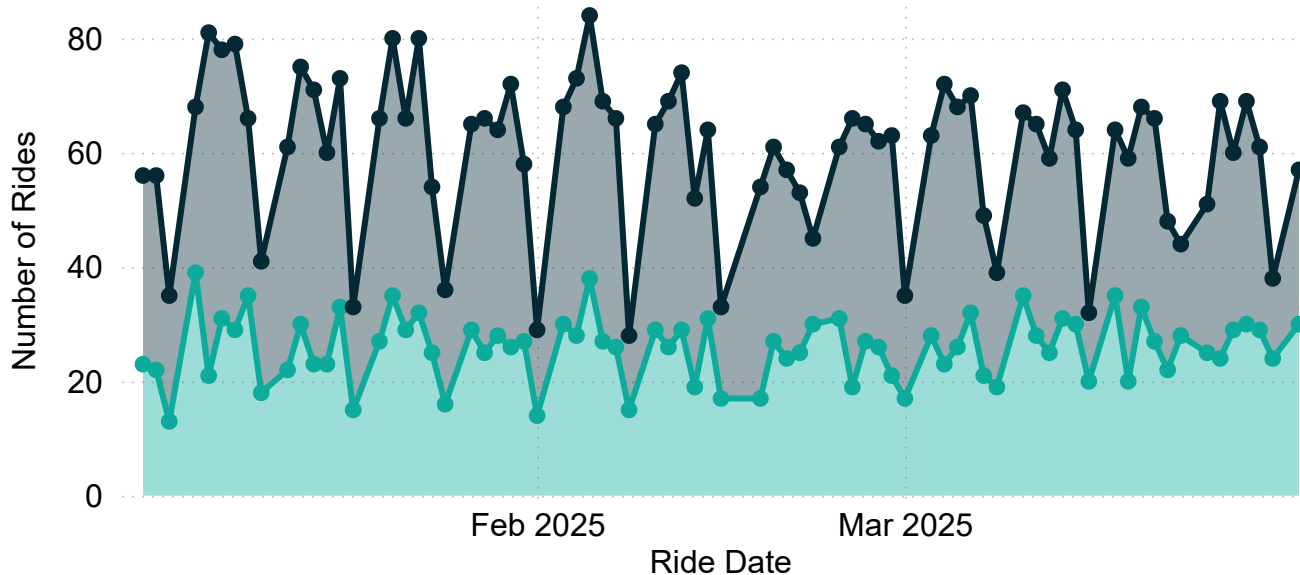
21.32

Average Time On-Board (min)

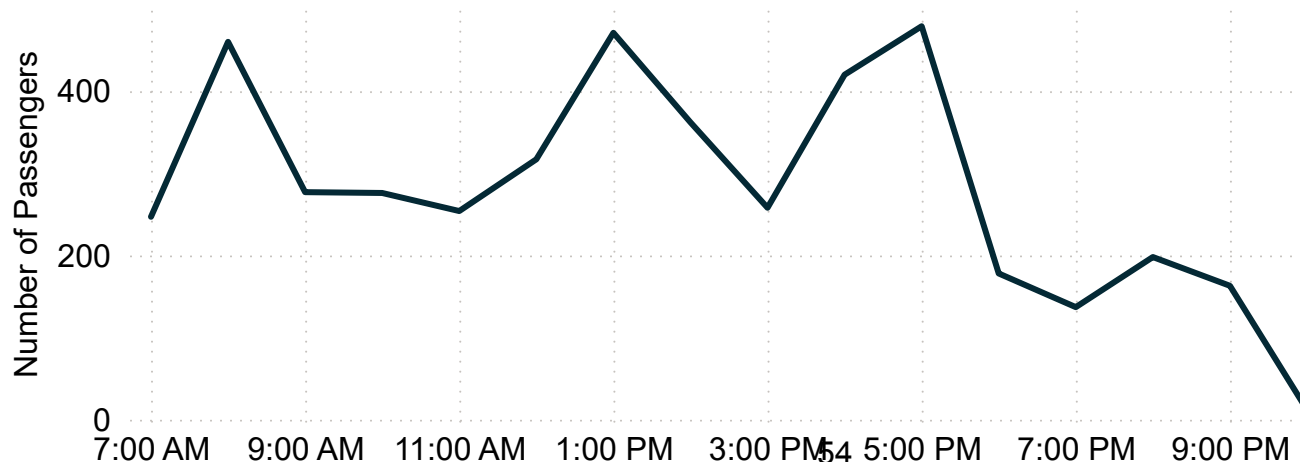
29.74

Daily Ridership

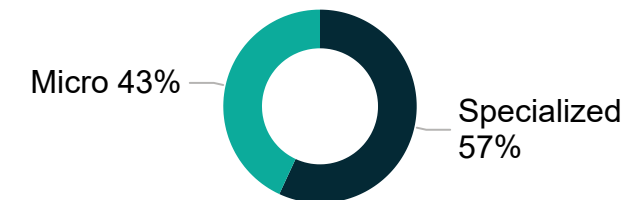
● Micro ● Specialized



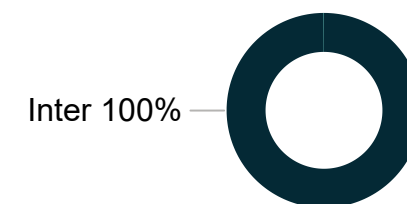
Peak Hours



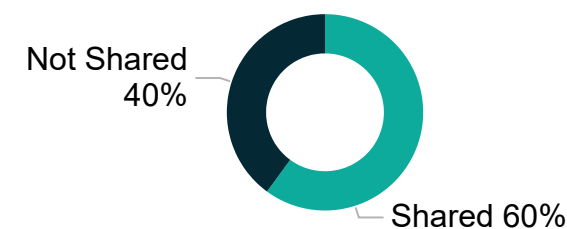
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	98	710	808
App	525	2295	2820
Subscription		484	484
Total	623	3489	4112

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Thorold

Number of Passengers

1,101

Number of Trips

907

Number of Accessible Trips

379

Number of Micro Trips with an Accessibility Device

(Blank)

Average Direct Distance (km)

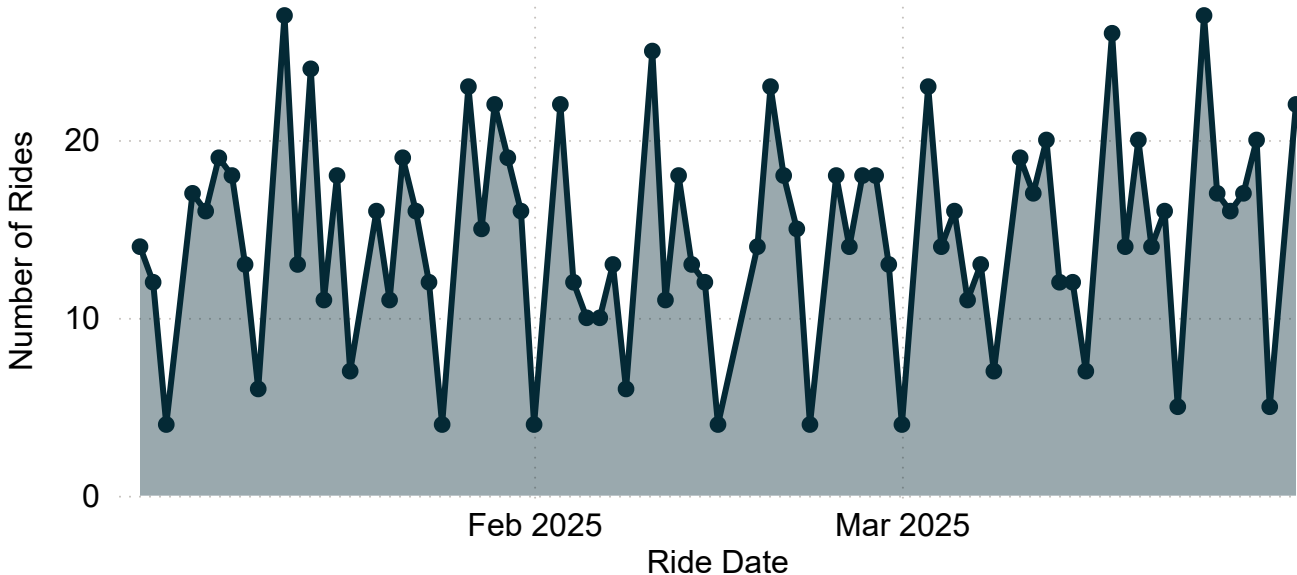
10.77

Average Time On-Board (min)

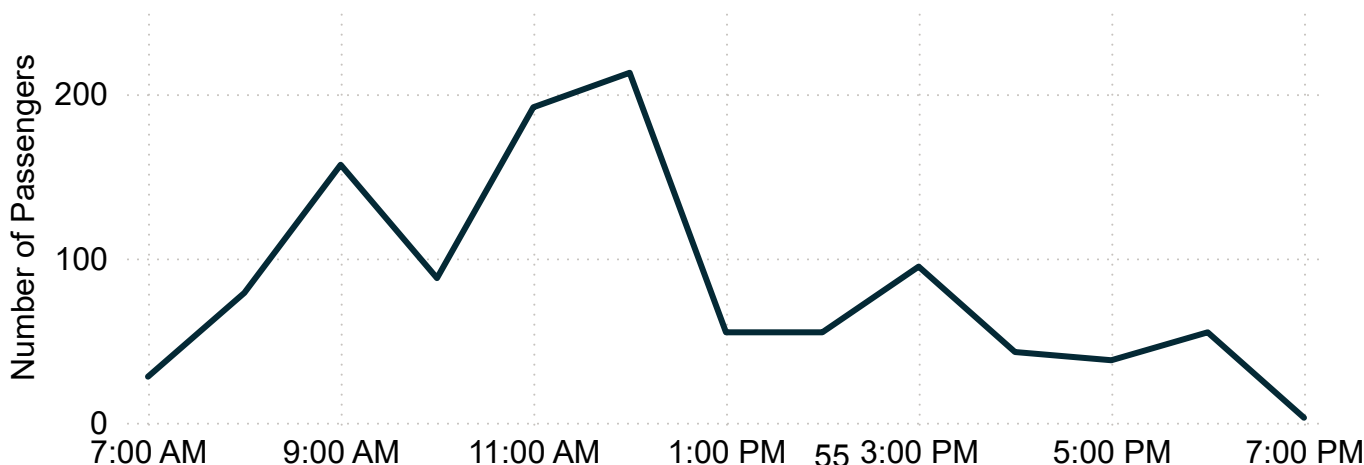
21.70

Daily Ridership

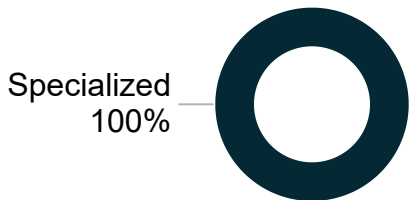
● Specialized



Peak Hours



Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	22	299	321
App	29	431	460
Subscription		126	126
Total	51	856	907

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Wainfleet

Number of Passengers

225

Number of Trips

219

Number of Accessible Trips

17

Number of Micro Trips with an Accessibility Device

2

Average Direct Distance (km)

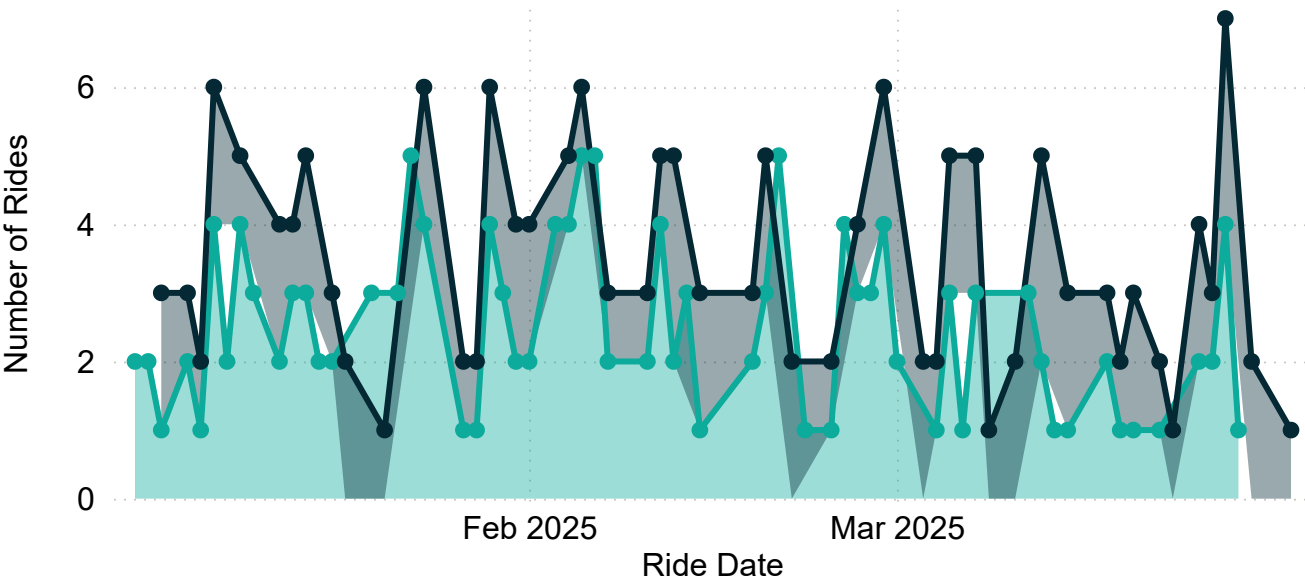
20.72

Average Time On-Board (min)

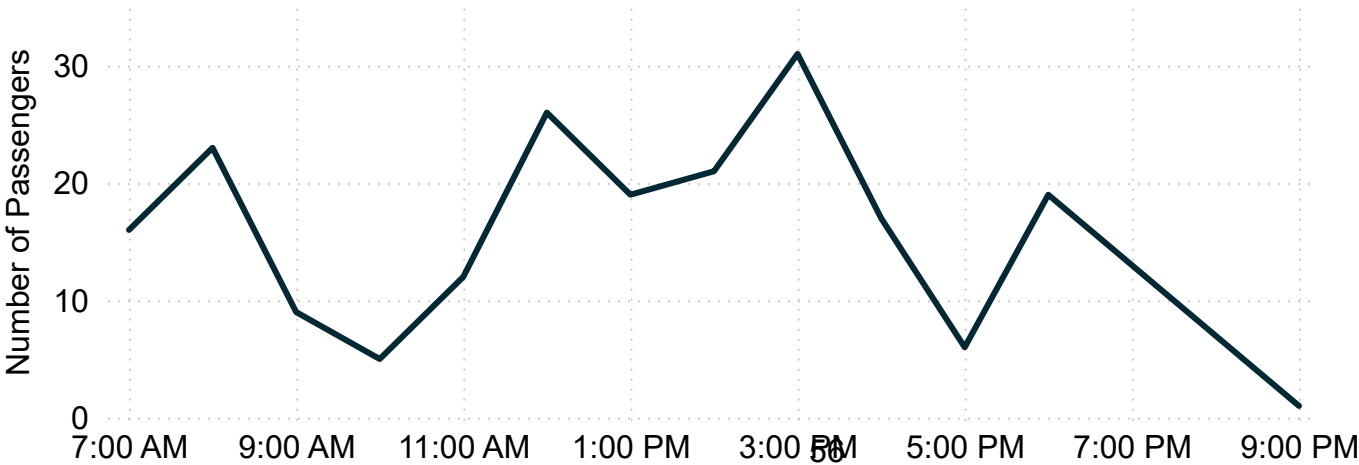
25.99

Daily Ridership

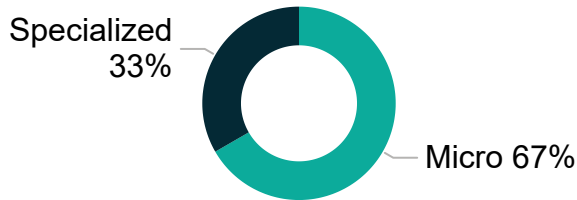
● Micro ● Specialized



Peak Hours



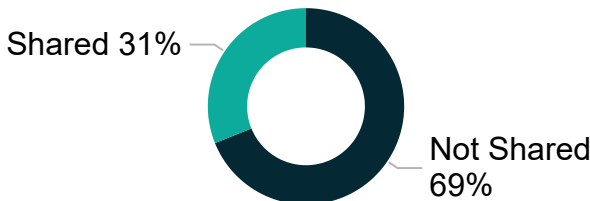
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	4	36	
App	39	138	177
Subscription		2	2
Total	43	176	219

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - Welland

Number of Passengers

2,407

Number of Trips

2,204

Number of Accessible Trips

651

Number of Micro Trips with an Accessibility Device

4

Average Direct Distance (km)

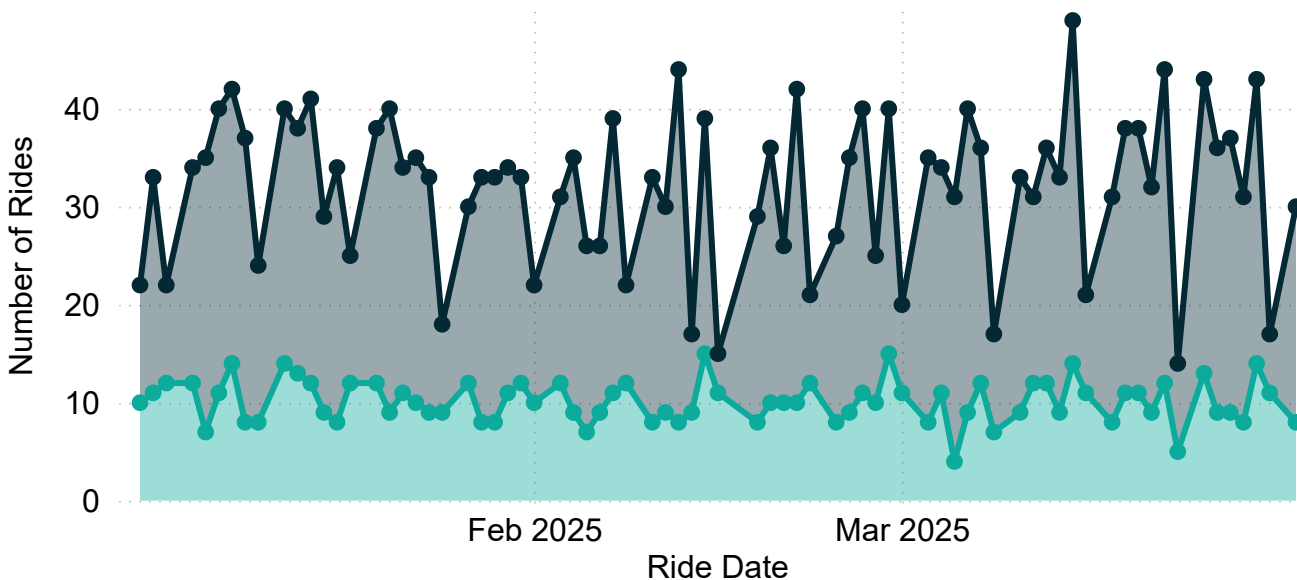
20.32

Average Time On-Board (min)

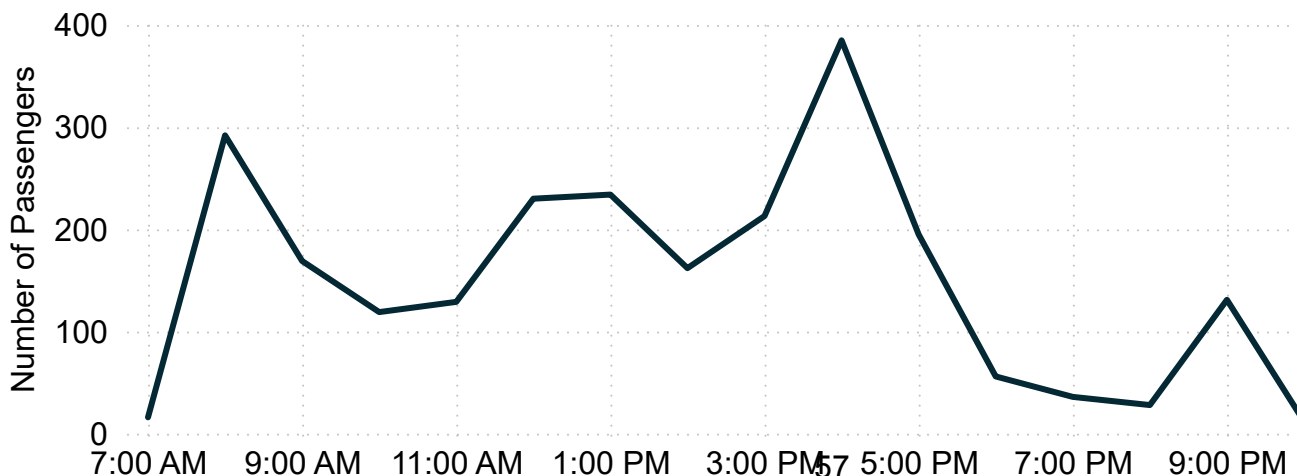
31.66

Daily Ridership

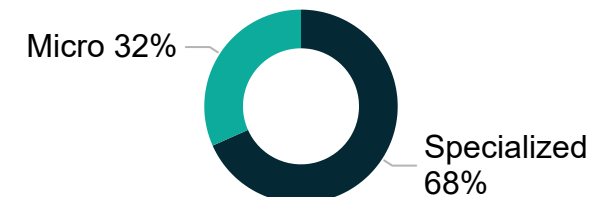
● Micro ● Specialized



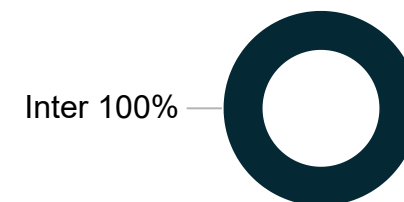
Peak Hours



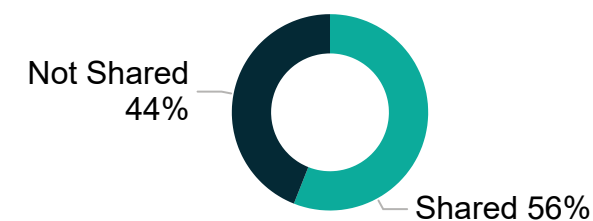
Service Type



Trip Type



Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	45	370	415
App	217	965	1182
Subscription	1	606	607
Total	263	1941	2204

NT+ (Contract) Voyago 2025 (Q1) Service Metrics - West Lincoln

Number of Passengers

819

Number of Trips

773

Number of Accessible Trips

29

Number of Micro Trips with an Accessibility Device

20

Average Direct Distance (km)

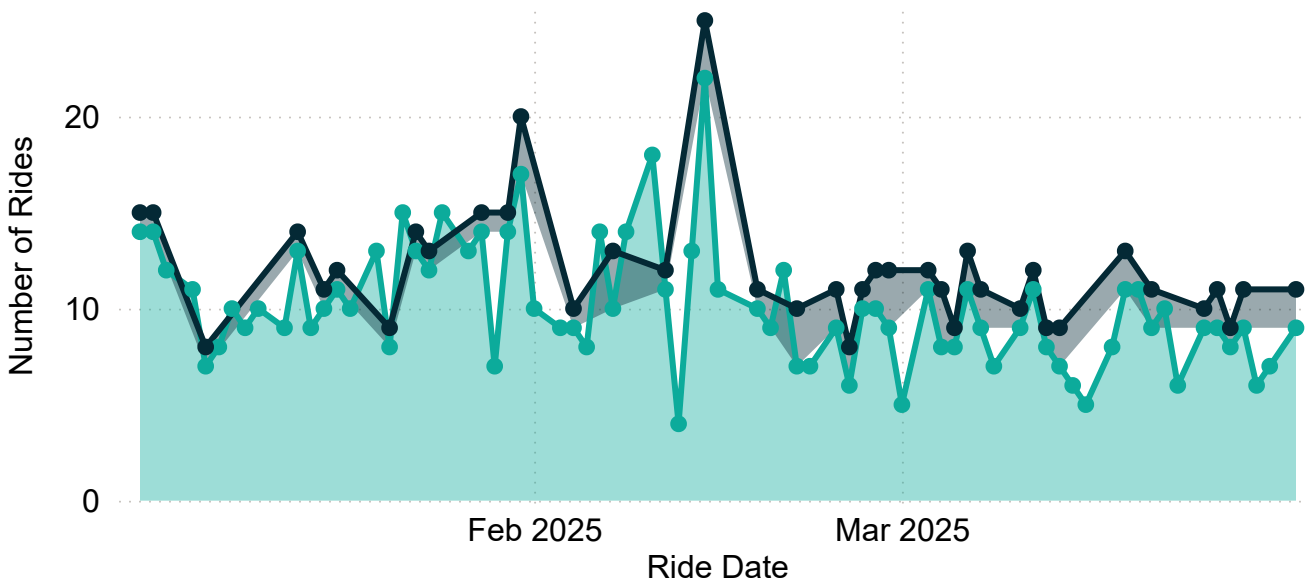
21.31

Average Time On-Board (min)

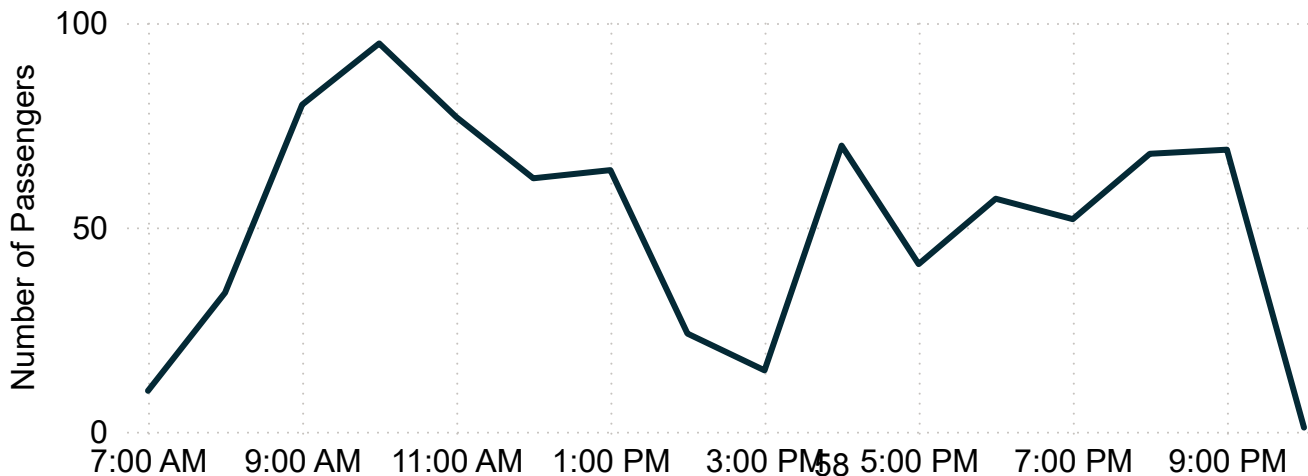
28.33

Daily Ridership

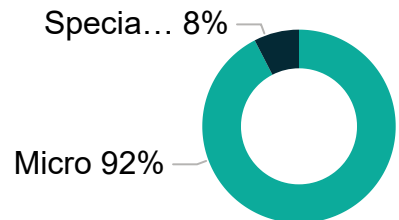
● Micro ● Specialized



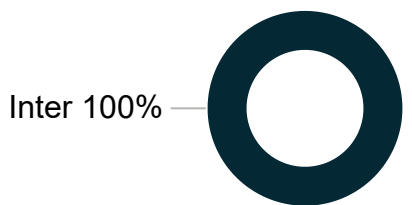
Peak Hours



Service Type



Trip Type



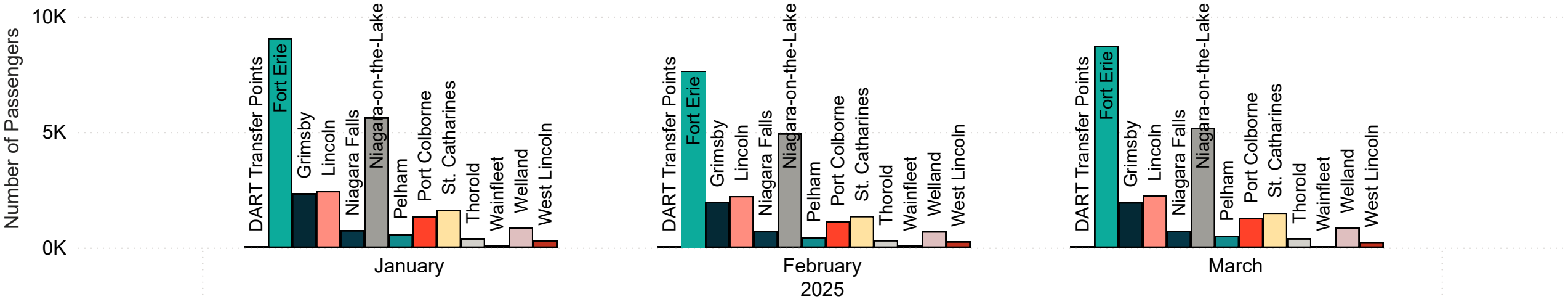
Trip Utilization



Booking Method	Day Of	Pre-Booked	Total
Agent	10	12	22
App	226	512	738
Subscription		13	13
Total	236	537	773

Overall NT+ (Contract) Voyago Trip Origin Metrics - 2025 (Q1)

Ridership By Trip Origin



Origin Municipality	DART Transfer Points	Fort Erie	Grimsby	Lincoln	Niagara Falls	Niagara-on-the-Lake	Pelham	Port Colborne	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln	Total
DART Transfer Points		5	1		8	1			18	1		7		41
Fort Erie	5	24670			200	3		125	133	33		220		25389
Grimsby	1		3910	1070	13	1	29	33	871	9	4	46	279	6266
Lincoln			1147	3362	17	36	32	31	1768	25	5	249	242	6914
Niagara Falls	9	152	12	23		351	1	20	912	137	13	549		2179
Niagara-on-the-Lake	1	2	1	40	457	14942	20		221	43		9		15736
Pelham			39	27	7	20	498	30	282	19	14	576	8	1520
Port Colborne		100	22	5	25		28	3098	24	5	78	342	23	3750
St. Catharines	19	116	829	1378	880	268	227	28	2	283	15	326	138	4509
Thorold	1	32	16	25	141	65	18	5	323	402		65	8	1101
Wainfleet				4	13		21	53	15	1		108	10	225
Welland	8	234	10	277	507	8	514	331	340	62	68		48	2407
West Lincoln			270	279	1		17	4	141	31	18	58		819
Total	44	25311	6257	6490	2269	15695	1405	3758	5050	1051	215	2555	756	70856

- **Agent Booking Method** - Rides that are booked by phoning in and speaking with a customer service representative
- **App Booking Method** - Rides that are booked by using the Niagara Transit Plus application on a mobile device
- **Average Direct Distance** - The average distance in kilometres it would take to drive directly from origin to destination without any stops
- **Average Time On-Board** - The average time a passenger is spending on-board the vehicle
- **Day of Booking Type** - Rides that are booked on the same day of use
- **Inter Trip Type** - Rides that travel from one municipality to another, crossing municipal boundaries
- **Intra Trip Type** - Rides that stay within the municipal boundary in which the trip originated
- **Micro Daily Ridership** - Number of passengers taking micro transit trips per day
- **Micro Service Type** - Number of trips that are using the micro transit service
- **Number of Accessible** - Number of trips that are using either the micro or specialized transit service that are accessible, where the passenger is using a mobility device
- **Number of Micro Trips with Accessible Device** - Number of trips using the micro transit service that are accessible, where the passenger is using a mobility device
- **Number of Passengers** - Total number of passengers that have completed trips
- **Number of Trips** - Total number of trips being completed
- **Peak Hours** - Hours of the day that have the highest demand for ridership
- **Pre-Book Booking Type** - Rides that are booked in advance of the requested trip day
- **Specialized Daily Ridership** - Number of passengers taking specialized transit trips per day
- **Specialized Service Type** - Number of trips that are using the specialized transit service
- **Subscription Booking Method** - Trips that are booked once and happen on a recurring schedule ie. trips to dialysis

MEMORANDUM

NTC-C 15-2025

Subject: Customer Experience Department – Roll Out Update

Date: April 15, 2025

To: Niagara Transit Commission

From: Edward Zahra, Deputy General Manager, Customer Experience

This memorandum provides an update on the progress and developments within the Customer Experience (CX) Department since its inception in May 2024, following the Board's approval of the department's creation as outlined in Board Report NTC 8-2024. Over the past year, the CX Department has undertaken significant initiatives to enhance customer service delivery, improve accessibility, and integrate innovative technology solutions to create a seamless and efficient transit experience for all riders.

The establishment of the CX Department was a key element of the Niagara Transit Commission's strategic move to consolidate customer service functions for all transit services, including specialty services, into one integrated department. As referenced in Report NTC 8-2024, this decision aligned with the consolidation of five independent micro-transit contracts and the assumption of all dispatch and customer support services, positioning the CX Department to serve 100% of transit riders effectively. This strategic alignment has provided a foundation for improving service standards, enhancing customer interactions, and driving overall organizational efficiency.

While this past year has included numerous achievements, it is important to acknowledge that the CX Department has also faced and continues to manage a variety of challenges. The formation of a resolute CX team has afforded Niagara Transit the opportunity to address these issues head-on, with devoted staff members working collaboratively to identify solutions, enhance processes, and deliver improved service outcomes. The team's focus, expertise, and dedication have been instrumental in navigating challenges with demand and delivery while ensuring customers experience minimal disruption. Their tireless efforts have been critical in driving positive change across the organization, and their ability to adapt has proven invaluable to Niagara Transit's longer-term success.

Frontline agents have consistently gone above and beyond, ensuring that customer inquiries are addressed efficiently, often managing higher than predicted call volumes

with professionalism and care. Their role in maintaining a high standard of customer engagement has been key in fostering public trust and satisfaction. Our dispatchers have seamlessly adapted to new roles and responsibilities following their relocation, improving on-the-ground support for operators and customers alike. Their ability to coordinate real-time problem-solving has enhanced service reliability and strengthened communication between us and our riders.

Administrative staff have contributed invaluable insights, streamlining processes to ensure data collection, reporting, and communication are both accurate and effective. Their behind-the-scenes efforts have been instrumental in ensuring a smooth transition during this period of change. Staff have also played a vital role in training and mentoring new hires, ensuring that the expanded department continues to meet high performance standards while maintaining a strong focus on customer experience.

Beyond their operational roles, staff members have taken ownership of service improvements, contributing ideas and innovations that have enhanced the transit experience for riders. The culture of collaboration and customer-first thinking within the CX Department has empowered employees to take initiative, anticipate service needs, and proactively address customer concerns. This collective effort has been fundamental in establishing a more responsive and efficient transit network.

Extended Customer Service Hours

As outlined in Report NTC 8-2024, one of the most impactful changes implemented this past year has been the extension of customer service operating hours across all three conventional service terminal or hub locations: St. Catharines (STC), Welland (WEL), and Niagara Falls (NF). Since October 1, 2024, the customer service hours are as follows:

St. Catharines and Welland Terminals

Monday to Saturday –	6 a.m. – 11 p.m.
Sunday/Holiday –	10 a.m. to 6 p.m.

Niagara Falls Hub

Monday to Saturday –	7 a.m. – 7 p.m.
Sunday/Holiday –	10 a.m. to 6 p.m.

Previously, limited-service hours created challenges for customers seeking assistance outside of regular business hours (8:30 a.m. – 4:30 p.m., Monday to Friday). With the expanded hours, customers now have access to services on weekends and holidays, providing greater flexibility for purchasing ride cards, passes, and accessing live support. These enhancements ensure our availability aligns with transit operations; meaning customers can now receive assistance when they need it.

This change has been particularly beneficial for individuals who rely on transit for work and school, as well as seniors and persons with disabilities who require additional support. The expanded hours have increased opportunities for direct engagement with customers, allowing staff to provide real-time assistance, resolve issues more effectively, and collect valuable feedback to further refine service delivery. The response from the public has been overwhelmingly positive, with many riders expressing appreciation for the increased access and improved response times. Staff dedication, even amidst the challenges, has been vital in ensuring this expansion was successful. Employees demonstrated exceptional flexibility in adapting to the new schedule, often stepping in to provide additional coverage during peak periods or while training new team members. Their commitment was essential and enabled the department to maintain consistent and reliable service throughout this operational change.

Customer-Focused Service

The CX Department's expansion included the addition of thirteen (13) permanent full-time positions to support enhanced customer service and booking functions. This staffing increase was critical to assuming customer service duties previously managed by multiple contracted providers. By bringing these services in-house, we have improved accountability, communications, and customer support. To our riders, every trip (on any vehicle) is a trip on Niagara Transit, and we own that.

As part of our continued efforts to monitor and enhance the customer experience, a comparative analysis was conducted on call centre activity between two reporting periods: October 18, 2023, to February 29, 2024, and October 1, 2024, to February 28, 2025. The data, summarized in the table below, reflects notable year-over-year trends that speak to both the increasing demand for customer support and the operational pressures that accompany such growth.

Specialty	October 18, 2023* – February 29, 2024	October 1, 2024 – February 28, 2025	Year 1 vs. Year 2
Calls Received	12,852	42,252	228.76%
Calls Answered	11,437	32,603	185.07%
Average wait time	0:01:24	0:02:37	86.90%
Customer Service	October 18, 2023 – February 29, 2024	October 1, 2024 – February 28, 2025	Year 1 vs. Year 2
Calls Received	5,750	10,995	191.22%
Calls Answered	5,251	10,287	195.91%
Average wait time	0:00:26	0:00:11	-57.69%
PSR** Received	53	275	518.87%
PSR** Resolved	48	206	429.17%

*Data for Specialty Services was not actively captured until October 18, 2023

**PSR (Public Service Request) is the database where customer feedback is captured, disseminated to the appropriate department for response (if applicable), and analyzed for KPI awareness and trends.

While the overall responsiveness of the team has improved in absolute terms, this increased volume has impacted on service efficiency. The average wait time for callers grew from one minute and twenty-four seconds (1:24) to two minutes and thirty-seven (2:37) seconds for Specialty Services; a change that reflects the strain on available resources during peak periods. Although the team has worked diligently to manage the rising volume, the increased wait time underscores the need for a review of staffing levels, scheduling strategies, and potential technology enhancements to better manage queue times moving forward.

Focusing specifically on the Customer Service department, the number of calls received nearly doubled, from 5,750 to 10,995, and the number of calls answered increased from 5,251 to 10,287, reflecting a 95.9% growth. This level of responsiveness highlights the importance of continuing to build capacity and refine our customer support model to ensure we maintain and elevate service standards as engagement continues to grow.

These trends suggest growing public engagement and reliance on the department as a whole. However, extended wait-times indicate an area for operational enhancement to ensure we maintain high service standards.

Accessibility

All public agencies in Ontario are required in provincial legislation to provide and publish a Multi Year Accessibility Plan (MYAP). The NTC's MYAP project was launched in parallel with the NTC's Master Plan. This coordinated effort represents our commitment to enhancing accessibility and ensuring that transit services meet the needs of all residents and visitors of Niagara, while aligning with provincial accessibility standards under the Accessibility for Ontarians with Disabilities Act (AODA).

The MYAP is structured into two phases, each designed to address specific aspects of accessibility for transit. These phases are critical to creating an equitable, inclusive, and barrier-free transit experience across the entire Niagara region. As we continue to prioritize accessibility in all facets of our operations, the MYAP will guide our actions and decisions in shaping the future of specialized transit services.

The first phase of the MYAP focused on revising the eligibility criteria and the process for accessing specialized transit services. We sought to ensure that NTC's eligibility criteria for specialized transit were consistent with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) as well as best practices used by other transit agencies across the Greater Toronto and Hamilton Area (GTHA) and throughout the province. This alignment ensures that our riders experience a consistent and fair process when accessing specialized transit services, regardless of their location within Ontario.

The second and final phase of the MYAP focuses on conducting a comprehensive accessibility needs assessment for specialized transit within the Niagara Transit system. This phase involves gathering data, engaging with community stakeholders again, and identifying areas where our transit system may have barriers that limit access for persons with disabilities or other mobility challenges. We will assess the current state of accessibility on all routes, including the physical infrastructure and service delivery. This assessment will identify gaps and opportunities for improvement. Based on the results of the accessibility needs assessment, Phase Two will culminate in a comprehensive strategy aimed at eliminating barriers to accessibility in the Niagara Transit system, with a focus on mid to long-term, sustainable solutions to ensure that all individuals, regardless of their abilities, can fully utilize our transit services.

Brand and Marketing Initiatives

In 2024, Niagara Transit, in partnership with HDR Inc., launched an initiative to create a single cohesive identity. Approved by the Board (NTC 16-2024), and Regional Council (CL-C 58-2024) in July 2024, the new brand replaces the legacy transit service brands, unifying transit service across the region, and aims to shape public perception and experience of Niagara Transit.

Developed with community input, the brand's new visual identity features a distinctive "NT" icon and vibrant colour palette, symbolizing the region's connective and iconic waterways. This unified brand, along with our new tagline, "We're going your way," serves as a powerful symbol of our dedication to connecting people with essential destinations throughout Niagara, reinforcing our commitment to customer-centric service. It creates a unified, professional identity, ensuring consistency across all communication channels, signage, vehicles, and customer touchpoints, positioning Niagara Transit as a forward-thinking and customer-focused transit provider.

The new Niagara Transit brand strategically enhances community connection for residents and visitors alike. It builds trust and reliability with its consistent use of its logo and colours, welcoming tone and engaging visuals, ensuring materials are easy to understand. It also helps attract new riders by creating a more inviting and approachable public image, encouraging greater transit adoption. This allows for more effective marketing and outreach efforts, supporting increased ridership and public engagement.

Beyond its external impact, the new Niagara Transit brand cultivates a strong internal culture, fostering staff pride and alignment with organizational values. By promoting Niagara Transit's mission, vision, and values, the brand instills employees with a shared sense identity, reinforcing the vital role each person has in delivering high-quality transit services to the community. The brand guidelines highlight clear, helpful communication and an optimistic tone, contributing to a more positive, supportive work environment, and frontline interactions. This fosters a more cohesive and motivated workforce, invested in upholding the standards and reputation of Niagara Transit and enhances frontline interactions.

Niagara Transit has begun a phased rollout of the Niagara Transit brand that will continue over the coming months. This approach allows us to strategically manage costs while ensuring a smooth transition. Key items, such as digital assets and core marketing materials, have been updated, followed by physical signage and other assets

as they reach their natural replacement cycles. This approach minimizes waste and aligns with our commitment to affordability while allowing us to prioritize updates based on impact and necessity.

Growing Online Presence

In 2024, a key priority for the communications team was to update our online and digital customer experience tools to provide easy access to information, ensuring accuracy, timeliness, and clarity for all users. Tangible improvements were made on our website including updates to our route and schedule presentation, the addition of more detailed route maps, and access to policy documents, making essential information more readily available. Beyond simply disseminating information, our website serves as a central hub for analytics tracking, providing invaluable insights into user behaviour and service utilization. This data-driven approach allows us to continuously optimize our online presence and service delivery, ensuring we meet the changing needs of our community in a rapidly evolving digital space.

Niagara Transit's use of social media has cultivated a thriving online community and improved real-time communication with our riders. As a result, our social media presence has surpassed 750 followers on Facebook, 1,300 on X (formerly Twitter), and 700 on Instagram.

By seamlessly integrating website management, analytics, and social media strategy, we have been able to significantly enhance our communication, engagement and service delivery. This includes the introduction of a tool to deliver real-time service delay and detour updates, drastically improving trip planning capabilities and reducing rider frustration.

Community Engagement Initiatives

As part of our commitment to improving transit accessibility and awareness, we hired a Client and Community Coordinator who started on September 3, 2024. This role has been instrumental in fostering connections with community partners, agencies, and organizations across the region. Since onboarding, the coordinator has actively participated in a range of outreach events, including post-secondary welcome weeks, seniors' fairs, healthcare and social service meetings, and municipal engagement sessions. These efforts have strengthened Niagara Transit's presence in diverse communities, ensuring transit information is accessible to a broad audience.

The addition of the Client and Community Coordinator role has significantly enhanced Niagara Transit's ability to build relationships and foster trust within the communities we serve. While this position is embedded in the Customer Experience department, its benefits extend across the entire organization. The coordinator actively promotes transit initiatives, ensuring that residents and organizations understand available services, route changes, and upcoming projects.

By engaging with seniors, students, service providers, and marginalized communities, the coordinator helps ensure that Niagara Transit is accessible and responsive to diverse needs. Direct feedback gathered through community interactions informs service planning, helping shape transit policies and improve service delivery. Through collaboration with community organizations, businesses, and advocacy groups, Niagara Transit strengthens its role as a key mobility partner in the region.

Additionally, the Coordinator's outreach supports the implementation of the Transit Master Plan by aligning community expectations with operational realities, ensuring long-term sustainability and growth. The role continues to be instrumental in reinforcing Niagara Transit's commitment to being an accessible, dependable, and community-driven service.

AI Integration and Advancements

The CX Department has made significant progress towards integrating AI technology integration into our CX toolbox, moving towards the deployment of innovative solutions to enhance customer service delivery. The CX team has developed several AI pilot projects and is working internally with IT, Planning & Performance and legal to ensure best practices are established for AI use, including compliance with key privacy legislation and appropriate risk mitigation prior to launch. Riders will be provided further information ahead of deployment.

The AI-Driven Inquiry Management Agent, now ready for deployment, is designed to receive customer inquiries, log them into the customer relations management (CRM) software, and route issues to the appropriate department. By automating these routine tasks, frontline staff can dedicate more time to resolving complex issues, providing higher-quality customer support and enable them to focus on improving customer outcomes.

Another major breakthrough on our AI front has been the implementation of the AI-Enabled Dispatch Agent, which will be integrated into the Interactive Voice Response

(IVR) phone system. This system ensures that customers are promptly directed to the correct department without experiencing long wait times. With 24/7 availability, customers can access immediate assistance, at any time, through the agent, eliminating the frustration of waiting in traditional call queues.

We are also in the final stages of developing an AI-Based Customer Information Agent. Once launched, this agent will provide real-time answers to general transit inquiries via voice and text (chatbot). Customers will be able to obtain information on fares, operating hours, and other essential details any time they wish. This innovation is expected to dramatically reduce repetitive inquiries while improving the speed and accuracy of customer information delivery; all while further enhancing Niagara Transit's accessibility initiative of being barrier free. The AI-driven responses are designed to learn from customer interactions, improving accuracy and relevance over time.

Perhaps the most groundbreaking innovation is the AI-Powered Wayfinding Agent, albeit, currently still in development. This system, the first of its kind in North America, will provide real-time route information for the entire NTC network. Once fully implemented, riders will have access to dynamic navigation support, helping them plan their trips more efficiently through conversation over the phone. By integrating GPS tracking and mapping technologies, we will enable customers to receive up-to-date directions, transfer points, and estimated travel times, significantly improving transit accessibility and convenience.

The adoption of AI in customer service and transit operations can seem daunting, as it represents a significant shift in how services are delivered. Concerns about job displacement, reliance on automation, and the learning curve associated with new technology are understandable. However, AI is not here to replace human workers, it is here to enhance their capabilities, streamline operations, and improve our customer's experience. By embracing and integrating AI thoughtfully and strategically, we can create a smarter, more responsive, and customer-focused transit system while ensuring that employees are empowered and efficiently deployed rather than displaced. Listed below are key benefits we expect to realize.

Enhanced Customer Experience:

The AI agents will provide 24/7 availability, ensuring customers have immediate access to assistance, information, wayfinding, and issue resolution without delay.

Operational Efficiency:

Automation reduces the burden of repetitive tasks, allowing staff to focus on complex concerns requiring human intervention, improving overall service quality.

Cost Savings:

Streamlining inquiries and call handling minimizes the need for additional staffing resources during peak periods, enhancing resource allocation.

Data-Driven Improvements:

The AI agents' integration with CRM and call systems will generate valuable data insights, allowing us to track customer trends, measure agent performance, and refine our services.

Augmentation, Not Replacement:

These AI solutions are designed to support staff, not replace them. By removing tedious tasks, employees can dedicate more time to delivering high-value interactions that improve customer outcomes.

The ongoing enhancements in branding, communication, and community engagement reflect Niagara Transit's commitment to delivering exceptional service and fostering meaningful connections with our riders. We will continue leveraging these initiatives to enhance customer experience, drive ridership growth, and improve overall service delivery.

Moving forward, we remain committed to continuous improvement and innovation, ensuring that Niagara Transit continues to meet the evolving needs of our community. By leveraging the experience, skills, and dedication of our CX team, we are confident in our ability to overcome challenges and further elevate service standards both through efficiency and technologies.

Respectfully submitted and signed by



Edward Zahra
Deputy General Manager
Customer Experience

Memorandum

CL-C 33-2025

Subject: Town of Pelham Representative - Transportation Strategy Steering Committee and Niagara Transit Commission

Date: May 22, 2025

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

Regional Council, at its meetings held on January 19, 2023, and May 23, 2024, respectively, appointed Town of Pelham Councillor Wayne Olson to the Niagara Transit Commission and Transportation Strategy Steering Committee, to serve as the Town's representative.

Given that Councillor Olson has been appointed to Regional Council, the Town of Pelham was requested to consider how the vacancies on the Niagara Transit Commission and Transportation Strategy Steering Committee would be filled for the remainder of this Council term.

The Town of Pelham has confirmed (correspondence attached) that Councillor Olson will continue as the Town's representative for both the Transportation Strategy Steering Committee and Niagara Transit Commission for the remainder of this term of Council.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

May 12, 2025

Sent Via Email: ann-marie.norio@niagararegion.ca

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

Re: Councillor Committee Appointments

At its regular meeting on May 7, 2025, the Council of the Town of Pelham considered appointments to the Transportation Strategy Steering Committee and the Niagara Transit Commission for the remainder of the 2022-2026 Term. Council re-affirmed the appointment of Wayne Olson and subsequently passed the following motions:

BE IT RESOLVED THAT Council of the Town of Pelham hereby appoints the following Member of Council to serve as the Town's representative on the Niagara Region Transportation Strategy Steering Committee:

1. Regional Councillor Wayne Olson

AND THAT the Town Clerk be directed to notify the Niagara Region as required.

AND

BE IT RESOLVED THAT Council of the Town of Pelham hereby appoints the following Member of Council to serve as the Town's representative on the Niagara Region's Niagara Transit Commission:

2. Regional Councillor Wayne Olson

AND THAT the Town Clerk be directed to notify the Niagara Region as required.

Please contact our office should you require any additional information.

Yours truly,



Sarah Leach
Town Clerk
/jl

c. Councillor Wayne Olson wayne.olson@niagararegion.ca

Memorandum

CL-C 30-2025

Subject: Declaration of Vacant Regional Council Seat (City of Port Colborne)

Date: May 22, 2025

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

As a result of the resignation of Regional Councillor Davies received by the Regional Clerk on May 1, 2025, and in accordance with section 259 of the Municipal Act, 2001 (the Act), the Regional Council seat held by Councillor Davies is now considered vacant. Section 262(1) of the Act requires that Regional Council declare the office vacant at its next meeting.

Regional Council has a policy (C2-001) that, in the event of a vacancy in the Office of Regional Councillor in any municipality in Niagara Region (except in Wainfleet where said vacancy would coincide with a vacancy in the Office of the Mayor in this municipality):

1. Regional Council shall request the local municipality to advise the Region of their recommendation on whether a qualified elector should be appointed or if a by-election should be held; and
2. Regional Council would approve the recommendation of the local municipality provided it was in compliance with all provisions in the Municipal Act and the Municipal Elections Act.

Section 263(5) of the Act requires that within 60 days after a declaration of vacancy is made, the municipality shall appoint a person to fill the vacancy or pass a by-law requiring a by-election be held to fill the vacancy.

In accordance with Policy C2-001 it is recommended that Council adopt the following motion:

That, pursuant to Section 262(1) of the Municipal Act, 2001, the seat held by Fred Davies, Regional Councillor for the City of Port Colborne, **BE DECLARED** vacant; and

That Regional Council **REQUESTS** the City of Port Colborne advise of its preferred method of filling the vacancy on Regional Council no later than June 26, 2025.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Memorandum

CL-C 31-2025

Subject: Niagara Regional Police Service Board Request for Operating Budget Amendment - Homeland Security Investigations Border Enforcement Security Task Force Secondment

Date: May 22, 2025

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

On March 20, 2025, the Niagara Regional Police Service Board forwarded correspondence advising of the Board's approval of an operating budget amendment in the amount of \$162,600.00 to temporarily fund a NRPS secondment to the Homeland Security Investigations Border Enforcement Security Task Force for the period of March 1 to December 31, 2025, and requesting Council approval for this operating budget amendment to be funded by a transfer from the Police Contingency Reserve Fund.

Budget amendments require notice to be provided in accordance with Niagara Region's Public Notice Policy C-RC-005. The ten-day public notice requirement has been satisfied with a posting on the Niagara Region's website on May 8, 2025, for the proposed operating budget amendment.

If Council is supportive of the operating budget amendment, the following motion would be required:

That Regional Council **APPROVE** an operating budget amendment in the amount of \$162,600.00 to temporarily fund a NRPS secondment to the Homeland Security Investigations Border Enforcement Security Task Force for the period of March 1 to December 31, 2025, to be funded by a transfer from the Police Contingency Reserve Fund.

A copy of the Board report is attached (Appendix 1) for Council's information.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



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

March 20, 2025

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 NRPS Budget Amendment - Homeland Security Investigations Border Enforcement Security Task Force Secondment

At a Special Meeting held March 11, 2025 the Niagara Police Service Board considered Service report dated March 7, 2025 requesting Board approval of a 2025 operating budget amendment to fund the secondment of an NRPS Detective Sergeant to the Homeland Security Investigations Border Enforcement Security Task Force to combat emerging and existing transnational criminal organizations.

The following motion was passed:

'That the Board approve a 2025 operating budget amendment in the amount of \$162,600.00 to temporarily fund a NRPS secondment to the Homeland Security Investigations Border Enforcement Security Task Force for the period of March 1 to December 31, 2025;

And further, that the report be submitted to Regional Council for approval of the budget amendment funded by a transfer from the Police Contingency Reserve Fund.

Carried.'

Further to Board direction, I would ask that you take the appropriate action. I have enclosed a copy of the report.

Yours truly,

Deb Reid
Executive Director

Encl.

- c. D. Carnegie, Commissioner, Corporate Services, Niagara Region
Chief of Police B. Fordy, Niagara Regional Police Service



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: 2025 Budget Amendment - Homeland Security Investigations
Border Enforcement Security Task Force Position

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-07

Recommendation(s)

That the Niagara Police Service Board (Board) approve

- 1. Approve a 2025 Operating Budget amendment in the amount of \$162,600.00, funded by a transfer from the Police Contingency Reserve Fund, to temporarily fund this position for the period of March 1 to December 31, 2025.**
- 2. Submit this report to Niagara Regional Council for approval of the budget amendment funded by the Police Contingency Reserve Fund.**

Key Facts

- The purpose of this report is to seek the Board's approval for a budget amendment to the 2025 Operating Budget in the amount of \$162,600.00 required to fund the secondment Detective Sergeant position that will become part of the Homeland Security Investigations Border Enforcement Security (BEST) Task Force.
- For the 2025 budget year, the Service will fund this position temporarily with a draw from the Police Contingency Reserve Fund in the amount of \$162,600.00.
- The primary mission of BEST is to combat emerging and existing transnational criminal organizations by employing a full range of international law enforcement agencies in the effort to identify, investigate, disrupt, and dismantle these organizations at every level of operation.

Financial Considerations

There is no cost recovery for the participation of a Service Detective Sergeant in BEST. In the first year of a Detective Sergeant's participation in BEST, the Service would incur costs of approximately \$195,147.66 inclusive of salary, benefits, allowances, and other premiums. This total cost would increase incrementally per year with any gains realized for this rank as per the Collective Agreement.

For the 2025 budget year, the Service will temporarily fund this position with Police Contingency Reserve Funds. There are sufficient funds available in the Contingency

Reserve Fund to temporarily fund this position for the 2025 budget year. Contingency Reserve Funds are held to offset cost pressures resulting from unanticipated changes in operational requirements.

The recommended draw from this fund is \$162,600.00 to cover the position from March 1 to December 31, 2025.

A permanent funding source will need to be determined for 2026 should this position continue to be required. The Service has applied for funding from the Ministry of Solicitor General to augment national/ border security; included in this request is funding for a member of the Service to participate in BEST.

Analysis

At the Board meeting held on February 27, 2025, the Board approved the signing of a Memorandum of Understanding that will second a Detective Sergeant to participate in the BEST program that will support the mandates of national and United States (U.S.) law enforcement partners to increase border security and enhance efforts in preventing criminality.

The Service will fund a Detective Sergeant to work alongside Canadian and U.S. law enforcement partners in combatting criminality that is transnational in nature for the 2025 year with contingency fund reserves.

The primary mission of BEST is to combat emerging and existing transnational criminal organizations by employing a full range of international law enforcement agencies in the effort to identify, investigate, disrupt, and dismantle these organizations at every level of operation. The BEST investigative model is a comprehensive response to the growing threat to border security, public safety, and Canadian and U.S. security. BEST eliminates the barriers between law enforcement partners and closes the gap with international partners in multinational criminal investigations.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of regional objectives, with efforts to balance the information requirements of the Regional Municipality of Niagara (Region) as outlined in the Municipal Act with the accountabilities of the Board under the Community Safety and Policing Act.

Relevant Policy Considerations

- Region's By-Law 2017-63 Budget Control for the Regional Municipality of Niagara
- Region's By-Law 2019-79 Budget Planning Requirements for the Regional Municipality of Niagara
- Board By-Law 412-2024 Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service

Other Pertinent Reports

C8.3 – 2025.02.06 Homeland Security Investigations Border Enforcement Security Task Force Memorandum of Understanding

This report was prepared by Laura Rullo, Director, Finance and Asset Management, in consultation with Dave Masotti, Superintendent, Investigative Services. Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.

Minute Item 6.1

COM 14-2025

Consolidated Housing Master Plan: Implementation Plan

That Report COM 14-2025, dated May 1, 2025, respecting Consolidated Housing Master Plan: Implementation Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to undertake the Consolidated Housing Master Plan: Implementation Plan with continuous monitoring and updating as needed;
2. That the recommended financial modeling Scenario 2 as outlined in Report COM 14-2025 **BE ENDORSED** for consideration during Niagara Region's 2026 budget process;
3. That staff **BE DIRECTED** to waive all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;
4. That local area municipalities **BE REQUESTED** to consider waiving all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;
5. That staff **BE DIRECTED** to waive municipal application review fees and permitting fees where a local area municipality has entered into a Service Agreement with Niagara Region and has agreed to waive its fees; and
6. That local area municipalities **BE REQUESTED** to consider amending or creating public use exemption provisions within local official plans and comprehensive zoning by-laws to establish Niagara Regional Housing affordable housing units, as well as non-profit and co-operative housing providers that are under Service Manager agreements with Niagara Region's Housing Services Department as eligible uses.

Minute Item 7.1

CAO 6-2025

2025 Chief Administrative Officer Performance Objectives and Development Plan

That Memorandum CAO 6-2025, dated May 1, 2025, respecting 2025 Chief Administrative Officer Performance Objectives and Development Plan, **BE RECEIVED** for information.

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

COTW 4-2025

Thursday, May 1, 2025

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Bateman*, Chiocchio*, Craitor*, Easton, Foster, Ganann, Grant*, Heit, Ip*, Jordan, Kaiser*, Morocco, Olson, Rigby, Seaborn, Secord*, Siscoe, Ugulini, Villella, Whalen, Witteveen, Zalepa*

Absent/Regrets: Campion, Davies, Diodati, Gale, Insinna, Junkin, Redekop, Sorrento, Steele

Staff: C. Banach, Director, Housing Services, C. Habermebl, Director, Waste Management Services*, M. Iafrate, Financial & Special Projects Consultant, Dr. A. Kasmani, Medical Officer of Health, H. Koning, Commissioner, Community Services, A. Korchok, Chief of Staff, Governance, K. Lotimer, Deputy Clerk, F. Meffe, Director, Human Resources, A. Morrison, Development Industry and Housing Consultant, M. Raquion, Director, Financial Management & Planning/Deputy Treasurer*, T. Ricketts, Commissioner, Public Works, C. Selig, Manager, Strategic Initiatives, M. Sergi, Deputy Chief Administrative Officer*, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer

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

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGEMENT

Councillor 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 **COM 14-2025**

Consolidated Housing Master Plan: Implementation Plan

Alexander Morrison, Development Industry and Housing Consultant, and Mike Iafrate, Financial and Special Projects Consultant, provided information respecting Consolidated Housing Master Plan: Implementation Plan. Topics of the presentation included:

- Purpose
- Understanding Niagara Regional Housing Unit and Land Supply
- Comparison: Consolidated Housing Master Plan, 2022 v. Implementation Plan
- Approach and Methodology: Unit and Bedroom Forecasts
- Financial Modeling and Scenarios
- Next Steps

Moved by Councillor Ugolini

Seconded by Councillor Olson

That Report COM 14-2025, dated May 1, 2025, respecting Consolidated Housing Master Plan: Implementation Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to undertake the Consolidated Housing Master Plan: Implementation Plan with continuous monitoring and updating as needed;
2. That the recommended financial modeling Scenario 2 as outlined in Report COM 14-2025 **BE ENDORSED** for consideration during Niagara Region's 2026 budget process;
3. That staff **BE DIRECTED** to waive all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;

4. That local area municipalities **BE REQUESTED** to consider waiving all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;
5. That staff **BE DIRECTED** to waive municipal application review fees and permitting fees where a local area municipality has entered into a Service Agreement with Niagara Region and has agreed to waive its fees; and
6. That local area municipalities **BE REQUESTED** to consider amending or creating public use exemption provisions within local official plans and comprehensive zoning by-laws to establish Niagara Regional Housing affordable housing units, as well as non-profit and co-operative housing providers that are under Service Manager agreements with Niagara Region's Housing Services Department as eligible uses.

Recorded Vote:

Yes (21): Bateman, Chiocchio, Easton, Foster, Ganann, Grant, Heit, Ip, Jordan, Kaiser, Morocco, Olson, Rigby, Seaborn, Secord, Siscoe, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (1): Craitor.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 CAO 6-2025

2025 Chief Administrative Officer Performance Objectives and Development Plan

Moved by Councillor Seaborn
Seconded by Councillor Foster

That Memorandum CAO 6-2025, dated May 1, 2025, respecting 2025 Chief Administrative Officer Performance Objectives and Development Plan, **BE RECEIVED** for information.

Carried

8. **OTHER BUSINESS**

There were no items of other business.

9. **NEXT MEETING**

The next meeting will be held on Thursday, June 5, 2025, at 6:30 p.m.

10. **ADJOURNMENT**

There being no further business, the meeting adjourned at 8:21 p.m.

Jim Bradley
Regional Chair

Jenna Spratt
Legislative Coordinator

Kelly Lotimer
Deputy Clerk

Ann-Marie Norio
Regional Clerk

Consolidated Housing Master Plan (CHMP): Implementation Plan

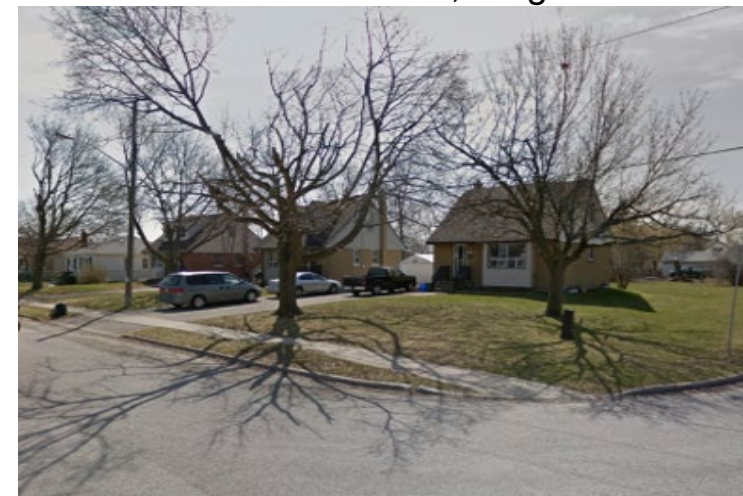
Niagara Region's Committee of the Whole

Thursday, May 1st, 2025

Overview

- Purpose
- Understanding NRH unit and land supply
- Comparison: CHMP, 2022 v. Implementation Plan
- Approach and methodology: unit and bedroom forecasts
- Financial modeling and scenarios
- Next steps

NRH Redevelopment Project:
7180 Heximer Avenue, Niagara Falls



Before



After

Purpose

- Builds on the CHMP, 2022
- Establishes an NRH project portfolio
- Focuses on delivering units in a consistent and fiscally manageable timeframe
- Respects and carefully plans for tenant displacement and relocation
- Aligns supply with Centralized Waitlist demand
- Recommends a preferred investment scenario

NRH Redevelopment Project:
60 York Street, Welland



Before



After

Important Terms

Replaced units: existing units that will be demolished and replaced

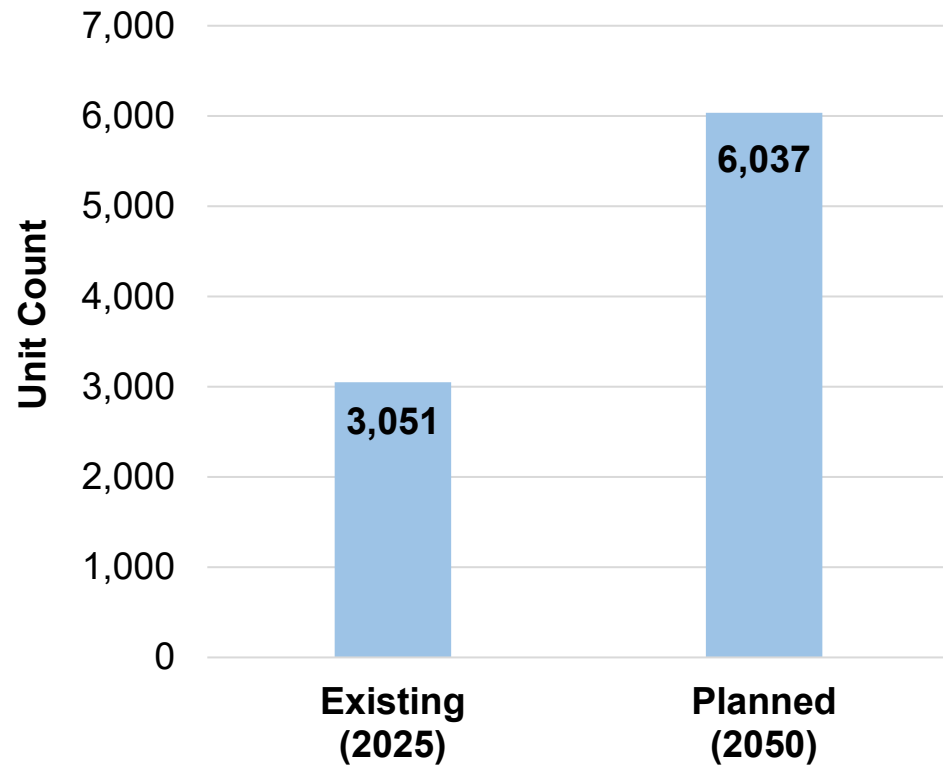
Net new units: newly constructed units that do not replace an existing unit

Redeveloped units: the total sum of replaced units and net new units

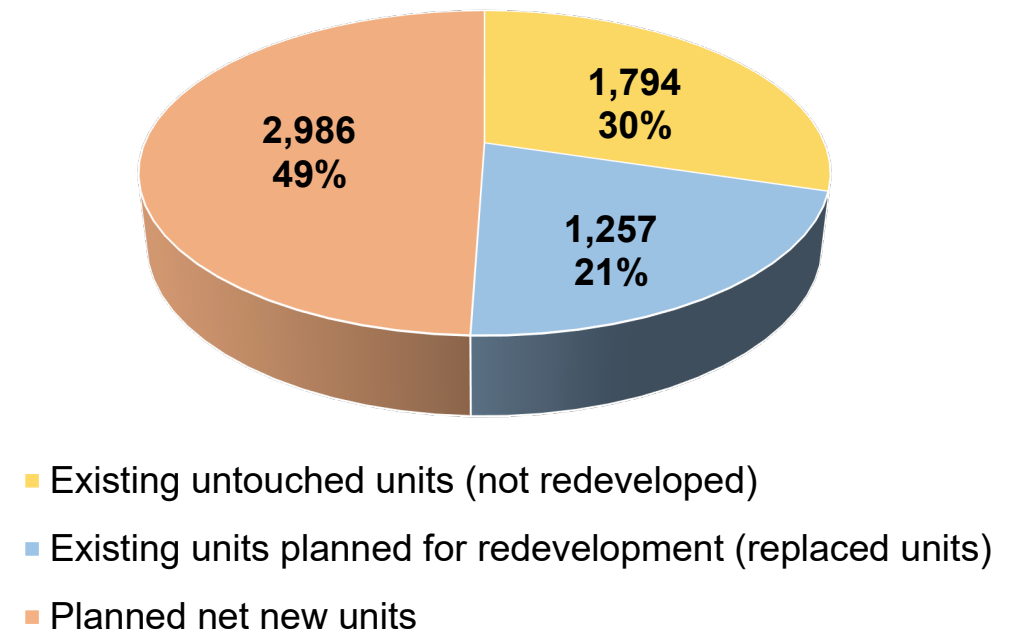
Existing untouched units: existing units that are not identified for demolition or redevelopment

Prospective sites: public or private lands that are not owned by NRH and have been identified as a potential site for future development

NRH Unit Supply

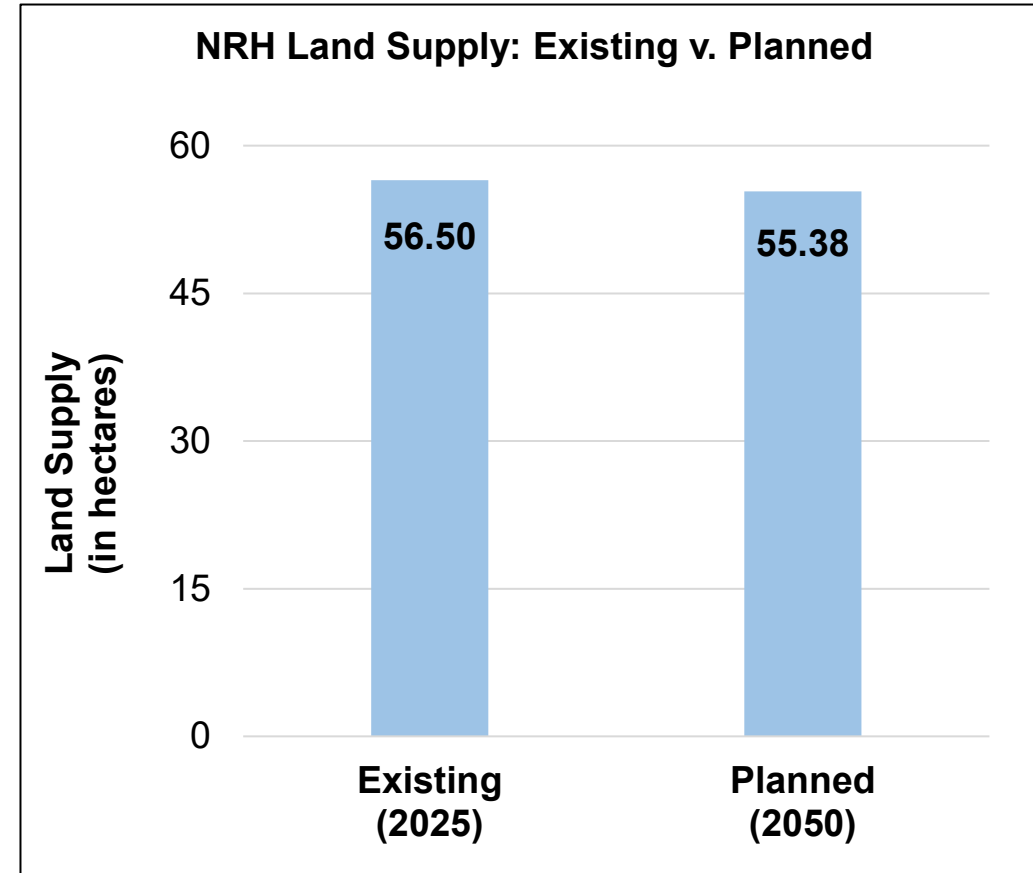


Composition of Total NRH Unit Supply by Envisioned Redevelopment (2050)



NRH Land Supply

- NRH currently owns 56.50 hectares of land
- By 2050, the Implementation Plan forecasts an NRH land supply 55.38 hectares (includes strategic disposition and acquisition)
- The Implementation Plan sets out for twice as many units on less land supply
- Expected that land supply forecasts will change over time as opportunities emerge



NRH Build-Out Density¹

2025 = 54 units/ha

2050 = 109 units/ha

NRH Forecasted Unit Comparison: CHMP, 2022 v. Implementation Plan

The Implementation Plan forecasts fewer units due to a modified methodology that prioritizes the (re)development of NRH assets and balancing annual investment

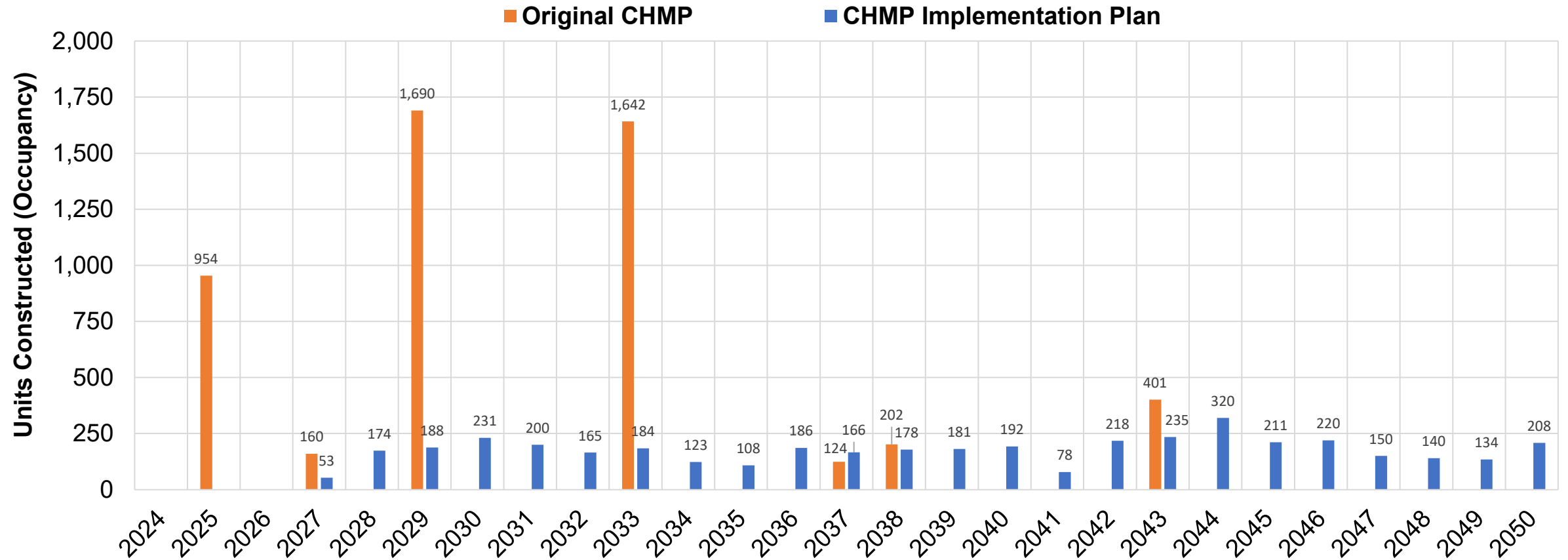
	Redeveloped Units (replaced and net new units)	Existing Untouched Units	Total Planned Unit Supply (2050) (replaced, net new, and untouched units)
Implementation Plan	4,243 units	1,794 units	6,037 units
<u>CHMP, 2022</u>	5,173 units	2,560 units	7,733 units
Difference (updated minus original)	(-) 930 units	(-) 766 units	(-) 1,696 units

NRH Forecasted Redevelopment Comparison: CHMP, 2022 v. Implementation Plan

The Implementation Plan directs for more smaller-scale projects on NRH-owned lands to improve the certainty of cost and timing estimates, accuracy of annual investment needs, and simplified logistics for tenant displacement

	Projects on NRH Sites	Projects on Prospective Sites	Total Projects	Redeveloped Units on NRH Sites	Redeveloped Units on Prospective Sites	Total Redeveloped Units (2050)
Implementation Plan	54 projects	1 project	55 projects	4,165 units	78 units	4,243 units
CHMP, 2022	10 projects	18 projects	28 projects	1,086 units	4,087 units	5,173 units
Difference (updated minus original)	(+) 44 projects	(-) 17 projects	(+) 27 projects	(+) 3,079 units	(-) 4,009 units	(-) 930 units

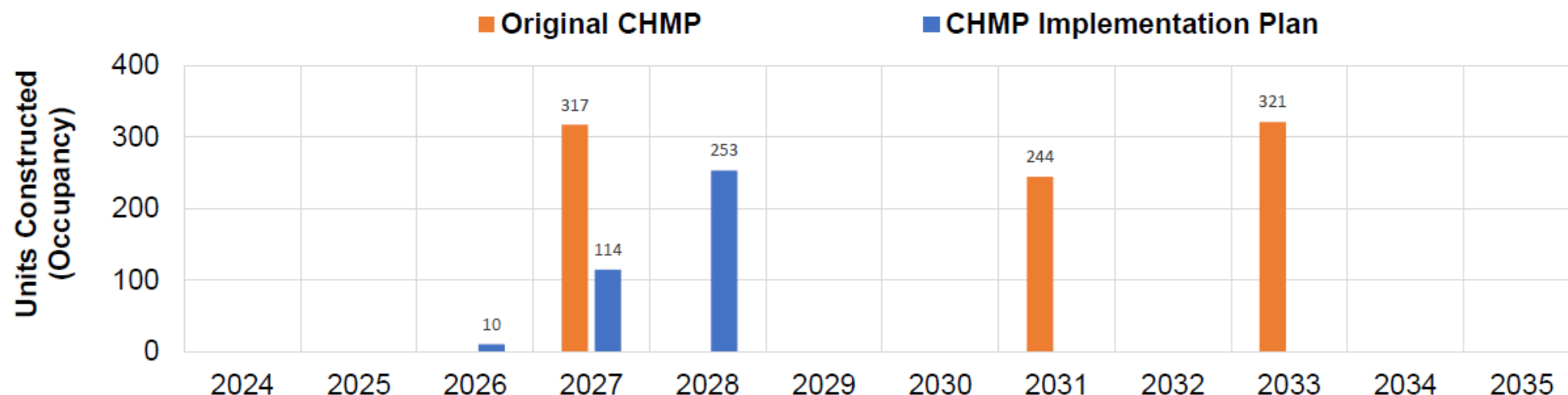
Forecasted NRH Redeveloped Unit Comparison: CHMP, 2022 v. Implementation Plan



Non-Profit and Co-operative Housing Providers: CHMP, 2022 v. Implementation Plan

- The CHMP, 2022 has a complete inventory of Niagara Region's non-profit and co-operative housing provider partners
- The CHMP, 2022 identified six (6) housing providers as candidates for total demolition and redevelopment; however, this is an unlikely scenario
- Housing providers are governed by independent boards which makes it difficult to forecast their ability to plan for, fund, and complete projects
- Implementation Plan is informed by an annual Expression of Interest for Non-Profit Affordable Housing Development Project Readiness

Non-Profit Redeveloped Unit Comparison: CHMP, 2022 v. Implementation Plan



	Non-Profit Housing Provider Projects	Replaced Units	Net New Units	Total Non-Profit Redeveloped Units
Implementation Plan	5 projects	0 units	377 units	377 units
CHMP, 2022	6 projects	393 units	489 units	882 units
Difference (updated minus original)	(-) 1 project	(-) 393 units	(-) 112 units	(-) 505 units

Approach, Methodology, and Considerations

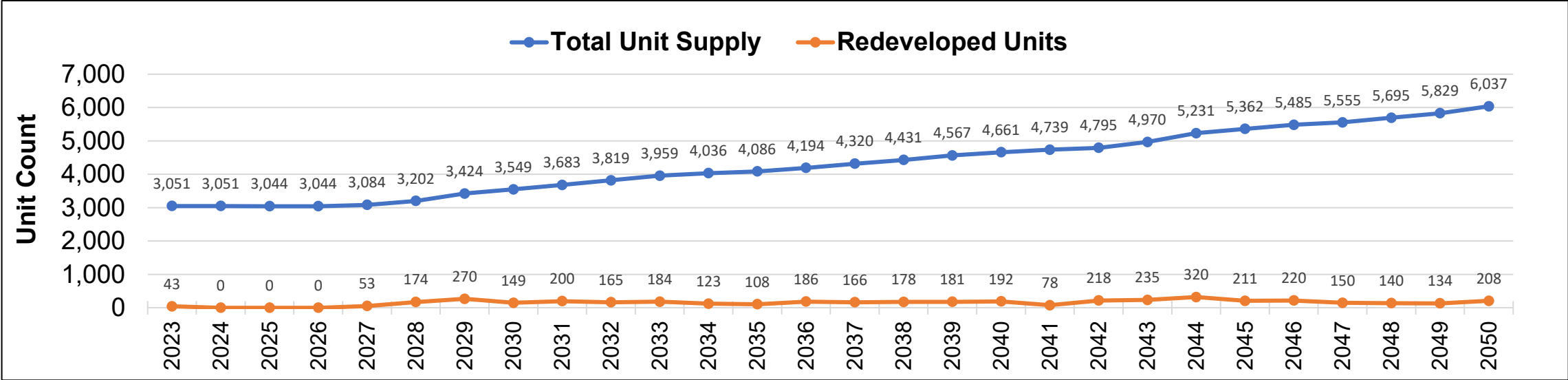
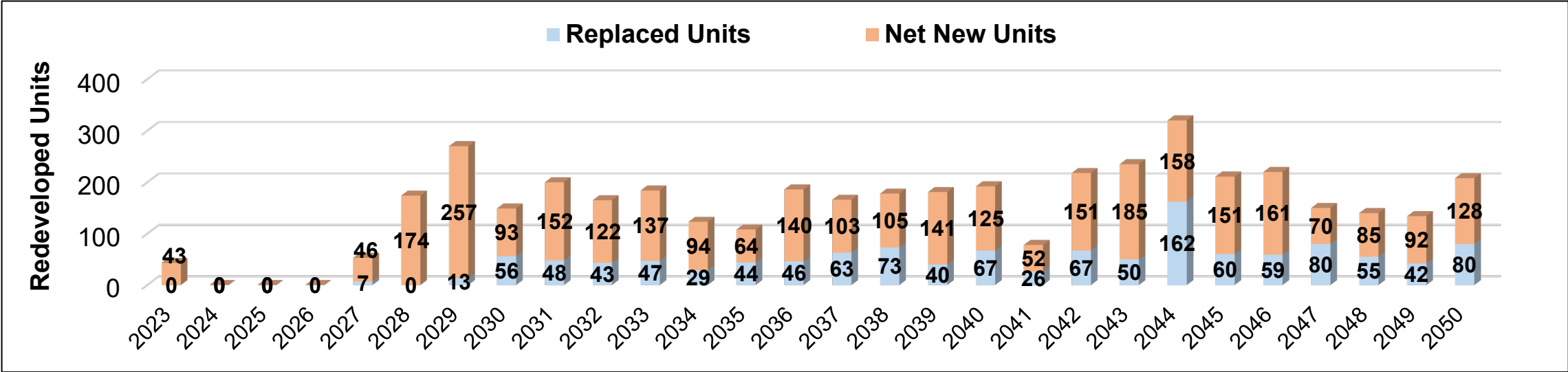
- Reviewing CHMP, 2022 recommendations
- Eligibility for public use exemption
- Verifying property ownership
- Considering possibility for partnerships
- Accommodating tenant displacement
- Forecasting estimates that are manageable for annual capital investment
- Phasing development to limit disruption
- Aligning with Centralized Waitlist demand
- Understanding neighbourhood context
- Referencing recent NRH projects as precedent
- Confirming municipal servicing availability
- Identifying risks and severity of burden
- Prioritizing projects with certainty and predictability
- Factoring proximity to concurrent projects for potential contractor coordination

Portfolio Approach: Redevelopment Timeline

The Implementation Plan has a Redevelopment Timeline to 2050 that estimates four stages of project delivery (site preparation, demolition, construction and occupancy)

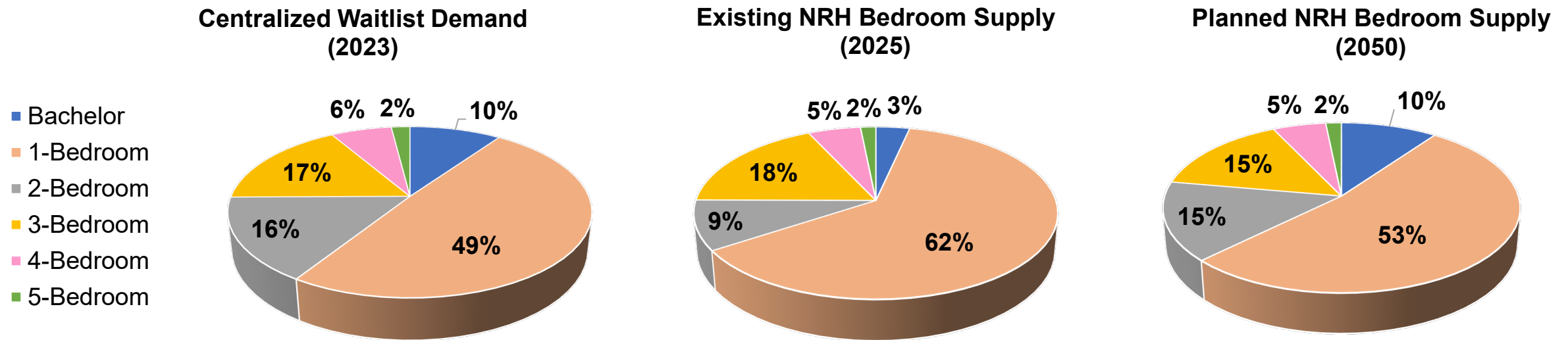
Project Number	Municipality	2024				2025				2026				2027				2028				2029				2030				2031				2032																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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Implementation Plan: NRH Unit Supply Timeline



Forecasting NRH Bedroom Supply

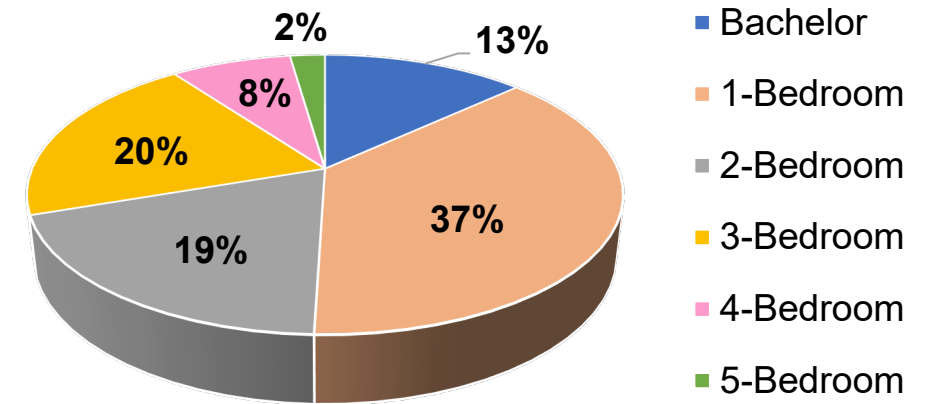
The Implementation Plan assesses and forecasts bedroom supply to improve the alignment between NRH's supply and Centralized Waitlist demand



NRH Bedroom Supply: 2025 to 2050

	Centralized Waitlist Proportion of Demand	Existing Proportion of Total NRH Unit Supply (2025)	Planned Proportion of Total NRH Unit Supply (2050)	Change in Proportion of Total NRH Unit Supply (2025-2050)
Bachelor	10%	3%	10%	(+) 7%
1-Bedroom	49%	62%	53%	(-) 9%
2-Bedroom	16%	9%	15%	(+) 6%
3-Bedroom	17%	18%	15%	(-) 3%
4-Bedroom	6%	5%	5%	0%
5-Bedroom	2%	2%	2%	0%
TOTAL	100%	100%	100%	

Proportion of NRH Bedroom Supply:
Redeveloped Units (2050)



Implementation Plan: Financial Modeling

Goals and Objectives

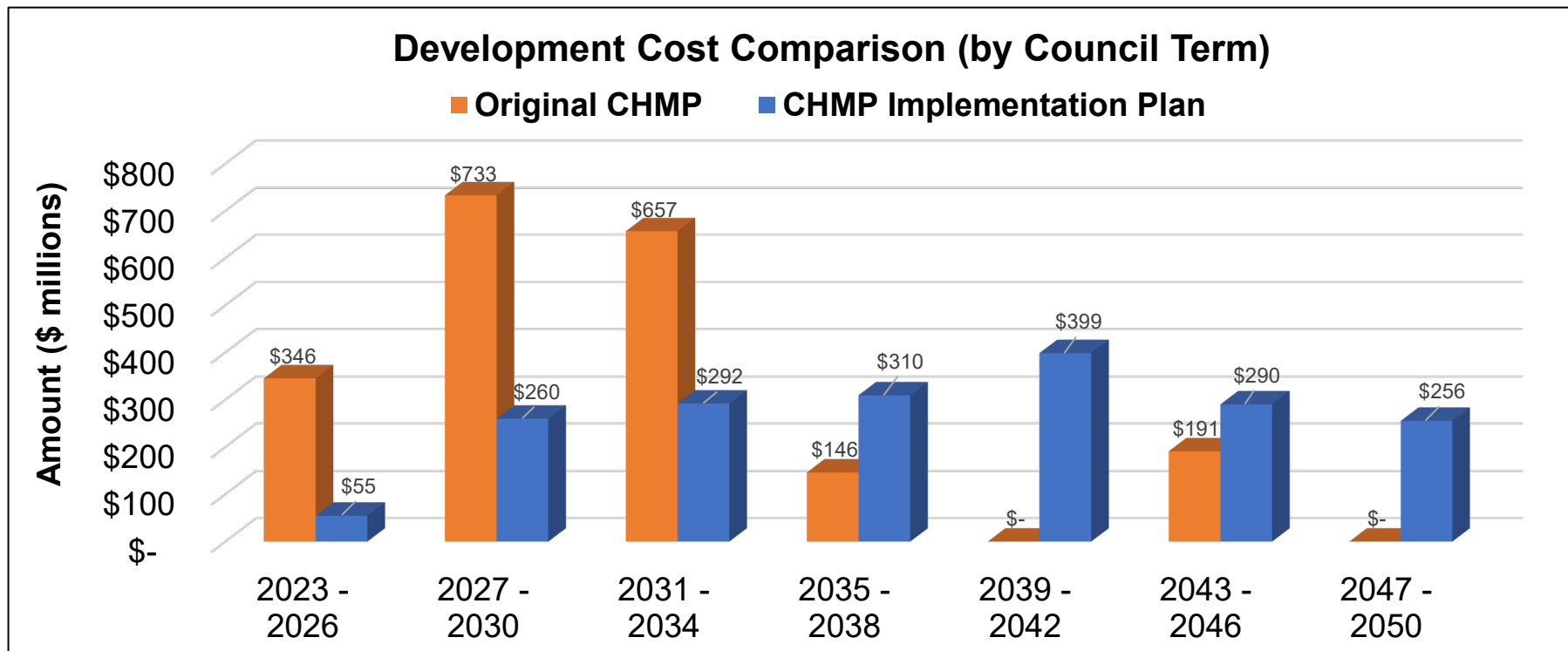
- Build a “living” financial model
- Balance housing stock growth with resource allocation
- Focuses on accurate cost analysis, long-term financial impacts, and fiscal responsibility
- Identify potential funding strategies

Capital and Operational Assumptions

- Current and forecasted construction costs
- Economic conditions
- Reserve transfer methodology
- Construction length and timing

Capital Implications: Construction

- Cost estimate of \$325,000 per unit (with design and site preparation)
- Based on redevelopment timeline and cost escalation via the Building Construction Price Index set at 2% year-over-year

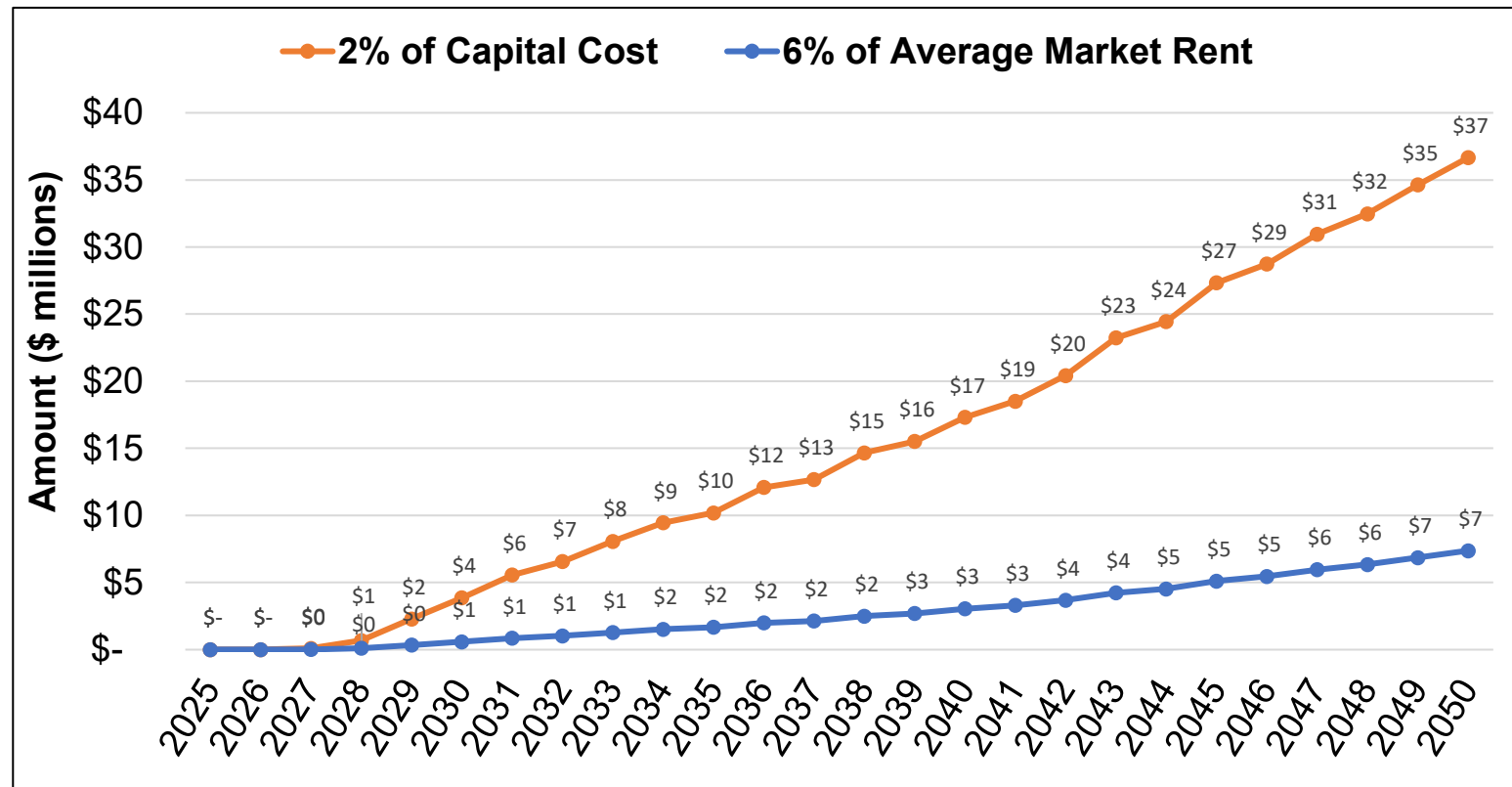


Original CHMP
\$2.1 billion

Implementation Plan
\$1.86 billion

Reserve Transfers by Methodology

- All other operating expenses expected to be self-funded through rental income
- Current model projects 2% of total capital expenditure
- CHMC recommends 6% of average market rent
- 2025 Asset Management Plan will set new average annual rate of investment



Total Incremental Reserve Transfers: \$324 Million

Potential Funding Sources



End of Mortgage



\$120 million
(6%)



Land Dispositions



\$17.5 million¹
(1%)



General Levy



Incremental
amount to be
determined



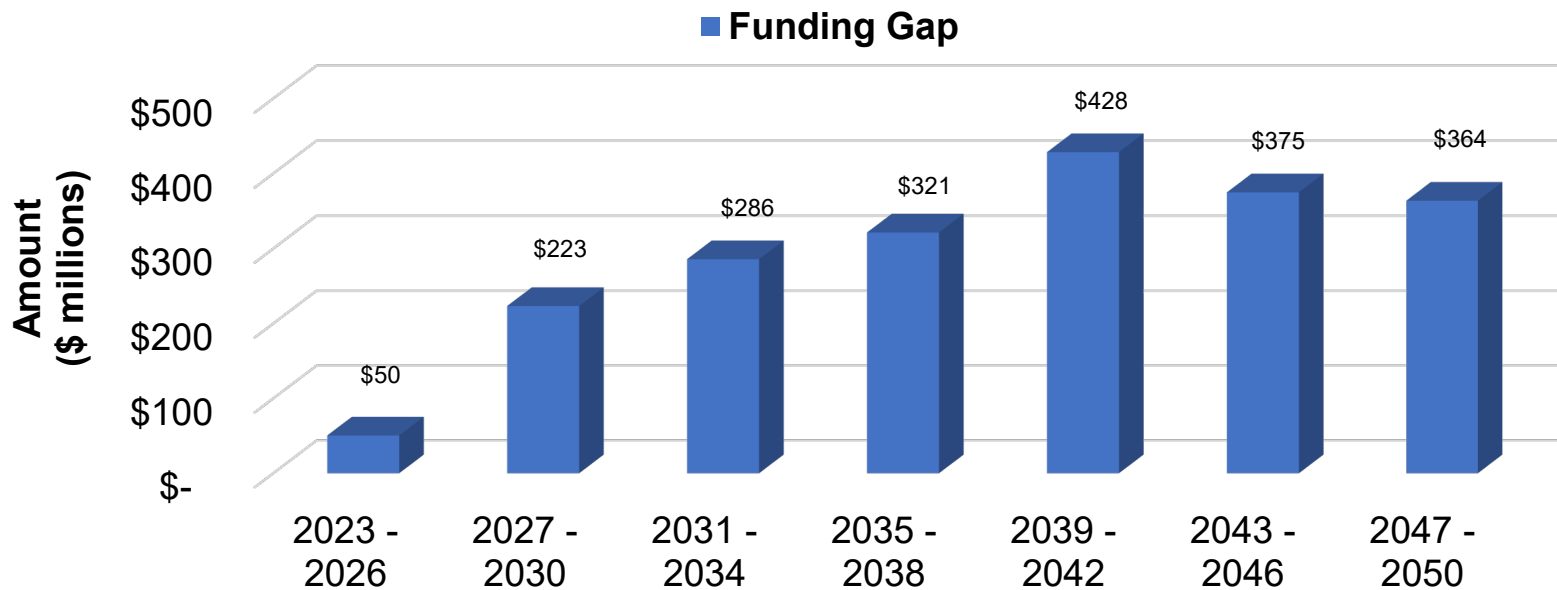
Government Grants



Leverage
funding
opportunities

Scenario 1: 7% of Plan Funding

- No additional levy funding, includes end-of-mortgage savings and land dispositions
- No debt and no incremental levy funding means greater reliance on upper-level government
- Creates uncertainty and risk

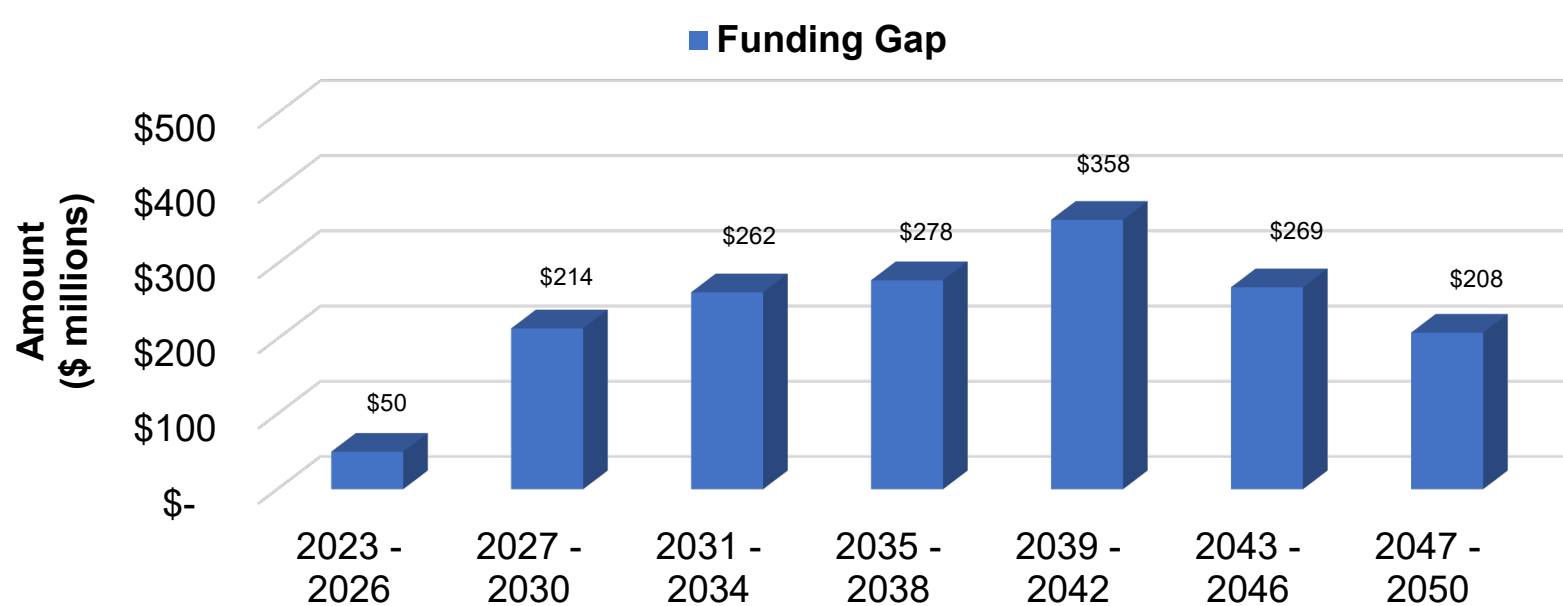


Council
Investment
\$137.5 million

Funding Gap
\$2.05 billion

Scenario 2: 25% of Plan Funding (Annual Incremental Allocation Over 25-Years)

- Can be achieved with an annual 0.105% - 0.195% increase to the general levy
- 7% from end-of-mortgage savings and land dispositions plus 18% from general levy increases
- Dedicated funding enables NRH to grow critical housing stock to better serve our community

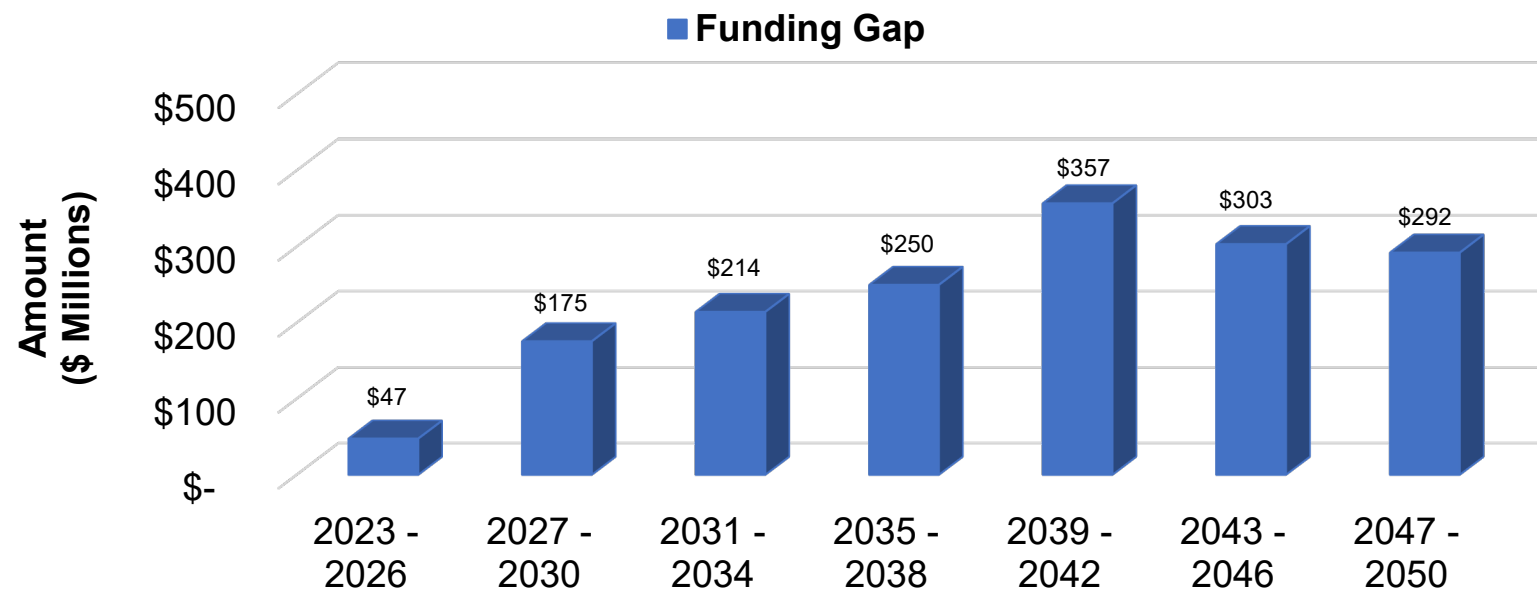


Council
Investment
\$546 million

Funding Gap
\$1.64 billion

Scenario 3: 25% of Plan Funding (Incremental Allocation Front-loaded in the First 5-Years)

- Can be achieved with an annual 0.527% - 0.626% increase to the general levy
- Allows for much faster initial growth in NRH capital reserves
- Reduces funding gap in earlier years while increasing funding gap in later years



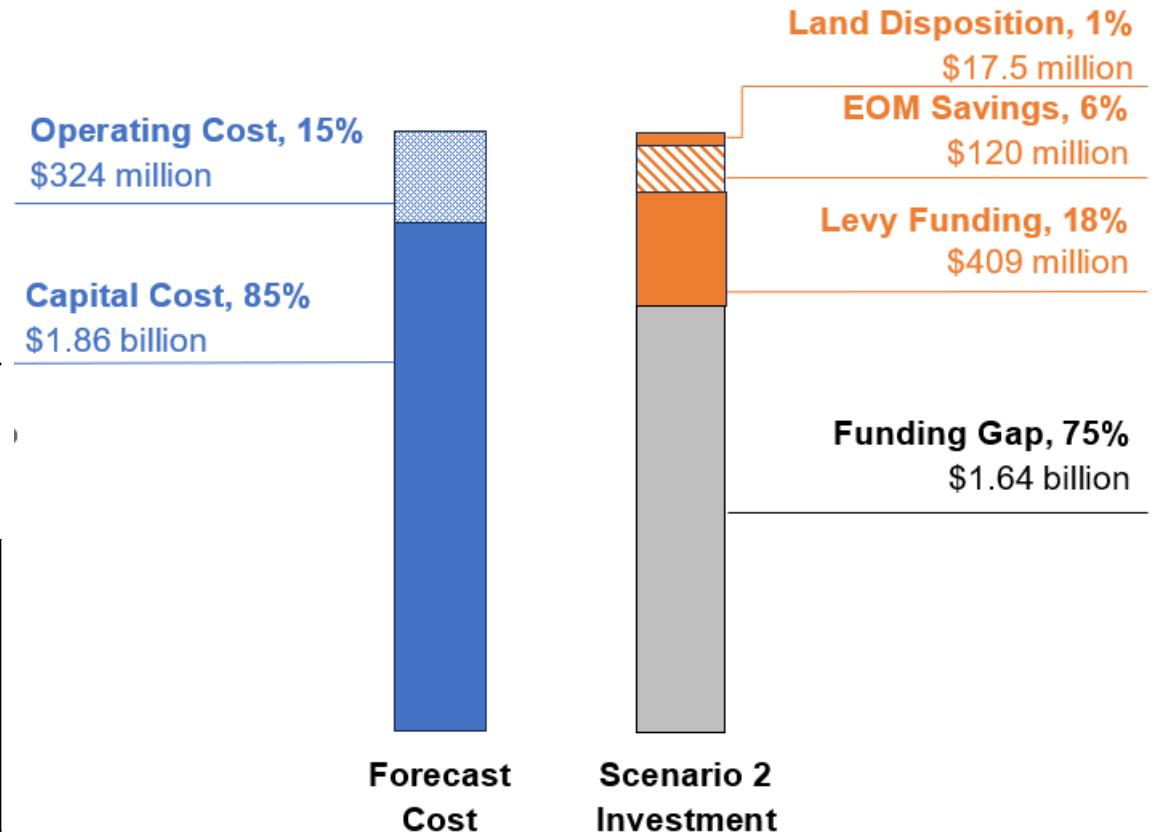
Council
Investment
\$546 million

Funding Gap
\$1.64 billion

Recommendation: Scenario 2

- Endorse investment for 25% of Plan with incremental funding to begin during the 2026 budget process
- Annual levy allocation will change based on the levy's growth rate

Annual Levy Growth Rate	Annual Incremental Levy Allocation	Council Investment
2%	0.195%	\$546 million
4%	0.160%	
6%	0.130%	
8%	0.105%	



Alignment to Council Priorities



Improves access to affordable and attainable housing



Modernizes and improves current assets



Ensures efficient service delivery



Supports advocacy with Provincial and Federal governments

Support is Needed

There is a dire need to increase Niagara's affordable housing supply and support from all levels of government is needed to expedite the delivery of these units.

Report Recommendations

- That staff be directed to undertake the Implementation Plan with continuous monitoring
- That the recommended financial modeling '*Scenario 2: 25% of Plan Funding*' be considered for the 2026 budget process
- Request for local municipalities consider a 'public use exemption' within their respective official plan and comprehensive zoning by-law that identifies NRH and non-profit and co-operative housing providers under agreement with Niagara Region as eligible entities
- That Niagara Region and local municipalities consider waiving all municipal review and permitting fees for NRH and non-profit and co-operative housing provider projects

Queued Projects

Haney Street, Port Colborne

- 53 units (46 net new)

320 Geneva Street (Phase 2), St. Catharines

- 104 units (all net new)

403 Ontario Street (Block 4), St. Catharines

- 70 units (all net new)

184 Denistoun Street, Welland

- 78 units (all net new)

5925 Summer Street, Niagara Falls

- 43 units (all net new)

Haney Street Concept



Denistoun Street Concept



Key Takeaways



Demonstrates commitment to addressing the housing crisis



Dynamic living document and model that responds to change



Land and operational efficiencies for density and economies of scale



Carefully plans for displacement and bedroom type need



Fiscally responsible

Questions?

Alexander Morrison

Development Industry and Housing Consultant

Email: Alexander.Morrison@niagararegion.ca

Mike lafrate

Financial and Special Projects Consultant

Email: Mike.lafrate@niagararegion.ca

NRH Redevelopment Project:
527 Carlton Street, St. Catharines



Before



After

Subject: Consolidated Housing Master Plan: Implementation Plan

Report to: Committee of the Whole

Report date: Thursday, May 1, 2025

Recommendations

1. That staff **BE DIRECTED** to undertake the Consolidated Housing Master Plan: Implementation Plan with continuous monitoring and updating as needed;
2. That the recommended financial modeling Scenario 2 as outlined in Report COM 14-2025 **BE ENDORSED** for consideration during Niagara Region's 2026 budget process;
3. That staff **BE DIRECTED** to waive all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;
4. That local area municipalities **BE REQUESTED** to consider waiving all municipal application review and permitting fees for any Niagara Regional Housing project and any non-profit and co-operative housing provider development project;
5. That staff **BE DIRECTED** to waive municipal application review fees and permitting fees where a local area municipality has entered into a Service Agreement with Niagara Region and has agreed to waive its fees; and
6. That local area municipalities **BE REQUESTED** to consider amending or creating public use exemption provisions within local official plans and comprehensive zoning by-laws to establish Niagara Regional Housing affordable housing units, as well as non-profit and co-operative housing providers that are under Service Manager agreements with Niagara Region's Housing Services Department as eligible uses.

Key Facts

- The purpose of this report is to inform Council of the Consolidated Housing Master Plan: Implementation Plan (Implementation Plan) as received by the Niagara Regional Housing (NRH) Board of Directors and to seek Council's endorsement to consider allocating an annual incremental contribution from the general levy towards NRH (re)development projects as identified within this Implementation Plan and commencing through the 2026 budget process.

-
- The Implementation Plan builds on and actions the recommendations that were set out in the original Consolidated Housing Master Plan, 2022 by guiding more efficient use of existing owned assets through the redevelopment and intensification of underutilized properties.
 - The Implementation Plan forecasts NRH's community housing unit supply to grow from 3,051 units present day to 6,037 units by 2050 (2,986 net new units), plus estimates the demolition and replacement of 1,257 existing units.
 - An annual incremental contribution of 0.105% - 0.195% over 25 years through the general levy will fund approximately 18% of the forecast \$1.86 billion in capital costs and \$324 million in operating costs, minimizing pressure on the Region's annual budgeting process.
 - Potential funding sources that can support the Implementation Plan include savings through expiring end-of-mortgage agreements with non-profit and co-operative housing providers, any proceeds resulting from strategic land disposition, dedicated annual incremental contributions from the general levy, partnership and grant opportunities with senior levels of government and other external entities, as well as funds made available through the Housing-as-a-Priority lens framework.

Financial Considerations

The legislative landscape around how municipalities can access funding for affordable housing development has changed. *Bill 23, More Homes Built Faster Act, 2022* eliminated the ability for Niagara Region to collect development charge funds for utilization towards affordable housing projects. Additionally, NRH and Niagara Region are currently unable to utilize internal debt issuance given that the Region's debt burden is forecast to double over the next 5-years. With a debt freeze in place, it will be paramount for Niagara Region to dedicate a portion of levy funds towards NRH (re)development projects to support Council's Strategic Priority.

The estimated escalated capital and operating costs for the (re)development of 4,243 NRH units (2,986 net new units and 1,257 demolished and replaced units) as forecast through the Implementation Plan is approximately \$2.185 billion, which represents \$1.861 billion in capital cost and \$324 million in incremental operating cost.

This report requests for Regional Council to consider the investment of, at minimum, an annual incremental increase of 0.105% to 0.195% to the general levy based on an estimated levy growth rate between 2% and 8%. The general levy contribution totaling \$409 million over 25-years would be in addition to other potential funding sources.

These sources include an estimated \$120 million available through end-of-mortgage savings that result from expiring agreements between Niagara Region and non-profit and co-operative housing providers and the continued funding from Canada Ontario Community Housing Initiative (COCHI) for new development, an estimated \$17.5 million through strategic NRH land dispositions, any proceeds that are earmarked for affordable housing through the Region's Housing-as-a-Priority lens, and any other grants and partnerships with upper-levels of government and external entities.

As enabled by Section 69 of the *Planning Act, 1990*, this report also recommends waiving all of Niagara Region's development application review and permitting fees for all NRH and non-profit and co-operative housing provider development projects. This fee waiver in conjunction with the requested public use exemption is expected to have positive impact in enabling housing providers to redirect more funds to the new construction, enhance accuracy of cost estimates, and expedite projects when new funding becomes available. It is anticipated that this recommendation will have a negligible impact on overall Regional revenue based on the nature of the fees that are listed and the anticipated frequency and volume of these types of development application submissions. As an example, in the past year three development applications of this nature moved forward with a total waived Regional fee amount of \$4,910. Applicable fees are unique to each development and will vary on project-by-project basis.

Analysis

Background: Consolidated Housing Master Plan, 2022

In 2022, Colliers International on behalf of Niagara Regional Housing (NRH) completed a 'Consolidated Housing Master Plan' (CHMP, 2022) to assess and address the growing demand for community housing units in Niagara and reduce the wait times for individuals and households on Niagara Region's Centralized Waitlist.

The CHMP, 2022 assembled an inventory of existing NRH and private non-profit and co-operative housing provider assets, as well as conducted a housing needs assessment to determine the demand for community housing units in Niagara. Its results forecast the need for approximately 20,700 community housing units by the year 2045 with an estimated unit supply gap of 3,600 community housing units amongst the inventoried assets. The CHMP, 2022 concluded that the supply gap could be bridged through (re)development of existing NRH and non-profit and co-operative housing provider sites, plus other prospective sites not owned by NRH that could be pursued for

development. Each site was evaluated to determine its (re)development potential, which produced a short-list of sites that could be favourable to address this demand. The short-list proposed ten (10) NRH sites, six (6) non-profit and co-operative sites, and eighteen (18) prospective sites that could result in an estimated construction of more than 5,800 units to address the supply gap.

The CHMP, 2022 contains recommendations for implementation, including verifying the (re)development feasibility of short-listed sites, exploring opportunities to intensify other existing NRH and non-profit and co-operative housing provider assets, establishing a portfolio approach to improve coordination of project resourcing and sequencing, and ensuring the careful displacement and relocation of NRH tenants.

Consolidated Housing Master Plan: Implementation Plan

The Implementation Plan builds on the foundation of the CHMP, 2022 to accomplish its recommendations by:

- Establishing a portfolio approach for NRH (re)development projects and producing a Redevelopment Timeline to the year 2050.
- Focusing on constructing community housing units in a consistent and fiscally manageable timeframe.
- Improving Niagara Region's vision and understanding on (re)development expectations related to non-profit and co-operative housing provider entities.
- Respecting and carefully planning for tenant displacement and relocation during redevelopment project planning and sequencing.
- Aligning unit supply with Niagara Region's Centralized Waitlist demand.
- Recommending a preferred funding scenario for Regional Council consideration.

The Implementation Plan's approach and methodology differs from the CHMP, 2022, which has resulted in changes to estimated unit counts and project delivery timelines. The Implementation Plan reviews and considers a broad cross-section of both qualitative and quantitative attributes that could influence the overall development potential of a site. Some examples of these considerations include:

- Prioritizing sites that are owned by NRH to reduce the risk of cost and timing impacts that could result from external party decision-making processes.
- Reviewing official plan designations and zoning by-law classifications to understand potential development options, and where applicable, identifying preferred land use

designations and classifications that would permit the preferred concept that is envisioned for the site.

- Completing a preliminary review of on- and off-site due diligence considerations that could impact development potential (such as Planning Act applications, availability of municipal servicing infrastructure, presence of servicing/utility easements, natural heritage features, site condition, and land use compatibility).
- Determining NRH's eligibility for 'public use exemption' under local area municipal land use planning documents, when applicable.
- Using recently completed NRH development projects as precedence to assist with unit count estimates and envisioned building typology (such as stacked townhouse or low- or mid-rise apartments) that could be constructed based on similar site characteristics.
- Sequencing projects to ensure that preceding projects can sufficiently accommodate the required number of replacement units and bedrooms for any NRH tenants that are displaced through subsequent redevelopment projects.
- Assessing the development potential of all NRH lands to identify underutilized sites and opportunities for strategic acquisition, disposition, and/or partnerships.
- Considering the surrounding existing and planned community fabric and proposing building typologies that will complement the neighbourhood.

As prepared, the Implementation Plan's Redevelopment Timeline forecasts the construction of 4,243 NRH units (2,986 net new units and 1,257 redeveloped / replaced units) over 25-years, which will result in a total NRH unit supply of 6,037 units by the year 2050. This represents twice as many NRH units on slightly less NRH-owned land supply when all the land assets that have been identified by NRH for strategic acquisition and disposition have been factored.

In relation to non-profit and co-operative housing providers, these entities are governed by independent boards which limits the certainty and predictability under which (re)development projects are undertaken. The Implementation Plan references primary data that is collected through Niagara Region's annual 'Expression of Interest for Non-Profit Affordable Housing Development Project Readiness and Support for Program Funding Submissions' to forecast short-term housing provider (re)developed unit count estimates. The Expression of Interest represents the most accurate data available and is proven to be an invaluable tool that strengthens the transparency on project milestones, budgets, and timing. Respondent submissions equip Niagara Region staff with the ability to rapidly assess, collaborate with, and respond to funding

announcements to improve the likelihood of success in securing funds from external sources.

The Implementation Plan forecasts 377 non-profit and co-operative housing provider units (all net new) to be constructed over the next 5-years. This estimate is subject to change based on responses and information received through the Region's annual Expression of Interest process. Potential capital development cost implications to the Region are not estimated as the amount of funding support that is needed to construct these units will vary on a project-by-project basis.

Support and Collaboration

NRH and Niagara Region lack the resources that are required to independently address Niagara's affordable housing supply gap. As such, it is critical for Niagara Region to work closely with local area municipalities, senior levels of government, non-profit and co-operative housing providers, and private market developers to create and foster a unified effort to support the construction of affordable units. It will take a concerted effort by all parties to do what they can to reduce the barriers that could burden the approval and construction of units and minimize any costs that could harm the overall depth of affordability that units are offered at.

Through the Implementation Plan's evaluation and methodology process, staff identified several areas that could be improved to support the delivery of NRH units and non-profit and co-operative housing provider units.

For example, through efforts to estimate the feasible development potential yield of NRH sites, it was observed that conceptual site and building design benefitted from local official plans and comprehensive zoning by-laws that contained public use exemptions with NRH interpreted as an eligible use. The availability of this clause enables more leniency to any exceedances and/or deficiencies to technical parameters such as maximum and minimum requirements to setbacks from lot lines, lot frontage, landscaping and parking requirements, gross floor area calculations, and density and building heights limits. The clause also eliminates the need to undertake time consuming development applications, such as local official plan and zoning by-law amendments, significantly reducing the risks associated to potential cost and timing implications of Council approvals, third-party appeals, and neighbourhood pressures from 'not-in-my-backyard (NIMBY)' mentality. Sites that are eligible for public use exemption are viewed as being more favourable for construction as it enables the ability to quickly respond to funding announcements made by senior levels of government.

There could be opportunity for local area municipalities to explore the option of extending public use exemption provisions to apply to non-profit and co-operative housing providers that are under Service Manager agreements with Niagara Region's Housing Services Department. The extension of this provision to housing providers that have entered into these agreements under the *Housing Services Act, 2011* could promote the sustained long-term retention of existing affordable housing units by encouraging these housing providers to re-enter into agreements upon their expiry. Eligibility for the provision could be leveraged as a favourable prospect to support future (re)development efforts thru streamlining the development approval process and minimizing related risks. Public use exemptions are viewed as an effective policy mechanism to expedite the delivery of deeply affordable community housing units and will help to address the ongoing housing crisis.

With regards to both NRH and non-profit and co-operative housing providers, it is observed that protecting as much funding for soft costs and capital as possible strengthens the ability to proceed to project design and construction. It is also observed that the expectations and understanding around which municipal fees and the amounts that are eligible for discount or waiver is inconsistently applied across Niagara's municipalities. As a result, uncertainties arise with respect to how fees relating to development review, permits, and development charges can be factored into project proformas, thus impacting the overall depth of affordability that units can be offered at.

In pursuit of promoting the accelerated delivery of more affordable housing units, it is recommended that Regional Council waive all municipal application review and permitting fees for NRH and non-profit and co-operative housing provider development projects, and that this same direction be requested for consideration by all local area municipalities. This recommendation can be actioned through Section 69 of the *Planning Act, 1990*. Specifically, s.69(2) allows for a Council of a municipality to reduce or waive the requirement for the payment of fee for an application provided that the Council is satisfied that it is unreasonable to require its payment.

Establishing a predictable and consistent approach as to how municipal review and permitting fees are applied across Niagara will improve the ability for housing providers to access more project funds sooner and enhance the accuracy of cost estimates. This is critical for housing providers as they often have limited resourcing capacity. Redirecting the costs from municipal review and permitting fees to be instead allocated towards project soft costs and/or capital needs will benefit the overall depth of unit affordability by reducing the project's budget.

The waiver of Niagara Region's development review and permitting fees is expected to have a negligible impact on overall revenue based on the amount and nature of the fees, as well as the anticipated frequency and volume of these types of development application submissions.

Additionally, it is recommended that Regional Council request for local area municipalities to consider creating or amending public use exemptions within official plans and comprehensive zoning by-laws to recognize NRH affordable housing units and non-profit and co-operative housing providers that are under Service Manager agreements with Niagara Region's Housing Services Department as eligible uses. Staff is available to assist local municipal staff with the preparation and/or review these provisions to ensure that the delivery of more affordable housing units as guided by the Implementation Plan is achieved without adverse impact to existing communities.

The recommendations of this report will cumulatively support advocacy efforts for external funding opportunities with senior levels of government by demonstrating Niagara's commitment towards delivering truly affordable housing.

Alternatives Reviewed

Financing the Implementation Plan will require a long-term strategy and commitment over multiple terms of Council. The approach must also be multi-faceted and combine various funding sources, including the re-purposing of funds from the end-of-mortgage savings, land disposition of underutilized NRH and Region-owned properties, and annual contributions from the general levy.

Debt Issuance or 100% Planned Funding

As described under the Financial Considerations section of this report, debt issuance was explored as a potential funding option but is not a recommended approach for short-term project financing. It is also unrealistic to recommend that 100% of the development cost be municipally funded as Niagara Region lacks the financial resources to independently address the significant costs associated with growing the housing stock.

Accordingly, the Implementation Plan explored three potential funding scenarios that could support a partial application of the Plan in a more measured and feasible manner:

- Scenario 1: No incremental levy funding – 7% funding contribution, includes end-of-mortgage savings and land disposition only.

- Scenario 2: Annual Incremental levy funding – 25% of Plan funding over 25-years from the general levy, includes end-of-mortgage savings and land disposition.
- Scenario 3: Front-loaded first 5-years of annual incremental levy funding – 25% of Plan funding over 25-years from the general levy, includes end-of-mortgage savings and land disposition.

Scenario 1: No Incremental Levy Funding

Without any increases to the general levy to help fund (re)development projects or the ability to issue debt, all financial resources for (re)development projects must rely primarily on senior level government contributions, as well as the limited funds available from the end-of-mortgage savings and continued funding from Canada Ontario Community Housing Initiative (\$120 million) and strategic land dispositions (\$17.5 million). This approach creates significant uncertainty and risk, as external funding sources can be subject to competitive allocation processes, political priorities, and budget constraints at senior levels of government. Without guaranteed funding, the Implementation Plan's Redevelopment Timeline could encounter substantial delays and the scope of the initiative may need to be reduced or restructured. Furthermore, the lack of municipal investment reduces the alignment with local needs and priorities.

Scenario 1 estimates the total Regional investment at approximately \$137.5 million with a total funding gap of \$2.05 billion. This scenario presents significant challenges of relying exclusively on senior levels of government for necessary housing infrastructure.

Scenario 2: Annual Incremental Levy Funding – 25% of Plan Funding Over 25-Years

With dedicated funding through the general levy, NRH can begin to increase critical housing stock to better serve the community. Assuming the general tax levy grows at an estimated rate between 2% and 8% annually from 2026 to 2050, an incremental 0.105% to 0.195% annual contribution over the next 25-years will provide funding for approximately 25% of the entire project scope, totalling \$546 million dollars in cumulative funds including the end-of-mortgage savings and land disposition proceeds. This would result in a total escalated funding gap of approximately \$1.64 billion that would need to be provided through other funding sources, such as provincial and federal government programs.

The Implementation Plan recommends Scenario 2 as the preferred investment option, as it demonstrates Niagara's commitment to being a strategic and financial partner in

the housing solution. Scenario 2 would result in approximately 25% (\$546 million) of the Implementation Plan being funded through a combination of incremental contributions from the general levy (18%, \$409 million), end-of-mortgage savings and continued funding from Canada Ontario Community Housing Initiative (6%, \$120 million), and strategic land disposition (1%, \$17.5 million). Dependent on the growth rate of the annual general tax levy, it is estimated that an annual incremental contribution of between 0.105% and 0.195% of the general tax levy would be required over the next 25-years to support the Plan.

Scenario 3: Front-loaded First 5-Years of Annual Incremental Levy Funding – 25% of Plan Funding Over 25-Years

At the request of the NRH Board of Directors, Scenario 3 explores a front-loaded annual incremental increase over the first 5-years of the Implementation Plan. Like Scenario 2, Scenario 3 would result in 25% (\$546 million) of the Implementation Plan being funded through a combination of incremental contributions from the general levy (18%, \$409 million), end-of-mortgage savings and continued funding from Canada Ontario Community Housing Initiative (6%, \$120 million), and strategic land disposition (1%, \$17.5 million). Unlike Scenario 2, Scenario 3 sets out a more aggressive approach for an annual incremental contribution of between 0.527% and 0.626% of the general tax levy in the first 5-years of the Implementation Plan followed by a 0% annual incremental contribution throughout the remaining 20-year duration of the Plan.

A significant benefit to the front-loaded funding scenario is that it would result in an accelerated delivery of project undertaking by making more funds available in the short-term. A comparison between each funding scenario and their incremental funding contribution amounts by Council term is estimated in Appendix 2.

Regional Council holds the discretion to adjust the amount, rate, and structure of annual general levy contribution towards the delivery of NRH community housing through its annual Regional budget review process. Scenario 2 is recommended as a minimum contribution strategy and any additional investment, front-loaded scenario, or restructuring of contribution rates should be carefully considered in tandem with competing Council Strategic Priorities.

Relationship to Council Strategic Priorities

The Consolidated Housing Master Plan is listed as a project under Regional Council's 'Equitable Region' pillar to achieve Objective 3.3 which seeks to improve access to affordable and attainable housing in Niagara. The contribution of Regional investment

towards the Implementation Plan is an effective action that will provide individuals and families with access to safe, stable, and affordable place to live.

The Implementation Plan also benefits other strategic priority areas. Specifically, the Plan supports Objective 1.1 under the 'Effective Region' pillar through the modernization of current assets and improved service delivery efficiencies. Further, it supports Objective 4.4 under the 'Prosperous Region' pillar by strengthening future advocacy efforts with senior levels of government by demonstrating Niagara's financial commitment to deliver new affordable housing units.

Other Pertinent Reports

- COM 15-2020 Affordable Housing Strategy Update
- COM 32-2023 Update on the Consolidated Housing Master Plan
- PDS 29-2023 Housing-as-a-Priority Lens
- COM 28-2024 End-of-Mortgage Savings Strategy

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Appendices

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Appendix 2	Annual Incremental Increase Distribution of All Financial Modeling Scenarios

A decorative graphic at the top of the page consisting of several overlapping triangles in various shades of blue, creating a dynamic, abstract shape.

Consolidated Housing Master Plan: Implementation Plan

May 2025

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Purpose

The 'Consolidated Housing Master Plan: Implementation Plan' (hereafter referred to as the 'Implementation Plan' and 'this document') builds on Niagara Regional Housing's (NRH) initial 'Consolidated Housing Master Plan, 2022' (CHMP, 2022). The purpose of the Implementation Plan is to guide the (re)development of existing NRH and private non-profit and co-operative community housing units in an economically responsible and feasible manner that respects the displacement and relocation of existing tenants.

This document details the considerations and methodology that were used to determine how sites were identified and prioritized for (re)development, including the determination of unit count projections, composition of planned bedroom types, estimated construction timelines, and forecast funding need.

Background: Consolidated Housing Master Plan, 2022

In 2022, Colliers International on behalf of NRH completed the CHMP, 2022 to assess and address the growing demand for community housing units in Niagara and reduce the wait times for individuals and households on Niagara Region's Centralized Waitlist. The CHMP, 2022 contains assessment of Niagara's current and forecast community housing needs based on a review of existing NRH and private non-profit and co-operative housing assets. Its analysis includes capital and operating projections, socioeconomic trends, and review of a regional market area housing needs assessment based on Statistics Canada and Canadian Centre for Economic Analysis data.

Its results identified the need for approximately 20,700 community housing units by the year 2045 with an estimated unit supply gap of 3,600 community housing units amongst the inventoried assets. The CHMP, 2022 also found that NRH's existing unit stock is predominantly comprised of older housing stock that consists of single- and semi-detached dwellings on large lots that can accommodate greater density. It determined that the identified supply gap could be bridged through (re)development and intensification of existing NRH and non-profit and co-operative housing provider assets, plus other prospective sites that are not owned by NRH that could be pursued for development. The CHMP, 2022 recommends that existing underutilized assets be leveraged to construct more housing stock and optimize fiscal efficiencies for operating and capital costs.

Unit count estimates of the CHMP, 2022 are based on standardized inputs that were used to calculate the approximate total lot occupancy (building footprint plus parking area) of a site and its theoretical maximum permitted density. Projections also factored maximum potential unit yield under both existing land use and up-zoned land use

permission scenarios. These assumptions were applied to estimate maximum potential unit yield of inventoried assets which was used to produce a short-list of sites that could be favourable for (re)development. The short-list proposed ten (10) NRH sites, six (6) non-profit and co-operative sites, and eighteen (18) prospective sites that are not owned by NRH that could contribute to an estimated construction of more than 5,800 units.

The CHMP, 2022 also provides development cost estimates for its short-listed (re)development projects; however, these financial estimates are no longer accurate due to changes that were introduced through *Bill 23, More Homes Built Faster Act, 2022*. Specifically, these changes significantly impacted the ability for NRH to fund projects through the funding sources that were discussed in the CHMP, 2022, and most notably, the inability for Niagara Region to fund affordable housing projects through its development charge levy.

The CHMP, 2022 produced recommendations for consideration with respect to its future implementation. These recommendations were used as foundation to guide the Implementation Plan and are listed below:

Management: to establish a portfolio approach rather than piecemeal project management, as well as to review and finalize the involvement of private non-profit and co-operative housing service providers in the project management structure.

Governance: to have NRH and non-profit housing service providers jointly consider creating a governance framework for the implementation of the CHMP that outlines roles and responsibilities for decision-making and project management processes for revitalization efforts of existing and new community housing stock.

Prequalification: to consider pre-qualifying teams of designers, engineers, and general contractors to assist with expediting project delivery.

Funding: to explore all funding channels that are available to both NRH and non-profit and co-operative housing providers to understand suitability for upcoming projects, along with dedicating a staff team to investigate, prepare, and submit funding applications as they become available.

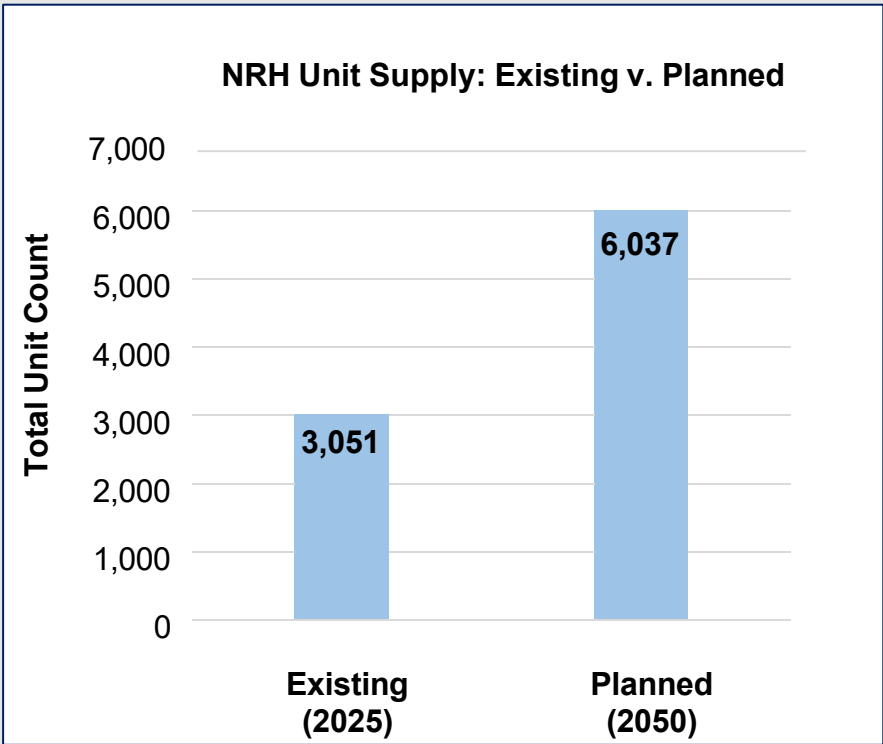
Existing Projects: to take stock of all projects in the pipeline, including those in planning and construction stages. All projects should be aligned to optimize the efficiency and delivery of community housing units under a Portfolio approach.

Understanding NRH’s Unit Supply

As of 2025, NRH owns and operates a supply of 3,051 community housing units. The Implementation Plan forecasts NRH’s unit supply to grow to 6,037 units by 2050, which is an increase of 2,986 net new community housing units (see Figure 1). This unit count solely represents the NRH unit supply and does not include any non-profit or co-operative housing provider units.

As of 2025, NRH owns and operates 3,051 community housing units. NRH's unit supply is forecasted to grow to 6,037 units by 2050. That's an increase of 2,986 net new units

Figure 1: NRH's total unit supply in 2025 and as planned by 2050 as forecast through the Implementation Plan.



To assist with the interpretation of unit count projections contained in this document, there are several key terms that hold specific meaning:

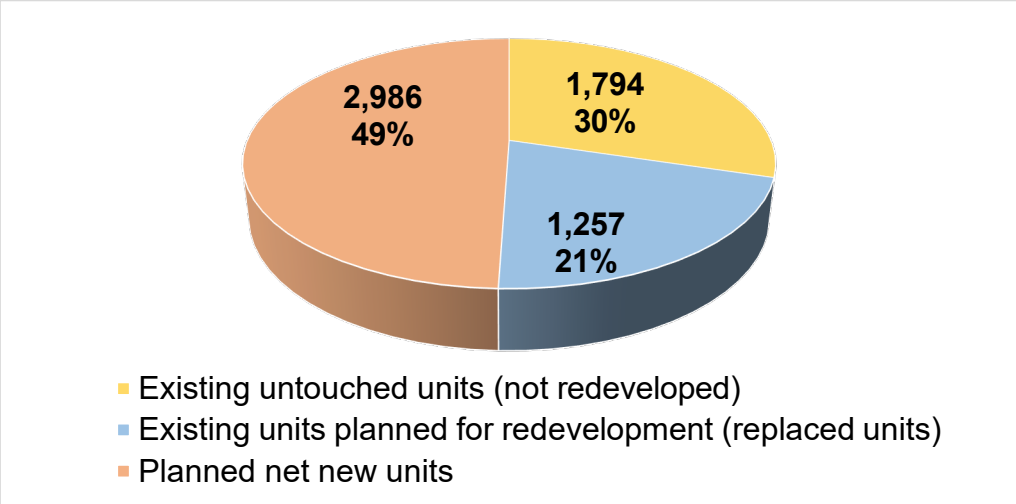
Redeveloped units: means the total of both existing NRH units that are demolished and replaced, plus any net new units from each NRH project.

Replaced units: means existing NRH units that will be demolished to enable the redevelopment of a site. These demolished units are required to be replaced in future (re)development projects and will be accounted for within the total redeveloped unit counts of each NRH project.

Net new units: means any new constructed unit that does not replace an existing NRH unit. These units are above and beyond the minimum number of required replacement units and will be accounted for within the total redeveloped unit counts of each NRH project.

Existing untouched units: means existing NRH units that have not been identified for demolition or redevelopment within the Implementation Plan.

Figure 2: Planned NRH total unit supply by 2050 as proportion of forecast redevelopment through the Implementation Plan.



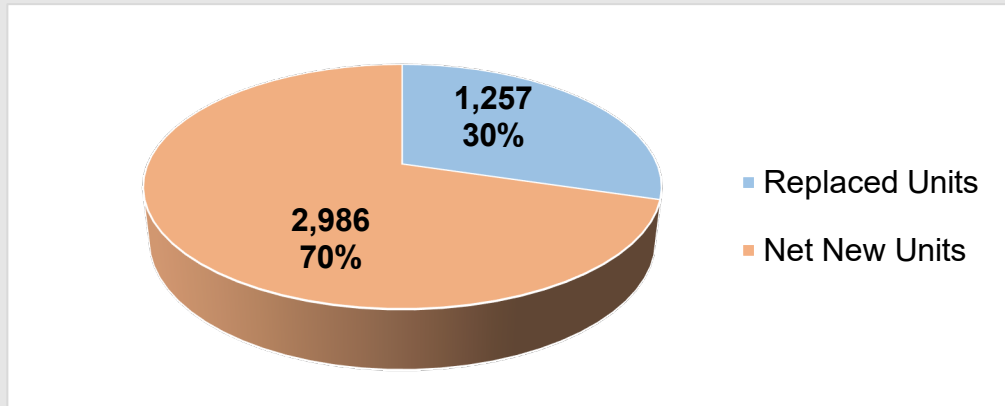
The sum of ‘existing untouched units’ plus ‘existing units planned for redevelopment (replaced units)’ equals the total NRH unit supply as of today, which is 3,051 units. Therefore, the Implementation Plan forecasts that approximately 2,986 units (49%) of NRH’s 2050 unit stock will be comprised of net new units.

For the purposes of the Implementation Plan’s Redevelopment Timeline, unit count projections include both ‘existing units planned for redevelopment (replaced units)’ plus ‘planned net new units’. Therefore, the total number of redeveloped units forecast within Redevelopment Timeline is 4,243 units.

The total number of redeveloped units forecast within Redevelopment Timeline is 4,243 units (70% will be net new, 30% will be existing NRH units that are replaced)

Figure 3 shows that of the total redeveloped units, 70% of redeveloped units will be net new, while 30% will be existing NRH units that are demolished and replaced.

Figure 3: Planned NRH redeveloped unit count to 2050 represented by proportion of replaced units and net new units as forecast through the Implementation Plan.



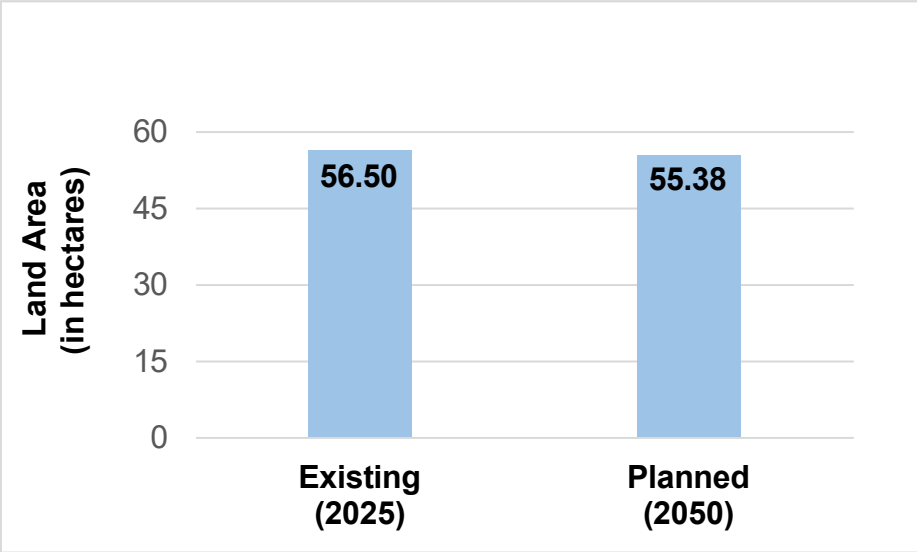
Existing NRH tenants that are displaced by redevelopment projects will have first right of refusal on a new replacement unit that meets their household and income need. Therefore, it is expected that all net new units will occupy tenants from Niagara Region's Centralized Waitlist, which is described in more detail later in this document.

NRH Land Assets

The Implementation Plan strives to optimize the efficiency of existing land assets to ensure the responsible stewardship of operating and capital costs related to NRH's unit supply. The Implementation Plan undertook a comprehensive review of each NRH-owned site and evaluated their appropriateness for retention, redevelopment, or disposal. The evaluation also considered other neighbouring lands that are not owned by NRH that could be strategically acquired and assembled with an NRH site to increase the unit yield and development feasibility for certain projects. The findings of this review identified forty (40) NRH sites that could be considered for disposal due to their limited redevelopment potential, as well as an additional five (5) sites that could be acquired to improve development potential on existing NRH sites.

Figure 4 compares the anticipated amount of land assets owned by NRH between 2025 and 2050 based on projects identified through the Implementation Plan. The total amount of land in 2050 includes the disposal and acquisition of the above-mentioned sites, as well as assumes the successful land transfer of 184 Denistoun Street by the City of Welland to NRH which is currently pending approval with City Council.

Figure 4: NRH's total land supply by existing land ownership and planned ownership by 2050 as forecast through the Implementation Plan.



At present, NRH operates 3,051 units on approximately 56.5 hectares of land. This is a total density build-out of 54 units/ha across its sites. The Implementation Plan forecasts a reduced NRH land supply of 55.38 hectares in 2050, with an estimated operation of 6,037 NRH units on these lands. This is a total density build-out of 109 units/ha. Therefore, the Implementation Plan forecast twice as much density on less land supply, demonstrating a significantly elevated efficiency of NRH land asset utilization.

This is a total density build-out of 109 units/ha (twice as much density on less land supply)

It is expected that the projected land supply total is subject to change as opportunities arise for NRH to acquire additional land assets. These opportunities could include partnerships local area municipalities and non-profit or co-operative housing providers, or sites identified through Niagara Region's Housing-as-a-Priority Lens initiatives, including its Land Optimization Framework, as discussed later in this document.

NRH Unit Supply: CHMP, 2022 v. Implementation Plan

This section offers a comparison between the timing of construction and occupancy for redeveloped NRH units between the CHMP, 2022 and the Implementation Plan, respectively. Table 1 shows the total planned NRH unit supply between the two Plans. In addition to the redeveloped units, counts in the table also include the existing

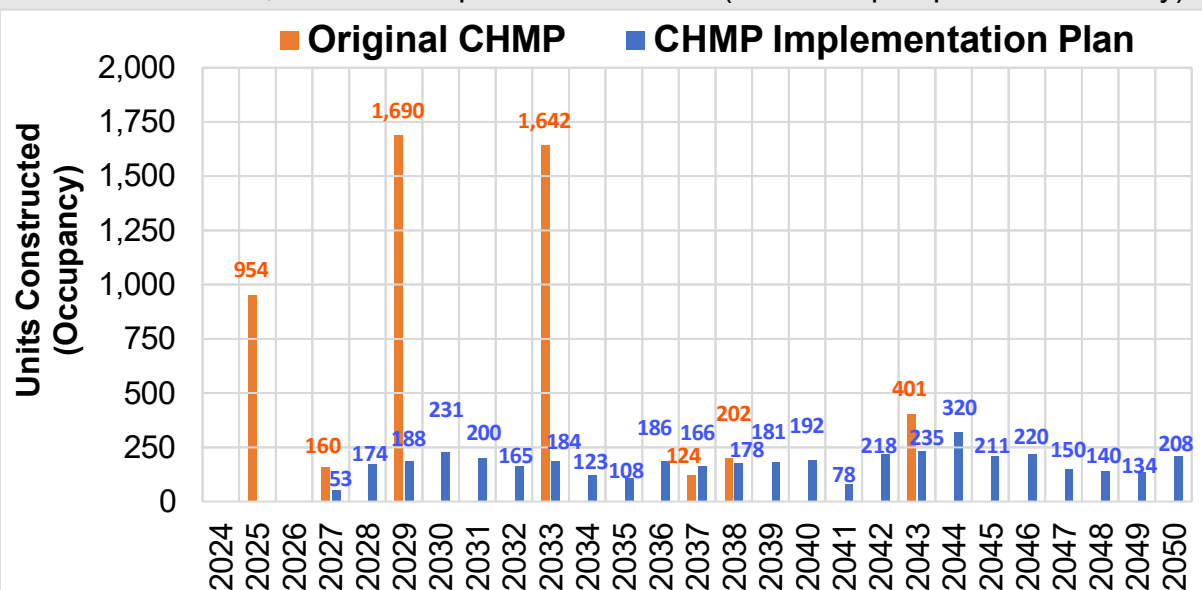
untouched NRH unit supply that has not been identified for redevelopment and excludes all non-profit and co-operative housing provider units.

Table 1: NRH's total unit supply forecast to the year 2050 between the CHMP, 2022 and Implementation Plan.

	Total Planned Redeveloped Units (2050) (replaced and net new units)	Existing Untouched NRH Units Not Planned for Redevelopment	Total Planned NRH Unit Supply (2050) (replaced, net new, and existing untouched units)
Implementation Plan	4,243	1,794	6,037
CHMP, 2022	5,173	2,560	7,733
Difference (updated minus original)	(-) 930 units	(-) 766 units	(-) 1,696 units

Figure 5 offers a visual representation of the expected timing that redeveloped NRH units would be constructed (with occupancy) year-over-year and is aligned with the Implementation Plan's Redevelopment Timeline. The units of Figure 5 represent only the redeveloped units on NRH sites and prospective sites and excludes NRH's existing untouched supply and non-profit and co-operative housing provider units.

Figure 5: Redeveloped NRH units constructed (occupied) each year as forecast between the CHMP, 2022 and Implementation Plan (NRH and prospective sites only).



In summary, the Implementation Plan forecasts the delivery of less NRH units compared to the CHMP, 2022. A notable difference between the two Plans is that the Implementation Plan emphasizes the redevelopment of existing NRH-owned sites, whereas the CHMP, 2022 relied primarily on the delivery of units on prospective sites that are not owned by NRH. This narrative is demonstrated in Table 2 below.

Table 2: Forecast redeveloped units by 2050 by projects constructed on NRH sites and prospective sites between the CHMP, 2022 and Implementation Plan.

	Projects			Redeveloped Units		
	NRH Sites	Prospective Sites	Total (2050)	NRH Sites	Prospective Sites	Total (2050)
Implementation Plan	54	1	55	4,165	78	4,243
CHMP, 2022	10	18	28	1,086	4,087	5,173
Difference (updated minus original)	(+) 44 projects	(-) 17 projects	(+) 27 projects	(+) 3,079 units	(-) 4,009 units	(-) 930 units

The Implementation Plan pursues a more reliable forecast by limiting the uncertainty that stems from planning for unit delivery on assets that are controlled by the decisions of external parties outside of the corporation. As a result, a significant trade-off is observed between the planned redeveloped unit counts for existing NRH sites and prospective sites that are not owned by NRH between the two Plans.

The 'Approach and Methodology' section of this document further explains the rationale behind redevelopment considerations and estimates of the projected unit counts. It is recognized and expected that unit projections associated to each project will change over time as each project becomes realized and new partnerships and funding opportunities emerge.

Non-Profit and Co-operative Housing Provider Unit Supply: CHMP, 2022 v. Implementation Plan

Table 3 below compares the planned number of projects and units for non-profit and co-operative housing provider sites between the CHMP, 2022 and the Implementation Plan. These counts exclude all NRH sites and units.

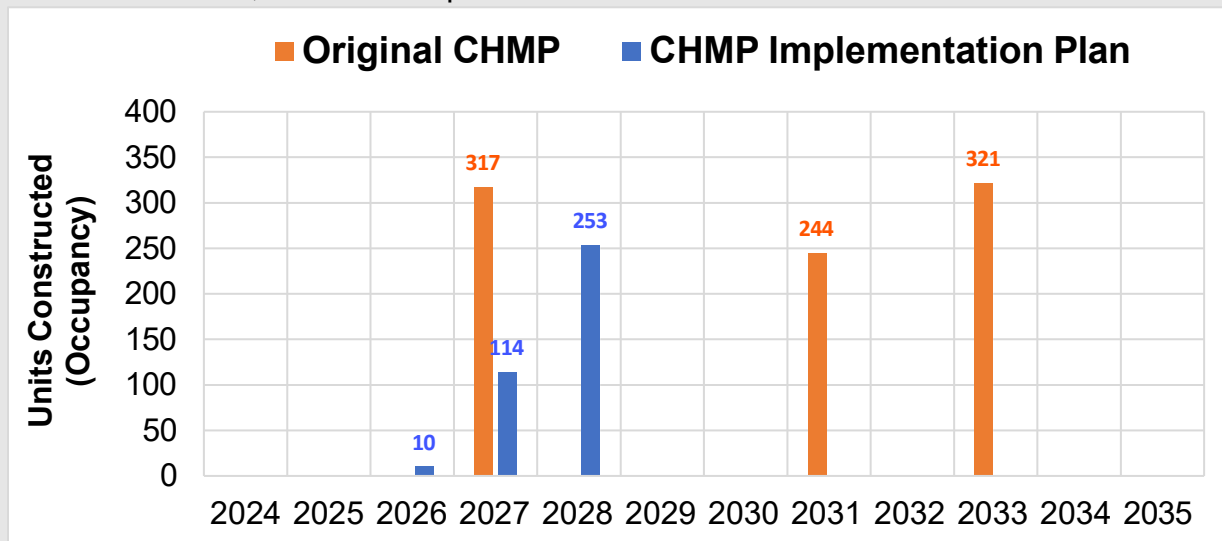
Table 3: Forecast redeveloped units for non-profit and cooperative housing providers between the CHMP, 2022 and Implementation Plan.

	Projects	Replaced Units	Net New Units	Forecast Redeveloped Unit Count
Implementation Plan	5 projects	0 units	377 units	377 units
<u>CHMP, 2022</u>	6 projects	393 units	489 units	882 units
Difference (updated minus original)	(-) 1 project	(-) 393 units	(-) 112 units	(-) 505 units

The variation in unit counts for non-profit and co-operative housing providers between the two Plans is described in greater detail under the 'Approach and Methodology' section of this document. Non-profits and co-operative housing providers entities are governed by independent boards that guide their decision-making processes on existing and future business operations. These boards are not influenced by Niagara Region or NRH which results in uncertainty towards the ability to accurately forecast their future development.

Figure 6 shows the expected timing that non-profit and co-operative housing provider units would be constructed (occupied) year-over-year.

Figure 6: Forecast non-profit and co-operative housing provider units between the CHMP, 2022 and Implementation Plan.



The information associated to future non-profit and co-operative housing provider projects is most accurately sourced through primary data that is collected directly by Niagara Region through outreach with housing providers and is often limited to a shorter time horizon. Niagara Region's primary data collection approach for provider projects is described in greater detail under the 'Approach and Methodology' section of this document.

Implementation Plan: Approach and Methodology

A key objective of the Implementation Plan is to establish a project portfolio to support the delivery of community housing units across Niagara in a practical and economically responsible manner. The Implementation Plan utilizes a similar approach to the CHMP, 2022; however, its methodology features several differences.

For example, the CHMP, 2022 estimated both NRH and non-profit and co-operative housing provider unit counts through a standardized calculation that uses assumptions on total lot occupancy (estimated building area and parking area footprints), estimated built form (typology and building height), and estimated unit sizes to generate theoretical low, medium, and high density yields of all existing sites. The outputs and subsequent analysis of these calculations produced a strong indicator of sites that are underutilized and offer redevelopment potential for increased unit density. The findings of this analysis were then used to create short-list of sites that were favourable for future redevelopment opportunities.

The Implementation Plan takes the analysis of the CHMP, 2022 a step further by examining the characteristics of each potential project on a site-by-site basis in terms of its physical traits, tenant population, and land use permissions. The ongoing working document contains a complete inventory of existing NRH sites and units. Each site was reviewed to determine its likelihood and suitability for redevelopment potential with more favourable candidates being identified as primary sites and less favourable candidates as secondary sites. The 'redeveloped unit' counts of the Implementation Plan capture all primary site units, while the units counted as 'existing untouched supply' represent all secondary site units, which are not identified for redevelopment.

The Implementation Plan contains a comprehensive due diligence review for each identified primary site. The scope of this review includes preliminary indication of any expected Planning Act development applications or permits, availability of municipal servicing infrastructure, and any potential site preparation or study requirements that may be needed for future (re)development.

Additionally, where possible, larger sites and contiguous blocks were reviewed for their potential to be developed over multiple phases to create smaller-scaled redevelopment projects with aim at reducing the pressure of capital funding requests, stagger subsequent project sequencing, and to simplify logistics related to volumes of tenant displacement.

Larger sites and contiguous blocks were reviewed to be developed over multiple phases to reducing the pressure of capital funding requests, stagger subsequent project sequencing, and to simplify logistics of tenant displacement

In addition to estimating redevelopment density, the Implementation Plan also considers building-specific unit counts by referencing other recently constructed NRH buildings as precedence. Projections include each (re)development's planned bedroom type composition based on the requirements for unit replacement from other NRH subsequent redevelopment projects, as well as household demand from Niagara Region's Centralized Waitlist.

Changes to methodology between the CHMP, 2022 and the Implementation Plan has resulted in several significant differences to unit count projections. Table 4 and Table 5 below illustrates the overall differences to the redeveloped NRH and non-profit and co-operative housing provider unit counts with notable trends including:

- Undertaking a greater number of smaller-scaled redevelopment projects on NRH-owned lands to optimize existing land asset holdings.
- Prioritizing net new unit delivery on NRH-owned land assets while reducing the reliance on prospective sites that have less certainty to their implementation, as they are not owned by NRH or Niagara Region.
- Aligning non-profit and co-operative housing provider unit projections with known projects that are nearing construction phases.

Table 4: Forecast (re)development projects on NRH sites, prospective sites, and non-profit and co-operative housing provider sites to 2050 between the CHMP, 2022 and Implementation Plan.

	NRH Projects	Prospective Projects	Non-Profit Projects	Total Projects
Implementation Plan	54	1	5	60
CHMP, 2022	10	18	6	34
Difference (updated minus original)	(+) 44 projects	(-) 17 projects	(-) 1 project	(+) 26 projects

Table 5 compares the planned redeveloped unit counts by project sites as forecast between the CHMP, 2022 and Implementation Plan to the year 2050. It is noted that these counts do not include NRH's existing untouched unit supply.

Table 5: Forecast redeveloped units on NRH sites, prospective sites, and non-profit and co-operative housing provider sites to 2050 between the CHMP, 2022 and Implementation Plan.

	Redeveloped Units: NRH Sites	Redeveloped Units: Prospective Sites	Redeveloped Units: Non-Profit Sites	Total Redeveloped Units
Implementation Plan	4,165	78	377	4,620
CHMP, 2022	1,086	4,087	882	6,055
Difference (updated minus original)	(+) 3,079 units	(-) 4,009 units	(-) 505 units	(-) 1,435 units

Another key difference in the methodology is that the Implementation Plan considers whether certain projects are impacted by local area municipalities that have 'public use/service exemption' clauses included within their local official plan and comprehensive zoning by-law, and determining if NRH is eligible for the exemption.

The qualification for public use exemption is advantageous to NRH's ability to plan for, design, and construct new units. Specifically, it enables greater flexibility for site and building design by offering more flexibility on technical provisions (i.e., maximum building height, maximum site density, maximum lot coverage, minimum parking requirements, minimum and maximum setbacks) that could otherwise limit built form and reduce overall unit yield. The clause can also eliminate the need to undertake time consuming Planning Act applications, such as local official plan and zoning by-law amendments, significantly reducing the risks associated to the cost and timing uncertainties related to Council approvals, third party appeals, and neighbourhood pressures from 'not-in-my-backyard (NIMBY)' mentality.

Sites eligible for public use exemption are viewed as being more favourable for construction, allowing NRH the ability to quickly respond to funding announcements made by the Provincial and Federal governments

The clause is recognized by NRH as a paramount tool that instills confidence and the ability to proceed with rapid (re)development as it provides greater flexibility for design and more certainty towards timing and cost projections. Sites that are eligible for public use exemption are viewed as being more favourable for construction as it equips NRH with the ability to quickly respond to funding announcements made by senior levels of government. Public use exemptions are an effective policy mechanism to expedite the delivery of deeply affordable community housing units and will help to address the ongoing housing crisis.

Non-Profit and Co-operative Housing Providers and Niagara Region's Expression of Interest for Non-Profit Affordable Housing Development Project Readiness

Non-profit and co-operative housing providers are governed by independent boards and have a lower degree of predictability with respect to their resourcing capacity and decision-making ability. As a result, it is difficult to accurately forecast the appetite for non-profit and co-operative housing providers to expand or maintain their existing operations and to understand the need for funding support with future initiatives. The uncertainty of this matter compromises the ability to accurately forecast the delivery of potential new housing provider units and any funding support needed for their implementation. In contrast, NRH sites represent the highest degree of predictability

Non-profit and cooperative housing providers have a lower degree of predictability with respect to their resourcing capacity and decision-making ability

and certainty for portfolio planning, since unlike non-profit and co-operative housing provider operations, decisions related to NRH projects are entirely controlled by the NRH Board and Niagara Region.

The CHMP, 2022 forecast unit count projections and fiscal implications related to the redevelopment of Niagara's non-profit and co-operative housing provider units by assuming the total demolition and redevelopment of each short-listed non-profit and co-operative housing provider site. An oversight with this approach is that each housing provider may choose to evolve their operations under a variety of circumstances. For example, the housing provider may seek to retain all existing units and add new units by means of a building addition or infill on vacant lands elsewhere on the site. Alternatively, it may retain all existing operations and construct new operations on a different site that was acquired elsewhere in Niagara.

In recognizing the need to gain a strengthened vision on the true appetite of non-profit and co-operative housing providers and their desire to grow operations, the Implementation Plan references information that is collected from respondents thru Niagara Region's annual 'Expression of Interest for Non-Profit Affordable Housing Development Project Readiness and Support for Funding Program Submissions'. The Expression of Interest was initially launched in 2022 with the purpose of gathering insight on non-profit and co-operative housing providers that are nearing the point of construction to implement new units. The information gathered through the Expression of interest process was unavailable to the CHMP, 2022 and is a resource that is used to inform the Implementation Plan.

The housing provider project list that is produced from the Expression of Interest is updated annually and represents a trusted source of primary data collection that significantly improves the short-term accuracy of housing provider development initiatives across Niagara. The information that is gathered thru the Expression of Interest includes: planned unit counts and bedroom type composition, timing related to any outstanding site preparation/due diligence efforts, insights on financial needs (capital and operating), estimated construction schedules, and expected occupancy.

Responses to the Expression of Interest strengthen Niagara Region's ability to consider and plan for potential resourcing that could assist with the delivery of new housing provider units in coordination with NRH projects under the Implementation Plan.

Establishing a Portfolio Approach

A portfolio approach involves planning for and undertaking multiple projects concurrently. This approach requires a comprehensive understanding of existing and planned unit supply in addition to the potential new opportunities that may become available for development. At the time of preparing this document, NRH had no active construction projects that would contribute to the delivery of new community housing units. This project void creates a fortunate situation that enables a flexible approach to establishing a portfolio that is underpinned by planned projects on vacant lands that will deliver an entire suite of net new units. It also provides a state of certainty to plan for and commence the redevelopment of existing NRH sites to ensure that these initial new developments will be designed with an appropriate number of unit and bedroom types to house any NRH tenants that will be displaced by future subsequent redevelopment projects.

NRH's existing unit supply spans across nine (9) local area municipalities in Niagara. This geographic distribution is a strength to portfolio planning because it allows for projects to be grouped by proximity to other sites within the same local area municipality and sequenced in an order that accommodates tenant displacement with minimal disruption to daily lifestyle and routines by generally offering relocation options that are close to their current unit.

The Implementation Plan proposes the sequencing of projects based on a variety of factors that are described in greater detail later in this document. The Redevelopment Timeline sets out six (6) main development groups with multiple projects queued under each group and forecasts a 25-year horizon for implementation. The estimated timing of each project is based on a set of assumptions that anticipates site preparation and due diligence needs, demolition, construction, and resident occupancy.

The Implementation Plan's Redevelopment Timeline (Appendix 3) is a visual that demonstrates the application of the portfolio approach. The portfolio is interpreted as any concurrent project across each development group that is being undertaken within the same calendar year. Table 6 illustrates how the planned approach can be understood each year within the Implementation Plan's Redevelopment Timeline.

Table 6: How to interpret the portfolio approach of the Implementation Plan's Redevelopment Timeline.

Development Group	Project	2024 Portfolio	2025 Portfolio	2026 Portfolio	2027 Portfolio
Group A	Project A1	Site preparation	Construction	Occupancy	-
Group A	Project A2	-	-	Site preparation	Construction
Group B	Project B1	-	Site preparation	Construction	Occupancy
Group B	Project B2	-	-	-	Site preparation
Group C	Project C1	Site preparation	Construction	Occupancy	-
Group C	Project C2	-	-	Site preparation	Construction

Based on the Table 6, the approach for each year is as follows:

- In 2024, the portfolio includes projects A1 and C1.
- In 2025, the portfolio includes projects A1, B1, and C1.
- In 2026, the portfolio includes projects A1, A2, B1, C1, and C2.
- In 2027, the portfolio includes projects A2, B1, B2, and C2.

A benefit to organizing projects into development groups is the reduced risk of delay amongst the concurrent projects within NRH's active portfolio. For instance, if a project in Group A experiences a delay, projects in Group B and Group C will be unimpacted. The independency of each development group offers a greater degree of confidence towards project planning and resourcing. Additionally, individual projects can also be adjusted between development groups to respond to any emerging opportunities or limitations as needed.

Determining Project Priority

The Implementation Plan recommends a sequencing of NRH projects by using a blend of qualitative and quantitative considerations. Considerations were not weighted against each other as their influence on each (re)development project varies depending on its site circumstance.

For example, upon an aerial imagery review, a site may appear to be vacant and unencumbered; however, upon more detailed inspection, it could be determined that the site is impacted by archaeological potential or other types of legal or servicing easements that could harm overall development potential.

Considerations that influenced the determination of project priority include:

- Reviewing the findings and rationale which were produced by the CHMP, 2022 to establish its recommended project short-list.
- Identifying risks that could adversely impact the costs and timing of site preparation efforts, such as due diligence studies, Planning Act applications, and legal/land transfer agreements.
- Accommodating sufficient coverage for tenant displacement from subsequent queued redevelopment projects by ensuring that an appropriate number of replacement units and bedroom types can be adequately incorporated within the preceding project.
- Aligning proposed unit and bedroom compositions with household and population data from Niagara Region's Centralized Waitlist in accordance with local and regional market area demand.
- Forecasting realistic and feasible constructed unit counts across each calendar year to responsibly manage expectations related to funding support, business cases, and government advocacy efforts.
- Verifying access and the ability to connect to adequate municipal servicing infrastructure for water, sanitary, and stormwater.
- Identifying the existing units that are occupied by households that exceed income limits and/or are overhoused for the number of bedrooms that are needed for the household.
- Clarifying the funding support that is needed to progress efforts related to site preparation, planning and design, demolition, construction, and unit occupancy.
- Staging larger sites into development blocks that can be phased to assist with minimizing disruptions to existing neighbourhoods during site preparation and construction efforts (such as road closures, demolition, noise, suspended municipal services).
- Factoring proximity to other NRH projects and the potential to coordinate contractor request for proposals to occur concurrently between multiple sites.

The Implementation Plan also offers insights on the expected development review and approval process of each project that is listed in its Redevelopment Timeline. Matters that were reviewed to determine possible implications to project risk and timing include:

- Identifying the need to undertake Planning Act applications, such as amendments to local official plans and/or zoning by-laws, consent (severance or minor lot boundary adjustments), minor variances, and site plan approvals, or any other working permits, such as the Ministry of Transportation or Niagara Peninsula Conservation Authority.
- Determining whether NRH qualifies for public use exemption under existing local municipal policies and provisions.
- Verifying the ability to connect to existing municipal water, sanitary, and storm infrastructure with adequate capacity in place, as well as whether there is presence of any easements that could restrict development potential.
- Assuming a reasonable severity of burden that may result from necessary due diligence studies, such as archaeological potential, a need to file for Record of Site Condition based on past contaminating activities, and/or land use compatibility to nearby stationary (commercial, industrial) and transportation-related (roads, rail corridors, highways) sources.

The above matters were considered when establishing the project priority list with each project being assessed on a site-by-site basis. Certainty and predictability, along with the ability to construct a greater number of net new units, is favoured for short-term implementation (Appendix 1). Particular attention was given to items that could pose elevated risk to project cost and timing. Projects that are expected to encounter the fewest obstacles with respect to local municipal approvals and study requirements are anticipated to progress more easily than projects that face barriers stemming from cumulative due diligence or approval requirements.

Certainty and predictability,
along with the ability to construct a greater
number of net new units,
is favoured for short-term implementation

The progress of each development group within the Redevelopment Timeline is dependent on the ability to successfully navigate the requirements of each project that is subsequent in the project queue. It is expected that the forecast timing of each project will shift as site preparation efforts and building design progress.

Estimating Unit Counts and Bedroom Types

The Implementation Plan is informed by multiple internal corporate resources, including NRH facility inventories and tenant population data, to generate its estimates related to each project's expected unit count and planned bedroom composition. Projections for anticipated building typologies (i.e., low-rise apartment buildings, mid-rise apartment buildings, and stacked townhouses) is based on past precedence of recently constructed NRH projects that were developed on properties of similar size, land use planning permissions, and other factors as discussed above that could impact overall development potential. Examples of recent NRH projects that were used as guiding precedence are provided in Appendix 2 and include:

- 527 Carlton Street, St. Catharines
- 207 Roach Avenue, Welland
- 6388 Hawkins Street, Niagara Falls
- 7180 Heximer Avenue, Niagara Falls
- 60 York Street, Welland

In addition to the above developments, unit sizes are generally estimated as:

- Bachelor unit: 365 ft² (34 m²)
- One-bedroom unit: 560 ft² (52 m²)
- Two-bedroom unit: 840 ft² (78 m²)
- Three-bedroom unit: 1,290 ft² (120 m²)
- Four-bedroom unit: 1,500 ft² (139 m²)
- Five-bedroom unit: 1,700 ft² (158 m²)

The estimated bedroom composition of each project is influenced by the requirement to replace the existing number of bedrooms from the subsequent redevelopment project across all development groups, at minimum. Once this minimum number of bedrooms has been accounted for in the new concept design, any net new units/bedrooms that are above and beyond the required minimum replacement threshold is informed by the demand of Niagara Region's Centralized Waitlist based on the local area municipality and broader regional market area across Niagara. Once understood, the bedroom types of each redevelopment project are carefully distributed amongst each project and development group to address the demand accordingly.

Bedroom composition estimates qualitatively assessed the appropriateness of unit and bedroom mix for each project based on the type of building that is envisioned for construction. There are different considerations that must be accounted for when estimating bedroom allocation for each project. For example, larger units with a greater number of bedrooms require more windows (a minimum of one window per bedroom). This consideration will influence the repetitiveness/symmetry of floor plans and the overall space/footprint required for each unit. Through this exercise, it was observed that units with a greater number of bedrooms can usually be more easily accommodated within building typologies such as stacked townhouses or apartment buildings that have a varied built form or irregular footprint. Typologies that offer more exposure to exterior façade walls/edges enhances the ability to accommodate a greater number of bedrooms (windows) per unit and makes more efficient use of floor space for larger units.

Net new units/bedrooms that are above the required minimum replacement threshold are informed by the demand of Niagara Region's Centralized Waitlist

Figure 7 below represents the proportion of bedroom type demand from Niagara Region's Centralized Waitlist, 2023.

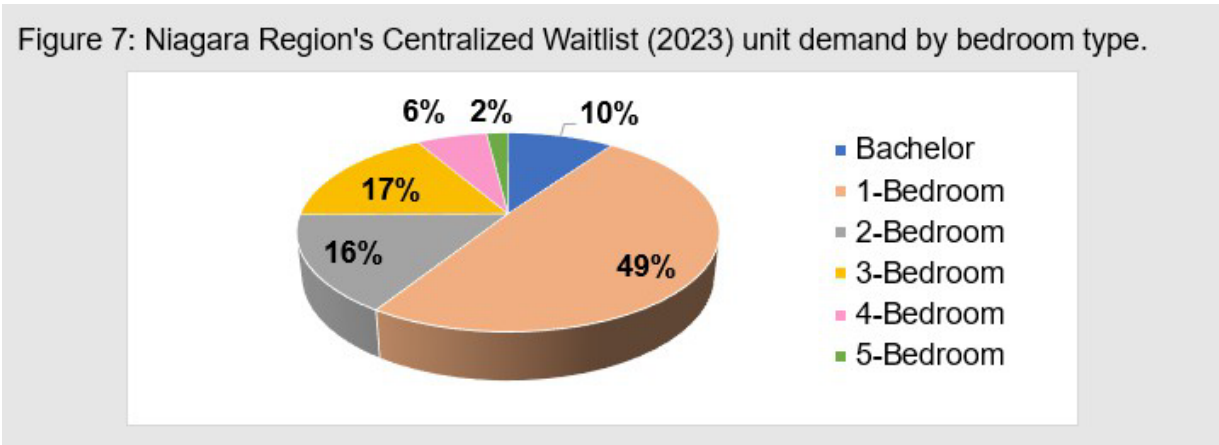


Figure 8 and Table 7 below compare the planned bedroom counts and proportion of NRH unit distribution between its existing supply in 2025 and the planned redevelopment supply in 2050.

Figure 8: NRH's existing (2025) and planned (2050) unit supply by bedroom type as forecast by the Implementation Plan.

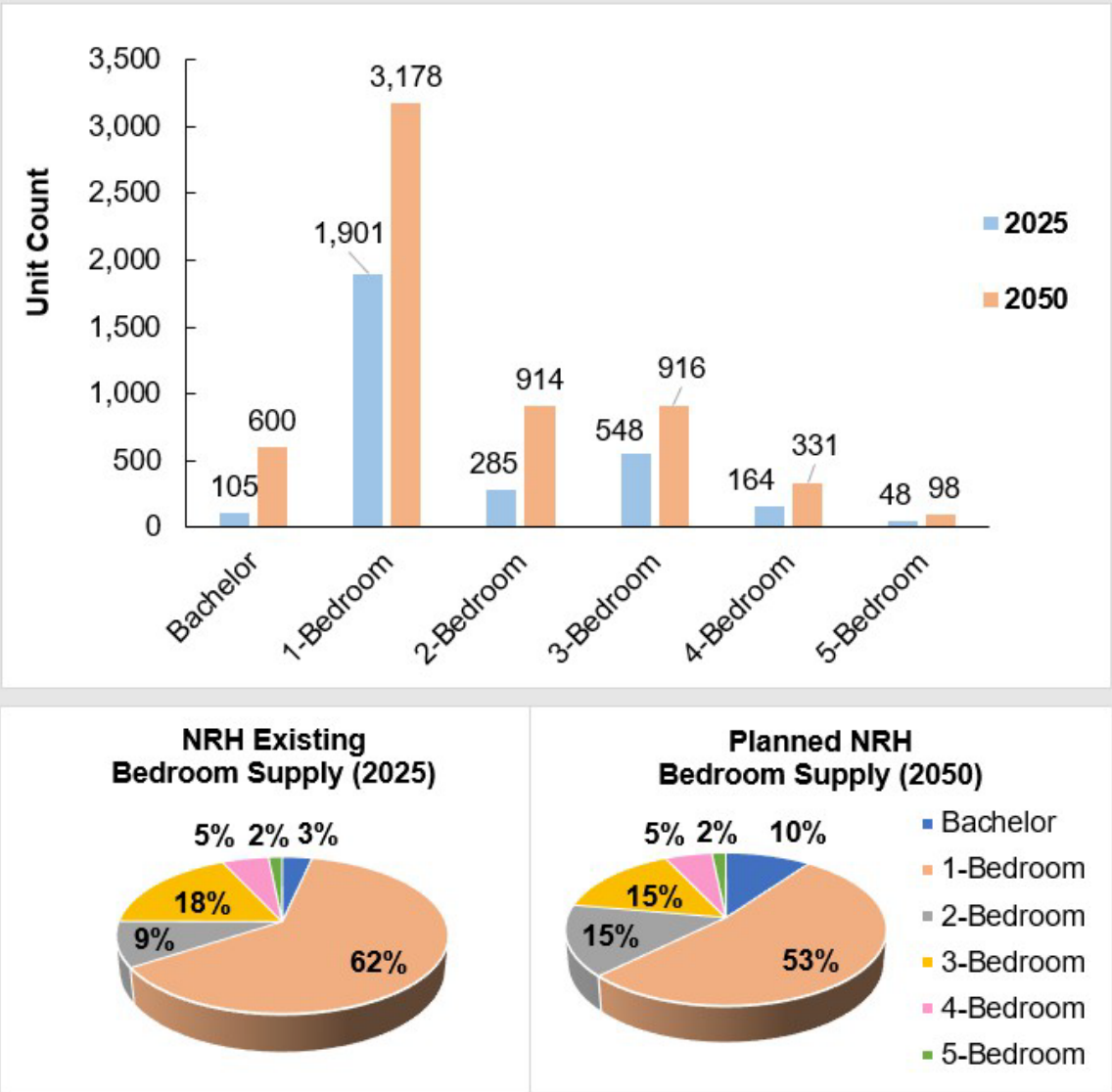


Table 7: Summary of NRH's total existing (2025) and planned (2050) unit supply by bedroom type as forecast through the Implementation Plan and compared with Niagara Region's Centralized Waitlist demand.

	Centralized Waitlist (2023)	Existing NRH Supply (2025)		Planned NRH Supply (2050)		Difference: Existing v. Planned (2025 v. 2050)	
Bedroom Type	Proportion of Demand	Unit Count	Proportion of Supply	Unit Count	Proportion of Supply	Change in Unit Count	Change in Proportion of Supply
Bachelor	10%	105	3%	600	10%	+495	(+) 7%
1-Bedroom	49%	1,901	62%	3,178	53%	+1,277	(-) 9%
2-Bedroom	16%	285	9%	914	15%	+629	(+) 6%
3-Bedroom	17%	548	18%	916	15%	+368	(-) 3%
4-Bedroom	6%	164	5%	331	5%	+167	0%
5-Bedroom	2%	48	2%	98	2%	+50	0%
TOTAL	100%	3,051	100%	6,037	100%	+2,986	

The Implementation Plan diversifies NRH's unit and bedroom type supply to be more aligned with and representative to the unit and bedroom type demand of Niagara Region's Centralized Waitlist. Specifically, the envisioned bedroom projections will reduce the proportion of net new 1-bedroom and 3-bedroom units in favour of bachelor units and 2-bedroom units, which is where demand is warranted. It is observed that a positive net increase in unit constructed occur across bedroom types to the year 2050 even though some of these bedroom types will experience a supply proportion of zero or negative.

Figure 9 and Table 8 illustrate the diversified distribution of bedroom types that will be supplied across the redeveloped NRH units to improve alignment with the demand of Niagara Region's Centralized Waitlist.

Figure 9: NRH's composition of bedroom type delivered thru planned redeveloped units to 2050 as forecast by the Implementation Plan.

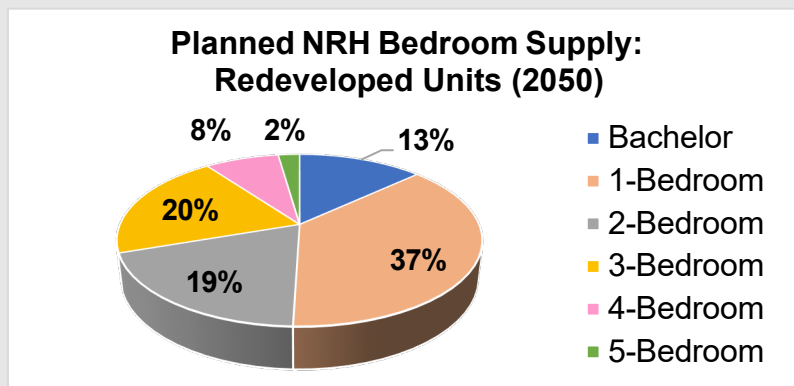


Table 8: Summary of NRH's planned redeveloped unit count to 2050 as forecast by the Implementation Plan and compared to Niagara Region's Centralized Waitlist demand.

	Centralized Waitlist (2023)	Planned Redeveloped Supply: Replaced and Net New Units (2050)	
Bedroom Type	Proportion of Demand	Unit Count	Proportion of Supply
Bachelor	10%	558	13%
1-Bedroom	49%	1,578	37%
2-Bedroom	16%	821	19%
3-Bedroom	17%	859	20%
4-Bedroom	6%	331	8%
5-Bedroom	2%	96	2%
TOTAL	100%	4,243	100%

Niagara is a desirable place to live in terms of its relative affordability to the rest of the Greater Golden Horseshoe. The demand for unit and bedroom types on Niagara Region's Centralized Waitlist will change over time, including increased and shifts to demand by individuals and households that are not currently Niagara-based. Those that qualify for the Centralized Waitlist can indicate multiple local area municipalities as a preferred place of residence which skews the ability to precisely measure the true unit and bedroom type demand in Niagara and for each local municipality.

The Implementation Plan is setup as a living document that enables staff to have the ability to customize the bedroom composition of each project to respond to the changing demand of the Centralized Waitlist.

Specifically, any planned units that are identified as being above the minimum number of required replacement bedrooms can be adjusted. This allows for the ability for staff to modify each project's bedroom composition to address the everchanging demand for unit and bedroom types of the Centralized Waitlist to align with the demand at the time that the project proceeds with detailed building design, while also safeguarding the required minimum number of replacement units and bedrooms in each project.

The Implementation Plan is set up to enable staff to have the ability to customize the bedroom composition of each project to respond to the changing demand of the Centralized Waitlist

Implementation Plan: Financial Modeling

The Implementation Plan represents an opportunity to shape the strategic vision and operational framework for the future of NRH. The forecast capital and operational budget impacts are built upon key assumptions regarding current and forecast construction costs, economic conditions, reserve transfer methodology, construction length as well as partner priorities, providing a foundation for the Plan's objectives and implementation strategies. By aligning these assumptions with a robust financial model, the Plan aims to address long-term community housing needs and sustainability. The financial implications outlined in this report provide a balanced approach to housing stock growth and resource allocation, including an in-depth exploration of the Implementation Plan's fiscal impact based on five (5) and ten (10) year outlooks, as well as by Regional Council election cycle terms until 2050.

The CHMP, 2022 provided a snapshot of the initiative's magnitude. The initial development plan, while ambitious and extensive, was more focused on housing growth targets and did not necessarily balance the financial implications or implementation realities. A key issue was the financial strain it would have imposed during specific years where an overwhelming number of housing units were slated for construction, creating significant budgetary and resourcing challenges. Due to these clustering of costs, the CHMP, 2022 lacked feasibility and relied heavily on prospective sites rather than leveraging already owned NRH and Niagara Region land assets, introducing a layer of uncertainty regarding land acquisition, permitting, and decision-making. The Implementation Plan addresses these concerns by redistributing construction timelines, easing financial burdens, and prioritizing (re)development on existing NRH land assets to reduce risk and enhance project viability.

The overall debt burden for the Niagara Region is forecast to double over the next five (5) years as a result of infrastructure renewal needs. The forecast debt issuances are related to previously approved capital projects in the regional pipeline including the local area municipalities. Further increases to the debt load could potentially impact the S&P bond rating given these investment issuances. A reduction to Niagara Region's credit rating may result in less interest from the market for future debt investment, which could then result in higher interest rates and increased debt costs. Therefore, Regional staff are not currently recommending any new debt issuances in the short-term which will have a significant impact on the funding sources available for the NRH projects.

The Region's use of debt is guided by the Capital Financing Policy which provides a strategy for establishing adequate levels of funding for capital projects. The policy supports issuing debt for growth and new strategic investments; however, the recommended debt freeze indicates the majority of funding for the Implementation Plan

will need to come from senior levels of government and/or from incremental increases to the general levy. Therefore, developing a sustainable plan that tackles community housing needs while being fiscally responsible is of utmost importance.

Capital Implications: Construction Costs

Construction costs between the present day and 2050 are determined by analyzing the project schedule, accounting for inflation and cost escalation due to the Building Construction Price Index. For the purposes of the financial projections, the Building Construction Price Index is assumed to be the same as the long-term inflation rate, set at a 2% increase year-over-year. With an average current estimated construction cost of \$325,000 per unit (including necessary design and planning), future costs are projected by applying quarterly escalation rates based on the Building Construction Price Index to reflect increasing material and labour expenses over time. Capital budgeting requires funding to be approved prior to the project start date.

Building Construction Price Index is assumed to be the same as the long-term inflation rate (2%) increase year-over-year. With an average current estimated construction cost of \$325,000 per unit, future costs are projected by applying quarterly escalation rates based on the Building Construction Price Index to reflect increasing material and labour expenses over time

The capital budget requirements are based on escalated cost estimates that consider inflationary impacts on a quarterly basis to ensure accuracy when dealing with multi-year construction timelines. The financial projection accommodates changing economic conditions to ensure future construction costs are not underestimated, providing more accurate budget forecasting and financial planning.

Table 9 below outlines the five (5) and ten (10) year escalated capital budget requirements for the entire project scope in the year of approval, adjusted for building cost inflation. Table 10 displays the information by each four (4) year Regional Council term until 2050. Based on staff's financial modelling, NRH will require approximately \$1.86 billion in capital funding over the next 25 years to grow the community housing supply as set out in the Implementation Plan.

NRH will require approximately \$1.86 billion in capital funding over the next 25 years to grow the community housing supply as set out in the Implementation Plan

Table 9: Capital budget 5-year and 10-year outlooks based on the Implementation Plan (\$ millions).

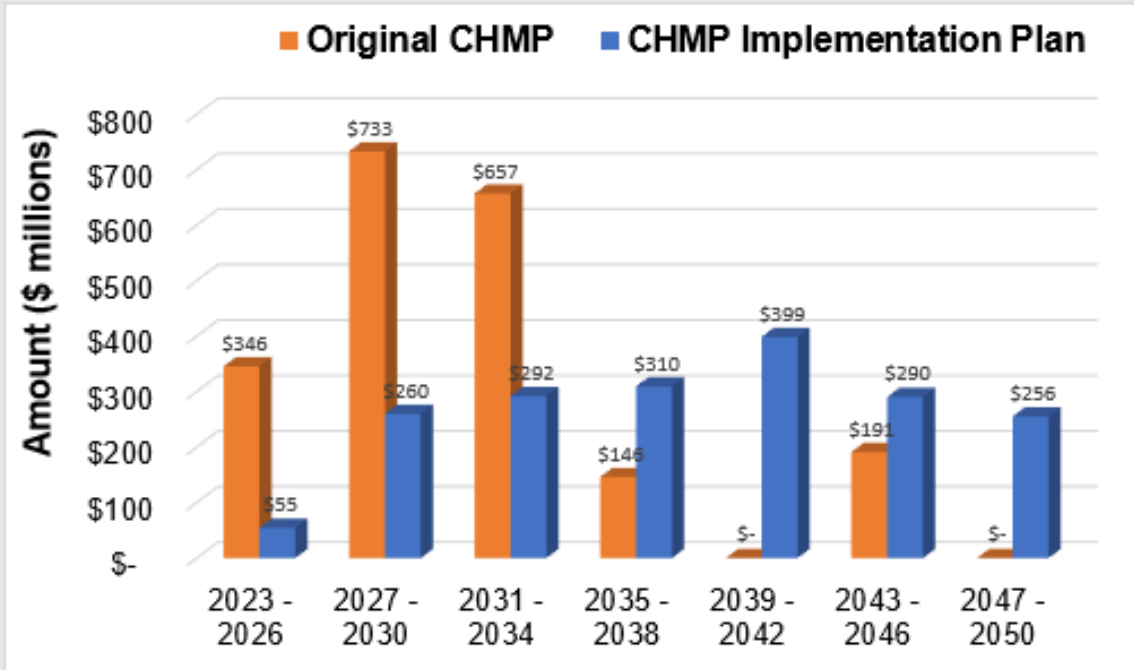
Financial Impact	2025	2026	2027	2028	2029	5-Year Outlook (2025-2029)
Escalated Capital Budget	\$0	\$54.6	\$67.6	\$53.7	\$82.3	\$258.3
Financial Impact	2030	2031	2032	2033	2034	10-Year Outlook (2025-2034)
Escalated Capital Budget	\$56.5	\$111.1	\$31.5	\$30.1	\$119.4	\$606.9

Table 10: Capital budget outlook by Regional Council term based on the Implementation Plan (\$ millions).

Financial Impact	2023 to 2026	2027 to 2030	2031 to 2034	2035 to 2038
Escalated Capital Budget	\$54.6	\$260.1	\$292.1	\$309.6
Financial Impact	2039 to 2042	2043 to 2046	2047 to 2050	TOTAL
Escalated Capital Budget	\$398.8	\$290.4	\$255.5	\$1,861.2

Figure 10 shows the expected capital requirement differences between the CHMP, 2022 and the Implementation Plan by each Regional Council term. As demonstrated, the Implementation Plan adjusts the unattainable capital outlays by significantly altering the construction schedule and separating project phases to provide the most realistic (re)development forecast.

Figure 10: Estimated development cost for planned redeveloped NRH units by Regional Council term to 2050 as forecast by the CHMP, 2022 and the Implementation Plan.



The Implementation Plan also models a group of five (5) non-profit housing provider projects that is expected to be completed between 2027 and 2028. The total escalated construction cost of these projects is estimated at approximately \$130 million. This amount has not been included in the financial projections as the actual Regional contributions to these projects is unknown at this time.

Operating Implications: Reserve Transfer Strategy

Establishing and maintaining an adequate transfer to capital reserves for maintenance and renewal of new housing stock is critical to ensuring long-term sustainability. The current model projects that 2% of the total capital expenditure will be budgeted annually as a contribution to capital reserves once new housing stock is developed. This approach results in higher costs compared to the Canada Housing and Mortgage Corporation guidelines, which recommend reserving 6% of average market rent as an annual reserve contribution.

While various methods exist to determine appropriate reserve contributions, the Region’s approach aligns with the annual average rate of investment outlined in the Asset Management Plan (2021) to reflect

The Region’s approach aligns with the annual average rate of investment outlined in the Asset Management Plan (2021) to reflect actual asset needs rather than rental income

actual asset needs rather than rental income. However, the Asset Management Plan did not provide a separate average annual rate of investment calculation for housing assets, making it difficult to determine a housing-specific investment level for the Implementation Plan.

The Asset Management Plan update scheduled for 2025 is committed to including this metric to better inform future reserve contributions. Until this is available, the model will continue using the 2% of capital expenditure benchmark. Consequentially, this does not allow for new housing stock to be self-sustaining from an operating expenditure standpoint, requiring additional financial investment over the entire project scope. Incremental transfers beyond rent-supported levels are projected to total approximately \$324 million between 2025 and 2050, including \$2.6 million over five (5) years and \$41 million over ten (10) years. Any changes to reserve transfer calculations will significantly impact the overall financial outcomes of the Implementation Plan.

The current approach is conservative with anticipated future contributions to likely fall between 2% of capital costs and 6% of average market rent. Operational costs for incremental housing stock, including maintenance, utilities, and staffing, are expected to be self-sustaining due to a balanced mix of unit rent rates within each development. This strategy optimizes cost efficiency while supporting financial sustainability across all housing categories. Reserve transfers are prorated based on construction completion to coincide with occupancy. If reserve transfers were reduced to 6% of average market rent, no incremental operating budget impacts are anticipated as rental income is expected to cover these expenses. However, future property management and oversight costs have not been included in the modeling due to their unpredictability.

Table 11 below outlines the incremental reserve transfer budget impacts should the traditional methodology continue to be used for the five (5) and ten (10) year outlooks. Table 12 displays the information by Regional Council term until 2050.

Table 11: Incremental reserve transfers, 5-year and 10-year outlook (\$ millions).

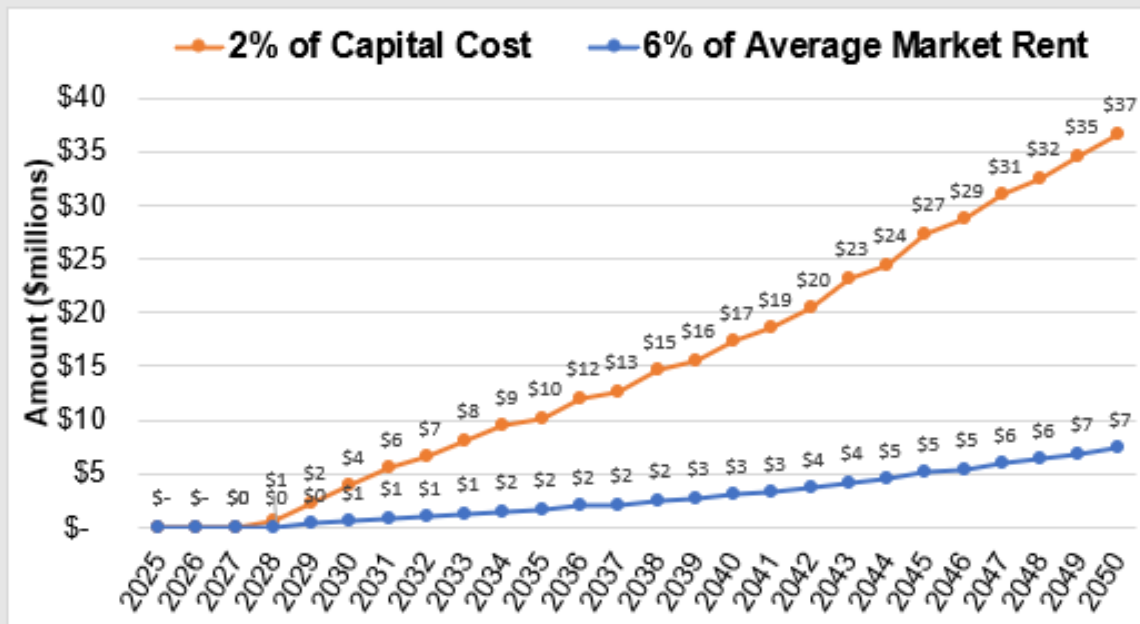
Financial Impact	2025	2026	2027	2028	2029	5-Year Outlook (2025-2029)
Escalated Incremental Reserves	\$0	\$0	\$0.078	\$0.572	\$1.947	\$2.598
Financial Impact	2030	2031	2032	2033	2034	10-Year Outlook (2025-2034)
Escalated Incremental Reserves	\$3.279	\$4.711	\$5.539	\$6.795	\$7.934	\$30.856

Table 12: Incremental reserve transfers by Regional Council term (\$ millions).

Financial Impact	2023 to 2026	2027 to 2030	2031 to 2034	2035 to 2038
Escalated Incremental Reserves	\$0	\$5.877	\$24.979	\$41.317
Financial Impact	2039 to 2042	2043 to 2046	2047 to 2050	TOTAL
Escalated Incremental Reserves	\$59.037	\$84.441	\$108.226	\$323.877

Figure 11 below displays the cumulative difference between the expected traditional reserve transfers (2% of capital cost) and the newly proposed methodology (6% of average market rent) on an annual basis.

Figure 11: Annual total reserve transfers by methodology.



Regional Funding Sources: End-of-Mortgage Savings, Land Disposition, Housing-as-a-Priority Lens, General Levy

Financing the Implementation Plan will require a long-term strategy and commitment over multiple terms of Council. The approach must also be multi-faceted and combine

various funding sources, including the reallocation of funds from the end-of-mortgage savings, land disposition of underutilized NRH and Region-owned properties, and annual contributions from the general levy to maximize impact, community housing stock growth, and sustainability.

End-of-Mortgage Savings

The funding and governance of social housing as it pertains to housing providers under the Housing Services Act is undergoing major changes in Ontario. Regional funding for rent-geared-to-income housing was tied to the mortgages when community housing projects by private non-profit and co-operative housing providers were constructed. These original agreements are now coming to an end as the projects are reaching their end-of-mortgage. The end-of-mortgage for non-profit and co-operative housing providers will be accompanied by changes to their funding, as expressed by the End-of-Mortgage Strategy (Report COM 28-2024) as outlined by Niagara Region's Housing Services Department. The funding available from the end-of-mortgage agreements totals approximately \$188 million from 2025 thru 2042 and consists of reserve transfer savings plus continued Canada Ontario Community Housing Initiative funding for housing provider repairs and new developments. Approximately \$65 million will be earmarked for capital investment at non-profit and co-operative housing provider locations, with approximately \$120 million assumed to fund the NRH projects identified through the Implementation Plan. This represents approximately 6% of the total required capital funding for the entire scope of the Implementation Plan to 2050.

Net Proceeds Land Dispositions

The Implementation Plan identified forty (40) NRH-owned properties that are underutilized and offer limited strategic value that should be considered for disposition between the years 2027 and 2031. It is expected that the net sale proceeds of these potential dispositions can be used to support the implementation of future NRH (re)development projects within the same time horizon.

Additionally, the Implementation Plan identified five (5) privately-owned properties that should be considered for strategic acquisition between the years 2030 and 2031 to support the construction of future redevelopment projects.

The total expected net proceeds from the sale and acquisition of these properties is approximately \$17.5 million (net of closing costs), which represents under 1% of the total required funding of the Implementation Plan.

Housing-as-a-Priority Lens

In September 2023 (Report PDS-29-2023), Regional Council endorsed and directed staff to apply a Housing-as-a-Priority lens to corporate practices and decisions in support of Council Strategic Objectives that target to improving access to affordable and attainable housing in Niagara. The purpose of Housing-as-a-Priority is to identify and meaningfully capitalize on opportunities for generating more housing – particularly affordable, attainable, and rental housing – across the region.

As part of the immediate implementation of Housing-as-a-Priority, staff established a Land Optimization Framework process to be introduced at the beginning stage of the Region's Disposal of Land By-law process to enable a coordinated evaluation of potential corporate opportunities to generate affordable and attainable housing or co-locate services to ensure that the Region's land asset use is optimized. Opportunities could include NRH developing the land for community housing units, leveraging land in public or private partnerships for housing development (including non-profit or co-op housing providers), or co-locating housing with other municipal facilities (including bridge housing and/or supportive housing units). The Land Optimization Framework facilitates transparency and critical conversations between all departments to assess the potential for strategic corporate land retention, or alternatively if deemed appropriate for lands to be disposed, how future net sale proceeds from the disposition could be optimized to support future housing initiatives.

Housing-as-a-Priority allows Niagara Region to dedicate net proceeds from the sale of NRH and Region-owned properties to be considered for reinvestment towards supporting housing-related projects. It is a critical tool that will support the implementation of the Implementation Plan by strengthening the certainty for NRH to allocate the net sale proceeds related to the disposition of any NRH properties to be reinvested into its ongoing portfolio. To date, Housing-as-a-Priority in combination with the Land Optimization Framework has yielded several outcomes that will support the implementation of the Implementation Plan. Notably, it is expected that a portion of the yet-to-be realized net sale proceeds of 68 Church Street, St. Catharines, as well as 50 Gilmore Road, Fort Erie, could be made available for site preparation and construction efforts to support future of the NRH redevelopment portfolio. Additionally, portions of the new long-term care facility sites located at 200 Garrison Road, Fort Erie, and 403 Ontario Street, St. Catharines, respectively, have been identified as having the potential to accommodate future potential NRH development, which is included within the Implementation Plan's Redevelopment Timeline and redeveloped unit count forecasts.

Additionally, it is anticipated that future Land Optimization Framework circulations will result in new opportunities to consider additional sites for future housing development. Since its initiation, several sites have been identified that could be leveraged for housing

purposes; however, none of these sites have been deemed as suitable for inclusion in the Implementation Plan due to known constraints such as irregular lot fabric, prohibitive land use permissions, or encumbrances from legal easements, natural heritage features, and other due diligence considerations. The Land Optimization Framework will continue to be used to identify and leverage Region-owned sites for future NRH development or other partnership opportunities.

General Levy Funding

Financing a plan of this magnitude may require incremental contributions from the general levy or risk significant delays when debt issuances are unavailable as a source of funding. This will require careful fiscal planning during the budgeting process but will help to address the immediate funding gap if upper tier government grants are not available. This document explores two (2) different scenarios to provide a snapshot of the potential financial impacts of the Implementation Plan. Scenario 1 assumes the Region does not provide any incremental levy funding (only end-of-mortgage savings and land dispositions which provides 7% of Plan funding, and Scenario 2 assumes the Region provides 25% of Plan funding through general levy contributions, end-of-mortgage savings, and land disposition.

Scenario 1: No Incremental Levy Funding – 7% of Plan Funding, Includes End-of-Mortgage Savings and Land Disposition Only

Without any increases to the general levy to help fund (redevelopment projects or the ability to issue debt, all financial resources for (redevelopment projects must rely primarily on senior level of government contributions, as well as the limited funds available from the end-of-mortgage savings and land dispositions. This approach creates significant uncertainty and risk for the project, as these external funding sources can be subject to competitive allocation processes, political priorities, and budget constraints at upper-level governments. Without guaranteed funding, the Implementation Plan's Redevelopment Timeline could encounter substantial delays and the scope of the initiative may need to be reduced or restructured. Furthermore, the lack of municipal investment reduces the alignment with local needs and priorities. This scenario presents significant challenges of relying exclusively on higher levels of government for necessary housing infrastructure.

Table 13 below outlines the annual escalated funding gap should no additional levy funding be applied for the five (5) and ten (10) year outlooks. Table 14 displays the information by each Regional Council term until 2050, with Appendix 4 outlining the overall financial implications for term should Scenario 1 occur. Under Scenario 1, the total Regional investment is \$137.5 million, translating into a total funding gap of approximately \$2.05 billion.

Table 13: Annual funding gap, 5-year and 10-year outlook (\$ millions).

Financial Impact	2025	2026	2027	2028	2029	5-Year Outlook (2025 - 2029)
Total Escalated Funding Gap	\$0	\$50.4	\$61.4	\$37.5	\$74.9	\$222.1
Financial Impact	2030	2031	2032	2033	2034	10-Year Outlook (2025 - 2034)
Total Escalated Funding Gap	\$49.7	\$106.7	\$29.7	\$29.5	\$119.9	\$559.7

Table 14: Funding gap by Regional Council term (\$ millions).

Financial Impact	2023 - 2026	2027 - 2030	2031 - 2034	2035 - 2038
Total Escalated Funding Gap	\$50.4	\$223.4	\$285.9	\$321.4
Financial Impact	2039 - 2042	2043 - 2046	2047 - 2050	TOTAL
Total Escalated Funding Gap	\$428.4	\$374.9	\$363.7	\$2,048.1

Scenario 2: Annual Incremental Levy Funding – 25% of Plan Funding Over 25-Years, Includes General Levy Contribution, End-of-Mortgage Savings, and Land Disposition

The growing demand for affordable housing in Niagara has become a critical issue creating significant challenges including homelessness, economic inequality, and barriers to attracting and retaining a diverse workforce. Regional investment in affordable housing is essential to ensure that individuals and families have access to safe, stable, and reasonably priced homes. With dedicated funding through the general levy, NRH can begin to increase critical housing stock to better serve the community.

Assuming the general tax levy grows at 8% annually from 2026 to 2050, an incremental 0.105% annual contribution over the next 25 years will provide funding for 25% of the entire project scope, totaling \$546 million dollars in cumulative funds including the end-of-mortgage savings and land disposition proceeds. This would result in a total escalated funding gap of approximately \$1.64 billion. The incremental annual contribution could be as low as 0.084% if the Canada Housing and Mortgage Corporation’s recommended methodology for reserve transfers is implemented. This would result in approximately \$465 million in cumulative funds and a total escalated funding gap of approximately \$1.4 billion.

Scenario 3: Front-loaded First 5-Years of Annual Incremental Levy Funding – 25% of Plan Funding Over 25-Years

Scenario 3 explores a front-loaded annual incremental increase over the first 5-years of the Implementation Plan. Like Scenario 2, Scenario 3 would result in 25% (\$546 million) of the Implementation Plan being funded through a combination of incremental contributions from the general levy (18%, \$409 million), end-of-mortgage savings and continued funding from Canada Ontario Community Housing Initiative (6%, \$120 million), and strategic land disposition (1%, \$17.5 million). Unlike Scenario 2, Scenario 3 sets out a more aggressive approach for an annual incremental contribution of between 0.527% and 0.626% of the general tax levy in the first 5-years of the Implementation Plan followed by a 0% annual incremental contribution throughout the remaining 20-year duration of the Plan.

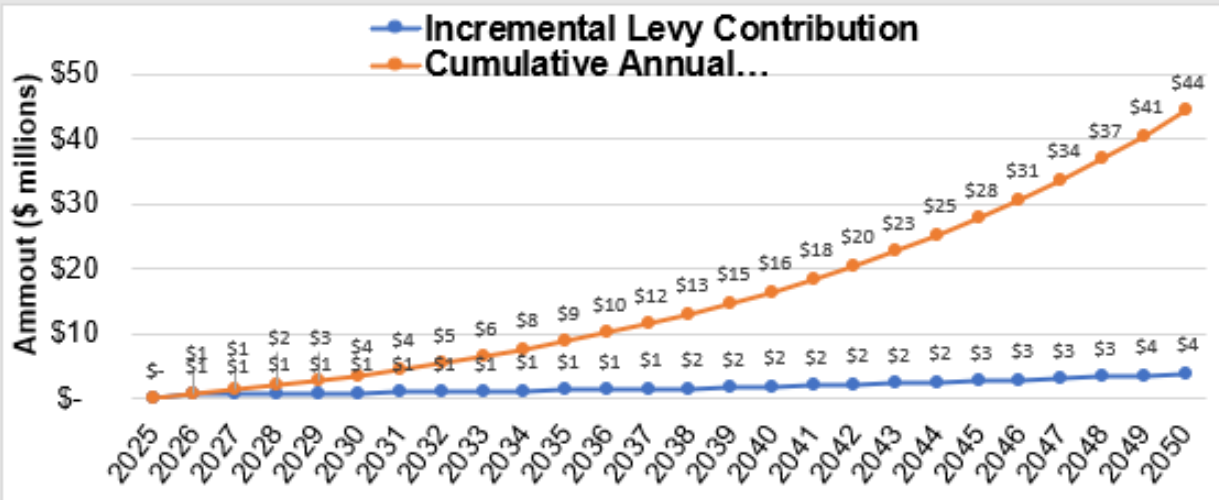
Table 15 displays the necessary annual incremental levy allocation under various growth scenarios for funding Scenarios 2 and 3. A summary of total funding contributions under each financial modeling scenario and their remaining funding gaps are detailed in Appendices 4 , 5, and 6.

Table 15: Incremental allocation rates needed to achieve 25% Implementation Plan funding based on annual levy growth rate.

Annual Levy Growth Rate	Scenario 2: Annual Incremental General Levy Allocation – 25-Years	Scenario 3: Annual Incremental General Levy Allocation – 5-Years
2%	0.195%	0.626%
4%	0.160%	0.591%
6%	0.130%	0.558%
8%	0.105%	0.527%

Figure 12 displays the incremental annual and cumulative yearly contributions necessary to fund 25% of the overall Implementation Plan.

Figure 12: Incremental and cumulative general levy contribution to provide 25% of Implementation Plan funding.



Financial Summary

While the scope of the Implementation Plan is ambitious, its Redevelopment Timeline offers a clear and feasible roadmap to expanding the NRH’s community housing stock in a sustainable and fiscally responsible manner. By balancing the scale of strategic development with careful planning, potential partnerships, and phased implementation, the Plan ensures that growth aligns with the community’s needs and financial capacity. It incorporates various approaches to funding, prioritizes long-term affordability, and leverages existing resources to maximize impact on the delivery of new community housing units across Niagara.

It is unrealistic to recommend that 100% of the Implementation Plan’s forecast community housing units be municipally funded as Niagara Region lacks the financial resources to independently address the significant costs associated with housing stock growth. Without grants or subsidies from senior levels of government, the financial burden would fall entirely on local taxpayers. Hypothetically, if no senior level government funding were available to support the implementation of the Implementation Plan, the Region would need to allocate an annual incremental increase of 0.524% on the general levy assuming it grows at 8% year-over-year from 2026 to 2050.

Based on the financial modeling, Scenario 2 is the recommended investment approach as it demonstrates Niagara’s commitment to being a strategic and financial partner in the housing solution. The approach would result in approximately 25% (\$546 million) of the Implementation Plan being funded through a combination of contribution from general levy (18%, \$409 million), end-of-mortgage savings

(6%, \$120 million), and strategic land disposition (1%, \$17 million). Dependent on the growth rate of the annual general tax levy, it is estimated that an annual contribution of between 0.105% and 0.195% of the general tax levy would be required over the next 25-years to support the Plan.

Scenario 2 represents an achievable investment contribution that will not burden the annual capital budget process and can be balanced amongst other Regional Council Strategic Priorities. A dedicated investment contribution will strengthen the confidence of other potential funding partners, such as the senior levels of government, by demonstrating that Niagara Region is financially committed to addressing the ongoing housing crisis. It will also improve the likelihood of success on future funding program application submissions, such as the Rapid Housing Initiative and/or Canada Ontario Community Housing Initiative, which is critical in a climate where there are many competing submissions from other entities across the province and nation.

Implementation and Next Steps

The Implementation Plan demonstrates a commitment to addressing the housing crisis while maintaining fiscal accountability to ensure that the Region can meet current and future community housing demands without compromising its financial stability.

The Implementation Plan will serve as a living document that will be monitored and updated by staff on a regular basis as projects progress, and funding and partnerships opportunities emerge. Of particular importance is ensuring that its Redevelopment Timeline remains on-track and current with its queued priority projects, as any modifications to project timing will have implications on future funding needs and the ability to accommodate NRH tenant displacement. It is expected that the priority of a project could shift based on changing circumstances related to due diligence and site preparation efforts, funding availability, partnership opportunities, and a variety of other potential factors. Staff must be acutely aware of potential influences on each project that may impact its delivery, which may result in adaptations to the Redevelopment Timeline from time-to-time.

This document will be monitored and managed by NRH and Niagara Region's Housing Services Department, as these parties have access to NRH property, building, and tenant information, as well as Niagara Region's Centralized Waitlist. Further, these departments manage other closely related initiatives such as Expression of Interests for non-profit and co-operative housing provider project readiness and preliminary visioning, which are invaluable tools that inform opportunities for partnerships to construct more affordable housing units.

Appendix 1: Short-Term Project Portfolio

Haney Street and 709-725 King Street, Port Colborne

Envisioned Concept

Estimated Year of Occupancy	2027
Expected Approvals	<ul style="list-style-type: none"> • Zoning By-law Amendment (City led) • Site Plan Approval
Total Existing Units	On-site: 5 units Off-site: 2 units
Total Redeveloped Units	53 units (46 net new)
Density	Existing: 14.29 units/ha Planned: 151.43 units/ha
Planned Bedroom Composition	Bachelor: 15 units (28%) 1-Bedroom: 18 units (34%) 2-Bedroom: 5 units (9%) 3-Bedroom: 14 units (26%) 4-Bedroom: 1 unit (2%) 5-Bedroom: 0 units (0%)



Existing: 709 King Street, Port Colborne (2023)



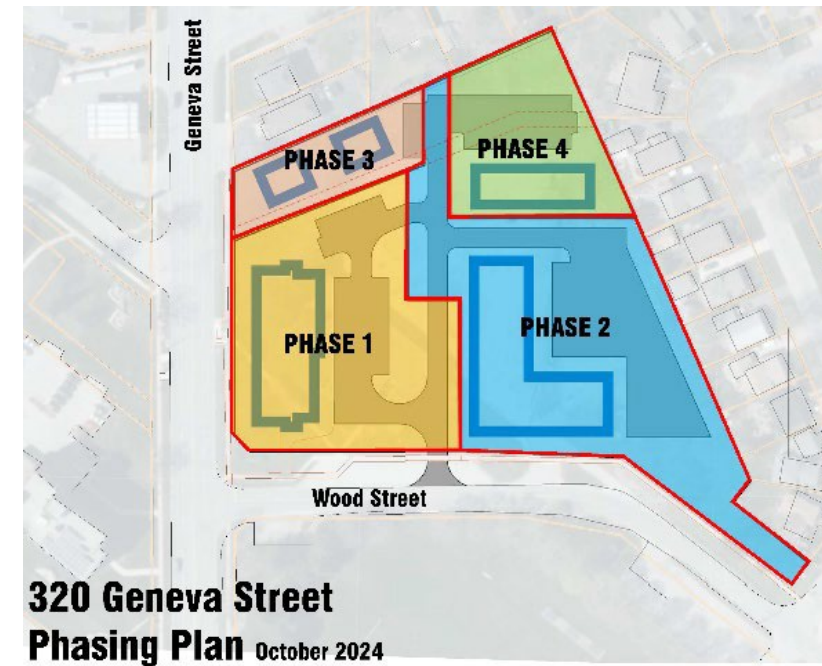
320 Geneva Street (Phase 2 Lands), St. Catharines

Estimated Year of Occupancy	2028
Expected Approvals	<ul style="list-style-type: none"> • Minor Variance • Site Plan Approval
Total Existing Units	0 units
Total Redeveloped Units	104 units (104 net new)
Density <i>(across entire site, includes Phase 1 Lands)</i>	Existing: 0 units/ha Planned: 98 units/ha
Planned Bedroom Composition	Bachelor: 6 units (6%) 1-Bedroom: 29 units (28%) 2-Bedroom: 15 units (14%) 3-Bedroom: 30 units (29%) 4-Bedroom: 18 unit (17%) 5-Bedroom: 6 units (6%)

Existing: 320 Geneva Street, St. Catharines (aerial, 2023)



Envisioned Phasing Plan and Concept



320 Geneva Street
Artist Rendering

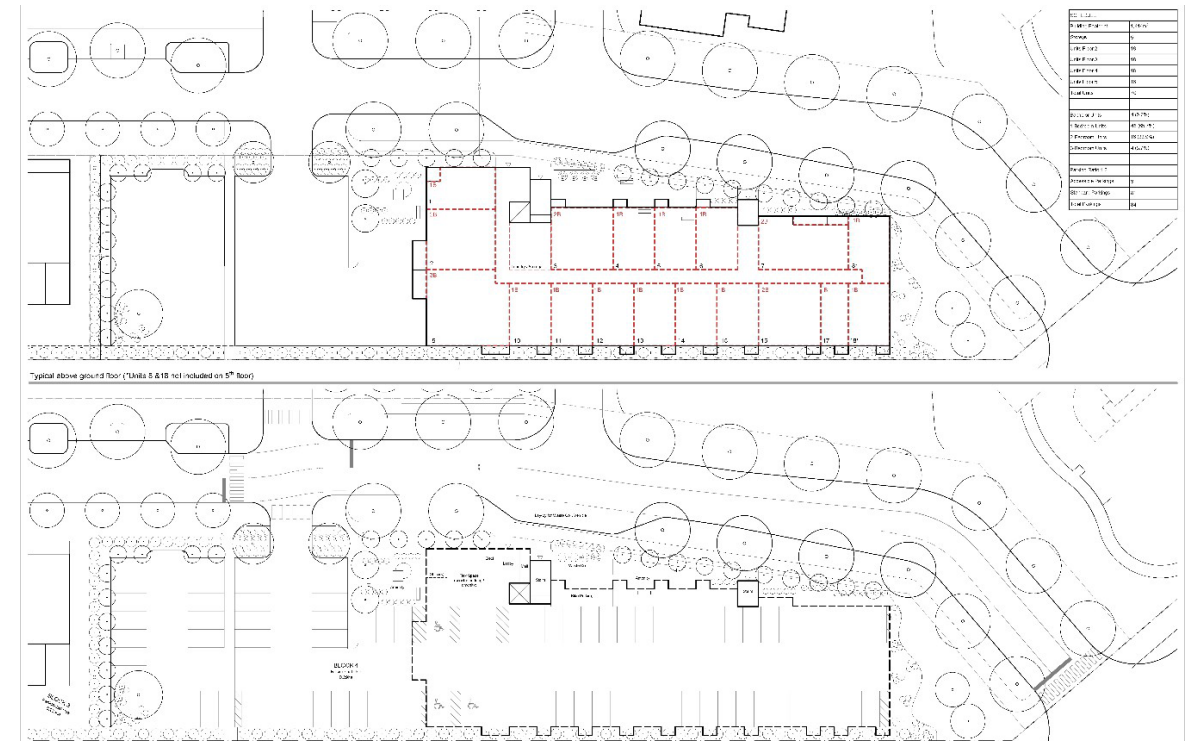
403 Ontario Street (Block 4), St. Catharines

Estimated Year of Occupancy	2028
Expected Approvals	<ul style="list-style-type: none"> • Zoning By-law Amendment • Local Official Plan Amendment • Draft Plan of Subdivision • Minor Variance (likely) • Site Plan Approval
Total Existing Units	0 units
Total Redeveloped Units	70 units (70 net new)
Density	Existing: 0 units/ha Planned: 241.38 units/ha
Planned Bedroom Composition	Bachelor: 4 units (6%) 1-Bedroom: 46 units (66%) 2-Bedroom: 16 units (23%) 3-Bedroom: 4 units (6%) 4-Bedroom: 0 unit (0%) 5-Bedroom: 0 units (0%)

Existing: 403 Ontario Street, St. Catharines (2023)



Envisioned Conceptual Site Plan and Floor Plan



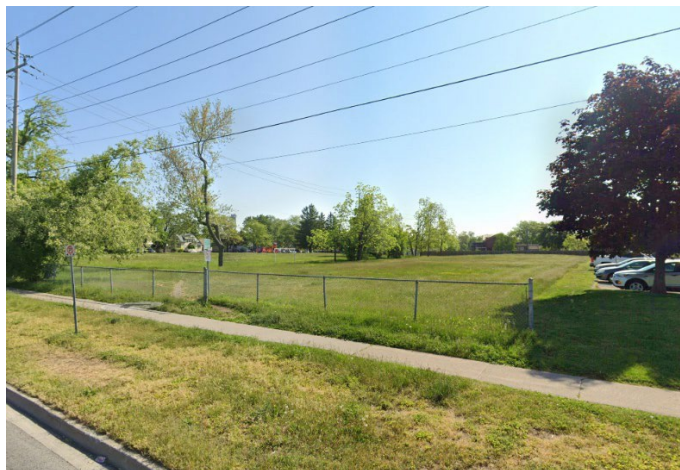
Envisioned Concept

184 Denistoun Street, Welland

Estimated Year of Occupancy	2029
Expected Approvals	<ul style="list-style-type: none"> None – public use exemption
Total Existing Units	0 units
Total Redeveloped Units	78 units (78 net new)
Density	Existing: 0 units/ha Planned: 200 units/ha
Planned Bedroom Composition	Bachelor: 5 units (6%) 1-Bedroom: 41 units (53%) 2-Bedroom: 26 units (33%) 3-Bedroom: 6 units (8%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)



Existing: 184 Denistoun Street, Welland (2023)



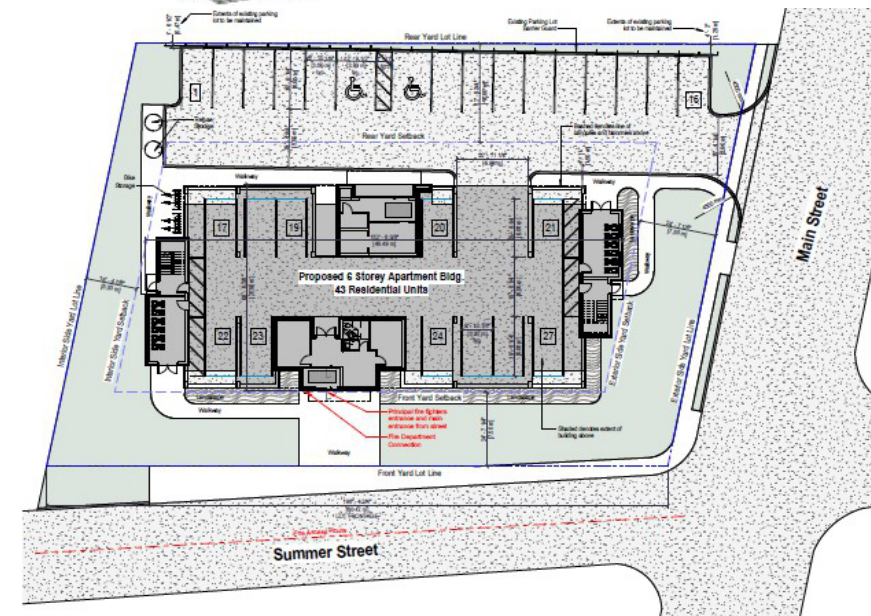
5925 Summer Street, Niagara Falls

Estimated Year of Occupancy	2029
Expected Approvals	<ul style="list-style-type: none"> Site Plan Approval
Total Existing Units	0 units
Total Redeveloped Units	43 units (43 net new)
Density	Existing: 0 units/ha Planned: 252.94 units/ha
Planned Bedroom Composition	Bachelor: 0 units (0%) 1-Bedroom: 23 units (53%) 2-Bedroom: 20 units (47%) 3-Bedroom: 0 units (0%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

Existing: 5925 Summer Street, Niagara Falls (2020)



Envisioned Concept



Appendix 2: NRH Precedence: Recently Constructed Projects

6388 Hawkins Street, Niagara Falls

Year Constructed	2022
Parcel Area	1.81 acres (0.73 ha)
Land Use Permissions	<u>Official Plan:</u> Residential <u>Zoning:</u> Residential 1C Density (R1C) <u>Public Use Exemption:</u> Yes
Units and Density	<u>Replaced:</u> 9 units (12.33 units/ha) <u>Redeveloped:</u> 55 units (75.34 units/ha) <u>Net New:</u> 36 units
Realized Development Typology	3-storey low-rise apartment building
Bedroom Composition	Bachelor: 8 units (15%) 1-Bedroom: 28 units (51%) 2-Bedroom: 15 units (27%) 3-Bedroom: 4 units (7%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

Before (2014)



After (2022)



7180 Heximer Avenue, Niagara Falls

Before (2014)



After (2022)



Year Constructed	2022
Parcel Area	0.61 acres (0.25 ha)
Land Use Permissions	<u>Official Plan:</u> Residential <u>Zoning:</u> Residential 1E Density (R1E) and Transition Residential Multiple Zone <u>Public Use Exemption:</u> Yes
Units and Density	<u>Replaced:</u> 4 units (16.00 units/ha) <u>Redeveloped:</u> 18 units (72.00 units/ha) <u>Net New:</u> 14 units
Realized Development Typology	3-storey low-rise apartment building
Bedroom Composition	Bachelor: 0 units (0%) 1-Bedroom: 18 units (100%) 2-Bedroom: 0 units (0%) 3-Bedroom: 0 units (0%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

527 Carlton Street, St. Catharines

Year Constructed	2019
Parcel Area	2.1 acres (0.85 ha)
Land Use Permissions	<u>Official Plan:</u> Medium Density Residential (25 to 99 units/ha) <u>Zoning:</u> Community Institutional (I2) <u>Public Use Exemption:</u> No
Units and Density	<u>Replaced:</u> 0 units (0 units/ha) <u>Redeveloped:</u> 85 units (100.00 units/ha) <u>Net New:</u> 85 units
Realized Development Typology	5-storey mid-rise apartment building
Bedroom Composition	Bachelor: 0 units (0%) 1-Bedroom: 75 units (88%) 2-Bedroom: 10 units (12%) 3-Bedroom: 0 units (0%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

Before (2016)



After (2018)



207 Roach Avenue, Welland

Year Constructed	2019
Parcel Area	0.34 acres (0.14 ha)
Land Use Permissions	<u>Official Plan:</u> Low Density Residential <u>Zoning:</u> Residential Low Density 2 (RL2) <u>Public Use Exemption:</u> Yes
Units and Density	<u>Replaced:</u> 4 units (28.57 units/ha) <u>Redeveloped:</u> 12 units (85.71 units/ha) <u>Net New:</u> 8 units
Realized Development Typology	2-storey stacked townhouses
Bedroom Composition	Bachelor: 0 units (0%) 1-Bedroom: 0 units (0%) 2-Bedroom: 12 units (100%) 3-Bedroom: 0 units (0%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

Before (2014)



After (2019)



60 York Street, Welland

Year Constructed	2023
Parcel Area	0.58 acres (0.23 ha)
Land Use Permissions	<u>Official Plan:</u> Low Density Residential <u>Zoning:</u> Health and Wellness (<u>INSH</u>) <u>Public Use Exemption:</u> Yes
Units and Density	<u>Replaced:</u> 0 units (0 units/ha) <u>Redeveloped:</u> 43 units (186.96 units/ha) <u>Net New:</u> 43 units
Realized Development Typology	4-storey low/mid-rise apartment building
Bedroom Composition	Bachelor: 6 units (14%) 1-Bedroom: 27 units (63%) 2-Bedroom: 10 units (23%) 3-Bedroom: 0 units (0%) 4-Bedroom: 0 units (0%) 5-Bedroom: 0 units (0%)

Before (2020)



After (2023)



Appendix 3: Implementation Plan Redevelopment Timeline

This document is unable to be attached due to challenges with accessibility inspection. Please email alexander.morrison@niagararegion.ca with the subject line “Request for a copy of CHMP Implementation Plan Redevelopment Timeline” to receive a digital copy directly for review.

Appendix 4: Financial Impact for Scenario 1 – No Incremental Levy Funding

7% of Plan Funding, includes End-of-Mortgage Savings and Land Disposition Only

FINANCIAL IMPACTS	COUNCIL TERM								TOTAL
	2023 - 2026	2027 - 2030	2031-2034	2035 - 2038	2039 - 2042	2043 - 2046	2047 - 2050		
Total Budgeted Capital Cost	\$ 51,025,000	\$ 232,375,000	\$ 240,500,000	\$ 233,025,000	\$ 276,575,000	\$ 188,825,000	\$ 156,650,000	\$ 1,378,975,000	
Total Budgeted Escalated Capital Costs	\$ 54,644,462	\$ 260,079,663	\$ 292,137,600	\$ 309,574,454	\$ 398,836,810	\$ 290,429,789	\$ 255,500,370	\$ 1,861,203,149	
Total Incremental Operating Cost	\$ -	\$ 5,473,929	\$ 22,717,435	\$ 36,699,222	\$ 51,042,957	\$ 70,210,793	\$ 87,409,579	\$ 273,553,915	
Total Escalated Incremental Operating Costs	\$ -	\$ 5,876,913	\$ 24,978,994	\$ 41,316,687	\$ 59,036,707	\$ 84,441,554	\$ 108,226,244	\$ 323,877,100	
Total Cost (Capital + Operating)	\$ 51,025,000	\$ 237,848,929	\$ 263,217,435	\$ 269,724,222	\$ 327,617,957	\$ 259,035,793	\$ 244,059,579	\$ 1,652,528,915	
Total Escalated Cost (Capital + Operating)	\$ 54,644,462	\$ 265,956,577	\$ 317,116,594	\$ 350,891,141	\$ 457,873,518	\$ 374,871,344	\$ 363,726,615	\$ 2,185,080,249	
Funding Sources									
Net Proceeds from Land Dispositions	\$ -	\$ (15,630,275)	\$ (1,795,000)	\$ -	\$ -	\$ -	\$ -	\$ (17,425,275)	
EOM Funding	\$ (4,212,889)	\$ (26,922,290)	\$ (29,464,744)	\$ (29,464,744)	\$ (29,464,744)	\$ -	\$ -	\$ (119,529,412)	
General Levy Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL Funding Sources	\$ (4,212,889)	\$ (42,552,565)	\$ (31,259,744)	\$ (29,464,744)	\$ (29,464,744)	\$ -	\$ -	\$ (136,954,687)	
Funding Gap	\$ 46,812,111	\$ 195,296,364	\$ 231,957,690	\$ 240,259,478	\$ 298,153,213	\$ 259,035,793	\$ 244,059,579	\$ 1,515,574,228	
Total Escalated Funding Gap	\$ 50,431,573	\$ 223,404,012	\$ 285,856,849	\$ 321,426,396	\$ 428,408,773	\$ 374,871,344	\$ 363,726,615	\$ 2,048,125,562	

Appendix 5: Financial Impact for Scenario 2 – Incremental Levy Funding

25% of Plan Funding, includes General Levy Contributions, End-of-Mortgage Savings and Land Disposition

25% Levy Funding (0.105% Incremental Annual Levy Increase) and 2% Capital Cost Annual Reserve Transfers

FINANCIAL IMPACTS	COUNCIL TERM								TOTAL
	2023 - 2026	2027 - 2030	2031-2034	2035 - 2038	2039 - 2042	2043 - 2046	2047 - 2050		
Total Budgeted Capital Cost	\$ 51,025,000	\$ 232,375,000	\$ 240,500,000	\$ 233,025,000	\$ 276,575,000	\$ 188,825,000	\$ 156,650,000	\$ 1,378,975,000	
Total Budgeted Escalated Capital Costs	\$ 54,644,462	\$ 260,079,663	\$ 292,137,600	\$ 309,574,454	\$ 398,836,810	\$ 290,429,789	\$ 255,500,370	\$ 1,861,203,149	
Total Incremental Operating Cost	\$ -	\$ 5,473,929	\$ 22,717,435	\$ 36,699,222	\$ 51,042,957	\$ 70,210,793	\$ 87,409,579	\$ 273,553,915	
Total Escalated Incremental Operating Costs	\$ -	\$ 5,876,913	\$ 24,978,994	\$ 41,316,687	\$ 59,036,707	\$ 84,441,554	\$ 108,226,244	\$ 323,877,100	
Total Cost (Capital + Operating)	\$ 51,025,000	\$ 237,848,929	\$ 263,217,435	\$ 269,724,222	\$ 327,617,957	\$ 259,035,793	\$ 244,059,579	\$ 1,652,528,915	
Total Escalated Cost (Capital + Operating)	\$ 54,644,462	\$ 265,956,577	\$ 317,116,594	\$ 350,891,141	\$ 457,873,518	\$ 374,871,344	\$ 363,726,615	\$ 2,185,080,249	
Funding Sources									
Net Proceeds from Land Dispositions	\$ -	\$ (15,630,275)	\$ (1,795,000)	\$ -	\$ -	\$ -	\$ -	\$ (17,425,275)	
EOM Funding	\$ (4,212,889)	\$ (26,922,290)	\$ (29,464,744)	\$ (29,464,744)	\$ (29,464,744)	\$ -	\$ -	\$ (119,529,412)	
General Levy Funding	\$ (606,905)	\$ (9,527,878)	\$ (23,901,709)	\$ (43,457,147)	\$ (70,062,105)	\$ (106,257,856)	\$ (155,501,776)	\$ (409,315,375)	
TOTAL Funding Sources	\$ (4,819,794)	\$ (52,080,442)	\$ (55,161,453)	\$ (72,921,891)	\$ (99,526,849)	\$ (106,257,856)	\$ (155,501,776)	\$ (546,270,062)	
Funding Gap	\$ 46,205,206	\$ 185,768,487	\$ 208,055,982	\$ 196,802,331	\$ 228,091,108	\$ 152,777,937	\$ 88,557,803	\$ 1,106,258,853	
Total Escalated Funding Gap	\$ 49,824,668	\$ 213,876,134	\$ 261,955,141	\$ 277,969,249	\$ 358,346,669	\$ 268,613,488	\$ 208,224,838	\$ 1,638,810,187	

Appendix 6: Financial Impact for Scenario 3 – Front-loaded First 5-Years of Annual Incremental Levy Funding

25% of Plan Funding, includes General Levy Contributions, End-of-Mortgage Savings and Land Disposition

25% Levy Funding (0.527% Incremental Annual Levy Increase) and 2% Capital Cost Annual Reserve Transfers

FINANCIAL IMPACTS	COUNCIL TERM								TOTAL
	2023 - 2026	2027 - 2030	2031-2034	2035 - 2038	2039 - 2042	2043 - 2046	2047 - 2050		
Total Budgeted Capital Cost	\$ 51,025,000	\$ 232,375,000	\$ 240,500,000	\$ 233,025,000	\$ 276,575,000	\$ 188,825,000	\$ 156,650,000	\$ 1,378,975,000	
Total Budgeted Escalated Capital Costs	\$ 54,644,462	\$ 260,079,663	\$ 292,137,600	\$ 309,574,454	\$ 398,836,810	\$ 290,429,789	\$ 255,500,370	\$ 1,861,203,149	
Total Incremental Operating Cost	\$ -	\$ 5,473,929	\$ 22,717,435	\$ 36,699,222	\$ 51,042,957	\$ 70,210,793	\$ 87,409,579	\$ 273,553,915	
Total Escalated Incremental Operating Costs	\$ -	\$ 5,876,913	\$ 24,978,994	\$ 41,316,687	\$ 59,036,707	\$ 84,441,554	\$ 108,226,244	\$ 323,877,100	
Total Cost (Capital + Operating)	\$ 51,025,000	\$ 237,848,929	\$ 263,217,435	\$ 269,724,222	\$ 327,617,957	\$ 259,035,793	\$ 244,059,579	\$ 1,652,528,915	
Total Escalated Cost (Capital + Operating)	\$ 54,644,462	\$ 265,956,577	\$ 317,116,594	\$ 350,891,141	\$ 457,873,518	\$ 374,871,344	\$ 363,726,615	\$ 2,185,080,249	
Funding Sources									
Net Proceeds from Land Dispositions	\$ -	\$ (15,630,275)	\$ (1,795,000)	\$ -	\$ -	\$ -	\$ -	\$ (17,425,275)	
EOM Funding	\$ (4,212,889)	\$ (26,922,290)	\$ (29,464,744)	\$ (29,464,744)	\$ (29,464,744)	\$ -	\$ -	\$ (119,529,412)	
General Levy Funding	\$ (3,053,883)	\$ (47,943,252)	\$ (71,663,648)	\$ (71,663,648)	\$ (71,663,648)	\$ (71,663,648)	\$ (71,663,648)	\$ (409,315,375)	
TOTAL Funding Sources	\$ (7,266,772)	\$ (90,495,816)	\$ (102,923,393)	\$ (101,128,393)	\$ (101,128,393)	\$ (71,663,648)	\$ (71,663,648)	\$ (546,270,062)	
Funding Gap	\$ 43,758,228	\$ 147,353,113	\$ 160,294,042	\$ 168,595,830	\$ 226,489,564	\$ 187,372,145	\$ 172,395,931	\$ 1,106,258,853	
Total Escalated Funding Gap	\$ 47,377,691	\$ 175,460,760	\$ 214,193,201	\$ 249,762,748	\$ 356,745,125	\$ 303,207,695	\$ 292,062,966	\$ 1,638,810,187	

Appendix 7: Implementation Plan: 25-Year Outlook (2025-2050)

NRH Project List (Development Groups A through F)

Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced and net new units)	Estimated Capital Cost	Estimated Capital Cost (Escalated)
E	1	Port Colborne	2027	7	46	53	\$17,225,000	\$18,325,266
A	1	St. Catharines	2028	0	104	104	\$33,800,000	\$36,319,196
B	1	St. Catharines	2028	0	70	70	\$22,750,000	\$24,626,539
C	1	Welland	2029	0	78	78	\$25,350,000	\$27,783,164
D	1	Niagara Falls	2029	0	43	43	\$13,975,000	\$15,240,285
E	2a	Fort Erie	2029	13	54	67	\$21,775,000	\$24,101,805
F	1	Fort Erie	2029	0	82	82	\$26,650,000	\$29,571,231
A	2a	St. Catharines	2030	28	21	49	\$15,925,000	\$17,979,227
A	2b	St. Catharines	2030	12	37	49	\$15,925,000	\$17,979,227
A	2c	St. Catharines	2030	8	24	32	\$10,400,000	\$11,741,536
B	2	St. Catharines	2030	8	11	19	\$6,175,000	\$6,936,967

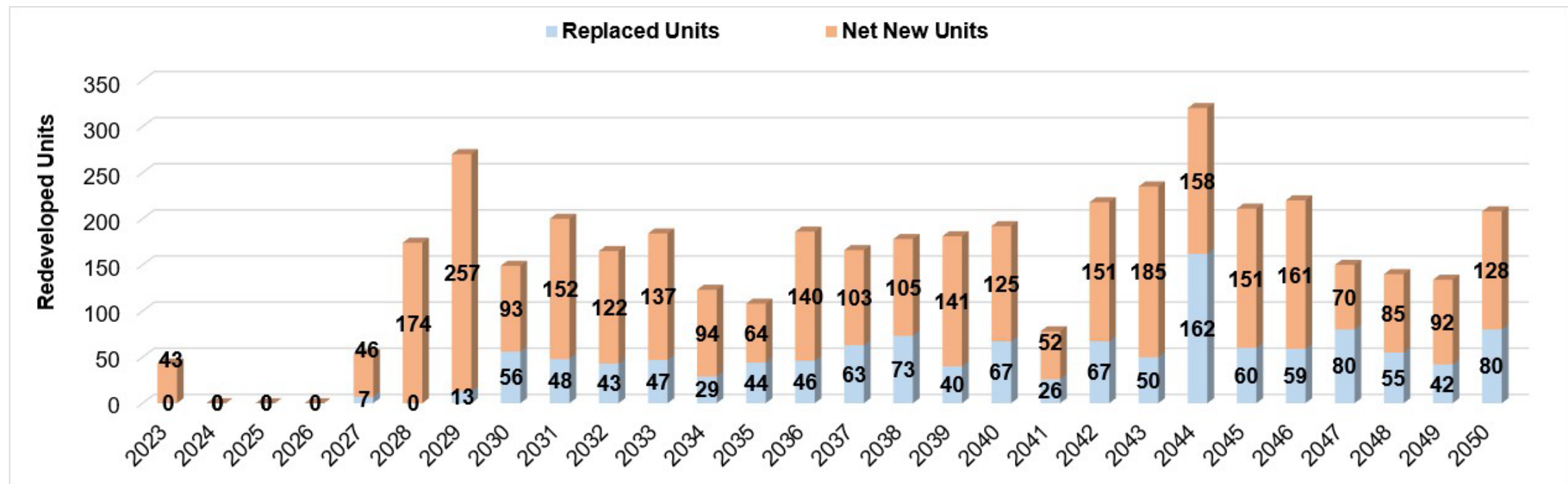
Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced and net new units)	Estimated Capital Cost	Estimated Capital Cost (Escalated)
D	2	Niagara Falls	2031	14	61	75	\$24,375,000	\$27,655,801
C	2a	Welland	2031	11	11	22	\$7,150,000	\$8,172,743
C	2b	Welland	2031	10	12	22	\$7,150,000	\$8,172,743
E	2b	Fort Erie	2031	13	68	81	\$26,325,000	\$30,315,178
A	3a	St. Catharines	2032	8	24	32	\$10,400,000	\$12,215,894
A	3b	St. Catharines	2032	8	24	32	\$10,400,000	\$12,215,894
B	3a	St. Catharines	2032	8	18	26	\$8,450,000	\$9,803,218
D	3	Niagara Falls	2032	19	56	75	\$24,375,000	\$28,701,638
E	3a	Fort Erie	2033	10	24	34	\$11,050,000	\$13,206,097
C	3a	Welland	2033	19	61	80	\$26,000,000	\$30,920,474
C	3b	Welland	2033	18	52	70	\$22,750,000	\$27,055,414
A	4a	St. Catharines	2034	4	10	14	\$4,550,000	\$5,546,560
A	4b	St. Catharines	2034	4	10	14	\$4,550,000	\$5,546,560
B	3b	St. Catharines	2034	14	33	47	\$15,275,000	\$18,346,537

Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced and net new units)	Estimated Capital Cost	Estimated Capital Cost (Escalated)
D	4	Niagara Falls	2034	7	41	48	\$15,600,000	\$19,016,779
C	4a	Welland	2035	16	32	48	\$15,600,000	\$19,349,377
E	3b	Fort Erie	2035	28	32	60	\$19,500,000	\$24,186,724
D	5a	Niagara Falls	2036	6	18	24	\$7,800,000	\$9,795,063
D	5b	Niagara Falls	2036	5	27	32	\$10,400,000	\$13,060,083
A	5	St. Catharines	2036	0	24	24	\$7,800,000	\$9,819,449
B	4a	St. Catharines	2036	35	71	106	\$34,450,000	\$43,155,058
C	4b	Welland	2037	18	36	54	\$17,550,000	\$22,647,478
D	6a	Niagara Falls	2037	5	30	35	\$11,375,000	\$14,715,136
E	4	Fort Erie	2037	40	37	77	\$25,025,000	\$32,374,093
A	6	Thorold	2038	29	16	45	\$14,625,000	\$19,108,187
B	4b	St. Catharines	2038	44	89	133	\$43,225,000	\$56,336,549
C	5a	Welland	2039	24	48	72	\$23,400,000	\$31,494,863
D	6b	Niagara Falls	2039	16	57	73	\$23,725,000	\$31,932,292

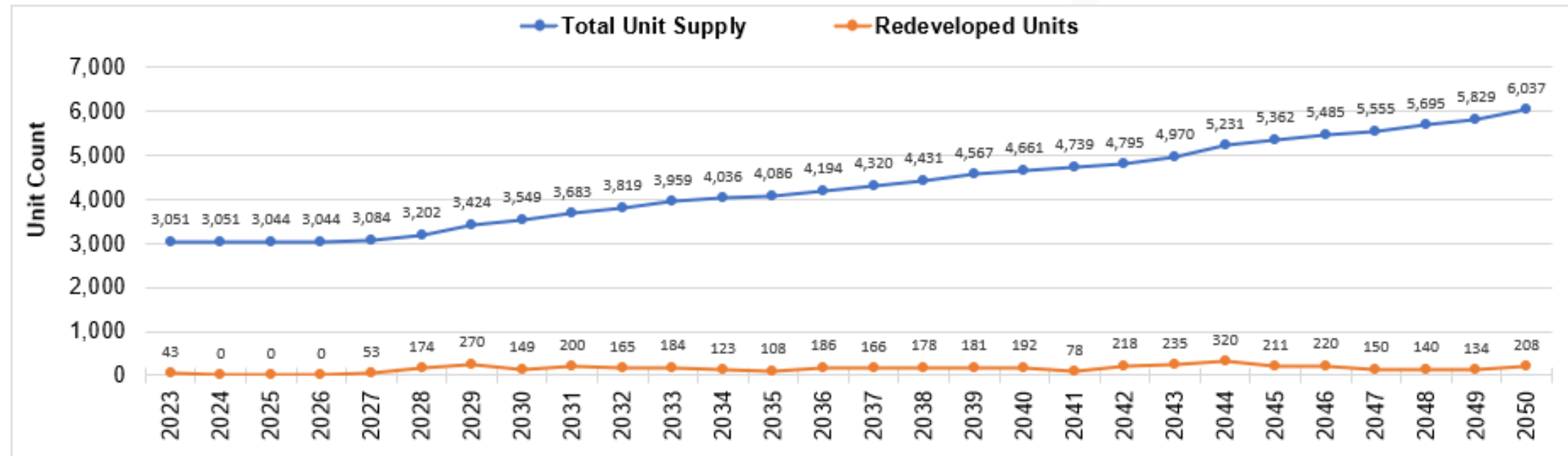
Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced and net new units)	Estimated Capital Cost	Estimated Capital Cost (Escalated)
F	2	St. Catharines	2039	0	36	36	\$11,700,000	\$15,708,291
A	7	Niagara Falls	2040	22	38	60	\$19,500,000	\$26,506,877
B	4c	St. Catharines	2040	45	87	132	\$42,900,000	\$58,750,688
C	5b	Welland	2041	26	52	78	\$25,350,000	\$35,585,365
D	6c	Niagara Falls	2042	19	64	83	\$26,975,000	\$37,591,435
A	8	Niagara Falls	2042	48	87	135	\$43,875,000	\$62,204,685
B	5a	St. Catharines	2043	50	185	235	\$76,375,000	\$109,359,692
A	9	Niagara Falls	2044	76	59	135	\$43,875,000	\$65,038,944
D	7	Niagara Falls	2044	86	99	185	\$60,125,000	\$88,687,293
B	5b	St. Catharines	2045	60	151	211	\$68,575,000	\$102,921,194
D	8	Niagara Falls	2046	27	48	75	\$24,375,000	\$37,591,435
A	10a	Niagara Falls	2046	32	113	145	\$47,125,000	\$73,039,553
B	6	St. Catharines	2047	80	70	150	\$48,750,000	\$76,877,607
D	9	Niagara Falls	2048	55	85	140	\$45,500,000	\$73,187,482

Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced and net new units)	Estimated Capital Cost	Estimated Capital Cost (Escalated)
A	10b	Niagara Falls	2049	42	92	134	\$43,550,000	\$70,574,090
B	7	St. Catharines	2050	80	128	208	\$67,600,000	\$111,738,798
TOTAL				1,257 units	2,986 units	4,243 units	\$1,378,975,000	\$1,861,203,149

NRH 25-Year Forecast: Redeveloped Units – Replaced and Net New (Development Groups A through F)



NRH 25-Year Forecast: Total Annual Unit Supply and Redeveloped Units (Development Groups A through F)

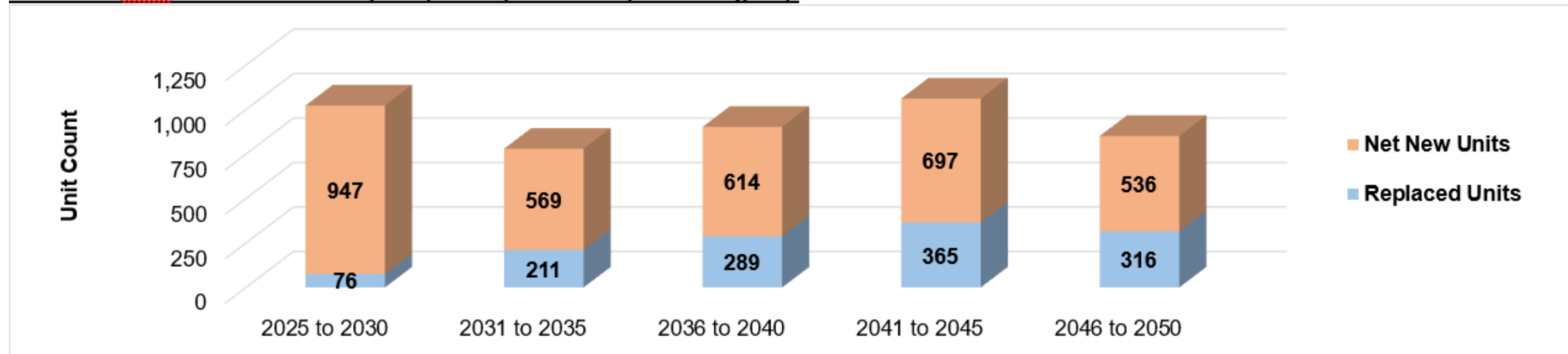


Non-Profit and Co-operative Housing Provider Projects (Development Group G)

Development Group	Project Number	Local Municipality	Estimated Completion (occupancy)	Replaced Units	Net New Units	Total Units (replaced plus net new)
G	1	St. Catharines	2026	0	10	10
G	2	Fort Erie	2027	0	52	52
G	3	West Lincoln	2027	0	62	62
G	4	Niagara Falls	2028	0	112	112
G	5	Welland	2028	0	141	141
			TOTAL	0 units	377 units	377 units

Total Redeveloped Units (All Projects): 5-Year Intervals

Combined NRH and Non-Profit Projects (Development Groups A through G):

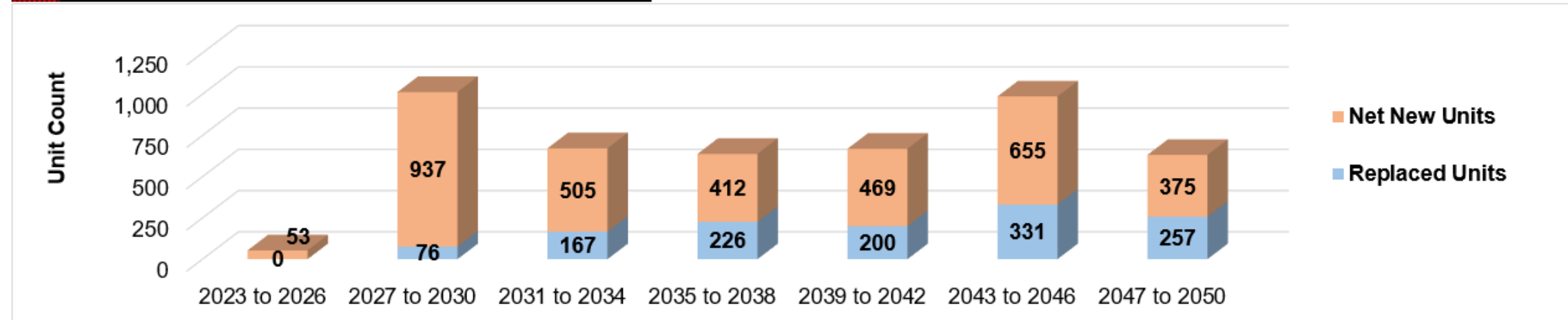


Year Range (from to including)	Projects Completed (occupancy)	Total Replaced Units	Total Net New Units	Total Redeveloped Units (replaced and net new)	Estimated Capital Cost ¹	Estimated Capital Cost ¹ (Escalated)
2025 to 2030	16	76	947	1,023	\$209,950,000	\$230,604,443
2031 to 2035	17	211	569	780	\$253,500,000	\$300,427,631
2036 to 2040	14	289	614	903	\$293,475,000	\$385,404,107
2041 to 2045	7	365	697	1,062	\$345,150,000	\$501,758,003
2046 to 2050	6	316	536	852	\$276,900,000	\$443,008,965
TOTAL	60 projects	1,217 units	3,363 units	4,620 units	\$1,378,975,000	\$1,861,203,149

¹ Capital cost estimates exclude Niagara Region's contributions toward non-profit projects as these funding contribution amounts are unknown.

Total Redeveloped Units (All Projects): 4-Year Intervals

NRH and Non-Profit Projects (Development Groups A thru G):



Year Range (from to including)	Projects Completed (occupancy)	Total Replaced Units	Total Net New Units	Total Redeveloped Units (replaced and net new)	Estimated Capital Cost ¹	Estimated Capital Cost ¹ (Escalated)
2023 to 2026	2	0	53	53	\$11,610,000	Not applicable
2027 to 2030	15	76	937	1,013	\$209,950,000	\$230,604,443
2031 to 2034	15	167	505	672	\$218,400,000	\$256,891,530
2035 to 2038	11	226	412	638	\$207,350,000	\$264,547,197
2039 to 2042	8	200	469	669	\$217,425,000	\$300,143,891
2043 to 2046	6	331	655	986	\$320,450,000	\$476,638,111
2047 to 2050	4	257	375	632	\$205,400,000	\$332,377,977
TOTAL	61 projects	1,257 units	4,006 units	4,663 units	\$1,390,585,000	\$1,861,203,149

¹ Capital cost estimates exclude Niagara Region's contributions toward non-profit projects as these funding contribution amounts are unknown.

Appendix 2: Annual Incremental Increase Distribution of All Financial Modeling Scenarios**Scenario 1: No Annual Incremental Increase for 25-Years by Regional Council Term (\$ millions)**

Levy Growth Rate	Incremental Allocation	Incremental Horizon	2023 to 2026	2027 to 2030	2031 to 2034	2035 to 2038	2039 to 2042	2043 to 2046	2047 to 2050	Total Contribution
2%	0%	0 years	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8%	0%	0 years	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Scenario 2: Annual Incremental Increase for 25-Years by Regional Council Term (\$ millions)

Levy Growth Rate	Incremental Allocation	Incremental Horizon	2023 to 2026	2027 to 2030	2031 to 2034	2035 to 2038	2039 to 2042	2043 to 2046	2047 to 2050	Total Contribution
2%	0.195%	25-years	\$1.0	\$15.3	\$34.2	\$54.6	\$76.7	\$100.7	\$126.6	\$409*
8%	0.105%	25-years	\$0.6	\$9.5	\$23.9	\$43.4	\$70.0	\$106.2	\$155.5	\$409*

*Rounding adjustment.

Scenario 3: Front-loaded First 5-Years of Incremental Levy Funding by Regional Council Term (\$ millions)

Levy Growth Rate	Incremental Allocation	Incremental Horizon	2023 to 2026	2027 to 2030	2031 to 2034	2035 to 2038	2039 to 2042	2043 to 2046	2047 to 2050	Total Levy Contribution
2%	0.626%	5-years	\$3.4	\$49.3	\$71.3	\$71.3	\$71.3	\$71.3	\$71.3	\$409*
8%	0.527%	5-years	\$3.1	\$47.9	\$71.6	\$71.6	\$71.6	\$71.6	\$71.6	\$409*

*Rounding adjustment.

MEMORANDUM

CAO 6-2025

Subject: 2025 CAO Performance Objectives and Development Plan

Date: May 1, 2025

To: Regional Council

From: Ron Tripp, Chief Administrative Officer

Purpose:

To provide Council with the Chief Administrative Officer's Performance Objectives and Development Plan for 2025.

Background

- The annual performance objective and development plan process is guided by policy C-HR-026 Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management and procedure C-HR-026-002 Chief Administrative Officer - Performance Management.
- The procedure states that the:
 - CAO with Chair completes next year Performance Objectives and Development Plan draft within the same timelines and utilizing all documents of the Non-Union Performance Management Program.
 - CAO and Chair complete the Objective and any Development plan for coming year.
 - Council approves Objectives and Development Plan
 - CAO Objectives and Development Plan for the performance year are approved.

2025 CAO Performance Objectives and Development Plan

The Performance Objectives and Development Plan for 2025 were developed by incorporating Council feedback from the 2024 CAO Performance Appraisal and aligning them with the objectives set by Regional Council.

Additionally, since January, the Region has been actively responding to significant changes at the Provincial and Federal government levels, managing the impacts of the economic shifts resulting from USA tariffs, and preparing for budget pressures anticipated in 2026. Specific actions have been identified and integrated into the CAO's Performance Objectives for 2025 to ensure the Organization's effective response to these challenges.

Furthermore, the Chair and I met to discuss the 2025 performance objectives and development plan before presenting them to Council for approval.

The 2025 CAO Performance Objectives and Development Plan can be found in Appendix A.

Executing on Performance Objectives

To date progress has been made on several activities outlined in the 2025 Performance Objectives and Development Plan, including:

- A virtual business meeting for all People Leaders was conducted to align leadership within the Organization with the Council's Strategic Priorities and corporate focus areas.
- A new schedule for the Budget Review Committee of the Whole has been developed for the 2026 budget planning process. Additionally, a service area budget presentation model has been introduced to enhance communication and better align with the Region's strategic goals.
- In April 2025, launched the Strategic Priorities Public Dashboard, providing greater transparency and insight into the Organization's progress on Priority Actions.
- Recruitment efforts are actively underway for the Commissioner of Corporate Services position.
- Successfully implemented the approved three-year phased strategy for the non-union compensation review.
- Engaged in federal and provincial pre-budget consultations during the first quarter of 2025.

Recommendation

That Council **APPROVE** the 2025 CAO Performance Objectives and Development Plan.

Appendix

Appendix A – 2025 CAO Performance Objectives and Development Plan

Respectfully submitted and signed by

Ron Tripp
Chief Administrative Officer



2025 CAO PERFORMANCE OBJECTIVES & DEVELOPMENT PLAN

CAO Information

Name: Ron Tripp

Date Completed: April 28, 2025

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
Effective Region	1. Ensure Council's Strategic Priorities are meaningfully guiding the operational priorities of staff.	<ul style="list-style-type: none"> Region Departments to develop Business Plans that align projects and services with the implementation of the Council Strategic Priorities alongside operational service delivery. Staff will work to provide more detailed information in Council reports on how content supports the implementation of Council's Strategic Priorities. Increased reporting to Council on the implementation of Actions identified in the Council Strategic Priorities. Reporting will continue through reports to Committee and the launch of a Public Dashboard. People Leaders events will remain focused on the implementation of Council's Strategic Priorities, the vision, guiding principles, objectives and actions. 	Q4 2025 Ongoing Q2 2025 Q1 2025
Effective Region	2. Continue to build a more effective and efficient Organization.	<ul style="list-style-type: none"> Bring forward the updated Procurement By-law for Council approval, to support achieving a balance between accountability, value-for-money and efficiency. Niagara Region will conduct a core services review to determine if the current programs and services reflect legislative requirements, community needs and Council's priorities, and if they are delivered as effectively and efficiently as possible. Support the Internal Audit process and completion of a Benchmark and Resource Evaluation report for Audit Committee. Develop an Asset Management Plan Financial Strategy for sustainable long-term investment funding in the Region's asset portfolio for Council approval. 	Q3- Q4 2025
Effective Region	3. Cultivate and sustain a high-performing senior leadership team.	<ul style="list-style-type: none"> Oversee the recruitment process for a permanent Commissioner of Corporate Services and support the recruitments for the Associate Medical Officers of Health. Corporate Leadership Team (CLT) members to participate in formalized leadership training opportunities. Implementation of the Region's Directors group with completed terms of reference and clear mandate for the Regions senior leadership team. Continue new CLT format with institutionalized monthly Organizational strategy meetings with the DCAO and Commissioners. Complete terms of reference to guide team. Continuously reassess and delegate accountabilities and responsibilities to leadership levels within the Organization.* Build upon the 2024 report on the delineation between the CAO and DCAO roles and responsibilities through correspondence with Council. 	Q3 2025 Ongoing

Appendix A

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
Effective Region Equitable Region	4. Increase employee satisfaction and engagement.	<ul style="list-style-type: none"> Implementation of the approved non-union compensation review recommendations and 3-year phased in implementation strategy, including bringing forward the 2026 budget request for the second-year implementation. Support increased engagement with staff through implementation of the People Plan deliverables. Champion implementation of the Employee Engagement survey results through the development of Corporate and Division action plans. Delivery of labour relations strategies to ensure collective bargaining renewals are delivered within mandates as approved by Council. 	Q4 2025 Ongoing Q3 2025
Effective Region	5. Enhance the 2026 budget process.	<ul style="list-style-type: none"> Develop budget strategy to drive increased Council input and awareness of 2026 budget process. Implement new Budget Review Committee of The Whole (BRCOTW) schedule to significantly increase participation from Councillors in the 2026 budget process. Adapt the BRCOTW budget sessions to present 2026 budget information a service lens, providing Council with a clearer picture on the total cost of significant services in the Region. Increase engagement with the community on the development of the 2026 budget through the implementation of a communications plan. 	Q2-Q4 2025
Effective Region	6. Improve internal and external communication.	<ul style="list-style-type: none"> Continue driving the implementation of a new Region website to increase online services, improve communication and awareness of Regional programs and services, and support accessibility for residents. Development of a Communications Strategy to ensure effective and consistent communication both internally and externally, foster engagement and increase transparency. The DCAO and CAO will reinforce expectations for senior staff to communicate responsively and promptly with Council members.* Ensure the DCAO maintains oversight of Council reports to enhance their quality and content. This will be achieved through engagement, setting clear expectations, and providing requisite training to senior staff.* 	Q1 2026 Q4 2025 Ongoing
Effective Region	7. Support continued advocacy for external funding.	<ul style="list-style-type: none"> Lead external advocacy efforts for required funding of key Region infrastructure projects, increased GO service, and community homelessness needs. This includes pre budget submissions to the Federal and Provincial governments, AMO conference participation, Niagara Week, as well as specific Federal advocacy engagement. Develop a Government Relations Strategy to provide a framework for influencing policy decisions, securing grant funding and building positive relationships with upper levels of government in support of Council's Strategic Priorities and Regional needs. Continue to participate in the Mayors and Regional Chair's of Ontario (MARCO) group as well as identify opportunities to advance areas of mutual interest with municipal counterparts. 	Ongoing Q4 2025 Ongoing

Appendix A

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
	8. Increase and sustain partnerships with the community.	<ul style="list-style-type: none">Oversee the Team Niagara approach to land new and support ongoing investments across Niagara, in collaboration with the Area Municipalities, institutions, and employment network. Continue to respond to the changing global economic environment (i.e. USA Tariff threats).Work with the Area Municipalities to drive meaningful action on homelessness in the Region.Continue to support opportunities for shared services through the Area Municipalities CAO group.Complete an Incentives Review in partnership with the Area Municipalities to support intentional investments on housing needs in the Region.	Ongoing

Key Objectives Comments

Comment here:

Appendix A

Development Plan/

Skill/Competency	Key Development Actions (i.e. Conference, training session)	Desired Outcome
Drives Engagement	<ul style="list-style-type: none">Sponsor and lead People Leaders events and activities to align staff with Council and corporate priorities.	<ul style="list-style-type: none">Increase understanding of Council’s vision and corporate priority focus areas for the Organization.
Change Leader Navigates Complexity	<ul style="list-style-type: none">Participate in an executive development program focused on corporate leadership.*Continue to be involved in regular Ontario wide (6) Regional CAO collaborations, the Regional and Single Tier CAO (RSTCAO) meetings and MARCO.	<ul style="list-style-type: none">Ensure a change-focused approach to organizational improvements.Continued learning to strengthen leadership competencies.

Development Plan Comments

Comment here:

Signatures

CAO, Niagara Region

Date:

Regional Chair, Niagara Region

Date:

Minute Item No. 6.1

PW 7-2025

Contract Amendment for 2019-RFP-239 Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades

That Report PW 7-2025, dated May 6, 2025, respecting Contract Amendment for 2019-RFP-239 Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a contract amendment to increase engineering construction and design services with Environmental Infrastructure Solutions Inc. in the amount of \$821,169 (including 13% HST) **BE APPROVED** for a total revised contract value of \$5,106,068 (including 13% HST) for the Niagara Falls Wastewater Treatment Plant Secondary Treatment Upgrades project, in a form satisfactory to the Director of Legal and Court Services.

Minute Item No. 6.2

PW 15-2025

Award of Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction

That Report PW 15-2025, dated May 6, 2025, respecting Award of Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the capital budget **BE INCREASED** by \$5,740,000 gross and \$3,173,552 net for the Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Water: \$3,173,552
 - Development Charges – Water: \$2,115,701
 - Cost Sharing – City of Welland: \$450,747
2. That Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction **BE AWARDED** to the lowest compliant bidder, Rankin Construction Inc. at their bid price of \$14,195,540 (including 13% HST).

Minute Item No. 6.3

PW 17-2025

Award of Contract 2023-RFP-139 New Fort Erie Elevated Tank

That Report PW 17-2025, dated May 6, 2025, respecting Award of Contract 2023-RFP-139 New Fort Erie Elevated Tank, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2023-RFP-139 Fort Erie Elevated Tank in the Town of Fort Erie **BE AWARDED** to Landmark Structures Co., at their bid price of \$22,248,570 (including 13% HST).

Minute Item No. 6.4

PW 19-2025

Combined Sewer Overflow Control Program – 2025 Funding Recommendations

That Report PW 19-2025, dated May 6, 2025, respecting Combined Sewer Overflow Control Program – 2025 Funding Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to issue letters to award funding to Local Area Municipalities for qualifying projects as outlined in Appendix 1 of Report PW 19-2025 for funding options as set out in Appendix 2 of Report PW 19-2025 and subject to the terms and conditions outlined in Appendix 3 to Report PW 19-2025; and
2. That Local Area Municipalities **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 to PW 19-2025.

Minute Item No. 6.5

PW 21-2025

Award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide

That Report PW 21-2025, dated May 6, 2025, respecting Award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, **BE AWARDED** to the lowest compliant bidder, Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at their bid price of \$6,123,647.41 (including 13% HST).

Minute Item No. 6.6

PW 13-2025

Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades

That Report PW 13-2025, dated May 6, 2025, respecting Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the gross capital budget for Catherine Street Sewage Pumping Station Upgrades **BE INCREASED** by \$1,140,000 and that the increase **BE FUNDED** as follows: Capital Variance Project – Wastewater - \$684,000, Development Charges – Wastewater - \$456,000;
2. That an increase to archaeological assessment contract with WSP Canada Inc. in the amount of \$992,255 (including 13% HST) **BE APPROVED** for a total revised contract value of \$1,919,021 (including 13% HST) for the Catherine Street Sewage Pumping Station project; and
3. That the Commissioner of Public Works **BE AUTHORIZED** to execute the amendment to the Agreement between The Regional Municipality of Niagara and WSP Canada Inc., in a form satisfactory to the Director of Legal and Court Services.

Minute Item No. 7

Consent Items for Information

PW 20-2025

2024 Reserve Water and Wastewater Treatment Capacities (and **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities)

WMPSC 2-2025

Minutes of the April 28, 2025, Waste Management Planning Steering Committee

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

PWC 5-2025

Tuesday, May 6, 2025

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Bradley (Regional Chair)*, Diodati*, Easton, Foster, Gale, Grant*, Heit, Insinna (Committee Vice-Chair), Junkin*, Morocco*, Olson, Rigby, Seaborn, Siscoe, Sorrento*, Steele*, Ugulini, Villella, Witteveen (Committee Chair), Zalepa*

Other Councillors: Ganann

Absent/Regrets: Chiocchio

Staff: R. Bradshaw, Associate Director, Water Wastewater Asset Management* , T. Cimino, Acting Director, Water Wastewater Services, R. Daw, Associate Director, Wastewater Operations, Maintenance & Laboratory Services, S. Dunsmore, Acting Director, Infrastructure Planning and Development Engineering, R. Gabel, Manager Capital Projects, Water Wastewater Engineering*, D. Gibbs, Director, Legal & Court Services*, R. Hill, Legislative Coordinator, A. Korchok, Chief of Staff, D. Morreale, Director, Growth Management and Planning, R. Muzzell, Manager, Program Financial Support*, A.-M. Norio, Regional Clerk, E. Prpic, Acting Director, Waste Management Services, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, I. Stetic, Manager, Water Wastewater Infrastructure Planning, F. Tassone, Acting Commissioner, Public Works, R. Tripp, Chief Administrative Officer

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

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 7-2025**

Contract Amendment for 2019-RFP-239 Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades

Moved by Councillor Rigby
Seconded by Councillor Olson

That Report PW 7-2025, dated May 6, 2025, respecting Contract Amendment for 2019-RFP-239 Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a contract amendment to increase engineering construction and design services with Environmental Infrastructure Solutions Inc. in the amount of \$821,169 (including 13% HST) **BE APPROVED** for a total revised contract value of \$5,106,068 (including 13% HST) for the Niagara Falls Wastewater Treatment Plant Secondary Treatment Upgrades project, in a form satisfactory to the Director of Legal and Court Services.

Carried

Councillor Information Request(s):

Provide information that outlines the protocol and communication strategy, for Public Works and Public Health, following spills in connection with the collection and treatment of wastewater in Niagara Region. Councillor Easton.

Provide information respecting the potential environmental impact of the wastewater spill. Councillor Zalepa.

6.2 PW 15-2025

Award of Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction

Moved by Councillor Villella
Seconded by Councillor Foster

That Report PW 15-2025, dated May 6, 2025, respecting Award of Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the capital budget **BE INCREASED** by \$5,740,000 gross and \$3,173,552 net for the Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Water: \$3,173,552
 - Development Charges – Water: \$2,115,701
 - Cost Sharing – City of Welland: \$450,747
2. That Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction **BE AWARDED** to the lowest compliant bidder, Rankin Construction Inc. at their bid price of \$14,195,540 (including 13% HST).

Carried

6.3 PW 17-2025

Award of Contract 2023-RFP-139 New Fort Erie Elevated Tank

Moved by Councillor Insinna
Seconded by Councillor Seaborn

That Report PW 17-2025, dated May 6, 2025, respecting Award of Contract 2023-RFP-139 New Fort Erie Elevated Tank, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2023-RFP-139 Fort Erie Elevated Tank in the Town of Fort Erie **BE AWARDED** to Landmark Structures Co., at their bid price of \$22,248,570 (including 13% HST).

Carried

6.4 PW 19-2025

Combined Sewer Overflow Control Program – 2025 Funding Recommendations

Moved by Councillor Ugulini
Seconded by Councillor Easton

That Report PW 19-2025, dated May 6, 2025, respecting Combined Sewer Overflow Control Program – 2025 Funding Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to issue letters to award funding to Local Area Municipalities for qualifying projects as outlined in Appendix 1 of Report PW 19-2025 for funding options as set out in Appendix 2 of Report PW 19-2025 and subject to the terms and conditions outlined in Appendix 3 to Report PW 19-2025; and
2. That Local Area Municipalities **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 to PW 19-2025.

Carried

6.5 PW 21-2025

Award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide

Moved by Councillor Siscoe
Seconded by Councillor Villella

That Report PW 21-2025, dated May 6, 2025, respecting Award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, **BE AWARDED** to the lowest compliant bidder, Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at their bid price of \$6,123,647.41 (including 13% HST).

Carried

6.6 PW 13-2025

Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades

Moved by Councillor Junkin

Seconded by Councillor Sorrento

That Report PW 13-2025, dated May 6, 2025, respecting Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the gross capital budget for Catherine Street Sewage Pumping Station Upgrades **BE INCREASED** by \$1,140,000 and that the increase **BE FUNDED** as follows: Capital Variance Project – Wastewater - \$684,000, Development Charges – Wastewater - \$456,000;
2. That an increase to archaeological assessment contract with WSP Canada Inc. in the amount of \$992,255 (including 13% HST) **BE APPROVED** for a total revised contract value of \$1,919,021 (including 13% HST) for the Catherine Street Sewage Pumping Station project; and
3. That the Commissioner of Public Works **BE AUTHORIZED** to execute the amendment to the Agreement between The Regional Municipality of Niagara and WSP Canada Inc., in a form satisfactory to the Director of Legal and Court Services.

Carried

7. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Rigby

Seconded by Councillor Olson

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

PW 20-2025

2024 Reserve Water and Wastewater Treatment Capacities (and **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities)

WMPSC 2-2025

Minutes of the April 28, 2025, Waste Management Planning Steering Committee

Carried

8. OTHER BUSINESS

8.1 Beaverdams Sewage Pumping Station, City of Thorold

Councillor Ugulini requested that an update on the Beaverdams Sewage Pumping Station in the City of Thorold.

8.2 Ontario Street Sanitary and Watermain Replacement, Town of Lincoln

Councillor Foster advised that the Ontario Street Sanitary and Watermain Replacement in the Town of Lincoln is almost complete and thanked Public Works staff for their work.

8.3 Miller Road, City of Port Colborne

Councillor Steele requested an update on the condition of Miller Road (between Forks Road and Third Concession Road) in the City of Port Colborne. Frank Tassone, Acting Commissioner, Public Works, advised that staff are aware of the road condition and this road is scheduled for repair as part of the Hot Mix Resurfacing Program.

8.4 Merritt Island Water Treatment Plant, City of Welland

Councillor Villella requested information respecting the Merritt Island Water Treatment Plant Project in the City of Welland. Tony Cimino, Acting Director, Water Wastewater Services, advised that the design phase would be completed later this year; however funding consideration would be part of future budget discussion.

9. NEXT MEETING

The next meeting will be held on Tuesday, June 10, 2025, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 10:47 a.m.

Councillor Witteveen
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Contract Amendment for 2019-RFP-239 Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That a contract amendment to increase engineering construction and design services with Environmental Infrastructure Solutions Inc. in the amount of \$821,169 (including 13% HST) **BE APPROVED** for a total revised contract value of \$5,106,068 (including 13% HST) for the Niagara Falls Wastewater Treatment Plant Secondary Treatment Upgrades project, in a form satisfactory to the Director of Legal and Court Services.

Key Facts

- There are sufficient funds within the capital project budget to cover this contract amendment.
- The project, originally estimated to be complete by summer of 2025, is now expected to be complete by fall 2025 owing to delays in key equipment deliveries from suppliers.
- Council approval is required pursuant to Procurement By-law 02-2016 as amended, given the cumulative value of additional work exceeds \$1,000,000.
- This report seeks Council's approval to amend the Agreement with Environmental Infrastructure Solutions Inc. (EIS) for construction engineering and design services to include additional works in the amount of \$528,738 (excluding HST) for additional Phase 1 construction engineering services and \$197,961 (excluding HST) for Phase 2 engineering design services for a total increase of \$726,699 (excluding HST).
- This complex brownfield project has faced numerous constructability challenges while maintaining operations at a live plant providing uninterrupted service and striving to meet compliance requirements. Key obstacles include asbestos abatement, difficult ground conditions affecting piling, contaminated groundwater and filtration challenges, and delays in equipment delivery.

Financial Considerations

No Additional Budget Required

There are sufficient funds within the capital project budget to cover this contact amendment.

Procurement By-law Requires Council Approval

Although the original contract was competitively bid and awarded to EIS, the required additional work is treated as a single source purchase which requires Council approval, as per Schedule B, and Section 18(a)(i) of Procurement By-law 02-2016 as amended, as the cumulative value of the contract increase is greater than \$1,000,000 before taxes.

Staff recommend continuing with the current supplier, as they possess essential in-depth knowledge of the design and have been conducting site inspections since the project's inception. Their ongoing involvement has provided them with a thorough understanding of the design and key challenges, making their continued engagement crucial to ensuring consistency and project success.

The original contract award for Phase 1 design, contract administration and inspection services, and Phase 2 design services was \$2,493,858 (including non-recoverable HST). Given an increase in project timelines and design complexity, the contract was increased by a total of \$1,008,667 (including non-recoverable HST) between September 2020 and December 2020 by staff under delegated authority as single source purchases under the Procurement By-law 02-2016 as amended, Section 18(a)(i) and Schedule B.

A further contract increase was approved by Council in September 2022 via PW 38-2022 in the amount of \$356,160 (including non-recoverable HST) for additional contract administration and inspection hours under single source Section 18(a)(i) of Procurement By-law 02-2016, as amended. The current contract increase requires Council approval given the cumulative value of the single source increases over the life of the contract are greater than \$1,000,000 (excluding taxes).

Contract Amendment Required

This report seeks Council's approval to amend the Agreement with EIS for construction engineering and design services to include additional works in the amount of \$538,043 for additional Phase 1 construction engineering services and \$201,445 for Phase 2

engineering design services for a total increase of \$739,488 (including non-recoverable HST). The total revised value of the contract will be \$4,598,173 (including non-recoverable HST).

The total approved capital budget for this project is \$62,030,529. The total spent and committed on the project as of February 28, 2025, is \$60,803,032 and with the contract increase of \$739,488, the project costs remain within budget. A full project budget breakdown can be found in Appendix 1 to Report PW 7-2025 – Total Estimated Project Cost.

Analysis

Niagara Falls WWTP Upgrades Needed

The Niagara Falls WWTP upgrades are necessary to address the compliance challenges due to the degradation of existing treatment equipment that is beyond its useful life.

Improvements for the Niagara Falls WWTP have been ongoing since 2019 when EIS was retained through a competitive bid process 2019-RFP-239 and awarded detailed design and tendering of the Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades-Phase 1 Design and Phase 2 Sludge Handling and Storage (Provisional) on October 22, 2019.

As noted above, the consulting assignment was extended due to increased project timelines and design complexity. Additional background on the compliance challenges and engineering consulting services can be found in Appendix 2.

This complex brownfield project has faced numerous constructability challenges while maintaining operations at a live plant and ensuring uninterrupted service. Key obstacles include asbestos abatement, difficult ground conditions affecting piling, contaminated groundwater, and filtration challenges. Additionally, long equipment lead times from suppliers have further impacted the project timeline requiring additional site inspection to ensure successful project completion.

These challenges have resulted in multiple extensions to the project completion date. The original contract completion date was June 2024 and these delays have extended project completion to the Fall of 2025.

The project requires additional project management, engineering, contract administration and inspection to ensure successful project completion.

The project website provides more details on the required WWTP upgrades.

[Niagara Falls Wastewater Treatment Plant Upgrades - Niagara Region, Ontario](https://www.niagararegion.ca/projects/niagara-falls-wastewater-treatment-plant-upgrades/default.aspx)
(<https://www.niagararegion.ca/projects/niagara-falls-wastewater-treatment-plant-upgrades/default.aspx>).

Alternatives Reviewed

Not Recommended

Without the recommended necessary additional engineering services that include contract administration and inspection, the construction project would have to proceed without site inspection services. The absence of site inspection on a construction project can lead to significant risks and quality concerns. Without regular oversight, there is a higher chance of errors, non-compliance with design specifications, and substandard workmanship. This can result in costly rework, project delays, and potential safety hazards. Site inspections are crucial for ensuring that construction activities align with approved plans, codes, and industry standards.

Relationship to Council Strategic Priorities

This recommendation is related to the Green and Resilient Region, the Niagara Falls WWTP upgrades project is necessary to ensure sustainable investments in the infrastructure needed to provide proper treatment of wastewater which meets MECP effluent quality requirements.

Other Pertinent Reports

See Appendix 2

Prepared by:

Michelle Miller C.E.T.
Manager of Capital Projects
W-WW, Public Works Department

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 Tony Cimino, C.E.T., Associate Director, W-WW Engineering; Dan Ane, Senior Program Financial Specialist; Michelle Rasiulis, Manager, Purchasing Services, Jason Misner, Communication Consultant and reviewed by Phill Lambert Director W-WW and Donna Gibbs, Director of Legal and Court Services.

Appendices

Appendix 1	Total Estimated Project Cost
Appendix 2	Background for Compliance Challenges, Engineering Consulting Services, and Other Pertinent Reports

PW 7-2025 Appendix 1**Total Estimated Project Cost****Niagara Falls Wastewater Treatment Plant, Phase 1 - Secondary Treatment Upgrades and Phase 2 - Design**

Total Estimated Project Cost (10SW1517)*	Council Approved Budget Per PW 38-2022 and PW 9-2023	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 02/28/25	Forecast	Budget Remaining
Project Element	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)- (E)
(a) Construction (including Construction Contingency and 1.76% non-recoverable HST)	54,873,517	66,697	54,940,214	54,940,214	-	-
(b) Project Contingency	467,500	(279,491)	188,009		188,009	-
(c) Consulting Engineering Services						
i. Geotechnical Service-Quality Control	421,470	192,922	614,392	514,392	100,000	-
ii. Detailed Design / Contract Administration & Inspection	3,858,686	739,487	4,598,173	3,858,685	739,488	-
iii. Other Consulting Engineering Services	1,267,392	(184,372)	1,083,020	1,083,020	-	-
(d) Project Management (In-House) and Operations	1,141,964	(535,243)	606,721	406,721	200,000	-
Total Estimated Project Cost	62,030,529	-	62,030,529	60,803,032	1,227,497	-

Total Estimated Project Cost (10SW1517)*	Council Approved Budget Per PW 38-2022 and PW 9-2023	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 02/28/25	Forecast	Budget Remaining

Project Funding Sources

Regional Reserves and Debt (includes Federal Gas Tax Funding and Federation of Canadian Municipalities Funding)	(56,145,400)		(56,145,400)	(54,920,278)	(1,225,122)	-
Capital Variance Project - Wastewater	(5,765,129)		(5,765,129)	(5,765,129)		-
Development Charges	(120,000)	-	(120,000)	(117,625)	(2,375)	-
Total Project Funding Sources	(62,030,529)	-	(62,030,529)	(60,803,032)	(1,227,497)	-

*All costs include 1.76% non-recoverable HST

Appendix 2 – Background for Compliance Challenges, Engineering Consulting Services, and Other Pertinent Reports

Compliance Challenges

The Niagara Falls WWTP has experience compliance challenges due to the degradation of existing treatment equipment which has resulted in the MECP issuing two (2) Provincial Officer Orders to the Niagara Region, two (2) written warnings from Environment and Climate Change Canada (ECCC), and a number of non-compliances/exceedances for both Provincial MECP Environmental Compliance Approvals (74 in total) and Federal Wastewater System Effluent Regulation (53 in total) from 2018 to 2024.

The poor effluent quality is a direct result of secondary treatment equipment at the plant that has passed its useful life expectancy. This results in frequent breakdowns and equipment out-of-service regularly and impacts the plant's ability to remove pollutants effectively. Despite ongoing repair and maintenance efforts, treatment efficiency was reduced by an average of 30% in 2024 due to the state of deterioration of the secondary treatment process.

Staff have been working hard to remain in compliance with all applicable regulations and work co-operatively with regulatory authorities. Degradation of existing treatment equipment has hindered staff's ability to meet regulatory requirements at the Niagara Falls WWTP. The following actions have been completed or are currently underway to address the range of exceedances at the Niagara Falls WWTP:

- A capital project is underway to replace the secondary treatment process. The new equipment is anticipated to come online by mid-2025.
- Maintenance efforts will continue to support the existing secondary treatment equipment to the extent possible.
- A polymer is being added in the primary and secondary clarifiers to optimize settling of solids and TSS removal.
- Hauled sewage receiving has been restricted to domestic sewage from sources within the City of Niagara Falls boundaries only. Specifically, barring winery waste helps to reduce CBOD and TSS loading to the facility.
- Increase sewershed monitoring activities to identify any additional pollutant loading to the facility.

Engineering Consulting Services

- Environmental Infrastructure Solutions as retained through a competitive bid process 2019-RFP-239 and awarded detailed design and tendering of the Niagara Falls Wastewater Treatment Plant Secondary Treatment and Digester Upgrades-Phase 1 Design and Phase 2 Sludge Handling and Storage (Provisional) on October 22, 2019.
- Subsequently EIS was awarded Phase 1 Secondary Treatment Construction and Inspection Services.
- The original contract competitively bid and awarded to EIS totalled \$2,450,725 (excluding HST) and was subsequently increased by \$991,221 (excluding HST) between September 2020 and December 2020 pursuant to the Procurement By-Law Section 18(a)(i) and Schedule B.
- Additional contract administration and inspection work by EIS of \$350,000 (excluding HST) was approved by Council in September 2022 via PW 38-2022 as a single source purchase pursuant to the Procurement By-Law Section 18(a)(i) and Schedule B, which required Council approval given the cumulative value of additional work associated with the contract exceeded \$1,000,000.
- Phase 1 of the upgrades involves replacing the existing Rotating Biological Contactors and other liquid treatment processes that will improve the NFWWTP performance and effluent quality with construction beginning in April 2022.
- Additional solids treatment capacity are required to support the liquid treatment upgrades; as such, Phase 2 works will increase the capacity, efficiency, and reliability of the existing solids management process. Phase 2 upgrades are currently in design.

Other Pertinent Reports

[PW 9-2023 Niagara Falls Wastewater Treatment Plant Secondary Upgrades Project Green Municipal Funding Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=4ba16d6b-1c45-4514-8372-f02f6bd2e6c5&Agenda=Merged&lang=English&Item=17&Tab=attachments>)

[PW 38-2022 Asbestos Remediation Associated with the Niagara Falls Wastewater Plant Secondary Treatment Upgrades](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a9972d29-13ff-4e8f-9318-aeae86a746cc&Agenda=Agenda&lang=English&Item=21&Tab=attachments>)

[PW 53-2021 Niagara Falls Wastewater Treatment Plant Secondary Treatment Upgrades Contract Award](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b17015c6-f064-4a98-9663-96710d69cc3c&Agenda=Merged&lang=English&Item=16&Tab=attachments>)

[CWCD 2024-16 Communication to Owner Niagara Falls WWTP Non-Compliance](#)

(<https://www.niagararegion.ca/council/Council%20Documents/2024/council-correspondence-dec-20-2024.pdf>)

Subject: Award of Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction

Report to: Public Works Committee

Report date: May 6, 2025

Recommendations

1. That the capital budget **BE INCREASED** by \$5,740,000 gross and \$3,173,552 net for the Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Water: \$3,173,552
 - Development Charges – Water: \$2,115,701
 - Cost Sharing – City of Welland: \$450,747
2. That Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction **BE AWARDED** to the lowest compliant bidder, Rankin Construction Inc. at their bid price of \$14,195,540, (including 13% HST)

Key Facts

- The purpose of this report is to seek Council's approval of additional capital budget funds required to award Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street to Rankin Construction Inc.
- The new Welland Canal Transmission Watermain is required to replace the existing 83-year-old cast iron watermain that are past their useful life and in poor condition.
- Due to this difficult canal crossing that includes bypassing requirements, complicated geotechnical conditions and complex infrastructure challenges, the construction costs have increased from the previous design estimate and additional funds are required to award the contract.
- A public tender process resulted in two (2) bids. Rankin Construction Inc. is the lowest compliant bidder at a bid price of \$12,562,425 (excluding 13% HST).
- Based on a previous design estimate, the current approved capital budget for this project is \$9,420,000, including \$2,200,000 in estimated cost sharing expenses with the City of Welland. The proposed capital budget adjustment of \$5,740,000 is

required to complete this project resulting in the total gross capital project budget of \$15,160,000.

- As set out in the Budget Control By-Law 2022-80 as amended, Council approval is required for Capital Variance requests greater than \$250,000.
- Council approval is required for tender awards greater than \$5,000,000, in accordance with the Purchasing By-law 02-2016, as amended.

Financial Considerations

A gross capital budget adjustment of \$5,740,000 funded from the Capital Variance Project – Water \$3,173,552, Development Charges – Water \$2,115,701, and Cost Sharing – City of Welland \$450,747, is being requested through report PW 15-2025 in order to provide sufficient funding to award the construction tender and complete the project.

- The Welland Canal Watermain Crossing (20001057) currently has an approved capital budget of \$9,420,000 including \$2,200,000 in cost sharing expenses with the City of Welland for design, construction, contract administration and inspection as detailed in Appendix 1 to Report PW 15-2025.
- Due to this difficult canal crossing that includes bypassing requirements, complicated geotechnical conditions and complex infrastructure challenges, the construction costs have increased from the previous design estimates and additional funds are required to complete the project.
- The total spent and committed on this capital project as of February 28, 2025, is \$1,037,267. Upon approval of the proposed gross capital budget adjustment of \$5,740,000, the total gross capital project budget will be \$15,160,000. The total estimated project cost, after the award of Contract 2024-T-174 totalling \$12,783,524 (including non-recoverable HST), is \$15,160,000. A full project budget breakdown is presented in Appendix 1 to Report PW 15-2025.
- The total uncommitted balance in the Capital Variance Project – Water is approximately \$13,190,000 as of February 28, 2025 which is sufficient to fund this budget increase request.
- A competitive public tender process resulted in two bids. Rankin Construction Inc. is the lowest compliant bidder at a bid price of \$12,783,524 (including non-recoverable HST). Council approval is required for tender awards greater than \$5,000,000, in accordance with the Purchasing By-law 02-2016, as amended.

- A cost sharing agreement with the City of Welland will be executed in advance of award and is currently with the City. No official award will be made without a signed cost sharing agreement.

Analysis

Watermain Supports Growth and Sustainability

This construction project is required to support the delivery of potable water from the Welland Water Treatment Plant (WTP) to residents and business customers in the City of Welland located west of the Welland Recreational Canal (WRC). There are three existing crossings consisting of a 750mm watermain built in 1983 and twin 400 mm cast iron mains built in 1942. The twin mains have had breaks on both sides of the WRC and have exceeded their expected service life. The new 750 mm transmission main will provide a second feed to west Welland for security of supply and support future growth, while enabling staff to decommission the 400mm cast iron mains that are beyond their useful life and in poor condition. This project will also address operational issues and maintain security of supply to the west end of Welland and the Town of Pelham.

Partnership with Welland

The Region is working in partnership with the City of Welland, and the project also includes construction of approximately 250 meters of watermain, 250 meters of sanitary sewer and 200 meters of storm sewer as well as a road reconstruction.

Additional Budget Required for Complex Project

The construction costs have increased from the previous design estimates and additional funds are required to complete the project. The current budget shortfall is due to the need for additional and complex construction methodologies, including:

- Weights to secure the watermain to the canal floor.
- Increased turbidity protection during construction for protection of the raw water intake to the Treatment Plant and turbidity monitoring.
- Inclusion of strict requirements for system bypassing; and
- Additional slope stability requirements along the canal banks.

Alternatives Reviewed

Do Nothing (not recommended): Council could direct staff to defer the project. However, this alternative would not address the 83-year-old cast iron watermain in poor condition with break history that represents potential risk for providing reliable potable water service to the existing residents of Welland and Pelham while supporting future growth. An emergency repair to this old infrastructure would be costly and challenging to complete.

Relationship to Council Strategic Priorities

The recommendations provided in this report align with Council's strategic priorities of a Green and Resilient Region, Objective 2.3: Build resiliency into our infrastructure to support growth and prepare for the impacts of climate change, and an Effective Region, and Objective 1.3: Deliver fiscally responsible and sustainable services. As recommended, replacing the existing 83-year-old cast iron watermain that is past their useful life and in poor condition will build resiliency into our infrastructure in a financially responsible manner and provide for sustainable services.

Other Pertinent Reports

None.

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Commissioner of Public Works
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Submitted by:

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Services, Jason Misner, Communication Consultant and reviewed by Phill Lambert
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Appendices

Appendix 1 Total Estimated Project Cost

PW 15-2025 Appendix 1

Total Estimated Project Cost - Contract Award

Contract 2024-T-174 Welland Water Treatment Plant New Welland Canal Transmission Watermain and Merritt Street Reconstruction

Total Estimated Project Cost (20001057)*	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 02/28/25	Contract Award/Forecast	Budget Remaining
Project Element	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)- (E)
(a) Construction (including Construction Contingency and 1.76% non-recoverable HST)	-	-	-	-	-	-
i. Niagara Region	4,800,000	5,332,777	10,132,777	-	10,132,777	-
ii. City of Welland	2,200,000	450,747	2,650,747	-	2,650,747	-
(b) Project Contingency	2,000,000	-800,000	1,200,000	-	1,200,000	-
(c) Consulting Engineering Services	-	-	-	-	-	-
i. Detailed Design	-	444,852	444,852	444,852	-	-
ii. Contract Administration & Inspection	-	421,625	421,625	421,625	-	-
iii. Geotech/HydroGeotech	-	148,366	148,366	98,366	50,000	-
iv. Subsurface Utility Engineering	-	44,559	44,559	44,559	-	-
(d) Project Management (In-House) and Operations	240,000	-122,926	117,074	27,865	89,209	-
(e) Warranty	180,000	-180,000	-	-	-	-
Total Estimated Project Cost	9,420,000	5,740,000	15,160,000	1,037,267	14,122,733	-

Total Estimated Project Cost (20001057)*	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 02/28/25	Contract Award/Forecast	Budget Remaining
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Project Funding Sources

Regional Reserves and Debt	-6,050,000		-6,050,000	-622,360	-5,427,640	-
Development Charges - Water***	-1,170,000	-2,115,701	-3,285,701	-414,907	-2,870,794	-
Capital Variance Project - Water		-3,173,552	-3,173,552	-	-3,173,552	-
Municipal Cost Sharing - City of Welland	-2,200,000	-450,747	-2,650,747	-	-2,650,747	-
Total Project Funding Sources	-9,420,000	-5,740,000	-15,160,000	-1,037,267	-14,122,733	-

*All costs include 1.76% non-recoverable HST

**Total Contract Award is equal to i) \$12,562,425 before tax; ii) \$12,783,524 including 1.76% non-recoverable HST; iii) \$14,195,540 including 13% HST

***Applicable Development Charge (DC) funding of the proposed budget adjustment is 40% (net of cost sharing adjustment) as per the 2022 Development Charge Background Study

Subject: Award of Contract 2023-RFP-139 New Fort Erie Elevated Tank

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That Contract 2023-RFP-139 Fort Erie Elevated Tank in the Town of Fort Erie **BE AWARDED** to Landmark Structures Co., at their bid price of \$22,248,570 (including 13% HST).

Key Facts

- This report seeks Council's approval for the award of Contract 2023-RFP-139 Fort Erie Elevated Tank to Landmark Structures Co.
- A competitive Negotiated Request for Proposal (NRFP) process was conducted by staff, resulting in Landmark Structures Co. being the only compliant proponent, with a bid price of \$19,689,000 (excluding HST).
- Council approval is required for awards greater than \$5,000,000, in accordance with the Niagara Region Procurement By-law 02-2016, as amended.
- The total Capital Project approved budget is \$23,755,000, which is sufficient to award the contract and proceed with construction.

Financial Considerations

Niagara Region initiated a competitive Negotiated Request for Proposal (NRFP) process (2023-RFP-139), on December 18, 2024, soliciting bids via the Bids and Tenders platform for the design-build construction of a 9 ML (9000 m³) composite elevated tank located at 1886 Pettit Road, Fort Erie. The NRFP closed on February 3, 2025, with one (1) bid submission received.

Typically, contractors are hired through a Request for Tender process. However, because of the specialized expertise required for constructing an elevated water tank/tower, a qualitative procurement approach was used. An NRFP allows for changes and clarifications to the proposed construction through collaboration and problem-solving dialogue with the proponents. For high risk or highly specialized work, this

approach ensures the Region has full confidence in the contractor's approach and methods *before* awarding the contract.

The competitive Negotiated Request for Proposal (NRFP) process resulted in Landmark Structures Co. being the only compliant proponent, with a bid price of \$20,035,526 (including non-recoverable HST).

Council approval is required for awards greater than \$5,000,000, in accordance with the Procurement By-law 02-2016, as amended.

Budget of \$23,755,000 is Sufficient to Award Contract

Capital Project 20000614 New Fort Erie Elevated Tank has a previously approved capital budget of \$23,755,000. The total estimated project cost, after the award of Contract 2023-RFP-139 totaling \$20,035,526 (including non-recoverable HST), remains unchanged at \$23,755,000. The project has actual and committed expenditures of \$938,318 as of February 28, 2025.

See Appendix 1 to Report PW 17-2025 – Total Estimated Project Cost for the full budget breakdown.

Analysis

Fort Erie Elevated Tank is an Essential Project

The Fort Erie Elevated Tank is essential to providing reliable drinking water storage and pressure within the Fort Erie drinking water system.

The Fort Erie drinking water system relies on the Central Avenue Elevated Tank and the Stevensville Reservoir for primary water storage, maintaining pressure and supply during peak demand and emergency situations. However, this existing infrastructure has reached the end of its design life, is scheduled for decommissioning, and no longer meets long-term capacity needs. To ensure reliable service and future growth, a new 9 ML (9000 m³) composite elevated tank will be constructed at 1886 Pettit Road, Fort Erie. The new elevated tank will enhance system resiliency, ensure reliable service, and support future growth.

Construction mid-2025 to mid-2027, Phased to Minimize Service Disruption

The proposed 9 ML (9000 m³) elevated tank, along with watermain connections and monitoring systems, will be completed as part of the construction works. The construction is sequenced in multiple phases to maintain service continuity and manage impacts at the project site.

Alternatives Reviewed

1. Proceed with the Contract Award – Staff recommend proceeding with the contract award to Landmark Structures Co. for the construction of the Fort Erie Elevated Tank. The project will enhance system resiliency, increase water storage capacity, and ensure Niagara Region continues to provide safe and reliable drinking water supply to Town of Fort Erie.
2. Postpone Construction and Undertake a New Procurement Process – This alternative is not recommended, as delaying the project could result in increased construction costs and potential service disruptions. Deferring critical infrastructure upgrades may also impact the system's ability to meet future water demand and emergency storage requirements.

Relationship to Council Strategic Priorities

This recommendation is related to the Effective Region, Objective 1.3: Deliver fiscally responsible and sustainable core services. Through asset management planning, the Fort Erie Elevated Tank project is identified as a necessary investment to support sustainable infrastructure, enhance system resiliency, and ensure the continued delivery of safe and reliable potable water to residents and businesses.

Other Pertinent Reports

None.

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Recommended by:

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Commissioner of Public Works
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Submitted by:

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Chief Administrative Officer

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Appendices

Appendix 1 Total Estimated Project Cost

PW 17-2025 Appendix 1
Total Estimated Project Cost
Award of Contract 2023-RFP-139 Fort Erie Elevated Tank

Total Estimated Project Cost (20000614)*	Council Approved Budget	Budget Reallocation	Revised Council Approved Budget	Expended & Committed as of 02/28/25	Contract Award/Forecast	Budget Remaining
Project Element	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)- (E)
(a) Construction (including Construction Contingency and 1.76% non-recoverable HST)	19,160,000	875,526	20,035,526	-	20,035,526	-
(b) Project Contingency	2,422,166	(833,901)	1,588,265	-	1,588,265	-
(c) Property Acquisition	250,000	(250,000)	-	-	-	-
(d) Consulting Engineering Services	-	-	-	-	-	-
i. Detailed Design	1,006,000	(443,972)	562,028	562,028	-	-
ii. Contract Administration & Inspection	-	400,000	400,000	-	400,000	-
iii. Geotechnical Service-Quality Control	-	200,000	200,000	98,402	101,598	-
iv. Environmental Assessment	222,098	(47,653)	174,445	174,445	-	-
(e) Project Management (In-House) and Operations	254,736	-	254,736	62,137	192,599	-
(f) Subsurface investigation	-	100,000	100,000	41,306	58,694	-
(g) Warranty	440,000	-	440,000	-	440,000	-
Total Estimated Project Cost	23,755,000	-	23,755,000	938,318	22,816,682	-

*All costs include 1.76% non-recoverable HST

**Total Contract Award is equal to i) \$19,689,000 before tax; ii) \$20,035,526 including 1.76% non-recoverable HST; iii) \$22,248,570 including 13% HST

Subject: Combined Sewer Overflow Control Program – 2025 Funding Recommendations

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That staff **BE AUTHORIZED** to issue letters to award funding to Local Area Municipalities for qualifying projects as outlined in Appendix 1 of Report PW 19-2025 for funding options as set out in Appendix 2 of Report PW 19-2025 and subject to the terms and conditions outlined in Appendix 3 to Report PW 19-2025; and
2. That Local Area Municipalities **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 to PW 19-2025.

Key Facts

- The purpose of this report is to provide recommendations and background information for the 2025 Local Area Municipality (LAM) projects proposed for funding pursuant to the Combined Sewer Overflow (CSO) Control Program and Public Works Policy PW4.S06.0.
- The CSO Control Cost Share Program has been in place since 2007 and shares funding with the LAMs for capital projects that help to mitigate the impacts of wet weather events on the region-wide sanitary system and the environment. The Region benefits from this program by gaining capacity at regionally owned sanitary trunk sewers, sewage pump stations, and wastewater treatment plants, which in return, could be used for growth without oversizing Regional infrastructure.
- Representatives of the CSO Working Group, including representatives from all Municipalities, developed administrative procedures and criteria to evaluate project submissions by LAMs in accordance with the guiding principles.
- The Region includes funding in annual budgets to support these projects. For 2025, \$4,000,000 was budgeted in the Region's Wastewater Operating Budget.
- Twenty-three (23) eligible applications representing a total of 28 eligible projects were submitted by LAMs for 2025; however, the total requested funding is more than the approved program budget of \$4,000,000 by \$3,297,081 for 2025 and

demonstrates high demand to address wet weather issues in sanitary collection systems.

- Twelve (12) municipal projects are recommended for funding in full, four (4) municipal projects are recommended for partial funding and 12 projects are declined for funding as outlined in Appendix 1 to Report PW 19-2025; however, they can be reconsidered, in accordance with the CSO Program Policy, following approval of the Region's 2026 budget.

Financial Considerations

A gross budget of \$4,000,000 has been approved as part of the 2025 Wastewater Operating Budget for the CSO Control Cost Share program. Funding for this program is partially provided through Development Charges (DC) at 50%.

Twenty-eight (28) projects from LAMs are eligible for funding under the 2025 CSO Control Program at a total value of \$7,297,081. As the total requested amount is more than the approved program budget of \$4,000,000 by \$3,297,081, 12 projects will not be able to be funded by the Region's CSO Control Program.

In summary, Appendix 1 to Report PW 19-2025 presents 12 municipal projects recommended for funding in full, four (4) municipal projects recommended for partial funding and 12 unfunded projects. Prior to awarding the 2025 budget, the Region had \$6.0 million in outstanding commitments to eight (8) municipalities for approved, but unspent, CSO projects at 2024 year-end as illustrated in Appendix 4 to Report PW 19-2025.

As an update to PDS-C 1-2024 (Combined Sewer Overflow Control Program Update), staff closed 75 projects equating to \$3,357,554 during 2024. This resulted in \$1,707,331 of the encumbrances being returned to the wastewater reserve and \$1,650,223 of the DC portion being returned to the DC reserve in accordance with reserve policy.

Analysis

The CSO Program was Oversubscribed to in 2025

The CSO Control Working Group collaboratively reviews the funding structure and evaluates eligible CSO cost share projects, adjusting if needed, based on present-day needs and funding priorities for different types of work. Appendix 2 to Report PW 19-2025 shows the Funding Options.

A number of local area municipalities (LAMs) submitted eligible applications for the CSO Program, including four (4) from Fort Erie, one (1) from Grimsby, two (2) from Lincoln, four (4) from Niagara Falls, one (1) from Niagara-on-the-Lake (NOTL), one (1) from Pelham, three (3) from Port Colborne, one (1) from St. Catharines, five (5) from Welland, and one (1) from West Lincoln.

The 23 eligible applications were separated into 28 individual projects eligible for funding, as per the program policy PW4.S06.0.

Regional staff reviewed the 28 eligible projects for cost-share funding. 12 projects were incorporated for full funding and four (4) projects for partial funding into the final recommendation list presented in Appendix 1 to Report PW 19-2025. Projects were awarded based on the program evaluation matrix following the CSO Control and Wet Weather Management Policy as approved by Council.

Wet Weather Flows Continue to Negatively Impact Infrastructure

Like other jurisdictions across Ontario, wet weather flows continue to negatively impact sanitary infrastructure resulting in potential basement flooding, overflows to the environment, and reduce capacity for future growth. The removal of wet weather flow and inflow and infiltration reduction is important work that needs on-going focus and support over the long term to be successful. Success of this program reduces the pressure on the capital program and reduce sanitary infrastructure expansions.

Alternatives Reviewed

No alternatives were reviewed as the approved budget was fully utilized.

Relationship to Council Strategic Priorities

This report and more specifically, the CSO program supports the Council Strategic Priority of Effective Region through innovative service delivery and collaboration with Municipal partners.

It also assists in establishing objectives of Green and Resilient Region to adopt to climate change impacts to help the current and future infrastructure be more resilient by reducing wet weather flow to gain capacity at regionally owned wastewater infrastructure and provide for growth.

Other Pertinent Reports

- Public Works Policy PW4.S06.0, September 2, 2014 – Combined Sewer Overflow Control & Wet Weather Management Policy (Please contact Niagara Region for copy of this document.)
- [PDS-C 1-2024, January 10, 2024 – Combined Sewer Overflow Control Program Update](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=524e81b7-e788-4788-b364-48a291e6c28b&Agenda=Merged&lang=English&Item=15&Tab=attachments)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=524e81b7-e788-4788-b364-48a291e6c28b&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

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Appendices

Appendix 1 Recommended 2025 CSO Control Program Funding Requests

Appendix 2 Funding Options

Appendix 3 CSO Control Policy Funding Conditions

Appendix 4 Summary of CSO Project Remaining Budget Encumbrances by
Municipality at 2024 Year-End

Appendix 1: Recommended 2025 CSO Control Program Funding Requests

Eligible Recommended Projects with Funding

Municipality	Project Description	Category	% ¹	Project Cost	Regional Share	Recommended Regional Funding
Projects Receiving Full Funding:						
Fort Erie	Wastewater Trenchless Repair (WWTR25) - Sewer Separation Portion	1	50%	\$ 550,000	\$ 275,000	\$ 275,000
Fort Erie	Wastewater Trenchless Repair (WWTR25) - Source Control Portion	3	60%	\$ 250,000	\$ 150,000	\$ 150,000
Fort Erie	Wastewater Trenchless Repair (WWTR25) - Study Portion	2	60%	\$ 200,000	\$ 120,000	\$ 120,000
Grimsby	Wastewater I&I Reduction - Drainage Area 5&7 2025	5	30%	\$ 1,900,000	\$ 570,000	\$ 570,000
Lincoln	Ontario Street Study - Lateral Assessment & Rehab, Phase 1	2	50%	\$ 725,000	\$ 362,500	\$ 362,500
Niagara Falls	Homewood Avenue Sewer Separation	1	40%	\$ 449,100	\$ 179,640	\$ 179,600
NOTL	St. David's I&I Study	2	50%	\$ 150,000	\$ 75,000	\$ 75,000
Pelham	Quaker Road Reconstruction	5	30%	\$ 564,550	\$ 169,365	\$ 169,400
Port Colborne	Arena Sewershed Lateral Lining	5	30%	\$ 500,000	\$ 150,000	\$ 150,000
St. Catharines	Gale Crescent Sewer Separation	1	50%	\$ 1,487,400	\$ 743,700	\$ 743,700
Welland	Sanitary Sewer Lining & Spot Repair	5	30%	\$ 1,000,000	\$ 300,000	\$ 300,000
West Lincoln	Sanitary Assessment, Repair & Capacity Management Strategy - Study Portion	2	50%	\$ 399,000	\$ 199,500	\$ 199,500
Projects Receiving Partial Funding:						
Fort Erie	Wastewater Trenchless Repair (WWTR25) - R/R/R Portion ²	5	30%	\$ 1,500,000	\$ 450,000	\$ 106,400
Niagara Falls	Drummond Rd Reconstruction ²	1	50%	\$ 720,000	\$ 360,000	\$ 309,000
Niagara Falls	Maple Street Sewer Separation ³	1	40%	\$ 659,250	\$ 250,200	\$ 250,200
Port Colborne	Downtown Cross-Connection Investigation ²	2	50%	\$ 175,000	\$ 87,500	\$ 39,700
Recommended Eligible Projects Total				\$ 11,229,300	\$ 4,442,405	\$ 4,000,000
2025 Regional CSO Control Program Budget						\$ 4,000,000

Eligible Unfunded Projects

Municipality	Project Description	Category	% ¹	Project Cost	Regional Share	Recommended Regional Funding
Fort Erie	Flow Monitoring Program 2025 (FLOMON25)	2	60%	\$ 425,000	\$ 255,000	\$ -
Fort Erie	Sanitary CCTV (SANCTV25)	2	50%	\$ 205,000	\$ 102,500	\$ -
Fort Erie	Wastewater Trenchless Repair (WWTR24) - R/R/R Portion	5	30%	\$ 864,640	\$ 259,392	\$ -
Lincoln	Ontario Street Design & Construction - Later Assessment & Rehab, Phase 1	5	30%	\$ 820,000	\$ 246,000	\$ -
Niagara Falls	Burdette Drive Rehabilitation	5	30%	\$ 1,020,000	\$ 306,000	\$ -
Port Colborne	Rosemount Area Lateral Lining	5	30%	\$ 750,000	\$ 225,000	\$ -
Welland	Broadway Area Phase 2 Infrastructure Renewals	5	30%	\$ 2,806,600	\$ 841,980	\$ -
Welland	Church Street Infrastructure Renewals - R/R/R Portion	5	30%	\$ 574,600	\$ 172,380	\$ -
Welland	Church Street Infrastructure Renewals - Sewer Separation Portion	1	40%	\$ 171,736	\$ 68,694	\$ -
Welland	First Street Infrastructure Renewals	5	30%	\$ 675,300	\$ 202,590	\$ -
Welland	Young Street Infrastructure Renewals	5	30%	\$ 549,800	\$ 164,940	\$ -
West Lincoln	Sanitary Assessment, Repair & Capacity Management Strategy - R/R/R Portion	5	30%	\$ 34,000	\$ 10,200	\$ -
Eligible Unfunded Projects Total				\$ 8,896,676	\$ 2,854,676	\$ -

	Total Project Cost	Total Regional	Total Regional Share
Total of All Eligible Projects	\$ 20,125,976	\$ 7,297,081	\$ 4,000,000

Note ¹: Funding % share is dependent on specific project component and related work. Appendix 2 has project cost share split details

Note ²: Project received partial funding up to the limit of the 2025 budget amount for that category.

Note ³: Project received partial funding in 2024 due to the limit of the 2024 budget. Project will receive remaining requested funding through resubmission in 2025.

Appendix 2: Funding Options

CSO Control Program Funding Options

Project Category No.	Project Types	100% Funding Amount Priorities	Region %	Municipality %
1.	Sewer Separation	40%		
Work Examples	Disconnection of road drainage		40	60
	Disconnection of private		60	40
	Disconnection of road, previous disconnection of private or opposite		50	50
2.	Studies	15%		
Work Examples	PPCP as per the PPCP guide		50	50
	I&I and Extraneous Flow Investigation including CCTV/Smoke Dye Testing ¹		50	50
	Mandatory Flow Monitoring - Pre and Post		60	40
	Investigative work on municipal/private side		50	50
	Public education/water conservation and efficiency measures		50	50
	Sewer use by-law development/update and municipal activities		50	50
3.	Source Control - Private Side	20%		
Disconnection of roof leaders to be done by homeowners/municipalities as a prerequisite for other works on the private side.				
Work Examples	Disconnection of roof leaders		60	40
	Disconnection of weeping tiles from sanitary including application works		60	40
	Disconnection of private sump pumps		60	40
	Backflow preventer installation on sanitary		40	60
4.	Conveyance and Flow Control/Storage	15%		
Work Examples	Real-time control for detention		60	40
	In-line flow controllers design and construction (i.e. weirs)		60	40
	Off-line conveyance and pumping design and construction		60	40
	In-line/off-line storage		40	60
5.	Repair/ Rehabilitation/ Replacement of Sewers	10%		
Estimated ≥50% flow reduction during WW events				
Work Examples	Repair of sanitary/ manholes - gel sealing, spot repairs		30	70
	Spot repair lining		30	70
	Full length liner		30	70

Note 1: CCTV inspection - only site/project specific. Regular city-wide inspections should be part of municipal O&M.

Appendix 3
CSO Control Program Terms and Funding Conditions

The terms and conditions under which funding will be offered to the successful applications, including the following:

Number	Terms and Funding Conditions
1	<i>Amount of Funding, Studies</i> - The Region shall contribute 50% of total study costs for the PPCP and I&I studies, and 60% for the Pre and Post Flow monitoring projects provided the Region participates on a committee overseeing the study and the study covers the entire area tributary to the Wastewater Treatment Plant(s) and includes both local and Regional infrastructure.
2	<i>Amount of Funding, Design & Construction projects</i> – The Region shall contribute defined percentage of the cost based on the Funding Options matrix, provided that; the facility or measure is supported by a recommendation from a current CSO study, life cycle cost comparisons of alternative solutions were undertaken and the Region agrees with the cost comparisons, the Region agrees with the 'best overall solution', and the Region participates on a committee overseeing the design.
3	<i>Third Party Funding</i> – The Region's funding shall be net of any third party funding approved for the project. If third party funding is obtained after Regional funding approval, the amount of Regional funding will be adjusted to be net of any third party funding. Payment of the funding to the Area Municipality shall be based on actual expenditures incurred up to the maximum amount approved by Regional Council based on the budget submitted with the application.
4	<i>Project Lead Studies</i> – Lead by either the Area Municipality or the Region based on a mutual agreement prior to initiation of study.
5	<i>Project Lead Design & Construction</i> – A project located in the Area Municipal wastewater system shall be managed by the Area Municipality while a project in the Regional wastewater system shall be managed by the Region. On a case-by-case basis the Region may consider managing a project in the local system, if requested by the Area Municipality.
6	<i>Ownership and Operation of Assets</i> – The ownership and operation of all new and existing assets shall remain the responsibility of the current owner. The Area Municipality, on a case by case basis, may request the Region to operate and maintain an existing or new CSO control facility on behalf of the Area Municipality on a direct charge back basis.

Number	Terms and Funding Conditions
7	<i>Follow up Flow Monitoring</i> – On a case-by-case basis, the Region may include a condition or approval of funding that requires follow up flow monitoring to assess project’s effectiveness.
8	<i>Expiry of Funding</i> – Funding of a project by the Region may expire if the local Area Municipality does not invoice the Region within three (3) years of the date of funding approval by Regional Council. Also, if an Area Municipality decides not to proceed with a project, the Region may revoke funding. The Region may also withdraw funding for future phases if a project does not proceed on a continuous basis toward completion.
9	<i>Indemnity</i> – The Region, or its directors, officers, employees, agents or consultants will not be held liable as a result of providing funding for any project.
10	<i>Regional Recognition</i> – The Area Municipality is to ensure that the Region is to be acknowledged in all advertising and publicity related to the project for which funding was provided.
11	<i>Project Deliverables</i> – The Region shall receive copies of all project deliverables, including, but not limited to, reports, flow monitoring data, hydraulic modelling files, GIS layers/data, and technical memorandums.
12	<i>Funding Agreement</i> - A letter formalizing the funding in accordance with the Region’s CSO Funding Policy will be issued to the Area Municipality for signature and used as the agreement to the terms and conditions of the funding.

Appendix 4: Summary of CSO Project Remaining Budget Encumbrances by Municipality at 2024 Year-End

Municipality	2021	2022	2023	2024	Total
Fort Erie	61,141	65,000	218,736	328,500	673,377
Grimsby	43,393	31,837	162,500	-	237,730
Lincoln	344,639	-	78,525	465,500	888,664
Niagara Falls	298,730	687,500	867,235	378,348	2,231,813
Niagara-on-the-Lake	26,550	84,452	60,000	-	171,002
Pelham	-	-	-	-	-
Port Colborne	14,636	101,607	145,000	25,000	286,242
St. Catharines	204,194	58,150	445,486	480,000	1,187,831
Thorold	-	-	-	-	-
Welland	105,313	74,532	47,508	69,678	297,031
West Lincoln	-	-	-	-	-
Total	1,098,595	1,103,078	2,024,990	1,747,025	5,973,689

Subject: Award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, **BE AWARDED** to the lowest compliant bidder, Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at their bid price of \$6,123,647.41 (including 13% HST).

Key Facts

- The purpose of this report is to seek Council approval to award Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, to the lowest compliant bidder, Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd.
- The Region issued a public tender for this project and received three (3) bids. The lowest compliant bid was received from Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at a bid price of \$5,419,157 (excluding HST).
- This project includes two main bodies of work, annual resurfacing of road segments noted in Appendix 3 to Report PW 21-2025 and safety improvements on Regional Road 83 (Carlton Street) resulting from an In-Service Road Safety Review.
- There are sufficient funds available to award this contract. \$13,000,000 has been approved under capital Project 20002146 (25-Annual Roads Resurfacing Program), and a total of \$1,750,000 has been approved under capital Project 20001939 (24-Road Safety Strategic Plan).
- The Purchasing By-law 02-2016, as amended, in accordance with Schedule B, requires that Council approve tender awards greater than \$5,000,000.

Financial Considerations

Sufficient Funds Available to Award Tender

The purpose of this report is to seek Council approval to award Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide, to the lowest compliant bidder, Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at a value of \$5,514,545 (including non-recoverable HST).

- Council has approved \$13,000,000 as part of the 2025 capital budget for Transportation Services under Project 20002146 (25-Annual Roads Resurfacing Program). No expenses have been made against this project to date. The anticipated funds required from Project 20002146 are \$5,132,232 (including non-recoverable HST).
- Council has further approved \$1,750,000 under Project 20001939 (24-Road Safety Strategic Plan) of which \$750,000 was approved as part of the 2024 capital budget and \$1,000,000 was approved as part of the 2025 capital budget. To date, approximately \$14,000 has been expensed against this project. The anticipated funds required from Project 20001939 are \$382,313 (including non-recoverable HST).

Analysis

Staff Recommend Award

The Region issued a public tender process on January 31, 2025, to obtain bids for Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide. Niagara Region received three (3) electronic bids on February 28, 2025. All bids were compliant.

Staff recommend award of Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide to Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd., at their bid price \$5,419,157 (excluding HST) as noted in Appendix 2 to Report PW 21-2025.

Two Components of the Project: Resurfacing Works and Safety Improvements

Contract 2025-T-13 Annual Strengthening and Resurfacing Program – Part 1 – Region Wide involves two components of work:

- Resurfacing the road segments shown in Appendix 3 to Report PW 21-2025. Resurfacing increases the service life of roads by improving their structural integrity. This allows the Region to defer the larger capital investment needed to rebuild the road until a later date and realize the full-service life of Road assets.
- Safety improvements on Regional Road 83 Carlton Street between Ontario Street and Lake Street, in the City of St. Catharines, including curb bump outs, pedestrian crossovers and line marking. These improvements are a recommendation of a previously completed In-Service Road Safety Review.

Alternatives Reviewed

Do Not Award the Contract (Not Recommended), this would see the existing roadways deteriorate beyond repair, prompting the need for premature capital replacement.

Relationship to Council Strategic Priorities

The recommendation in this report aligns with the following Council Strategic Priority:

Effective Region, investments in assets at the proper interval ensure that the Region recognizes the longest service life at the best value for money spent.

Prepared by:

Stephanie, Huppunen, C.E.T.
Manager, Capital Projects –
Transportation Engineering
Public Works Department

Recommended by:

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

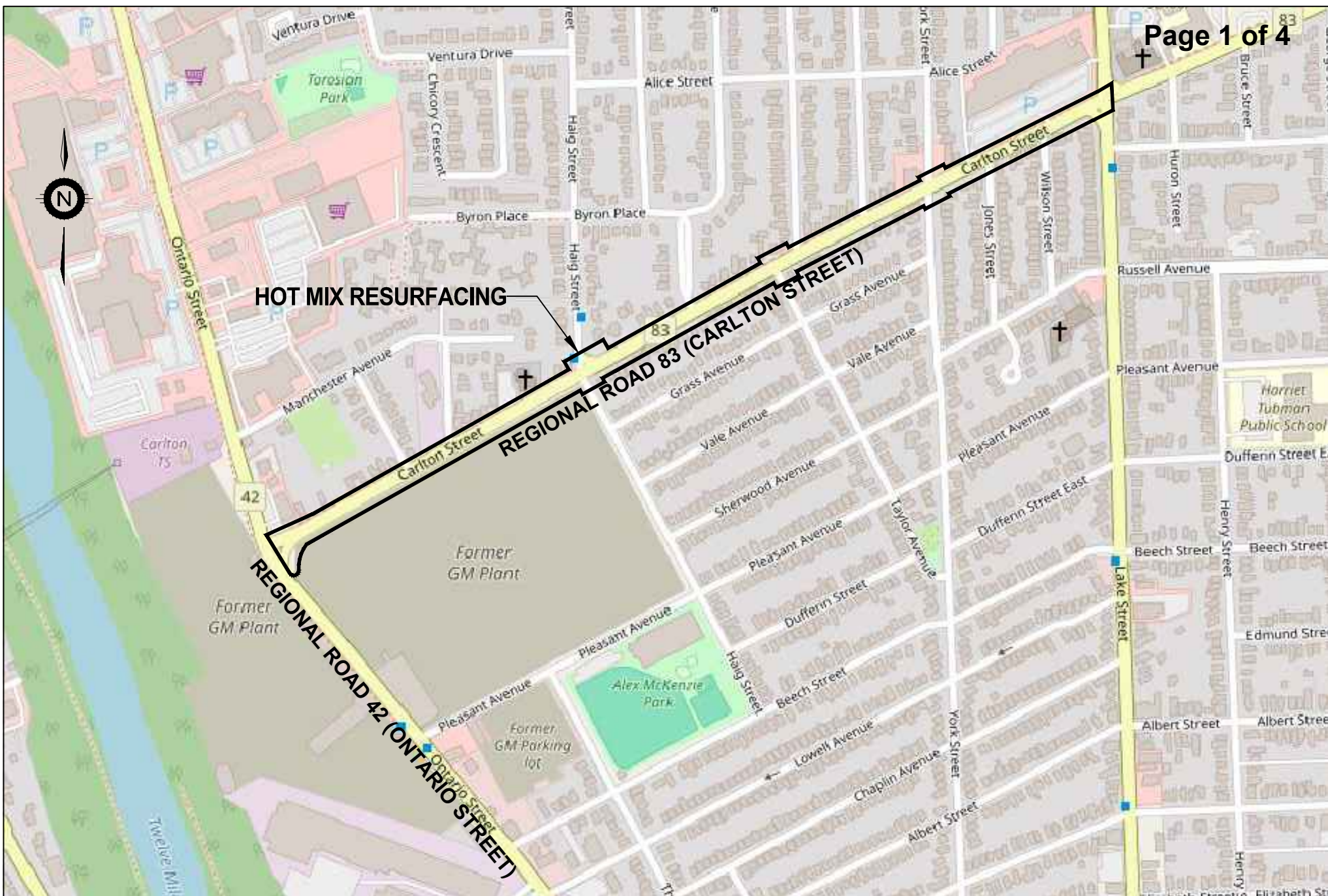
Submitted by:

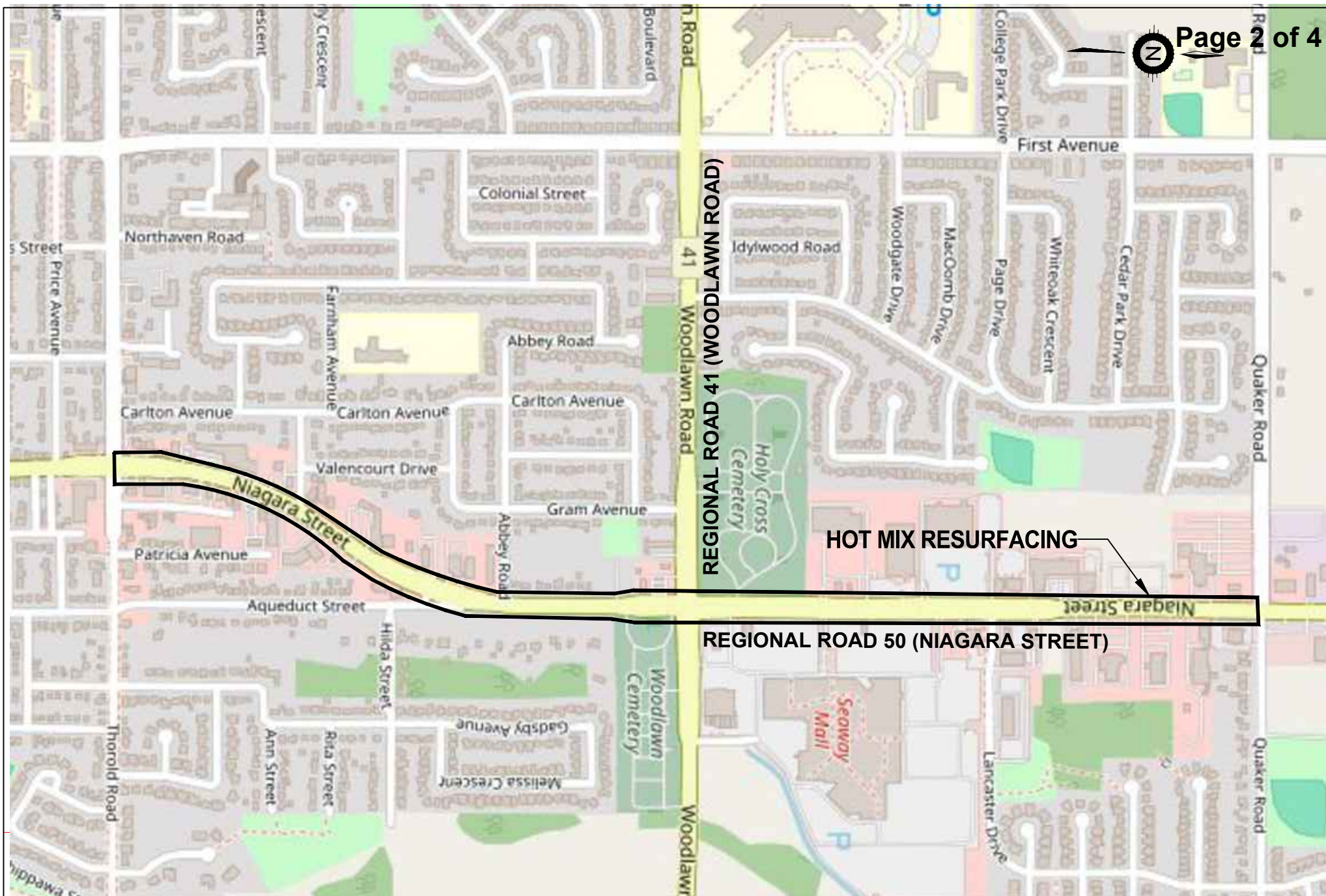
Ron Tripp, P. Eng.
Chief Administrative Officer

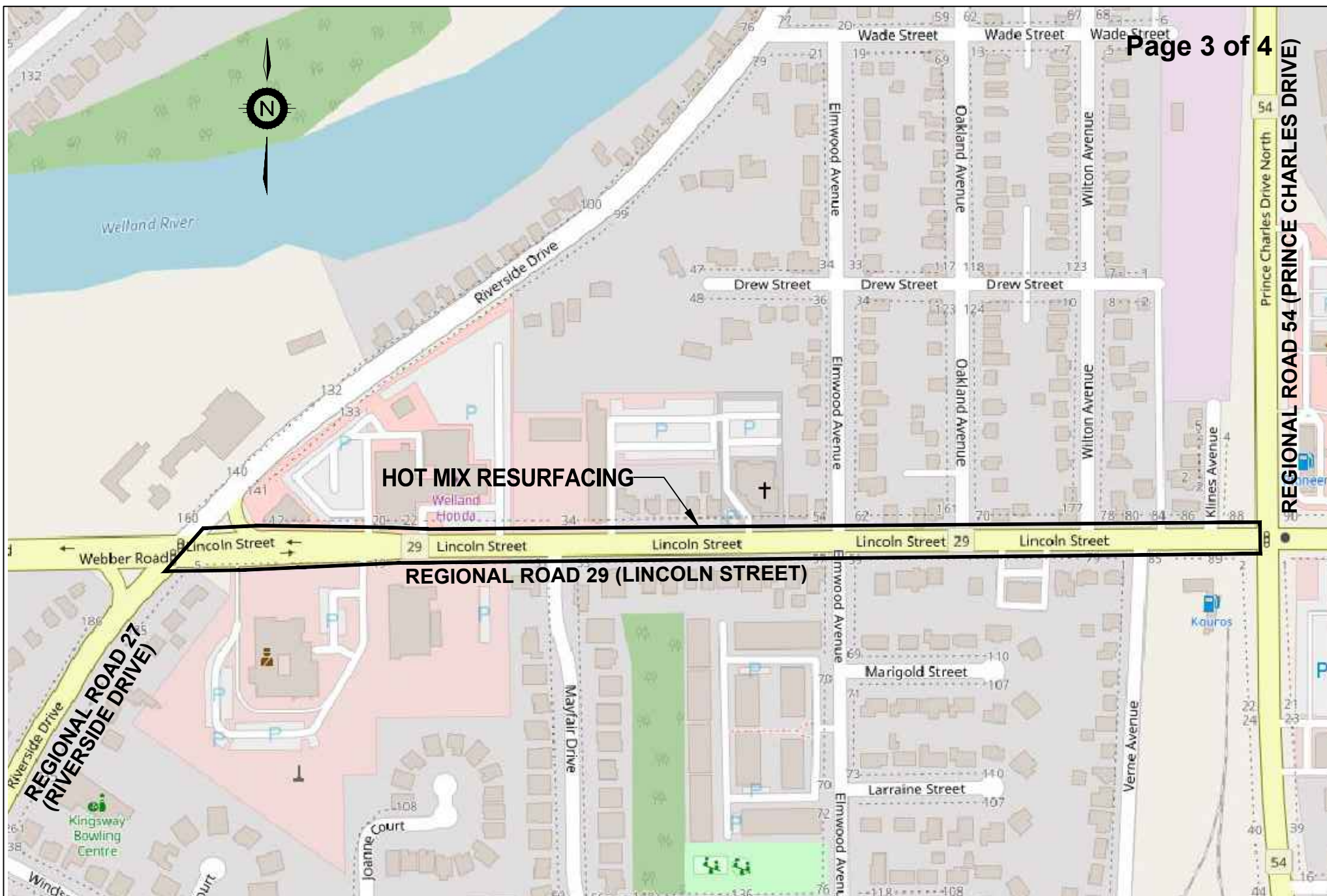
This report was prepared in consultation with Graeme Guthrie, Associate Director – Transportation Engineering, Brian McMahon, Program Financial Specialist, Michelle Rasiulis, Procurement Manager and reviewed by Frank Tassone, Director, Transportation Services.

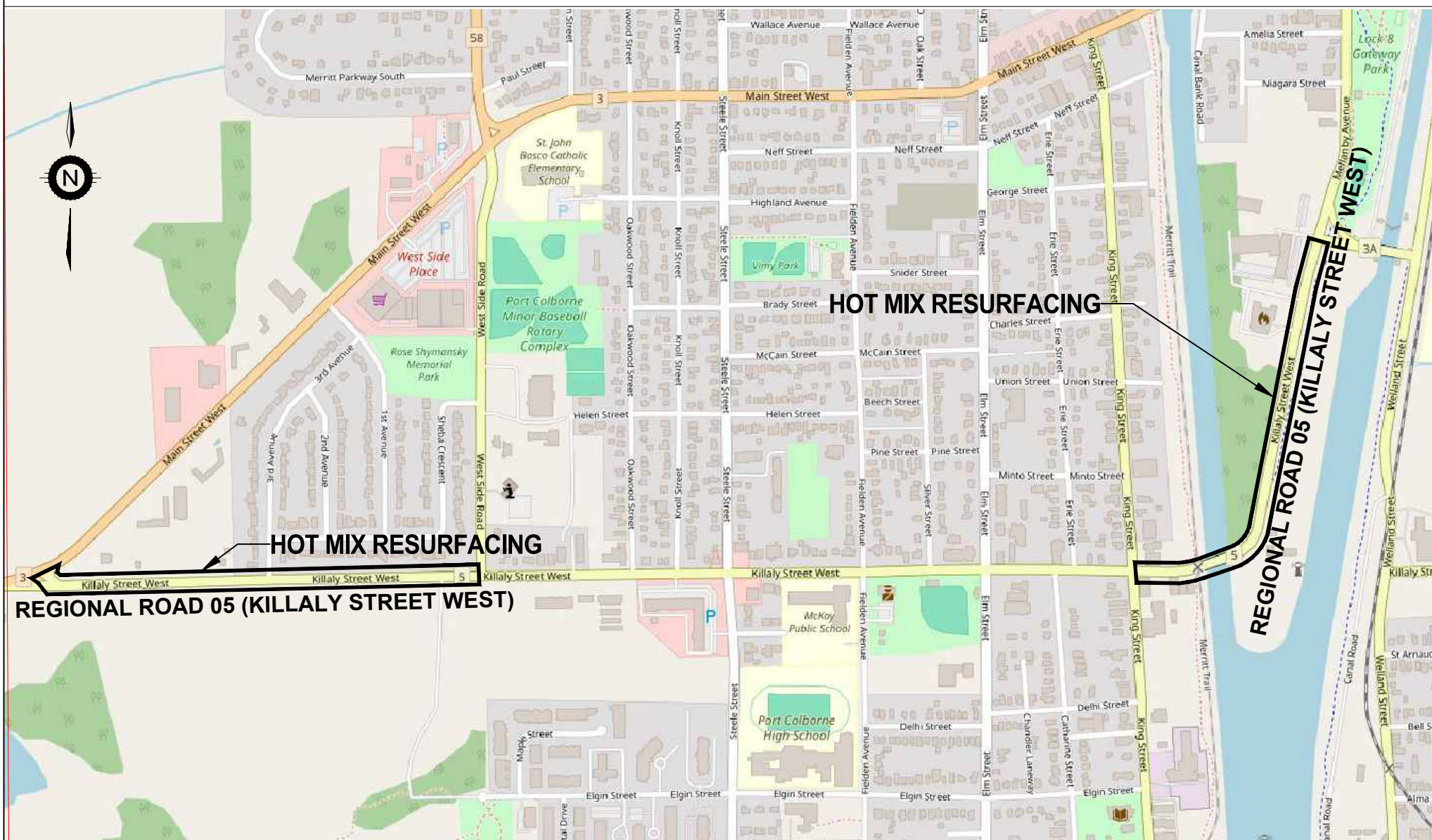
Appendices

Appendix 1	Key Plan
Appendix 2	Summary of Bids Received
Appendix 3	Road Segments









PW 21-2025 Appendix 2 Summary of Bids Received Contract Award

Contract 2025-T-13 - Annual Strengthening & Resurfacing Program – Part 1 – Region Wide

Bidder	Tender Price (Excluding HST)
Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd.	\$5,419,157
Rankin Construction Inc.	\$5,487,425
Walker Construction Limited	\$7,066,212

PW 21-2025 Appendix 3

The program roads being completed as part of the 2025-T-13 Annual Strengthening and Resurfacing Program - Part 1 - Region Wide are:

Street	From	To	Municipality
050 Niagara St.	Thorold Rd.	Quaker Rd.	Welland
029 Lincoln St.	027 Riverside Dr.	054 Prince Charles Dr. N	Welland
083 Carlton St.	042 Ontario St.	Lake St.	St. Catharines
005 Killaly St. W	003 Main St. W	West Side Rd.	Port Colborne
005 Killaly St. W	King St.	03A Mellanby Ave.	Port Colborne

Subject: Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That the gross capital budget for Catherine Street Sewage Pumping Station Upgrades **BE INCREASED** by \$1,140,000 and that the increase **BE FUNDED** as follows: Capital Variance Project – Wastewater - \$684,000, Development Charges –Wastewater - \$456,000;
2. That an increase to archaeological assessment contract with WSP Canada Inc. in the amount of \$992,255 (including 13% HST) **BE APPROVED** for a total revised contract value of \$1,919,021 (including 13% HST) for the Catherine Street Sewage Pumping Station project; and
3. That the Commissioner of Public Works **BE AUTHORIZED** to execute the amendment to the Agreement between The Regional Municipality of Niagara and WSP Canada Inc., in a form satisfactory to the Director of Legal and Court Services.

Key Facts

- The purpose of this report is to seek Council's approval to increase the gross capital project budget for the Catherine Street Sewage Pumping Station (SPS) Upgrades by \$1,140,000, and the archaeological assessment contract with WSP Canada Inc. by \$992,255 (including 13% HST).
- The Catherine Street SPS in Fort Erie is in poor condition and faces increasing maintenance demands. The ongoing capital project involves building a new SPS with greater capacity on an adjacent property. The work is essential to planned development projects in the area.
- Recent findings discovered during the Stage 4 Archaeological Assessment require additional archaeological investigations, which the Region is legislatively required to complete.
- The current approved capital budget for this project is \$2,688,000. Upon approval of this proposed capital budget adjustment of \$1,140,000, the total gross capital project budget will be \$3,828,000.

- The additional work required to be completed by WSP Canada Inc. is treated as a single source purchase pursuant to the Procurement By-law and requires Council approval given that cumulative value of the additional work is greater than \$1,000,000. Given the critical stage and progress of this work, continuation by the existing vendor is a paramount consideration.

Financial Considerations

The Catherine Street SPS project (20000729) has an approved capital budget of \$2,688,000 consisting of: \$500,000 for property acquisition (2018), \$200,000 for the environmental assessment (2020), \$400,000 for design (2022), \$988,000 for Stage 4 investigation (2024 via PW 14-2024), and \$600,000 for detailed design (2025). The project has expended and committed \$2,396,174 to date. Costs incurred to date have been primarily for property acquisition, environmental assessment, and Stage 1 to 4 Archaeological Assessments.

Recent findings discovered during the Stage 4 Archaeological Assessment require additional archaeological investigations at an estimated cost of \$1,431,826. The available uncommitted project budget of \$291,826 (prior to approval of this budget increase request) will be allocated to the additional archaeological investigations and disbursements, leaving the remaining need for a \$1,140,000 gross budget increase. Should this gross capital budget increase request be approved, the total gross capital project budget will be \$3,828,000. As of March 14, 2025, the Capital Variance Project – Wastewater has a balance of approximately \$12,037,000 which is sufficient to fund this budget request.

As noted, the 2025 Capital Budget approved an additional \$600,000 originally intended for the project's detailed design. Given that the budget intended for detailed design is being partially reallocated to complete additional archaeological investigations, additional funds for the project's detailed design work and construction will be requested in future budgets once the archaeological work is complete.

All figures noted in the Financial Considerations section of Report PW 13-2025 include non-recoverable HST. A full breakdown cost can be found in Appendix 1 to Report PW 13-2025 - Total Estimated Project Cost.

Analysis

Due to findings during the Stage 4 Archaeological Assessment, the Region is legislatively required to complete additional archaeological investigation work. Detailed

documentation and mapping including a comprehensive report outlining findings and compliance measures are required to be submitted to the Ministry of Citizenship and Multiculturalism (MCM) and First Nations Governments and Community Organizations later this year, following completion of the required work. Staff will provide Council with a further update once this further information is available.

The continuation of the additional Archaeological Investigations by WSP Canada Inc. is supportable as a single source in accordance with the Procurement By-Law 02-2016, under both Sections 18 (a)(i) and (iv); by reason of the fact that there is an underlying urgency to the completion of the work underway in order to meet the required timelines; and continuation of the work by WSP is critical given their familiarity with the site and the active Stage 4 Archaeological Assessment strategies in development, including the ongoing engagement with Indigenous Governments and Community Organizations and coordination with MCM, to support the Region's fulfillment of its legislative obligations.

Alternatives Reviewed

No alternatives were reviewed as the Region is legislatively required to complete the Stage 4 Archaeological Assessment and associated works.

Relationship to Council Strategic Priorities

This recommendation supports Council's strategic priorities of a Green and Resilient Region, Objective 2.3: Build resiliency into our regional infrastructure to support growth and prepare for the impacts of climate change, and an Effective Region, Objective 1.3: Deliver fiscally responsible and sustainable services.

Other Pertinent Reports

[PW 14-2024 Gross Budget Increase for Catherine Street Sewage Pumping Station Upgrades – Stage 4 Archaeological Assessment](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7af9be26-6779-40cd-a63a-de5d4602fe13&Agenda=Merged&lang=English&Item=17&Tab=attachments>)

Prepared by:

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Manager, Capital Projects
Water and 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 Phill Lambert, Director, Water and Wastewater Services, Tony Cimino, Associate Director, Engineering Water-Wastewater, Dan Ane, Senior Program Financial Specialist, Michelle Rasiulis, Procurement Manager, Purchasing and Strategic Acquisitions and Donna Gibbs, Director, Legal and Court Services.

Appendices

Appendix 1	Total Estimated Project Cost
Appendix 2	Site Location Map

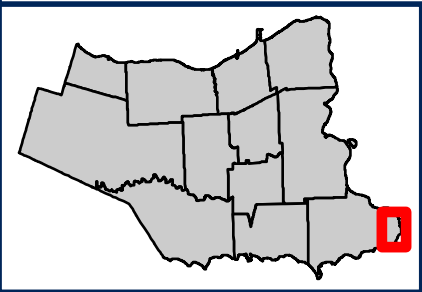
Total Estimated Project Cost

Catherine Street SPS Upgrade Project

Total Estimated Project Cost (20000729)*	Approved Council Budget per PW 14-2024	Approved Additional 2025 Capital Budget Funds	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 3/14/25	Forecast	Budget Remaining
Project Element	(A)	(B)	(C)	(D) = (A) + (B) + (C)	(E)	(F)	(G) = (D)-(E)-(F)
(a) Project Contingency	200,000	90,000	(3,635)	286,365	-	286,365	-
(b) Property Acquisition	393,955	-	-	393,955	393,955	-	-
(c) Consulting Engineering Services	-	-	-	-	-	-	-
i. Detailed Design	-	468,000	(442,560)	25,440	-	25,440	-
ii. Environmental Assessment	172,000	-	(4,925)	167,075	167,075	-	-
(d) Project Management (In-House) and Operations	73,737	42,000	(3,901)	111,836	69,097	42,739	-
(e) Subsurface investigation	1,241,191	-	1,596,421	2,837,612	1,760,330	1,077,282	-
(f) Miscellaneous	7,117	-	(1,400)	5,717	5,717	-	-
Total Estimated Project Cost	2,088,000	600,000	1,140,000	3,828,000	2,396,174	1,431,826	-
Project Funding Sources							
Regional Reserves & debt	(220,000)	(360,000)	-	(580,000)	(580,000)	-	-
Capital Variance Project - Wastewater	(553,280)	-	(684,000)	(1,237,280)	(553,280)	(684,000)	-
Development Charges - Wastewater	(1,314,720)	(240,000)	(456,000)	(2,010,720)	(1,262,894)	(747,826)	-
Total Project Funding Sources	(2,088,000)	(600,000)	(1,140,000)	(3,828,000)	(2,396,174)	(1,431,826)	-

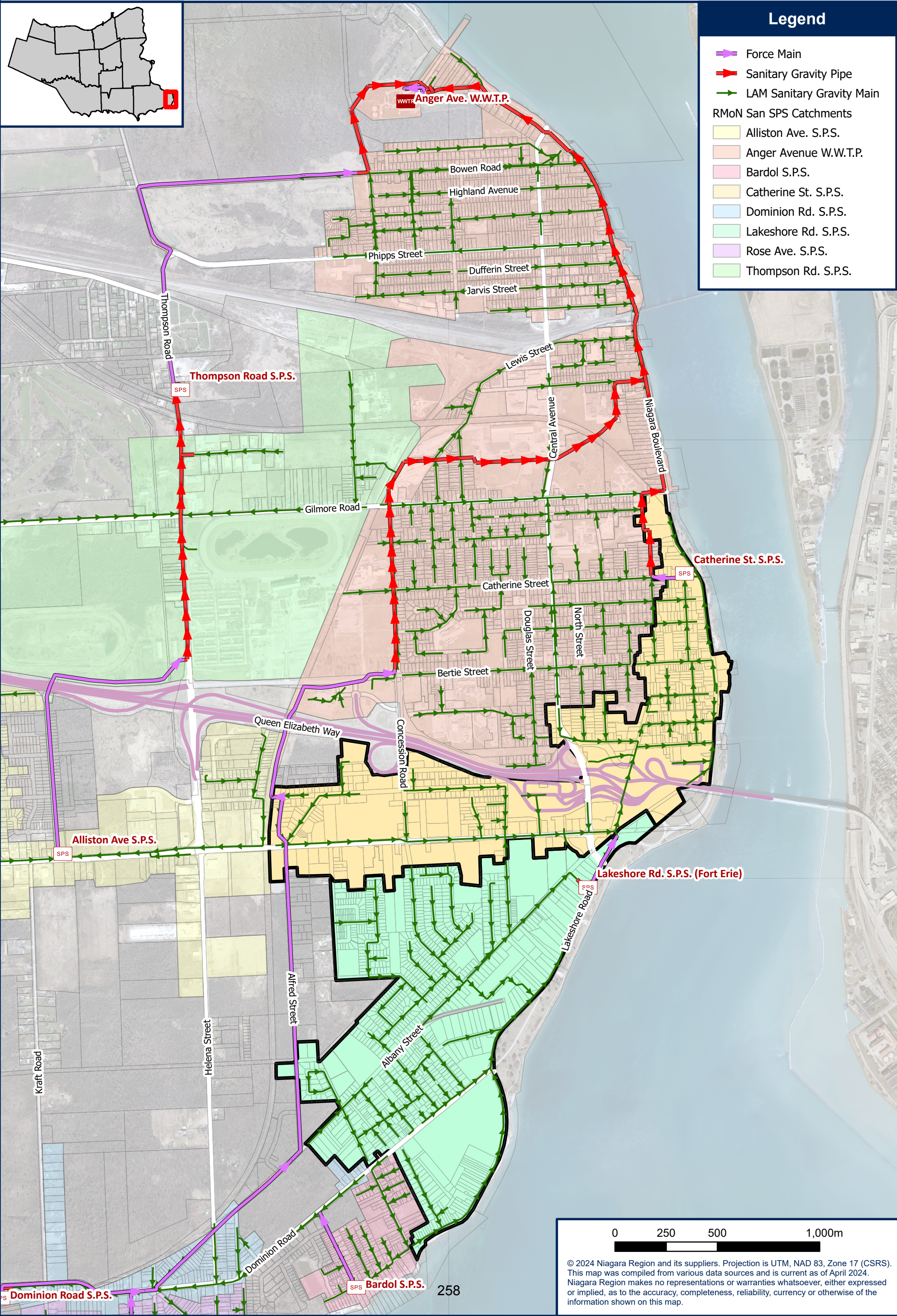
*All costs include 1.76% non-recoverable HST

PW 14-2024 Appendix 2 - Site Location Map
Catherine St. S.P.S. & Lakeshore Rd. S.P.S. Catchment Areas



Legend

- Force Main
- Sanitary Gravity Pipe
- LAM Sanitary Gravity Main
- RMoN San SPS Catchments
 - Alliston Ave. S.P.S.
 - Anger Avenue W.W.T.P.
 - Bardol S.P.S.
 - Catherine St. S.P.S.
 - Dominion Rd. S.P.S.
 - Lakeshore Rd. S.P.S.
 - Rose Ave. S.P.S.
 - Thompson Rd. S.P.S.



Subject: 2024 Reserve Water and Wastewater Treatment Capacities

Report to: Public Works Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That Report PW 20-2025 **BE RECEIVED** for information; and
2. That Report PW 20-2025 **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities.

Key Facts

- The purpose of this report is to inform Council about the reserve treatment capacities at Niagara Region's Water and Wastewater Treatment Plants. This desktop analysis is required by the Ministry of Environment, Conservation and Parks (MECP).
- The data contained in this report contributes to the review of new development proposals and related servicing, as well as long-term planning for future treatment capacity.
- The results of this capacity assessment indicate that all of Niagara Region's Water Treatment Plants (WTPs) and Wastewater Treatment Plants (WWTPs) have sufficient capacity to accommodate growth beyond the minimum 10-year planning horizon.
- This conclusion is based on the Region's current infrastructure plan, which includes the construction of the new South Niagara Wastewater Treatment Plant to expand overall capacity.
- The assessment also assumes that existing treatment facilities will be maintained or refurbished as needed to remain fully operational.
- Additionally, the analysis is based on design capacity, and does not account for the impact of wet weather flows. Peak wet weather conditions may limit sanitary sewer capacity. As such, ongoing efforts to reduce wet weather flows are critical to supporting future development.
- The Region's Master Servicing Plan builds upon the MECP desktop analysis by incorporating relevant local factors, including wet weather impacts, to provide a more comprehensive, real-world assessment of capacity.

Financial Considerations

There are no direct financial implications related to this report.

Analysis

Annual Wastewater Treatment Capacity Report Required by MECP

The purpose of this report is to inform Council of the reserve treatment capacities at Niagara Region's Water and Wastewater Treatment Plants. This reporting is required by the Ministry of Environment, Conservation and Parks (MECP) and is intended to highlight potential capacity constraints to help municipalities plan for infrastructure projects needed to service anticipated growth.

This desktop exercise follows a specific methodology established by the MECP, which involves comparing five-year average flows to the respective MECP Environmental Compliance Approval(s), formerly known as Certificate of Approval(s) for each facility. It then incorporates 10-year growth forecasts from the most recent MSP into the analysis.

This methodology reflects the Region's current infrastructure plan, which includes the construction of the new South Niagara Wastewater Treatment Plant to expand overall capacity. It also assumes that existing treatment facilities will be maintained or upgraded as needed to remain fully operational. Additionally, the assessment is based on design capacity and does not account for the impact of wet weather flows.

The Region's Master Servicing Plan builds on the MECP analysis by incorporating wet weather flow impacts, as well as phasing and staging strategy work with the Region's local municipal partners to fully define development capacity needs.

All Plants have 10 Year+ Available Design Capacity

The results of this desktop average flow capacity assessment indicate that the design capacity of all Niagara Region Water Treatment Plants (WTPs) and Wastewater Treatment Plants (WWTPs) is sufficient to accommodate growth beyond the minimum 10-year planning horizon.

Appendices 1 and 2 provide annual average daily flows and five-year average flows from 2020 to 2024 for the water and wastewater treatment plants, respectively. Appendices 3 and 4 provide a summary of Niagara's six (6) water treatment facilities and 11 wastewater treatment facilities presenting their respective reserve capacities.

The reserve capacity calculations are based on the Region's official long-range population and employment forecasts. It is important to note that actual growth rates in recent years have exceeded these forecasts. Because higher-than-expected growth can impact the accuracy of this desktop exercise, Regional staff will review growth trends annually and adjust the forecasted growth rates used in reserve capacity calculations as needed.

Risks that Reduce Available Treatment Capacity

It is important to note that the results of this capacity assessment, calculated according to MECP requirements, do not fully reflect real-world operating conditions. The assessment assumes dry weather flows, no constraints within the conveyance system, and that all existing equipment is properly maintained.

In practice, precipitation—particularly rainwater—can reduce the available capacity of municipal wastewater systems. Because rainwater does not require the same level of treatment as sewage, it should be directed to the stormwater system. However, when rainwater enters the sanitary collection system, it consumes capacity intended for sewage and future growth. As such, ongoing efforts to reduce wet weather flows are essential to alleviating system limitations and enabling future development.

Additionally, this assessment does not account for operational deficiencies or risks related to the condition of existing assets at treatment plants or within trunk conveyance and transmission systems. While not addressed in detail in this report, infrastructure failures could significantly impact the Region's ability to support new development or permit servicing extensions.

Alternatives Reviewed

No alternatives were reviewed as this report is a requirement of the MECP.

Relationship to Council Strategic Priorities

The report aligns directly with Council's Priority of Responsible Growth and Infrastructure Planning by forecasting the reserve capacity available for growth at all Regional Water and Wastewater Treatment Facilities. By understanding reserve capacity, the Region can better plan infrastructure needed for growth.

The report also provides MECP and local municipal partners operational summary and reserve capacity projections for Region's Water and Wastewater Treatment facilities.

Other Pertinent Reports

[PDS 16-2024, May 8, 2024, 2023 Reserve Water and Wastewater Treatment Capacities \(https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b480eb56-6bb4-466f-982d-31237205b6be&Agenda=Merged&lang=English&Item=16&Tab=attachments\)](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b480eb56-6bb4-466f-982d-31237205b6be&Agenda=Merged&lang=English&Item=16&Tab=attachments)

Prepared by:

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Manager W-WW Infrastructure Planning
Public Works Department

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 Susan Dunsmore, Acting Director of Infrastructure Planning and Development Engineering.

Appendices

Appendix 1	Annual Average Daily Flow 2020 to 2024 WTP
Appendix 2	Annual Average Daily Flow 2020 to 2024 WWTP
Appendix 3	Water Reserve Capacity Calculations for 2024
Appendix 4	Wastewater Reserve Capacity Calculations for 2024

Appendix 1: Water Treatment Plant Annual Average Daily Flow 2020 - 2024

Water Treatment Plant (WTP)	Rated Capacity (m ³ /d)	2020 Average Daily Flow (m ³ /d)	2021 Average Daily Flow (m ³ /d)	2022 Average Daily Flow (m ³ /d)	2023 Average Daily Flow (m ³ /d)	2024 Average Daily Flow (m ³ /d)	5 Year Average 2020 / 24	3 Year Average 2022 / 24
Decew Falls WTP	227,300	53,390	50,824	52,970	52,830	56,714	53,346	52,900
Grimsby WTP	44,000	15,726	14,872	14,809	14,610	14,814	14,966	14,709
Niagara Falls WTP	145,584	40,145	40,125	42,164	43,050	43,228	41,742	42,607
Port Colborne WTP	36,000	6,870	6,387	6,953	8,310	8,014	7,307	7,631
Rosehill WTP	50,026	11,024	11,710	13,025	12,710	12,540	12,202	12,868
Welland WTP	65,000	24,670	24,675	24,162	24,100	24,860	24,493	24,131

Appendix 2: Wastewater Treatment Plant Annual Average Daily Flow 2020 - 2024

Wastewater Treatment Plant (WWTP)	Rated Capacity (m ³ /d)	2020 Average Daily Flow (m ³ /d)	2021 Average Daily Flow (m ³ /d)	2022 Average Daily Flow (m ³ /d)	2023 Average Daily Flow (m ³ /d)	2024 Average Daily Flow (m ³ /d)	5 Year Average 2020 / 24	3 Year Average 2022 / 24
Anger Avenue WWTP	24,500	15,146	13,580	13,171	12,992	12,084	13,395	12,749
Baker Road WWTP	31,280	20,910	17,952	17,081	23,700	22,100	20,348	20,960
Crystal Beach WWTP	9,100	6,276	5,688	5,256	5,423	4,865	5,501	5,181
Niagara Falls WWTP	68,300	41,360	35,242	35,197	42,902	41,748	39,290	39,949
NOTL WWTP	8,000	5,237	5,142	5,602	6,823	6,217	5,804	6,214
Port Dalhousie WWTP	61,350	36,681	34,113	31,793	29,176	27,416	31,836	29,462
Port Weller WWTP	56,180	39,211	33,751	33,176	38,024	36,429	36,118	35,876
Queenston WWTP	500	213	135	142	225	175	178	181
Seaway WWTP	19,600	13,472	11,299	10,200	11,391	9,519	11,176	10,370
Stevensville/Douglastown	2,289	1,729	1,592	1,552	1,479	1,400	1,550	1,477
Welland WWTP	54,550	37,137	33,617	34,288	39,800	34,801	35,929	36,296

Appendix 3: Water Treatment Plant Reserve Capacities for 2024

Water Treatment Plant (WTP)	Permit to Take Water ⁽¹⁾ m³/d	Rated Treatment Capacity m³/d	Theoretical Ave Day Capacity m³/d	90% of Ave Day Capacity ⁽²⁾ m³/d	5-Year Ave Day Flow m³/d	Peaking Factor	Total Capacity Used	Reserve Treatment Capacity 90% m³/d	Design Flow Rate ⁽³⁾ 246 Lcd	Reserve Serviceable Population Equivalents	10-Year Forecast Population Res & Emp	Surplus Population 10-Year Projection
DeCew Falls	227,000	227,300	152,040	136,836	53,346	1.495	35%	83,491	246	339,393	30,223	309,170
Grimsby	44,000	44,000	26,699	24,029	14,966	1.648	56%	9,063	246	36,841	17,037	19,804
Niagara Falls	145,500	145,584	97,511	87,760	41,742	1.493	43%	46,018	246	187,063	28,700	158,363
Port Colborne	45,500	36,000	21,858	19,672	7,307	1.647	33%	12,365	246	50,265	2,032	48,233
Rosehill	78,000	50,026	32,089	28,879	12,202	1.559	38%	16,678	246	67,796	7,151	60,645
Welland	110,000	65,000	43,218	38,896	24,493	1.504	57%	14,403	246	58,548	18,388	40,160

Note 1: Original MOE approved quantity of raw water permitted (Permit To Take Water).

Note 2: Region's 2021 W&WW MSP requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

Note 3: Region's 2021 W&WW MSP new design criteria calls for 240 Lcd residential consumption and 270 Led employment consumption. This is equivalent to 246 Lcd for both, using the 79% and 21% residential and employment share, respectively.

Appendix 4: Wastewater Treatment Plant Reserve Capacity for 2024

Wastewater Treatment Plant (WWTP)	MECP Rated Capacity m ³ /d	90% of Plant Capacity ⁽¹⁾ m ³ /d	5-Year Average Daily Flow m ³ /d	Total Capacity Used	Reserve Treatment 90% Capacity m ³ /d	Design Flow Rate ⁽²⁾ 356 Lcd	Reserve Serviceable Population Equivalents	10-Year Forecast Population Res & Emp	Surplus Population 10-Year Projection
Anger Avenue (Fort Erie)	24,500	22,050	13,395	55%	8,655	356	24,312	4,730	19,582
Baker Road (Grimsby)	31,280	28,152	20,348	65%	7,804	356	21,920	20,442	1,478
Crystal Beach (Fort Erie)	9,100	8,190	5,501	60%	2,689	356	7,552	1,081	6,471
Niagara Falls ⁽³⁾	68,300	61,470	39,290	58%	22,180	356	62,305	22,309	39,996
NOTL	8,000	7,200	5,804	73%	1,396	356	3,920	1,036	2,884
Port Dalhousie (St. Catharines)	61,350	55,215	31,836	52%	23,379	356	65,672	13,784	51,888
Port Weller (St. Catharines)	56,180	50,562	36,118	64%	14,444	356	40,572	9,392	31,180
Queenston (NOTL) ⁽⁴⁾	500	450	178	36%	272	356	764	34	730
Seaway (Port Colborne)	19,600	17,640	11,176	57%	6,464	356	18,157	2,008	16,149
Stevensville/Douglastown	2,289	2,060	1,550	68%	510	356	1,432	994	438
Welland	54,550	49,095	35,929	66%	13,166	356	36,984	18,235	18,749

Note 1: Region's 2021 W&WW MSP requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

Note 2: Region's 2021 W&WW MSP new design criteria calls for 255 Lcd residential and 310 Led employment generation rate including 90 Lcd of extraneous flow allowance. An equivalent of 356 Lcd is applied using 80% and 20% for residential and employment growth share, respectively.

Note 3: The Niagara Falls WWTP assessment includes the sewage flows from the St. David's area of Niagara-on-the-Lake.

Note 4: The Queenston WWTP in Niagara-on-the-Lake has a unique capacity commitment of 226 m³/d for the following properties: Niagara Parks Commission (75 m³/d), Niagara Falls Bridge Commission (63 m³/d), Shalamar Campground (38 m³/d) and Ontario Power Generation (50 m³/d). Due to these commitments and limited UAB, limited residential growth is expected within the next 10 years within the tributary area.

**THE REGIONAL MUNICIPALITY OF NIAGARA
WASTE MANAGEMENT PLANNING STEERING COMMITTEE
MINUTES**

**WMPSC 2-2025
Monday, April 28, 2025
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON**

Committee: Diodati*, Foster*, Morocco, Ugulini (Committee Chair), Witteveen*; H. Washuta, B. Whitelaw

Absent/Regrets: Bradley (Regional Chair), Rigby (Committee Vice-Chair)

Staff: T. Dominick, Supervisor, Waste Management Contract*, C. Habermebl, Director, Waste Management Services, A. Korchok, Chief of Staff*, H. Levitzky, Advisor, Waste Management Services*, J. Mazurek, Policy & Planning Program Manager, Waste Management Services, L. McGovern, Program Manager, Waste Management Services*, E. Prpic, Associate Director, Waste Disposal Operations & Engineering, T. Ricketts, Commissioner, Public Works*, M. Singzon, Manager, Waste Collection and Diversion, J. Spratt, Legislative Coordinator, D. Yousif, Manager, Waste Policy and Planning

Others Present: Katrina McCullough and Blair Shoniker, GHD Limited

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

1. CALL TO ORDER

Councillor Ugulini called the meeting to order at 9:01 a.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Waste Management Strategic Plan Update

Blair Shoniker and Katrina McCullough, GHD Limited, provided information respecting Waste Management Strategic Plan Update. Topics of the presentation included:

- Purpose
- Strategic Plan Phases

- Two Phase Public Consultation
- Recommendations
- Goals
- Draft Targets
- Next Steps

3.2 Regional Contract for Residential Recycling & Waste Drop-off Depot

Emil Prpc, Associate Director, Waste Disposal Operations and Engineering, provided information respecting Regional Contract for Residential Recycling and Waste Drop-off Depot. Topics of the presentation included:

- Background
- Current Contract Terms and Conditions
- Available Options
 - Renegotiation
 - Tender
 - No contract
- Discussions with Walker Environmental
- Assessment of Alternate Facilities
- Recommendations
- Next Steps

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

There were no items for consideration.

6. **CONSENT ITEMS FOR INFORMATION**

6.1 WMPSC-C 6-2025

Councillor Information Requests

Moved by Councillor Morocco

Seconded by Member B. Whitelaw

That Correspondence Item WMPSC-C 6-2025, being a memorandum from C. Habermehl, Director, Waste Management Services, dated April 28, 2025, respecting Councillor Information Requests, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Recycling Collection to Non-Eligible Sources Following End of Provincial Transition Period December 31, 2025

Dave Yousif, Manager, Waste Policy and Planning, provided an update respecting the Recycling Collection to Non-eligible Sources and advised that Report PW 8-2025 (deferred from the Public Works Committee held on March 10, 2025) will be brought to the Public Works Committee meeting on June 10, 2025, along with an update on continued advocacy efforts and financial information related to recycling collection within the designated business areas.

8. NEXT MEETING

The next meeting will be held on Monday, June 23, 2025, at 9:00 a.m. in Committee Room 4.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 9:53 a.m.

Councillor Ugulini
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Niagara Region Waste Management Strategic Plan Update

Waste Management Planning Steering Committee
April 28, 2025

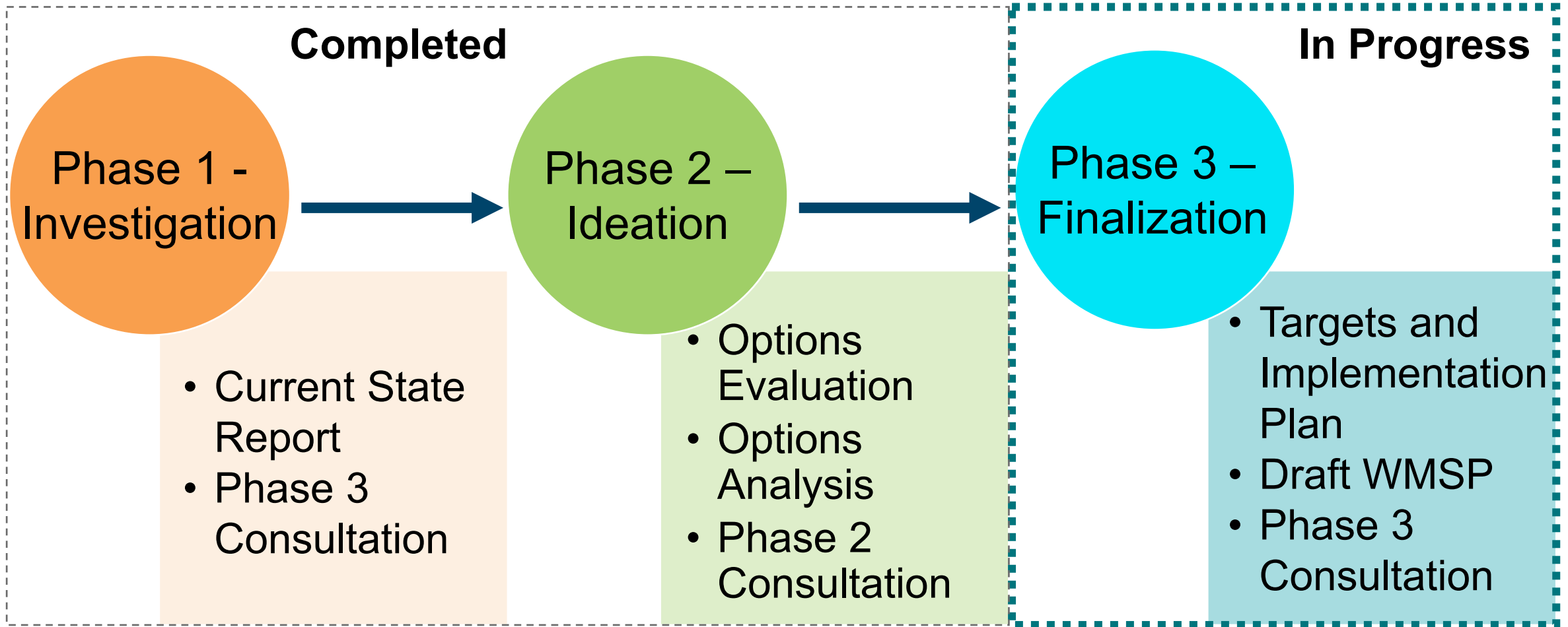
Blair Shoniker and Katrina McCullough, GHD Limited

Purpose

- Work completed since last update
- How comments have been considered
- Recommendations and targets development
- Schedule for implementation
- How feedback will be reflected in the next steps
- Share phase 3 engagement details



Strategic Plan Phases



Phase Two Public Consultation

- Surveys Returned: 1,178
- Open House Attendees: 26
- Common themes in survey responses:
 - Community in alignment with goals
 - Focus on dashboard, education, program expansion
 - Ease of participation, accessibility, affordability
- LAM Feedback:
 - Excess soils management strategy
 - Waste management in public spaces and parks
 - Population growth



Recommendations

Twenty-eight recommendations in six categories



Engagement
/ Education



Policies and
By-Laws



Reduction
/ Reuse



Collection
/ Operations



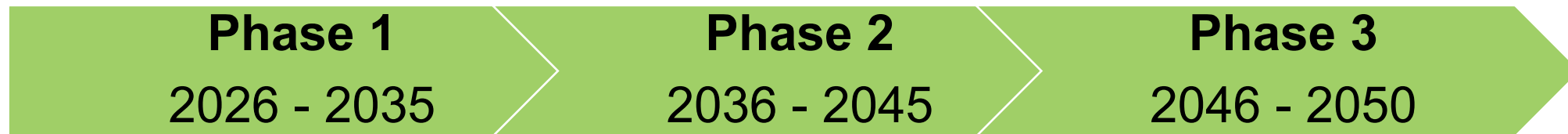
Processing
/ Disposal
Infrastructure



Innovation

Recommendations

Recommendations implemented over three phases



The WMSP and implementation progress of ongoing recommendations will be reviewed every 5 years

Recommendations (Cont'd)

A full list of recommendations with draft phasing is included in Appendix A.

Below is a subset of key recommendations:

- Explore Options for User Fee and Cost Recovery System – Depots and Landfills (2027 start)
- Explore Options for User Fee and Cost Recovery System – Collection and Diversion Program (2033 start)
- Develop Food Waste Reduction Strategy (2026 start)

Recommendations (Cont'd)

- Develop Multi-Residential Waste Reduction Strategy (2027 start)
- Review and Optimize Collection Contract (2026 start)
- Develop Public Space and Parks Strategy (2026 start)
- Develop Long-Term Disposal Strategy (2033 start)

Goals

1. Optimize waste management resources and infrastructure
2. Increase beneficial recovery of material from waste
3. Increase beneficial reuse of materials
4. Increase participation in waste management programs
5. Strive to be a zero-waste community
6. Reduce the carbon footprint of Niagara Region's waste management system

Draft Targets

- Reduce Garbage and Organics Waste Generation Rate
- Reduce Greenhouse Gas Emissions
- Increase Organics Capture Rate
- Increase Green Bin Program Participation
- Successful Implementation of Capital Projects

Next Steps

- Finalize recommendations and phasing
- Finalize costing and resourcing requirements
- Phase Three Engagement:
 - May 26 & 29: Public Open Houses
 - May 22: LAM and Regional Staff Meeting
 - May 2 – June 6: LAM Comment Period
- Incorporate feedback and present draft Plan at Public Works Committee

Questions?



Appendix A

Recommendations Being Carried Forward in the WMSP

Recommendations Phasing (DRAFT)

Community Engagement and Outreach	2026-2035	2036-2045	2046-2050
Implement Digital Public Education Incorporate public education with digital platforms (e.g., digital versions of waste guides and public diversion dashboard) to increase access.	2026		
Develop Education Centre at Waste Management Facility Partner with post-secondary institution(s) / community partners to establish educational centre, creating opportunities to collaboratively design and deliver educational programs.			TBD

Recommendations Phasing (DRAFT)

Policies & By-laws	2026-2035	2036-2045	2046-2050
Develop Waste Collection Guidelines for New Developments Review / revise guidelines - mandatory design standards for waste collection and infrastructure.	2026		
Explore Options - User Fee and Cost Recovery System - Depots and Landfills Review options for cost recovery / user fees related to infrastructure.	2027		
Explore Options - User Fee and Cost Recovery System - Collection and Diversion Program Review options for cost recovery / user fees.	2033		

Recommendations Phasing (DRAFT)

Waste Reduction & Reuse	2026-2035	2036-2045	2046-2050
Develop Food Waste Reduction Strategy Partner with LAMs, community-based organizations, and local businesses to prevent food waste / promote food waste prevention in the residential and IC&I sector.	2026		
Develop Multi-Residential Waste Reduction Strategy Partner with LAMs, property managers and developers, to increase diversion / reduce contamination.	2027		
Develop Single-Use Plastic Strategy Minimize use of single use plastics, aligned with Federal and Provincial regulations; may include bans on additional single use plastics not covered under Regulations.		TBD	

Recommendations Phasing (DRAFT)

Waste Reduction & Reuse (Cont'd)	2026-2035	2036-2045	2046-2050
Develop Community Reduce and Reuse Programs and Initiatives Partner with local organizations/LAMs to develop reduce and reuse programs and initiatives such as a “lendery”, curbside giveaway days, repair programs.		TBD	
Develop Construction and Demolition Waste Reduction Strategy Develop guidelines for residential and or commercial developments (e.g., designing for material optimization, promoting deconstruction and reuse of materials, etc.)		TBD	

Recommendations Phasing (DRAFT)

Waste Collection & Diversion	2026-2035	2036-2045	2046-2050
Conduct Waste Characterization Studies Undertake waste audits and composition studies on the garbage, recycling, and organics received at its landfills or transfer stations to help identify the quantity of waste, types of materials, diversion, and contamination rates.	2026		
Develop Public Space and Parks Strategy Focus on improving diversion and reducing litter in parks and public spaces.	2026		

Recommendations Phasing (DRAFT)

Waste Collection & Diversion (Cont'd)	2026-2035	2036-2045	2046-2050
Review and Optimize Collection Contract Explore collection contract options to provide operational and financial efficiencies and support the Region's waste goals and targets, including enhancing existing enforcement efforts. May include expanding the types of materials collected curbside and reviewing container options for pick-up (e.g., carts, clear bags).	2026		

Recommendations Phasing (DRAFT)

Processing & Disposal Infrastructure	2026-2035	2036-2045	2046-2050
Review Drop-off Depots Levels of Service Maximize efficiency and increase participation. This may include operational changes (e.g., adjusting operating hours), additional services (e.g., reuse spaces) and addition of a new location.	2026		
Develop Excess Soil Management Strategy Regulate and improve the management of soils currently occupying landfill space, which may consider Regional acquisition of a soils site.	2026		

Recommendations Phasing (DRAFT)

Processing & Disposal Infrastructure (Cont'd)	2026-2035	2036-2045	2046-2050
Develop Long-Term Disposal Strategy Identify options to manage residual waste. This may include using alternative technologies (e.g., mixed waste processing, energy from waste, etc.), landfill expansion.	2033		
Review Feasibility for Leaf and Yard Waste Processing Facility Explore feasibility of developing a leaf and yard waste processing facility at a Region facility to provide additional in-house composting capacity.		TBD	

Recommendations Phasing (DRAFT)

Processing & Disposal Infrastructure (Cont'd)	2026-2035	2036-2045	2046-2050
Shift Organics Processing from Composting to Anaerobic Digestion Transition from composting to anaerobic digestion (AD), either through development of an AD facility or contracting with an existing AD facility for organics processing.			TBD

Recommendations Phasing (DRAFT)

Innovation	2026-2035	2036-2045	2046-2050
Conduct a Review of Operations Software and Maintenance Management Review operation and updating software used at various waste infrastructure facilities, and development of a maintenance management program.	2026		
Integrate Emerging Technologies for Next Collection RFP Integrate emerging technologies (e.g., smart collection technologies, artificial intelligence (AI), automated and remote technologies).	2026		

Recommendations Phasing (DRAFT)

Innovation (Cont'd)	2026-2035	2036-2045	2046-2050
Conduct Study on Opportunities to Integrate with the Region's Wastewater Strategy Study the feasibility of integrating the solid waste system with the Region's wastewater strategy and consider opportunities to build upon current infrastructure and operations such as co digestion.	2030		
Contribute to Innovation Labs Partner with province, LAMs, community partners and/or private industry to support programs that develop and test new technologies focused on waste reduction, diversion and building a circular economy.			TBD

Recommendations Phasing (DRAFT)

Innovation (Cont'd)	2026-2035	2036-2045	2046-2050
Develop Climate Mitigation and Adaptation Strategy Strategy to reduce the GHG emissions generated through the solid waste management system from the point of material extraction to end of life disposal and adapt to climate change. This includes: <ul style="list-style-type: none">• developing a plan to ensure optimized responses to address emergency events impacting communities;• developing a plan that incorporates review and planning for potential necessary infrastructure adjustments in response to the climatic stimuli and their effects.	2026		

Regional Contract for Residential Recycling & Waste Drop-off Depot

Waste Management Steering Committee
April 28, 2025

**Emil Prpic, Associate Director, Waste Disposal
Operations & Engineering**

Presentation Overview

Agenda

- Background
- Current Contract Terms & Conditions
- Available Options
- Collaborative Discussion with Walker Environmental
- Assessment of Alternative Facility Options
- Path Forward: Recommendation

Background



Closure of Glenridge Landfill (2001) –
Service gap: Niagara Falls, NOTL, St. Catharines, Thorold



Annually – 85,000 customers / 26,000 tonnes



2001 –agreement with Walker Environmental Group (WEG) - build / operate drop-off depot in Thorold



Material - household waste, construction mats, soils, leaf & yard waste, electronics, blue / grey box materials

Current Contract Terms & Conditions

Contract Terms






- Term 1: 2001 – 2011
- Term 2: 2011 – 2020
- Term 2 Ext. – Jan. 1, 2021 – Dec. 31, 2025







Conditions

- WEG's Responsibility - Operations & maintenance, capital upgrades
- Region's Obligation - Supply of blue/grey box bins, education & promotion for drop-off depot
- WEG Tipping Fees - Region approved, CPI provision
- Royalty - Region receives 4% of gross revenues – ~\$140K (2024)





Available Options - Renegotiation

	Contract Management, Maintain Cost Control + Revenue
	Addresses Geographic Service Gap
	Service Continuity, Maintains Operational Stability
	Non-alignment with Region Diversion Programs i.e. Less Extensive
	Physical Site Challenges + Constraints

Available Options - Tender

	Pricing Potential for Competitive Pricing (Not Guaranteed)
	Uncertainty in Vendor Response – Risk of Receiving No Bids, Less Favourable Contract Terms
	Customer Considerations - Requires Proactive Communication & Planning to Manage Customer Adjustments
	Operational & Strategic Impact – May Introduce Service Level Changes or Require Additional Time to Implement

Available Options – No Contract

	No Contract Management Requirements
	Service Gaps and Disruption May Lead to Complaints, Dumping
	Customers – Remove Cost Certainty, Lack of Service Standards
	Revenue Loss for Niagara Region

Discussions w. Walker Environmental

Key Points

- Five-year extension with possible ext. options
- Capital investment required by WEG ~\$1.32M
 - Bins, new loader, pushwalls + railings, road grading, scales
- Tip fee increase
 - 2026 - \$10 increase (\$140.55/tonne), min. fee unchanged (\$10/70Kg)
 - \$1.83 increase to average residential customer
- Region to review / approve annual CPI increase
- Region royalty payment maintained at 4% of gross revenues

Assessment of Alternate Facilities

Reviewed Available Alternate Facilities

- Limited facility options within geographic area
- Options not designed for volume of residential customers
- Will require up to 24 months to reconfigure

Recommendation

Finalize New Contract with WEG

- Established Long-Term Contract – proven history of quality service
- Strong Performance – consistently meets or exceeds expectations
- Trusted Partnership – demonstrated collaboration & commitment
- Financial & Contractual Considerations – customer cost control & revenue generation, maintain Terms & Conditions
- Ensures service continuity
- Creates opportunity for a strategic review to assess our future needs

Next Steps

- Report to Public Works Committee in July 2025
- Pending Council approval, finalize new agreement with WEG

Thank You

Memorandum

WMPSC-C 6-2025

Subject: Councillor Information Requests

Date: April 28, 2025

To: Waste Management Planning Steering Committee

From: Catherine Habermebl, Director, Waste Management Services

This memorandum is intended to provide Committee members with an update on the outstanding Councillor Requests from previous meetings.

Waste Management Planning Steering Committee

Meeting Date: February 24, 2024

Minute Item #7.1: Councillor Foster requested information on the types of materials that are being illegally dumped.

Follow-up Action: Based on the 2024 material composition data, the top five material categories for illegally dumped materials, in order of ranking, are: mixed residential and commercial waste, large household items, construction/renovation materials, and contained materials in garbage and recycling bags.

Status: Complete

Meeting Date: December 9, 2024

Minute Item #5.1: Councillor Ugolini requested additional options for August 25, 2025 meeting date, due to scheduling conflicts with Committee members.

Follow-up Action: In consultation with the Committee Chair, it was decided to cancel the August 2025 WMPSC meeting due to current schedule conflicts.

Status: Complete

Public Works Committee

Meeting Date: March 4, 2025

Minute Item #6.1: Councillor Whalen requested estimated cost of the enhanced recycling service for each local area municipality.

Follow-up Action: On April 1, 2025, staff provided estimated costs to the Town of Grimsby, Niagara-on-the-Lake, St. Catharines, and Thorold. Additional details regarding recycling collection services for non-eligible sources will be presented to the Public Works Committee in June 2025 for further review and consideration.

Status: Complete

Meeting Date: January 7, 2025

Minute Item #4.1: Councillor Huson requested staff consider Regional statistics from Circular Materials Ontario respecting the blue box program.

Follow-up Action: Staff contacted the Resource Productivity and Recovery Authority (RPRA) to obtain this information. Once the information is received, staff will report back to the Public Works Committee.

Status: Complete

Meeting Date: September 10, 2024

Minute Item #4.1: Councillor Huson requested staff consider funding options that are available for waste management through the Green Municipal Fund.

Follow-up Action: Green Municipal funding will be explored during the Waste Management Strategic Plan process.

Status: In Progress

Meeting Date: January 11, 2022

Minute Item #5.2: Councillor Heit requested information respecting the Regional Public Works Commissioners of Ontario Committee strategic plan regarding waste management information sharing between municipalities.

Follow-up Action: The Regional Public Works Commissioner of Ontario Committee is updating their strategic plan in 2025. Once this plan is available publicly, a copy will be provided to Councillors.

Status: In Progress

Budget Review Committee of the Whole

No outstanding waste management related items at this time.

Committee of the Whole

No outstanding waste management related items at this time.

Council

No outstanding waste management related items at this time.

Completed Items**Waste Management Planning Steering Committee****Meeting Date: December 9, 2024**

Minute Item #6.1: Councillor Rigby requested a detailed list of items collected through Niagara Region Waste Management programs following changes to provincial regulations.

Follow-up Action: Information pertaining to this Councillor request will be included in memo WMPSC-C 4-2025 - Items Collected at Niagara Region Site Under the Extended Producer Responsibility Programs, which will be presented to the Waste Management Planning Steering Committee on February 24, 2025.

Status: Complete

Minute Item #6.1: Councillor Foster requested the current balances of the Waste Management Reserve Funds

Follow-up Action: As reported in the 2024 Q3 Financial update, the Waste Management Reserve balances are as follows as at September 30, 2024 (shown in thousands of dollars):

- Waste Management Capital Reserve \$24,557
- Waste Management Stabilization Reserve \$7,701
- Landfill Liability \$3,319

Updated reserve balances, pending councils' approval on the recommended reserve transfers, will be presented as part of the Q4 financial update at Corporate Services Committee in March 2025.

Status: Complete

Meeting Date: August 27, 2024

Minute Item #3.1: Councillor Witteveen requested to revisit proposed tip fee rate for contaminated soil deposits in landfills and consider implications of charging at the proposed general waste tip fee rate.

Follow-up Action: Rate adjusted and has been submitted as part of the User Fee By-Law which will be considered by Council on December 12, 2024.

Status: Complete

Minute Item #3.1: Councillor Foster requested to revisit the proposed minimum tip fee rate and the implications of increasing this rate further to better reflect costs.

Follow-up Action: Rate adjusted and has been submitted as part of the User Fee By-Law which will be considered by Council on December 12, 2024.

Status: Complete

Public Works Committee

Meeting Date: September 10, 2024

Minute Item #8.1: Councillor Bateman requested information respecting ways to expedite cleanup of waste materials and receptacles left at the curb following collection and options to manage repeat offenders.

Follow-up Action: Waste Management By-Law Enforcement memo submitted to Council Weekly Correspondence Distribution on October 11, 2024. (CWCD 2024-168)

Status: Complete

Meeting Date: June 11, 2024 Closed Session

Minute Item #1.1: Councillor Bateman requested the circulation of the letter distributed by Chair Bradley respecting Producer Responsibility

Status: Complete

Minute Item #1.1: Councillor Witteveen requested the number of Municipalities that have chosen to provide recycling collection to non-eligible sources.

Status: Complete

Respectfully submitted and signed by

Catherine Habermehl
Director, Waste Management Services

Minute Item No. 6.1

COM 17-2025

Canada-Wide Early Learning and Child Care Agreement Update

That Report COM 17-2025, dated May 6, 2025, Canada-Wide Early Learning and Child Care Agreement Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a gross operating budget adjustment in the amount of \$2,135,544 and \$0 net, fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region's early years and child care system; and
2. That the addition of 6.3 new permanent full time equivalents (FTEs) in Children's Services, one Directly Operated Child Care Specialist position, five (5) Regional Child Care Centre Registered Early Childhood Educators, and a conversion of a part time Child Care Cook to full time FTE (0.3), for a total gross cost of \$673,970 annually, to be accommodated within existing provincial funding **BE APPROVED**, in order to meet provincial requirements for the Canada-Wide Early Learning and Child Care (CWELCC) program.

Minute Item No. 6.2

COM-C 12-2025

Motion Respecting Alternative Housing Plans and Service Restriction Notifications

WHEREAS municipalities across the province, including those in the Niagara Region, face growing challenges related to homelessness, including but not limited to tent encampments that affect community health and safety as well as the local economy;

WHEREAS addressing these issues places significant pressures on Local Area Municipalities (LAMs) as the services required to deal with these pressures (created by service gaps of other levels of government) utilize LAM tax levy support;

WHEREAS LAMs are having issues cleaning up encampments in public spaces as some of the individuals in these encampments are restricted from shelter and cannot be moved into an available shelter bed due to these restrictions;

WHEREAS individuals that have service restrictions from shelter and therefore are deemed to be unsafe to be housed in the shelter system, should also be considered to be unsafe to be housed within public spaces in the community; and

WHEREAS it is the Niagara Region's responsibility to deal with homelessness across the Region.

NOW THEREFORE BE IT RESOLVED:

1. That, when a client is being restricted from Regionally operated or funded shelter, that staff **BE DIRECTED** to develop alternative housing plans for these clients and bring the framework for these clients at the Public Health and Social Services Committee meeting being held on July 8, 2025, for review;

2. That staff **REPORT BACK** on alternative housing plans being uploaded to Homeless Individuals and Families Information System and local area municipalities and Niagara Regional Police being notified about the service restrictions and alternative housing plans for each individual who is restricted; and
3. That staff **PROVIDE** information on the other questions raised on this matter during the meeting.

Minute Item No. 7

Consent Items for Information

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

COM 15-2025

Seniors Services Quality Improvement Report: January to March 2025

COM 16-2025

2025-2027 Niagara Prosperity Initiative Grant and Awards

COM-C 9-2025

Cost and Benefit of Expanding Street Outreach Service Hours

COM-C 10-2025

Shelter System Data and Trends: 2024 Update

COM-C 11-2025

Cold Weather Advisory Response Programs

PHD-C 2-2025

Health Canada – Emergency Treatment Fund

COM-C 13-2025

Correspondence from City of St. Catharines respecting 320 Geneva Street Bridge Housing Development

NRH 3-2025

Acquisition of Property – 184 Denistoun Street, Welland

Minute Item No. 10.1

Confidential COM 12-2025

A Matter of Labour Relations/Employee Negotiations and Personal Matters about Identifiable Individuals Pursuant to Sections 239(2)(d)(b) of the Municipal Act, 2001: Special Needs Program Update

That Confidential COM 12-2025, dated April 8, 2025, respecting A Matter of Labour Relations/Employee Negotiations and Personal Matters about Identifiable Individuals Pursuant to Sections 239(2)(d)(b) of the Municipal Act, 2001: Special Needs Program Update, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

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

PHSSC 5-2025

Tuesday, May 6, 2025

**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), Easton, Foster, Insinna, Ip*, Kaiser*, Morocco (Committee Co-Chair), Olson, Rigby, Seaborn*, Siscoe, Sorrento*, Whalen*, Witteveen

Absent/Regrets: Craitor, Diodati, Jordan

Staff: C. Banach, Director, Housing Services, C. Cousins, Director, Homelessness and Community Engagement, R. Ferron, Chief/Director, Emergency Medical Services, R. Hill, Legislative Coordinator, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Children's Services, H. Koning, Commissioner, Community Services, A.-M. Norio, Regional Clerk, M. Sergi, Deputy Chief Administrative Officer, J. Sinclair, Manager, Homelessness Services, J. Spratt, Legislative Coordinator, R. Tripp, Chief Administrative Officer, P. Varias, Director, Senior Services, L. Watson, Director, Social Assistance and Employment Opportunities, B. Wilson, Senior Legal Counsel

* 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 REACH Niagara

Carolyn Dyer, Executive Director, REACH Niagara, provided information respecting REACH Niagara. Topics of the presentation included:

- Vision and Mission
- Snapshot of REACH Niagara
- Who We Serve
- Understanding Barriers to Care
- Our Programming
- REACH Across Niagara
- Programs at a Glance
- Impact
- Client Impact Story: Full Circle
- What's Next for REACH Niagara

5. DELEGATIONS

5.1 Preventative Drug Education

5.1.1 Steven Soos, Resident, City of Welland

This delegation request was withdrawn.

6. ITEMS FOR CONSIDERATION

6.1 COM 17-2025

Canada-Wide Early Learning and Child Care Agreement Update

Moved by Councillor Witteveen

Seconded by Councillor Olson

That Report COM 17-2025, dated May 6, 2025, Canada-Wide Early Learning and Child Care Agreement Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a gross operating budget adjustment in the amount of \$2,135,544 and \$0 net, fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region's early years and child care system; and

2. That the addition of 6.3 new permanent full time equivalents (FTEs) in Children's Services, one Directly Operated Child Care Specialist position, five (5) Regional Child Care Centre Registered Early Childhood Educators, and a conversion of a part time Child Care Cook to full time FTE (0.3), for a total gross cost of \$673,970 annually, to be accommodated within existing provincial funding **BE APPROVED**, in order to meet provincial requirements for the Canada-Wide Early Learning and Child Care (CWELCC) program.

Carried

6.2 COM-C 12-2025

Motion Respecting Alternative Housing Plans and Service Restriction Notifications

Moved by Councillor Siscoe
Seconded by Councillor Insinna

WHEREAS municipalities across the province, including those in the Niagara Region, face growing challenges related to homelessness, including but not limited to tent encampments that affect community health and safety as well as the local economy;

WHEREAS addressing these issues places significant pressures on Local Area Municipalities (LAMs) as the services required to deal with these pressures (created by service gaps of other levels of government) utilize LAM tax levy support;

WHEREAS LAMs are having issues cleaning up encampments in public spaces as some of the individuals in these encampments are restricted from shelter and cannot be moved into an available shelter bed due to these restrictions;

WHEREAS individuals that have service restrictions from shelter and therefore are deemed to be unsafe to be housed in the shelter system, should also be considered to be unsafe to be housed within public spaces in the community; and

WHEREAS it is the Niagara Region's responsibility to deal with homelessness across the Region.

NOW THEREFORE BE IT RESOLVED:

1. That, when a client is being restricted from Regionally operated or funded shelter, staff **BE DIRECTED** to develop alternative housing plans for the client; and

2. That alternative housing plans **BE UPLOADED** to Homeless Individuals and Families Information System and local area municipalities and Niagara Regional Police **BE NOTIFIED** about service restrictions and alternative housing plans for each individual who is restricted.

Moved by Councillor Ip

Seconded by Councillor Bateman

That the motion respecting Alternative Housing Plans and Service Restriction Notifications, **BE DEFERRED** to the Public Health and Social Services Committee meeting being held on July 10, 2025, for staff to provide additional information.

Recorded Vote:

Yes (7): Bateman, Bradley, Easton, Ip, Kaiser, Seaborn, Whalen.

No (9): Chiocchio, Foster, Insinna, Morocco, Olson, Rigby, Siscoe, Sorrento, Witteveen.

Defeated

The following friendly **amendments** were accepted by the Committee Chair, and the mover and seconder of the motion:

1. That, when a client is being restricted from Regionally operated or funded shelter, that staff **BE DIRECTED** to develop alternative housing plans for these clients ***and bring the framework for these clients at the Public Health and Social Services Committee meeting being held on July 8, 2025, for review;***
2. That staff **REPORT BACK** on alternative housing plans being uploaded to Homeless Individuals and Families Information System and local area municipalities and Niagara Regional Police being notified about the service restrictions and alternative housing plans for each individual who is restricted; and
3. That staff **PROVIDE** information on the other questions raised on this matter during the meeting.

A request was made to vote on the clauses separately.

The Committee Chair called the vote on Clause 1 of the motion, as amended.

Recorded Vote:

Yes (14): Bradley, Chiocchio, Easton, Foster, Insinna, Ip, Kaiser, Morocco, Olson, Rigby, Seaborn, Siscoe, Whalen, Witteveen.

No (1): Bateman.

Carried

The Committee Chair called the vote on Clause 2 of the motion, as amended.

Recorded Vote:

Yes (9): Chiocchio, Insinna, Ip, Morocco, Olson, Rigby, Siscoe, Whalen, Witteveen.

No (6): Bateman, Bradley, Easton, Foster, Kaiser, Seaborn.

Carried

The Committee Chair called the vote on Clause 3 of the motion, as amended.

Recorded Vote:

Yes (16): Bateman, Bradley, Chiocchio, Easton, Foster, Insinna, Ip, Kaiser, Morocco, Olson, Rigby, Seaborn, Siscoe, Sorrento, Whalen, Witteveen.

No (0).

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Whalen

Seconded by Councillor Seaborn

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

COM 15-2025

Seniors Services Quality Improvement Report: January to March 2025

COM 16-2025

2025-2027 Niagara Prosperity Initiative Grant and Awards

COM-C 9-2025

Cost and Benefit of Expanding Street Outreach Service Hours

COM-C 10-2025
Shelter System Data and Trends: 2024 Update

COM-C 11-2025
Cold Weather Advisory Response Programs

PHD-C 2-2025
Health Canada – Emergency Treatment Fund

COM-C 13-2025
Correspondence from City of St. Catharines respecting 320 Geneva Street
Bridge Housing Development

NRH 3-2025
Acquisition of Property – 184 Denistoun Street, Welland

Carried

8. OTHER BUSINESS

8.1 Vaccination Status Communication

Councillor Bateman requested clarification respecting the communication process regarding vaccination status and raised concerns surrounding language barriers for newcomers. Dr. Kasmani, Medical Officer of Health, advised that Public Health and Emergency Services offer translation services and work closely with schools to identify needs. Dr. Kasmani advised that a report respecting the vaccine process will be presented at an upcoming Public Health and Social Services Committee meeting.

8.2 Supportive Housing and Shelters

Councillor Bateman requested information on staff's efforts in advocating for supportive housing and shelter beds. Henri Koning, Commissioner, Community Services, advised that a supportive housing strategy is currently under development which would be companion strategy to the Housing Master Plan. She noted that once it is finalized, it would be presented at a future Public Health and Social Services Committee meeting.

9. CLOSED SESSION

Moved by Councillor Bateman
Seconded by Councillor Foster

That Committee **DO NOW MOVE** into closed session respecting:

A Matter of Labour Relations/Employee Negotiations and Personal Matters about Identifiable Individuals Pursuant to Sections 239(2)(d)(b) of the Municipal Act, 2001: Special Needs Program Update

Carried

Committee resolved into closed session at 3:37 p.m.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 4:09 p.m. with the following individuals in attendance:

Committee: Bateman, Bradley (Regional Chair)*, Chiocchio (Committee Co-Chair), Foster, Morocco (Committee Co-Chair), Olson, Rigby, Seaborn*, Sorrento*, Whalen, Witteveen

Absent/Regrets: Craitor, Diodati, Easton, Insinna, Ip, Jordan, Kaiser, Siscoe

Staff: L. Castellan, Human Resources Consultant, R. Hill, Legislative Coordinator, S. Klair, Director, Children's Services, H. Koning, Commissioner, Community Services, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, B. Wilson, Senior Legal Counsel

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

Others Present: S. Taneja, S. Douglas, Taneja Consultants Inc.

10.1 Confidential COM 12-2025

A Matter of Labour Relations/Employee Negotiations and Personal Matters about Identifiable Individuals Pursuant to Sections 239(2)(d)(b) of the Municipal Act, 2001: Special Needs Program Update

Moved by Councillor Foster
Seconded by Councillor Witteveen

That Confidential COM 12-2025, dated April 8, 2025, respecting A Matter of Labour Relations/Employee Negotiations and Personal Matters about Identifiable Individuals Pursuant to Sections 239(2)(d)(b) of the Municipal Act, 2001: Special Needs Program Update, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

11. **NEXT MEETING**

The next meeting will be held on Tuesday, June 10, 2025, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

12. **ADJOURNMENT**

There being no further business, the meeting adjourned at 4:10 p.m.

Councillor Morocco
Committee Co-Chair

Councillor Chiocchio
Committee Co-Chair

Rebecca Hill
Legislative Coordinator

Ann-Marie Norio
Regional Clerk



Niagara Region's Public Health & Social Services Committee

May 6, 2025

Presented by:

Carolyn Dyer, Executive Director



OUR VISION & MISSION

MISSION

Together, with our community partners, we will provide compassionate care and reduce barriers to healthcare for the homeless and marginalized.



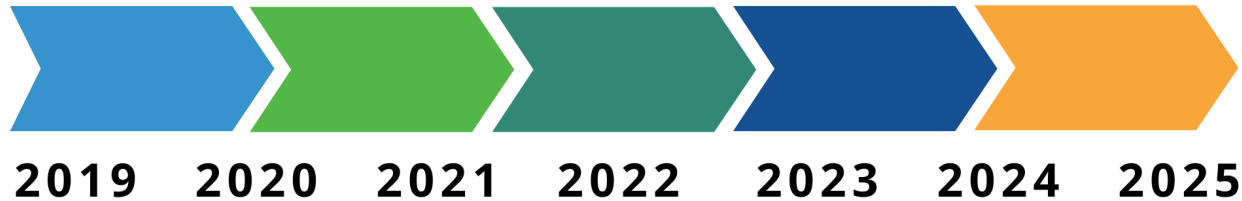
VISION

All individuals who are homeless or marginalized have equitable access to healthcare in the Niagara Region.



Snapshot of REACH Niagara

- “Young” organization
 - Founded in 2019 with a focus on bringing care directly to individuals experiencing homelessness
- Partner driven
- No base funding - rely on grants and donations
- Over 14 family physicians are part of this work



Who We Serve

- Equity deserving populations of the Niagara Region who:
 - Are or is at risk of experiencing homelessness
 - Are experiencing (including families) gender-based violence
 - Struggle with substance use and/or mental health
 - Are exiting the justice system
 - Recently immigrated to Canada
 - Impacted by social factors (food insecurity; employment; education)



Understanding Barriers to Care

Barriers

How we address barriers

Transportation

- Go to where people are at

Competing life priorities

- Focus on building trust and engaging when ready

No identification and/or health insurance

- Do not require a health card or any form of health insurance
- Created pathways where identification is required

Ability to make or keep appointments

- No appointment required

Stigma

- Focus on trust; addressing immediate healthcare concerns



Our Programming



REACH Across Niagara

 Mobile Health
Clinic Location

 PATH
Location

 Welcoming
Streets

Pope John Francis

**Hope Centre •
Encampment Care •
The Welland Shelter •**

Port Cares •

- Southridge Shelter
- Start Me Up Niagara
- Gillian's Place
- Westview Centre for Women
- Riordan Shelter
- Bethlehem Housing
- Queenston Neighbourhood (CTS)
- Welcoming Streets Initiative

- Bridge Housing
- Summer St. Shelter
- Howard Johnson
- Encampment Care
- Birchway Niagara

**Mrs O's Pharmacy •
Fort Erie Native •
Friendship Centre**

Programs at a Glance

Indoor and Telus Health Mobile Clinics:

- Bring low-barrier primary care, system navigation, peer led services, and mental health and addictions counselling directly to community members

Program for Addiction Treatment and Healthcare (PATH):

- Improve access to addictions medicine options and address client goals and social needs
- Increase access to financial assistance (for example, ODSP)
- Build access to dedicated gender informed case management support

Encampment Care:

- In collaboration with NASO, bring Primary Care and Counselling directly to encampments



Programs (Cont.)

Justice System Transitional Integrative Care & Empowerment (JSTICE):

- Team based approach to enhance community reintegration for individuals exiting the corrections system by connecting them with essential health and social services

Welcoming Streets (in collaboration with Positive Living Niagara):

- Pilot focuses on community safety and fostering relationships with the unhoused, business owners, and the community

Monthly ODSP Clinics:

- Improve access to financial assistance for those with a disability
- Collaboration with a number of community partners
- Supported 121 ODSP applications (Sept. 2024 - March, 2025)



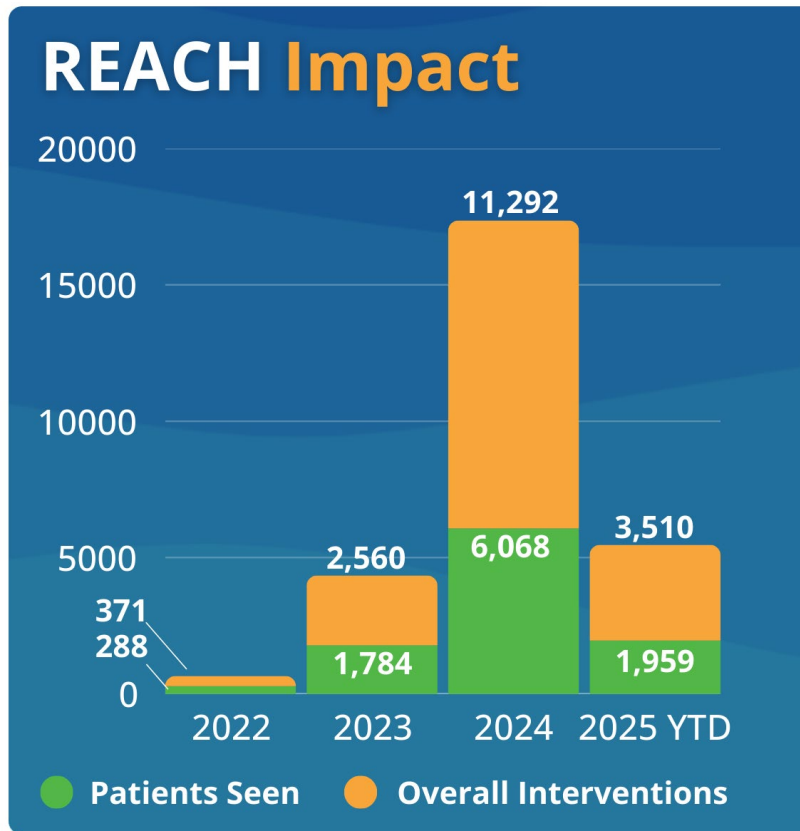
Impact

In 2024:

- We provided care to 6,000 community members
- Diverted 249 Emergency Department visits
- 47% of our clients have stated 'without REACH' they would go NO WHERE for their care

In 2025 (Jan. - March):

- We have seen more patients than all of 2023



Client Impact Story: Full Circle



Client's Background:

- Recent immigrant from Nigeria
 - Fled to Canada because their life was in danger
- Came in Contact with REACH through staying at a partnered shelter
 - Shelter staff referred client because of trauma and night terrors

What REACH was able to do:

- Provide timely trauma informed counselling
- Received immediate primary care
- Attended ODSP Clinic while providing a real time psychiatrist assessment



Client Impact Story: Full Circle (Cont.)



Outcomes:

- Mental health care plan by a psychiatrist
- Now receives ODSP
- Ongoing trauma specific counselling
- Was able to get housed through support of community partner



What's Next for REACH Niagara

1. Secure sustainable, provincial base funding
2. Expansion of gender based violence mental health support and dedicated gender based care
3. Implement new programs and evaluate outcomes
4. Key partner in the HART Hub





Questions & Comments



From: [PF-Mailbox-01](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: March 24, 2025 9:14:54 AM

From: Niagara Region Website
Sent: Monday, 24 March 2025 09:14:46 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council

Request to Speak at a Standing Committee or Regional Council

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

Name	Steven Soos
Address	
City	Welland
Postal	
Phone	
Email	
standing committee	Public Health and Social Services Committee
Presentation Topic	Preventative Drug Education

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details
-Requesting a formal partnership between Niagara Region public health and Niagara-area school boards, Brock University and Niagara College to deliver preventative drug education to Niagara's youth. -A public health campaign cautioning to public on the dangers of opioids as Niagara Region remains under a state of emergency for Opioid addiction. -4 Niagara Municipalities currently support the request for the Niagara Region to deliver more preventative drug education to the public (Niagara Falls, Welland, Grimsby and Thorold). -Advocate to the provincial government and Niagara Health the need for more treatment centre spots in the Niagara Region. -Advocate to the provincial government and Niagara Health for private rooms/beds in Niagara's withdrawal management service (Detox).

Video Consent
Yes



Subject: Canada-Wide Early Learning and Child Care Agreement Update

Report to: Public Health and Social Services Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That a gross operating budget adjustment in the amount of \$2,135,544 and \$0 net, fully funded through the Ministry of Education (MEDU), **BE APPROVED** to support Niagara Region's early years and child care system; and
2. That the addition of 6.3 new permanent full time equivalents (FTEs) in Children's Services, one Directly Operated Child Care Specialist position, five (5) Regional Child Care Centre Registered Early Childhood Educators, and a conversion of a part time Child Care Cook to full time FTE (0.3), for a total gross cost of \$673,970 annually, to be accommodated within existing provincial funding **BE APPROVED**, in order to meet provincial requirements for the Canada-Wide Early Learning and Child Care (CWELCC) program.

Key Facts

- The purpose of this report is to seek approval for a 2025 in-year budget adjustment of a \$2.1 million increase in provincial funding, as required by By-law 2017-63, Budget Control, Sections 6.6(a) and 6.6(b), and approval of six and a half (6.5) new permanent FTEs, in accordance with the Corporate Delegation of Authority Policy (C-HR-005).
- In March 2025, the MEDU recalibrated CWELCC expansion targets for 2024–2026; resulting in an increase of 229 additional spaces. The MEDU also allocated \$7.7 million to support capital expansion needs of non-profit providers. The expansion of spaces and infrastructure funding resulted in a net new funding increase of \$2.1M, increasing the MEDU funding allocation to \$192.9M.
- Approval is requested for 6.3 permanent FTEs for the Region's five directly operated centres, of which 5.3 are currently filled with temporary staff to meet operational needs. One additional FTE is required to meet updated Ministry requirements for CWELCC. These positions will be funded within the revised CWELCC allocation, with no impact on the tax levy.

Financial Considerations

The MEDU has revised the funding allocation for the Niagara Region based on a space recalibration exercise, resulting in reductions in CWELCC funding of \$4.7M and CWELCC start up grants of \$0.8M. The decrease will not have any operational impact.

The MEDU has also introduced a new funding allocation for Early Learning and Child Care (ELCC) Infrastructure fund in the amount of \$7.7M. The net impact of the funding revision is an increase of \$2.1M. There is no impact to the Regional Levy as a result of the change, as outlined in Table 1 below.

Table 1: Revised Children's Services 2025 Operating Budget

	2025 Operating Budget	Budget Adjustment	Revised 2025 Operating Budget
2025 Gross Expenses net of Parent Fee Revenues	\$201.2M	\$2.1M	\$203.3M
2025 MEDU Funding Total	\$190.8M	\$2.1M	\$192.9M
2025 Regional Levy	\$10.4M	\$0	\$10.4M

Children's Services will invest the incremental funding into the delivery of early years and child care services as per the MEDU guidelines.

Of the total MEDU funding allocation, Niagara Region's five (5) directly operated child care centres will receive a total of \$7.4M in 2025. The new cost-based CWELCC funding allocation provides stable funding and enables the centres to convert existing temporary staffing into 5.3 permanent FTEs. Now that stable funding is in place under the new cost-based model, these positions are being made permanent. In addition, the CWELCC funding formula revision allows a larger portion of funding to be allocated to directly operated child care centres, supporting the addition of one (1) FTE specialist to ensure Ministry requirements are met.

The total cost for the 6.3 FTE is \$0.7M gross and \$0 net. Since the costs associated with the new permanent FTEs are already accounted for in the 2025 operating budget there is no impact on Niagara Region's tax levy.

Analysis

The Canada-Wide Early Learning and Child Care (CWELCC) program was introduced in March 2022 to improve affordability, accessibility, and quality in the early learning and child care sector across Canada. The program supports fee reductions for families, increases wages for Early Childhood Educators, and enables child care providers to deliver high-quality services. CWELCC funding applies to programs serving children aged 0–5.

In Niagara Region, 187 out of 195 eligible licensed child care centres (96%) are participating in the CWELCC program. On average, approximately 8,800 children aged 0–5 are enrolled daily in CWELCC contracted program, which is a 23% increase since the program's implementation.

As part of CWELCC, effective January 1, 2025, child care fees across Ontario are capped at a maximum of \$22 per day.

In Niagara Region, families currently pay an average of \$19.99/day for full-day care for infants, toddlers, and preschoolers. Fees for before and after-school kindergarten care average \$13.44/day. These rates reflect an average reduction of 55% and 42%, respectively, compared to pre-CWELCC fee levels.

A New CWELCC Funding Formula in 2025

In 2025, the provincial government shifted from a revenue-replacement to a cost-based funding model for child care centres, offering more equitable funding based on actual operational costs like rent, salaries, maintenance, and costs associated with meeting health and quality standards. The new funding formula is based on Niagara licensed child care programs' actual costs of operating child care centres with reduced fees. A full analysis of the funding model impact will be conducted mid-2026 and reported to the Public Health and Social Services Committee.

Niagara Region Directly Operated Child Care and CWELCC Funding

The new cost-based funding allocation approach will provide the five (5) directly operated child care centres with a consistent, provincially funded allocation, permitting a stable staffing complement. This funding will enable the hiring of five permanent program staff to maintain child-to-staff ratios and meet the demands of a high-quality program. As well, it will enable the conversion of a part time cook to a full time cook, an

increase of 0.3 FTE. Currently, these roles are filled by temporary hours, which creates challenges with continuity and staff retention.

A dedicated Specialist position is required to oversee the administrative and project-based duties associated with CWELCC for directly operated child care centres to ensure consistent program implementation across the five sites. This role manages funding allocations, reporting requirements, compliance standards, and communication with staff, ensuring each centre remains compliant while optimizing service delivery.

New Child Care Infrastructure Fund

Since CWELCC's introduction in 2022, 38 new centres have opened in Niagara, adding over 1,880 spaces, with 1,715 more spaces expected by 2026. The new 2025 ELCC Infrastructure Fund, with \$7.7M allocated to Niagara, will support non-profit projects to create new, licensed spaces for underserved communities, complementing existing funding provided to support new operators. Staff will implement the program in accordance with provincial direction.

Alternatives Reviewed

Without the addition of 6.3 FTE - one (1) to support the CWELCC administrative requirements for directly operated centres and 5.3 to enhance service delivery at these centres, Niagara Region risks failing to meet provincial requirements for the CWELCC program.

If the budget adjustment is not approved, any unspent funds will need to be returned to the provincial government. This would lead to reduced funding for the local licensed child care system and could jeopardize the successful ongoing implementation of CWELCC.

Relationship to Council Strategic Priorities

The CWELCC program aligns with the Council's strategic priorities of an effective and prosperous region as the provision of accessible and quality early learning programs and services supports the delivery of fiscally responsible and sustainable core services, and supports to attract and retain businesses, and create jobs and support a skilled workforce in Niagara.

Other Pertinent Reports

CWCD 2022-189 Canada-Wide Early Learning and Child Care Agreement: A Plan for Ontario Families Status Update

[COM 19-2023 Canada-Wide Early Learning Child Care Expansion Plan](https://niagararegion.escribemeetings.com/PHSSC_Jun06_2023/Pages/VisitorView.aspx?itemID=18)

(https://niagararegion.escribemeetings.com/PHSSC_Jun06_2023/Pages/VisitorView.aspx?itemID=18)

[COM 19-2023 Appendix 1 - CWELCC Licensed Child Care Spaces by Municipality](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=31750)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=31750>)

[COM 10-2024 Canada-Wide Early Learning and Child Care Program Update](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36772)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36772>)

Prepared by:

Satinder Klair
Director, Children's Services

Recommended by:

Henri Koning, MHSc
Commissioner, Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Kayla Jourdan, Manager Systems Planning and Evaluation, and Pamela Hamilton, Senior Program Financial Specialist and reviewed by and reviewed by Donovan, D' Amboise, Manager Program Financial Specialist.

To: Public Health & Social Services Committee

From: Councillor Siscoe

Subject: Motion Respecting Alternative Housing Plans and Service Restriction Notifications

WHEREAS municipalities across the province, including those in the Niagara Region, face growing challenges related to homelessness, including but not limited to tent encampments that affect community health and safety as well as the local economy;

AND WHEREAS addressing these issues places significant pressures on Local Area Municipalities (LAMs) as the services required to deal with these pressures (created by service gaps of other levels of government) utilise LAM tax levy support;

WHEREAS LAMs are having issues cleaning up encampments in public spaces as some of the individuals in these encampments are restricted from shelter and cannot be moved into an available shelter bed due to these restrictions;

WHEREAS individuals that have service restrictions from shelter and therefore are deemed to be unsafe to be housed in the shelter system, should also be considered to be unsafe to be housed within public spaces in the community;

AND WHEREAS it is the Niagara Region's responsibility to deal with homelessness across the Region,

NOW THEREFORE BE IT RESOLVED:

1. That, when a client is being restricted from Regionally operated or funded shelter, that staff **BE DIRECTED** to develop alternative housing plans for the client and;
2. That alternative housing plans be uploaded to HIFIS and that local area municipalities and Niagara Regional Police are notified about the service restrictions and alternative housing plans for each individual who is restricted.

Subject: Seniors Services Quality Improvement Report: January to March 2025

Report to: Public Health and Social Services Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That COM15-2025 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide Committee and Council with highlights of quality initiatives for Seniors Services.
- Areas of focus in this report are:
 - Long-Term Care Facility InterRAI Transition and Implementation
 - Registered Nurse Outreach Project
 - Leveraging Technology Through Point-of-Care Testing

Financial Considerations

The Ministry of Long-Term Care (MLTC) and Ontario Health West are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

Analysis

Long-Term Care Facility InterRAI Transition and Implementation

In Ontario, Long-Term Care (LTC) homes use standardized tools to assess residents' needs and plan quality care in pre-determined intervals and when the care needs of the resident changes. For years, LTC including Seniors Services, have used the RAI-Minimum Data Set 2.0 to collect information on residents' physical, mental, and emotional health. The data helps care teams create individualized care plans and supports government decisions about funding, staffing and improvements to care. This tool is now being replaced by the more modern interRAI Long-Term Care Facilities (interRAI-LTCF) assessment, which provides a fuller picture of each resident's physical, mental, and social needs and helps coordinate care across different health settings.

To support this shift, in January 2025, Seniors Services and the Ministry of Long-Term Care partnered to pilot the new assessment, with Niagara Region serving as a lead organization. By April 1, 2025, the interRAI-LTCF rolled out to LTC homes across Ontario had been initiated. Roll-out will be finalized by Q3 2025.

This new tool helps staff create more personalized care plans, detect changes in residents' health earlier, and to work more effectively as a team. Staff have been trained on the new system, which is now also tied to the province's funding model, helping ensure resources match the care each resident needs. As an early adopter, Niagara's Seniors Services is leading the way in advancing person-centered, data-informed care across the province.

Registered Nurse Outreach Project

In January 2025, Seniors Services partnered with Ontario Health to pilot the Registered Nurse (RN) Outreach Project. This role was designed to support nursing teams directly at the point of care, offering clinical guidance, mentorship, and education to help staff manage increasingly complex resident conditions. Through timely clinical support, the Outreach RN has enabled staff to recognize and respond to changes in residents' health more quickly. This has led to improved stability and a noticeable reduction in emergency hospital transfers, ensuring that residents can remain in their familiar environment whenever possible.

The Outreach RN has also played a key role in ensuring that care planning remains resident-centered. By incorporating residents' goals and preferences into day-to-day care, families have expressed greater satisfaction with communication and involvement in decision-making.

In addition to supporting care delivery, the RN Outreach role has contributed to staff development through ongoing bedside teaching and informal education. This focus on skill-building has helped enhance the clinical capacity of the team and supports long-term improvements in care quality.

The introduction of the RN Outreach role has had a significant and positive impact on the quality of life for residents, particularly those with complex medical needs. Seniors Services is advocating with Ontario Health West to consider funding permanent implementation of the pilot project in future.

Leveraging Technology Through Point-of-Care Testing

Seniors Services, in collaboration with LifeLabs and Ontario Health, is introducing Point of Care (POC) testing in select long-term care homes and seniors' congregate settings. The POC testing is designed to complement, not replace, the comprehensive laboratory services currently provided by our contracted laboratory service provider. More complex or specialized tests will continue to be managed through the existing laboratory system.

Implementation of POC testing will begin this quarter at Linhaven, Woodlands of Sunset, and Meadows of Dorchester. This initiative allows staff to perform a limited range of essential diagnostic tests, including select infection screenings, directly within the care home. The goal is to support faster clinical decision-making, reduce delays in treatment, enhance the overall resident experience, and help prevent unnecessary emergency department transfers.

As part of this partnership, LifeLabs will provide the necessary equipment, staff training, and quality oversight for POC testing, while Ontario Health will support system integration and ensure alignment with provincial health data standards. Together, these efforts reflect a shared commitment to improving timely access to high-quality care for seniors across the province.

Alternatives Reviewed

Quarterly quality improvement reports provide committee and council with important information, supporting accountability, transparency and a culture of best practice and continuous quality improvement. As the governing body for the Region's LTC Homes, it is important that Council receives these reports to ensure high quality of care, understand the successes, challenges and opportunities experienced in these facilities and meet legislative accountability requirements of LTC.

Relationship to Council Strategic Priorities

The Long-Term Care Facility InterRAI Transition and Implementation, Registered Nurse Outreach Project, and Point-of-Care Testing initiatives align with the Council's strategic priority of building an equitable region. These initiatives support continuous improvement and the modernization of processes to ensure value-for-money in Seniors Services. The Registered Nurse Outreach Project and Point-of-Care Testing also support the objective of investing in and strengthening the knowledge, skills, and

judgment of the Seniors Services workforce, particularly in managing residents' care needs.

Other Pertinent Reports

[COM 3-2025 Seniors Services Quality Improvement Report: October-December 2024](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=41289)
(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=41289>)

[COM 3-2025 Appendix 1 – Supporting Table and Figures](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=41290)
(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=41290>)

Prepared by:

Alexis Lamsen, RN, GNC, MScN
Acting Associate Director, Clinical and
Support Services, Community Services

Recommended by:

Henri Koning, MHSc
Commissioner, Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Laura Matthews, Manager Clinical Practice and Ronna Perin, Supervisor, Clinical Documentation and Informatics and reviewed by Paolo Varias, Director, Seniors Services.

Appendices

Appendix 1 Supporting Tables and Figures

Appendix 1 – Supporting Table and Figures

Table 1. Publicly Reported Performance Indicators, Regional Municipality of Niagara

Quality Indicator	Niagara 2025 Q1	Niagara 2024 Q4	Ontario
Antipsychotic Use Without Psychosis Diagnosis	14.4%	13.9%	19.6%
Daily Physical Restraints	1.7%	1.7%	1.9%
Worsened Stage 2 to 4 Pressure Ulcers	4.3%	4.2%	3.4%
Has Fallen	19.8%	20.7%	15.2%
Worsened Mood from Symptoms of Depression	20.4%	21.1%	20.2%
Worsened Pain	2.8%	3.1%	4.2%

Subject: 2025-2027 Niagara Prosperity Initiative Grant and Awards

Report to: Public Health and Social Services Committee

Report date: Tuesday, May 6, 2025

Recommendations

1. That report COM 16-2025 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to update Council on the approved 2025–2027 Niagara Prosperity Initiative (NPI) projects which focus on the six areas for investment under the Niagara Poverty Reduction Strategy (NPRS): Indigenous Well-Being, Mental Health and Addiction, Income and Employment, Food Security, Housing and Early Childhood Development.
- These grants will support the work being done by a diverse range of community agencies who are addressing important issues for residents living in poverty.
- Information related to funded initiatives and evaluation metrics will be made publicly accessible on the Regional website. Staff will bring a report to committee related to year one NPI outcomes in 2026.
- NPI was the second grant program to pilot a new granting approach, leveraging findings from the “Building Safer Communities Grant Program.” Staff will bring a report to committee related to the use of the granting program to distribute funds for Building Safer Communities and NPI in fall 2025.

Financial Considerations

In 2018 the Niagara Region introduced the NPI to address the NPRS through the community services operating budget and has continued into 2025. In total, \$4.5M has been allocated evenly over three (3) years to support these community projects ending December 31, 2027. The NPI budget for 2026-2027 is contingent on Council approving the same level of investment through 2026-2027. A further breakdown of the seven contracts awarded for the community projects will be discussed in the Awarding and Post-Award Feedback section.

Analysis

NPI Grant Process

The NPI Grant Program was used to fund community-based poverty alleviation and reduction initiatives for people living in poverty. Recommendations from the NPRS, which are based on local needs and best practice, informed selection of six areas of investment for the 2025-2027 NPI grant program. Agencies across Niagara received information about the NPI grant program through local planning tables, foundations, an agency distribution list, information sessions, and Regional social media. The Call for Applications opened in October 2024 and remained open for six weeks. Agencies submitted applications online using the Good Grants management platform, previously piloted with success by Building Safer Communities. Twenty-eight community agencies applied, requesting over \$7M in total funding. A Grant Review Panel, made up of three Regional staff and five community representatives, completed their review, using a standardized scoring matrix that matched proposal requirements.

Staff will bring a report to committee related to the use of the granting program to distribute funds for Building Safer Communities and NPI in fall 2025.

Awarding and Post-Award Feedback

The chart below lists the seven recipients who have entered into agreements with Niagara Region in accordance with COM 22-2024 to support project delivery and reporting over three years:

Project Name	Agency	Year 1/\$	Year 2/\$	Year 3/\$
Kowaamjigewin	NPAAMB	\$187,043	\$189,248	\$185,513
PATH – Program for Addiction Treatment and Healthcare	REACH	\$227,989	\$300,000	\$300,000
Intensive Outreach Team	Gateway	\$244,067	\$251,457	\$250,186
Bridges to Prosperity	Workforce Collective	\$190,440	\$187,470	\$167,340

Project Name	Agency	Year 1/\$	Year 2/\$	Year 3/\$
After Care Support	Birchway Niagara	\$247,797	\$252,146	\$254,949
The Bridge Food Recovery Expansion	The Bridge	\$233,297	\$149,468	\$143,990
FEED Niagara	Community Care West Niagara	\$59,367	\$60,211	\$88,022

Annual reviews will occur before starting the second and third years of funding.

All applicants were informed that they can request a follow-up meeting with program staff to receive feedback on their grant application, including the decision rationale based on the application evaluation results.

Evaluation Metrics

Evaluation will use qualitative and quantitative measures to tell the story of change. Expected outcomes include:

- Improved access to treatment for mental health and addiction issues
- Reduced barriers to access Ontario Disability Support Program
- Increased money recovered from tax filing
- Increased retention of housing
- Increased capacity and infrastructure for perishable food recovery and access to food year-round
- Established and funded Indigenous prosperity strategy
- Increased local capacity to implement community work, policies, and practices

Alternatives Reviewed

This report is initiated by staff to provide Council with an update on progress related to NPI investments in the context of the broader Niagara Poverty Reduction Strategy.

Alternative methods of awarding funding through traditional procurement methods (e.g., Negotiated Request for Proposals) can be utilized but may impede the ability to

distribute funds to community organizations within constrained limited project timelines, can be administratively burdensome to community organizations and present additional costs to community organizations to access and submit bid documents. Granting allows for flexibility in design and equity-based considerations when awarding funds to successful recipients.

Relationship to Council Strategic Priorities

The Niagara Poverty Reduction Strategy is an action within the Equitable Region strategic priority. The selected NPI grant projects will address important issues identified by the community in the areas of Indigenous Well-Being, Mental Health and Addiction, Income and Employment, Food Security, Housing and Early Childhood Development for residents living in poverty. The use of the Niagara Prosperity Initiative granting program improves access to funding opportunities for community agencies to implement recommendations in the poverty strategy to respond to community needs.

Other Pertinent Reports

- [COM 22-2024 Niagara Prosperity Initiative Fund and Grant Program](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38052)
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38052)
[COM 22-2024 Appendix 1](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38053)
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38053)
- [COM 22-2021 Path Forward to Building a Five Year Poverty Reduction Strategy](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19006)
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19006)
[COM 22-2021 Appendix 1](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19007)
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19007)
[COM 22-2021 Niagara Prosperity Initiative Path Forward Presentation](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19005)
(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=19005)

Prepared by:

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Social Assistance &
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Recommended by:

Henri Koning, MHSc
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Lori Watson, Director, Social Assistance and Employment Opportunities, Lisa Gallant, Poverty Reduction Strategy Advisor, John Pickles, Program Financial Specialist, and reviewed by Donna Gibbs, Director, Legal Court Services.

Memorandum

COM-C 9-2025

Subject: Cost and Benefit of Expanding Street Outreach Service Hours

Date: May 6, 2025

To: Public Health and Social Services Committee

From: Jeffrey Sinclair, Manager Homelessness Services

At the Public Health and Social Services Committee meeting held on March 4, 2025, the following Councillor Information Request was made:

“Provide information outlining the cost of delivering overnight outreach services.”
Councillor Kaiser.

The memo describes the potential cost and limited benefits of expanding Niagara Assertive Street Outreach (NASO) hours of operation to provide evening and overnight service coverage.

The estimated annual cost to add the eight additional NASO workers required to provide service coverage from 5:30 pm to 9:00 am seven days per week is \$368,240.00. This cost includes wages, mileage, technology, and training.

As of January 2025, the outreach services provided through a contract with Gateway Residential & Community Support Services provide assertive street outreach throughout the Niagara Region seven days a week from 9:00 am to 5:30 pm. Previously, NASO supports were provided beginning at 7:00 am and ending at 8:00 pm with the additional hours used to support people staying at seasonal shelters, which provided no daytime space and required people to be out on the street during the day. The new NASO service hours reflect a system-wide shift to only permanent shelter facilities operating 24 hours every day, which eliminated the need for NASO to support any shelter users between 7:00 am and 8:00 pm. The new service hours are also a response to the findings of an encampment pilot project completed in 2024. This pilot identified significant improvement of NASO service outcomes (moves to shelter, moves to housing, resolution of encampments) when outreach services were focused on providing ongoing case management to people experiencing unsheltered homelessness (persons staying in encampments, parks, vehicles, or other places unfit for human habitation) as compared to impromptu responses to community concerns. The revised

model continues to see far superior success, with 92 people moved from street to shelter and 18 people moved from street to housed in the first three months of 2025.

Case management provided by NASO supports people to end their unsheltered homelessness. Service activities include assessing need, referring to appropriate health or other services, obtaining personal identification, moving to shelter, applying for affordable housing, and obtaining housing. The bulk of these activities can only occur during the daytime when other health, identification or other services and rental unit viewings are available. Safety risks to outreach staff are significantly higher after dark, requiring team members to work in pairs, and making many locations inaccessible or requiring additional police presence.

Other outreach programs in Niagara are available to the community primarily during the day on weekdays, with limited or no weekend, evening or overnight services (see the table below). For people experiencing homelessness emergency shelter spaces are available 24 hours a day by calling 211 or by physically going to a shelter without the need to connect with NASO.

NASO does not provide emergency responses for people experiencing homelessness. All people, including those who are homeless, who require emergency services should call 911 to access emergency services available 24 hours a day every day.

Service Availability for NASO and Related Services

Service	Weekdays	Weekends	Evenings	Overnight
Niagara Assertive Street Outreach	Yes	Yes	No	No
Welcoming Streets (St Catharines, Beginning April 2025)	Yes	No	No	No
Seniors Community Programs	Yes	No	No	No
Public Health Outreach	Yes	Yes	No	No

Service	Weekdays	Weekends	Evenings	Overnight
211 and Emergency Shelters	Yes	Yes	Yes	Yes
Emergency Medical Services (EMS) Outreach	Yes	No	Yes	No
Niagara Regional Police Community Oriented Response and Engagement Unit (CORE) (St. Catharines, Niagara Falls, Welland)	Yes	No	Yes	No
The Niagara Regional Police Service Crisis Outreach and Support Team (COAST)	Yes	Yes	Yes	No
911 Emergency Services	Yes	Yes	Yes	Yes

Respectfully submitted and signed by,

Jeffrey Sinclair
Manager, Homelessness Services

Memorandum

COM-C 10-2025

Subject: Shelter System Data and Trends: 2024 Update

Date: May 6, 2025

To: Public Health and Social Services Committee

From: Cathy Cousins, Director, Homelessness and Community Engagement

At the Public Health and Social Services Committee meeting held on March 4, 2025, the following Councillor Information Request was made:

“Provide information respecting the impact of shelters including the length of time individuals spend in shelters, the effectiveness of shelters and the lessons learned.”
Councillor Witteveen.

Niagara Region, the Agencies and the front-line staff that support individuals experiencing homelessness have demonstrated great success and resilience in supporting individuals on their journey to housing. Niagara has seen an 8% decline in homelessness at the end of 2024 over 2023, with a further 7% decline in the first two months of 2025. However, chronic homelessness within that overall population continues to increase, drawing attention to the increasing complexity of those who seek service.

By-Name List of Those Experiencing Homelessness:

	Dec 31/23	Dec 21/24	Feb 28/25
Total	1229	1136	1057
Chronic	594	629	629
Non-Chronic	635	507	428
Chronic %	48.3%	55.4%	59.5%

Within the total homeless population, 102 individuals are youth aged 16 to 24, of whom 54 are experiencing chronic homelessness. There are currently 65 families experiencing homelessness, of which 33 are chronically homeless. The senior population includes 126 individuals aged 55 to 64, of whom 74 are chronically homeless, and 32 individuals aged 65 and older, with 24 of them classified as chronically homeless. In addition, the Point in Time count survey results and data indicated that 39% of adult individuals experiencing homelessness had their first experience of homeless prior to the age of 18, as well as demonstrating that the fastest growing demographic of homeless is seniors. This highlights the need for a family strategy and greater focus on addressing the senior population.

The shelter system continues to serve individuals with growing acuity and complexity of needs, which contributes to the rise in chronic homelessness. In 2024, 82% of intakes at funded housing-focused shelters were repeat intakes, up from 78% in 2022, reflecting a steady increase in both acuity and chronicity of those seeking shelters. A total of 1,915 intakes were recorded in 2024, with 319 involving Level 4/5 restrictions related to violence and safety concerns, an increase from 289 in 2023 and 262 in 2022. This emphasizes the growing complexity of individuals accessing shelter services and the correlation with the rise in chronic homelessness.

In addition, in 2022, the average length of stay was 32 days, which has since decreased to 23 days in 2024.

Efforts to divert individuals from shelters reflect the increasing in needs and acuity. In 2024, 12.21% of intakes involved a diversion attempt, with a success rate of 28.03%. In early 2025, the diversion attempt rate increased to 45.6%, with a success rate of 20.79%. Diversion investments are being increased to provide for dedicated support to all shelters effective Q2 2025.

The percentage of shelter intakes resulting in housing exits has declined over the past two years, from 24.71% in 2022 to 15.18% in 2024, although this still equates to 700 individuals securing housing. This decline can be attributed to rising living costs, inflation, insufficient social assistance rates, and a shortage of affordable and supportive housing options. However, 173 housing exits were recorded in January and February 2025 alone, driven by targeted Canada-Ontario Housing Benefit investments and enhanced outreach resources focusing on transitioning individuals from encampments and shelters to stable housing. Returns to homelessness remain a challenge, with 25% of shelter intakes in 2024 involving individuals who had previously exited a shelter to housing, a steady metric since 2022.

Where individuals experiencing homeless have been housed from the range of programs offered by the Region, the 6 month sustained housing rates are as follows:

Remained Housed 180 days (%)	2023	2024
Emergency Shelter	76%	77%
Bridge Housing	78%	90%
Housing First	88%	94%
Home For Good	80%	97%
Transitional Housing	91%	96%
Outreach (NASO)	N/A	85%
Prevention (Rapid Rehousing & HELP)	100%	94%

Niagara Region in partnership with homeless serving agencies regularly review outcomes, key performance indicators and trends. The data and conversations at various planning tables is in alignment, showing the need to focus on solutions that are targeted to address the growing complexity of homelessness, with a particular focus on chronic homelessness, family homelessness, and the senior population.

The Homelessness team has established divisional priorities for 2025 around a family homelessness strategy and a senior homelessness strategy. Staff have applied to the Canadian Alliance to end Homelessness Innovation fund to support the commencement of work to further understand and respond to seniors homelessness. Work from these two priorities will be leveraged in the supportive housing strategy where appropriate, as well as shared with Committee and Council to support advocacy and future investments.

Respectfully submitted and signed by,

Cathy Cousins, CPA, CA

Director, Homelessness Services and Community Engagement
Community Services

Memorandum

COM-C 11-2025

Subject: Cold Weather Advisory Response Programs

Date: May 6, 2025

To: Public Health and Social Services Committee

From: Cathy Cousins, Director Homelessness Services

At the Public Health and Social Services Committee meeting held on March 4, 2025, the following Councillor Information Request was made:

“Provide an overview of the cold weather advisory response programs of other communities.” Councillor Kaiser.

Homelessness Services is currently in the process of completing a program evaluation of the “2024-2025 Homelessness Plans for Winter”. The evaluation includes an analysis of key performance metrics to determine the effectiveness of the program in meeting community needs. The evaluation also includes a review of feedback from community partners and individuals with lived experience to identify opportunities for improvement. Finally, the program evaluation includes an environmental scan of the cold weather advisory response programs of other communities.

Staff have started the environmental scan. Preliminary work has identified very few communities that have taken a more innovative approach to addressing this complex challenge. A few communities have modernized their cold response system and taken a more intersectoral approach to responding. Staff are taking a more in-depth look at these programs to identify opportunities for us to adopt some of the more progressive practices that address the unique challenge of providing housing for individuals that are chronically homeless and facing significant service restrictions.

Staff will be rolling the outcomes of the program evaluation into the development of the “2025-2025 Homelessness Plans for Winter” and bringing the plan to Public Health and Social Services Committee this summer.

Respectfully submitted and signed by

Cathy Cousins
Director, Homelessness Services

Memorandum

PHD-C 2-2025

Subject: Health Canada – Emergency Treatment Fund

Date: May 6, 2025

To: Public Health and Social Services Committee

From: Sarah Burciul, Manager Outreach, & Tara Wincott, Manager Health Promotion

Health Canada's new Emergency Treatment Fund (ETF) provides urgent, targeted funding to municipalities to support rapid responses to the overdose crisis. The fund is designed to address urgent, immediate needs identified by communities, enhance local capacity, and provide access to culturally sensitive trauma-informed and evidence-based programs and services.

Following a successful application, Public Health was awarded the grant in late December 2024, with a signed agreement allocating \$699,306 in funding over a two-year period. The project, led by Public Health in partnership with Positive Living Niagara and REACH Niagara, will enhance existing client-facing harm reduction services already provided by these two community organizations in the Niagara region.

The goals of the project are to:

1. Enhance access to the case managers, healthcare, and harm reduction services for underserved and marginalized populations in Niagara that are at critical risk of morbidity and mortality.
2. Increase pathways to care to meet people where they are at.
3. Demonstrate and leverage partner collaboration through shared resources to assist the community in accessing harm reduction services.
4. Through mobile street outreach, leverage outreach workers and peers to improve the sense of belonging, facilitate warm transfers to services and provide trauma-informed low barrier healthcare services to equity deserving groups.

The funding will support:

1. Salaries and benefits for two full-time Harm Reduction Workers.

-
2. The purchase of three vehicles, and the associated operating costs (insurance, fuel, maintenance), to enhance service and replace current vehicles that are end of life.
 3. Medical supplies.

This grant aligns with priorities within the Community Safety and Wellbeing plan for the Niagara Region, as well as the Ontario Public Health Standard mandate requirements regarding coordination, provision, and enhancement of harm reduction services through collaboration with community providers. Funding is allocated to the community agencies, with required reporting that will be collected by Public Health. A fulsome program evaluation will be completed by Hamilton Health Sciences.

Respectfully submitted and signed by:

Sarah Burciul, BA MEd
Manager, Outreach Program

Tara Wincott, BAH
Manager, Health Promotion

Dr. Azim Kasmani, MD, MSc, FRCPC
Medical Officer of Health and Commissioner
Niagara Region Public Health and Emergency Services

We, the neighbours of the proposed Geneva Street bridge housing, strongly oppose the building of this project.

Name	Signature	Phone #
1. JOAN BOYLE 39 GREENMEADOW ST. CATH	<i>Joan Boyle</i>	[REDACTED]
2. TRUDY KENNEDY 44 GREENMEADOW CRT. ST. CATH	<i>Trudy Kennedy</i>	[REDACTED]
3. TRUDY BOLTZ 43 Greenmeadow Ct. St. Cath.	<i>Trudy Boltz</i>	[REDACTED]
4. ANNA BIAGI 45 GREENMEADOW ST. CATH	<i>Anna Biagi</i>	[REDACTED]
5. BILL POTTER 45 GREENMEADOW ST. CATH	<i>W. Potter</i>	[REDACTED]
6. 47 Greenmeadow Court St. Catharines	<i>Christine Love</i>	[REDACTED]
7. 54 GREENMEADOW GLENN SALOMONS	<i>Glenn Salomons</i>	[REDACTED]
8. 55 GREENMEADOW CT MIKE LIPINSKI	<i>M. A. Lipinski</i>	[REDACTED]
9. 51 GREENMEADOW CRT RALPH BARNIM	<i>Ralph Barnim</i>	[REDACTED]
10. Rosemary Barnim 51 Greenmeadow	<i>Rosemary Barnim</i>	[REDACTED]
11. G. N. H. KIPINSKI 55 GREENMEADOW	<i>G. N. H. Kipinski</i>	[REDACTED]
12. MIKE VILKOWSKI	<i>Mike Vilkowski</i>	[REDACTED]
13. ROBERT SINGER	<i>Robert Singer</i>	[REDACTED]
14. Bonnie Van Schoonen	<i>B. Van Schoonen</i>	[REDACTED]
15. Adrian Van Schoonen	<i>Adrian Van Schoonen</i>	[REDACTED]
16. MAX HRADSKY	<i>Max Hradsky</i>	[REDACTED]
17. Shannon Hradsky	<i>Shannon Hradsky</i>	[REDACTED]
18. 36 Greenmeadow Francelina	<i>da Silva</i>	[REDACTED]
19. Logan Hradsky 32 Greenmeadow Ct	<i>J. Hradsky</i>	[REDACTED]
20. 46 Greenmeadow	<i>M. G. Vanderlee</i>	[REDACTED]



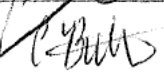


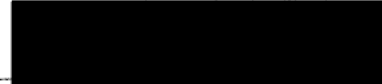
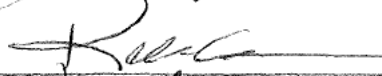

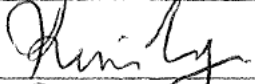

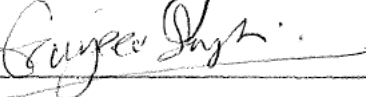

Name	Signature	Phone #
21. Irene McArthur	Irene McArthur	[REDACTED]
22. MRS BOBOW M	M. BOBOW	[REDACTED]
23. Jill Harper	Jill Harper	[REDACTED]
24. Jim MacBlashan	James MacBlashan	[REDACTED]
25. KELLY DOIRON	Kelly Doiron	[REDACTED]
26. Rebecca Potundo	Rebecca Potundo	[REDACTED]
27. David Foster	David Foster	[REDACTED]
28. 22 Greenmeadow Court		
29. Janet Foster	Janet Foster	[REDACTED]
30. Malcolm Foster	Malcolm Foster	[REDACTED]
31. Davita Debruyne	Davita Debruyne	[REDACTED]
32. Daniel Debruyne	Daniel Debruyne	[REDACTED]
33. Taylor Wilson	Taylor Wilson	[REDACTED]
34. Matt Smith	Matt Smith	[REDACTED]
35. Martin Kwiatkowski	Martin Kwiatkowski	[REDACTED]
36. DIANE GAANDERSE	Diane Gaanderse	[REDACTED]
37. EDWARD JONES	Edward Jones	[REDACTED]
38. AARON GAANDERSE	Aaron Gaanderse	[REDACTED]
39. Jason Shrubhall	Jason Shrubhall	[REDACTED]
40. JAVIERA VALENZUELA	Javiera Valenzuela	[REDACTED]

Name	Signature	Phone #
41. Sara Willis	<i>Sara Willis</i>	[REDACTED]
42. 7 DIXIE RD. CONNIE BANFIELD	<i>Bonnie Banfield</i>	[REDACTED]
43. 1C DIXIE DIXIE HILARY FRIEND	<i>H. Friend</i>	[REDACTED]
44. Aaron Charles	<i>AS</i>	[REDACTED]
45. K. Nild		[REDACTED]
46. Vidhi Pandey	<i>Vidhi Pandey</i>	[REDACTED]
47. Andrew Bell	<i>Andrew Bell</i>	[REDACTED]
48. Kristen Bell	<i>Kristen Bell</i>	[REDACTED]
49. Mary M. Bell	<i>2C Dixie Rd</i>	[REDACTED]
50. DOCK STEWART	<i>17-6 WOOD ST.</i>	[REDACTED]
51. BRENDA STEWART	<i>17-6 WOOD ST.</i>	[REDACTED]
52. PAULINE TALLARICO	<i>6 WOOD ST 15</i>	[REDACTED]
53. JACK SWAN	<i>6 WOOD ST 15</i>	[REDACTED]
54. Kirby Bernard	<i>6 WOOD ST #13</i>	[REDACTED]
55. Charles	<i>6 WOOD ST #12</i>	[REDACTED]
56. Frank Lwicky	<i>6 Wood St UN. 10</i>	[REDACTED]
57. In Bonello	<i>6 Wood St UN 7</i>	[REDACTED]
58. Lynne Causley	<i>6-6 Wood</i>	[REDACTED]
59. Linda Lwicky Sharp	<i>28 Maplewood Dr.</i>	[REDACTED]
60. Heather Hanley	<i>28 Maplewood Dr</i>	[REDACTED]

Name	Signature	Phone #
61. Mary Wierzbicki	Mary Wierzbicki	[REDACTED]
62. ERNEST PRICE	Ernest Price	[REDACTED]
63. 104 Wood St I Mad Bahlit	[Signature]	[REDACTED]
64. 4 Evans	4 Evans	[REDACTED]
65. 10 B Wood St Abraham Rempel	A Rempel	[REDACTED]
66. 8 A Wood St.		
67. 40 Wood St	[Signature]	[REDACTED]
68. 20 Wood St.	[Signature]	[REDACTED]
69. 2 A Wood St.	[Signature]	[REDACTED]
70. 11 GREENMEADOW G. LA FORTUNE	G. La Fortune	[REDACTED]
71. 19 Greenmeadow	E. Hargrave	[REDACTED]
72. Melissa Martin 24 Greenmeadow Cr	[Signature]	[REDACTED]
73. Brian Buvin 15 GREENMEADOW	[Signature]	[REDACTED]
74. EMIN KAHRIMANOVIC	[Signature]	[REDACTED]
75. 31 GREENMEADOW CR		
76. ANDY SAINOVIC 33 GREENMEADOW CT.	[Signature]	[REDACTED]
77. BHARATH KUMAR MOTAR 50 Greenmeadow Ct. GADDE	[Signature]	[REDACTED]
78. Mira Josipovic 13 Dixie Dr. RD	Mira Josipovic	[REDACTED]
79. Naomi Perera 11 Dixie Road	Naomi Perera	[REDACTED]
80. Robert Willis 9 Dixie Road	Robert Willis	[REDACTED]

Name	Signature	Phone #
81. AMARNATH TRIVEDI	Amanath SA DIXIE	[REDACTED]
82. DARLENE DUGGAN	[REDACTED]	[REDACTED]
83. Alyssa McConnery	AMcConny	[REDACTED]
84. MICHELLE KEELER	Michelle Keeler	[REDACTED]
85. George Keeler	George Keeler	[REDACTED]
86. Elias Zarkwos	E. M. Z.	[REDACTED]
87. JAIVET FERGUSON	J. Ferguson	[REDACTED]
88. ROBERT BUDDEN	Rob Budden	[REDACTED]
89. 53 TED ST. ST. CATHERINES	OKTAPARKINES	[REDACTED]
90. Kevin Werner	K. Werner	[REDACTED]
91. Stephanie Fratzel	[REDACTED]	[REDACTED]
92. - 9 SCHWALM ST. ST. CATH.		[REDACTED]
93. 47 TED STREET	St Cath. Claf	[REDACTED]
94. 43 Ted Street	St. Cath. vinn	[REDACTED]
95. 27 Ted St.	St. Catharines	[REDACTED]
96. 17 TED ST.	E. Pagan	[REDACTED]
97. Adam Walicki	St. Catharines	[REDACTED]
98. ANITA WALICKI	27 GREENGARDEN CRT.	[REDACTED]
99. Bonnie Morgan	283 RUSSELL AVE B. Morgan	[REDACTED]
100. Sam Sallam	Sam's Geneva St Pharmacy 284	[REDACTED]

Geneva St St. Catharines

Name	Signature	Phone #
81. Jeremy Chivers		
82. Chantrea Butth	 22 McNicholl Cir. St. Catharines L2R 7C5	
83. FRANKS CHARITTE		
84. Rebecca Evans		
85. Kim Vanlyn.		
86. GARY SINGH		
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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

May 2, 2025

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

Dear Ms. Norio,

At their April 25, 2025 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 3-2025:

Recommendations

Staff Recommend that the Board of Directors **APPROVE** the following:

1. That provided the Chief Executive Officer and Chair of the Board of Directors determine that Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, at no cost, 184 Denistoun Street, Welland (Part 2 in Reference Plan 59R-17992), to be used for the purposes of a Community Housing Development Project and the Chief Executive Officer is authorized to execute all such agreements.
2. That the Report **BE FORWARDED** to Niagara Region Public Health and Social Services Committee for information at the May 6, 2025, meeting.
3. That the Report **BE FORWARDED** to Niagara Region Corporate Services Committee for information at the May 7, 2025, meeting.

Your assistance is requested in moving report NRH 3-2025 through proper channels to PHSSC on May 6, 2025 and Corporate Services Committee on May 7, 2025 for information.

Sincerely,

Councillor Mat Siscoe
Chair

Subject: Acquisition of Property – 184 Denistoun Street, Welland

Report to: Niagara Regional Housing Board of Directors

Report date: Friday, April 25, 2025

Recommendations

Staff Recommend that the Board of Directors **APPROVE** the following:

1. That provided the Chief Executive Officer and Chair of the Board of Directors determine that Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, at no cost, 184 Denistoun Street, Welland (Part 2 in Reference Plan 59R-17992), to be used for the purposes of a Community Housing Development Project and the Chief Executive Officer is authorized to execute all such agreements.
2. That the Report **BE FORWARDED** to Niagara Region Public Health and Social Services Committee for information at the May 6, 2025, meeting.
3. That the Report **BE FORWARDED** to Niagara Region Corporate Services Committee for information at the May 7, 2025, meeting.

Key Facts

- 184 Denistoun Street is a 0.96 acre (0.39 ha) parcel of land owned by the City of Welland and is identified as a candidate site for the development of affordable housing as guided thru Niagara Regional Housing's *Consolidated Housing Master Plan, 2022* and subsequent *Consolidated Housing Master Plan: Implementation Plan* (pending approval).
- The site was deemed surplus by the City of Welland in 2024 and was approved for transfer to NRH by the City at no cost during its February 18, 2025, Council meeting (City report attached as Appendix 1).
- Niagara Region staff and City of Welland staff have collaborated closely on a conceptual site and building design that envisions a 6-storey affordable rental apartment building consisting of 78 units that offers a mix of bachelor, one-bedroom, two-bedroom, and three-bedrooms.
- The site was historically used as a park and open space, and prior thereto, a surface parking lot related to neighbouring industrial uses and is known to be impacted by contaminating on- and off-site activities that will require the

completion of environmental site assessment work to file for a Record of Site Condition.

- Niagara Region staff and City of Welland staff will be working together to prepare an agreement on the conditions of land transfer for the purpose of future affordable housing development.

Financial Considerations

The City of Welland will transfer ownership of 184 Denistoun Street to Niagara Regional Housing (NRH) at no cost. The affordable housing project planned for the site is not currently included in NRH's approved capital budget for 2025. A high-level financial strategy will be provided to Regional Council at a future date as the site approaches a state of shovel-readiness. A more detailed plan will be developed and presented to the Board for amendment to 2026, 2027 and/or 2028 capital budgets as needed once the cost and timing expectations on matters relating to site preparation, due diligence, design, and construction become known.

Analysis

Context and Envisioned Development

The lands located at 184 Denistoun Street are currently owned by the City of Welland and were formerly used as a city park (Hooker Street Park) and a surface parking lot related to an abutting former industrial use. The property is currently vacant and comprised of manicured grass with presence of a mature tree line along the northerly property line. The site features relatively flat grading and has few encumbrances that would limit its development potential. The land represents a favourable opportunity to accommodate future affordable housing development, which is aligned with NRH's *Consolidated Housing Master Plan: Implementation Plan* (Implementation Plan).

The future development of this site will result in the creation of net new affordable housing units that are owned and operated by NRH. All units would provide quality affordable housing on a rent-geared-to-income basis at 30% of gross annual household income before tax. The site features many desirable aspects that are sought after in a complete community concept, including advantageous proximity to variety of amenities and transportation options, as well as a favourable size and lot fabric for an affordable housing concept.

NRH staff and City staff have worked together to create a conceptual site plan and building design (Appendix 2) to illustrate the potential development of this site as a 6-storey apartment building consisting of 78 community housing units that offer mix of

bachelor, one-bedroom, two-bedroom, and three-bedroom units. The envisioned development will play an important role in NRH's ability to create new affordable housing units on other sites in Welland. For example, the redevelopment of other existing NRH sites in Welland will result in the temporary displacement of the tenants that currently reside within them. Once completed, the newly constructed units located at 184 Denistoun Street can be used to rehouse any tenants that are displaced through NRH's future redevelopment initiatives until the time that these projects are complete. An ideal scenario is that any displaced tenants will be temporarily relocated close to their existing community to minimize impacts/disruption to their lifestyle and daily routines (i.e., schooling, jobs, family, support amenities, transportation, etc.). The 184 Denistoun Street site is centrally located within the city and is close to a variety of established transit options and community amenities.

Primary Access

A challenge with the site is its limited frontage along Denistoun Street which reduces the ability to efficiently locate the driveway and parking aisles in a configuration that optimizes site use. The conceptual site and building design mitigate this challenge by locating the primary driveway access off-site within the abutting unopened Edward Street road allowance. This modified primary access location vastly improves the development potential of the site through optimizing the space that can be dedicated to building envelope, surface parking and aisles, and the technical needs for waste collection and emergency vehicle movement requirements.

The City of Welland has authorized for an easement be granted to NRH over a portion of the unopened Edward Street road allowance for the primary driveway access that will be addressed through the land transfer agreement process.

Site Condition

Based on the known historic uses of the site and surrounding area, the City of Welland retained Niagara Soil Solutions Ltd. to complete a "*Phase One Environmental Site Assessment (ESA)*", dated December 3, 2024. The Phase One ESA investigation identified a total of seven on- and off-site potentially contaminating activities that resulted in three areas of potential environmental concern (APEC) on the property that could impact soil and groundwater qualities. These APECs are:

- APEC 1: de-icing activities from the site's past use as a surface parking lot.
- APEC 2: importation of fill materials of unknown quality.
- APEC 3: proximity to a former rail track/spur related to an industrial use.

As such, the Phase One ESA requires the undertaking of a Phase Two ESA in adherence to Ontario Regulation 153/04, as amended. NRH will endeavour to undertake the Phase Two ESA work upon the successful transfer of the site to NRH by the City of Welland. It is also NRH's intent to utilize the City of Welland's Brownfield Community Improvement Plan suite, as approved by City Council on February 18, 2025, to support efforts in completing this required work to file for Record of Site Condition.

Alternatives Reviewed

If the transfer of 184 Denistoun Street from the City of Welland is not approved, then NRH will have to remove this project from its portfolio. The removal of this project would impact the timing and expectations of other subsequent redevelopment projects within the NRH portfolio – particularly those identified within its same development group. This approach is not recommended as it would harm the certainty and predictability of queued redevelopment projects, as well as would compromise the unit delivery and capital need forecasts as set out in the Implementation Plan.

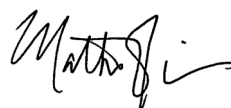
Relationship to Board and Council Strategic Priorities

This initiative is linked to NRH's 2023-2027 Strategic Plan through Strategic Priority 1.0 Building homes and Goal 1.1 to increase the number of affordable housing units across Niagara in alignment with the goals of the Housing Master Plan.

This initiative is directly linked to the Consolidated Housing Master Plan which is a listed action under Niagara Regional Council's 'Equitable Region' pillar to achieve Objective 3.3 which seeks to improve access to affordable and attainable housing in Niagara. The contribution of Regional investment towards the Implementation Plan is an effective action that will provide individuals and families with access to safe, stable, and affordable place to live.



Submitted by:
Cameron Banach
Chief Executive Officer, NRH



Approved by:
Mat Siscoe
Chair, NRH

This report was prepared by Cameron Banach, Director Housing Services / CEO of NRH, in consultation with Alexander Morrison, Development Industry and Housing Consultant, Jeff Davis, Housing Development and Project Manager and Sara Mota, Program Financial Specialist.

Appendices:

Appendix 1: City of Welland Staff Report (PB-2024-30, dated February 18, 2025)

Appendix 2: Niagara Region Housing – Conceptual Site Plan and Building Design – 184 Denistoun Street, Welland



FROM THE OFFICE OF THE CITY CLERK

RESOLUTION NO: 2025 - 36

REFERENCE NO. 21-30

February 27, 2025

Dear Sir or Madam:

Welland City Council passed the following motion

on

February 18, 2025

"THAT COUNCIL OF THE CITY OF WELLAND approves a portion of lands municipally known as, 184 Denistoun Street identified as Part 2 in Reference Plan 59R-17992 to be conveyed, at no cost, to Niagara Regional Housing. The purpose is to facilitate the construction of a 78 unit Affordable Housing Development; and further
THAT Welland City Council allows for Niagara Regional Housing to apply for incentives under the Brownfield CIP to support the proposed project; and further
THAT Welland City Council authorizes an easement over a portion of the Edward Street unopened road allowance."

TS:bl

G. Munday, Director of Planning & Development Services
c.c. - M. Greenlee, Manager of Planning Services
- N. Aiello, Manager of Policy Planning
- A. Vuksan Scott, Manager of Budgets & Financial
Service/Deputy Treasurer
- Legal Division

From


City Clerk

COUNCIL MEETING
PLANNING AND DEVELOPMENT SERVICES

REPORT PB-2024-30
February 18, 2025

SUBJECT: 184 Denistoun Street – Proposed Niagara Regional Housing Project

AUTHOR: Nicolas Aiello, HBA, MCIP, RPP
Policy Planning Manager

APPROVING MANAGER: Michael Greenlee, MCIP, RPP
Manager Of Planning

APPROVING DIRECTOR: Grant Munday, B.A.A., MCIP, RPP
Director Development And Building Services

RECOMMENDATION:

THAT COUNCIL OF THE CITY OF WELLAND approves a portion of lands municipally known as, 184 Denistoun Street identified as Part 2 in Reference Plan 59R-17992 to be conveyed, at no cost, to Niagara Regional Housing. The purpose is to facilitate the construction of a 78 unit Affordable Housing Development; and further

THAT Welland City Council allow for Niagara Regional Housing to apply for incentives under the Brownfield CIP to support the proposed project; and further,

THAT Welland City Council authorizes an easement over a portion of the Edward Street unopened road allowance.

RELATIONSHIP TO STRATEGIC PLAN

This recommendation is aligned to Council's strategic priority of ensuring "Liveability" by creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

The City's Housing Needs Assessment & Environmental Scan and Affordable Rental Housing Community Improvement Plan (CIP) have identified that there is high demand for purpose built rental housing that is provided at an affordable rate.

Should Council approve the recommendations of this report, the City will be supporting the need for this housing type by providing serviced land and funding its development and support programs. Subject to the findings of environmental studies, this project may also be considered a brownfield redevelopment.

EXECUTIVE SUMMARY:

In January 2024, Council declared a portion of 184 Denistoun Street as surplus. The Affordable Housing Advisory Committee passed a motion recommending Council convey 184 Denistoun Street at no cost to Niagara Regional Housing for the construction of a seventy-eight (78) unit affordable housing development. Given the site's industrial past, Staff are also recommending that an application be made for the City's Brownfield CIP Incentives.

This report is presented in response to the Affordable Housing Advisory Committee's motion that took place on November 7, 2024 and Niagara Regional Housing's presentation that took place on December 10, 2024.

City Staff recommend conveying the subject portion of 184 Denistoun Street at no cost to Niagara Regional Housing for the construction of the planned affordable housing development.

BACKGROUND:

On January 9, 2024, Welland Council approved the recommendations of Report P&B-2023-60:

THAT THE COUNCIL OF THE CITY OF WELLAND declares surplus to the City's needs, lands on the east side of Denistoun Street, south of Hooker Street, shown in Report P&B-2023-60;

THAT Welland City Council reserves the sale or lease of these lands for an affordable housing project subject to Council approval.

On November 7, 2024, the Affordable Housing Advisory Committee received a presentation from Niagara Regional Housing with regards to the proposed development of a (seventy-eight) 78 unit affordable housing development on a municipally owned surplus property known as 184 Denistoun Street. The Committee passed the following motion recommending for Council to convey the subject lands to Niagara Regional Housing.

THAT COUNCIL OF THE CITY OF WELLAND approve the provision of the property municipally known as 184 Denistoun Street to Niagara Regional Housing at no cost for the construction of at least 78 affordable housing units.

On December 10, 2024, Welland Council referred Staff Report PB-2024-30 with direction for staff to consider for the following matters:

- Reconfigure the proposed access to the Site from Edward Street to Denistoun Street;
- Provide the property to Niagara Regional Housing through a long-term nominal land lease rather than conveyance;
- Provide information regarding the cost to reconfigure the Hooker Street Park soccer field;

DISCUSSION:

Site

The subject parcel, identified as Part 2 in Reference Plan 59R-17992 (Appendix I) is approximately 0.39 hectares. The lands are located south of an Edward Street unopened road allowance, adjacent Hooker Steet Park; and, north of four (4) multi-storey residential apartment buildings.

The lands were identified in the Affordable Housing Site Evaluations and Environmental Scan which listed lands in the City that have the potential for the development of affordable housing.

The subject parcel is currently vacant. It was previously used as a parking lot for Newman Steel, a former large industrial facility. As such, environmental site assessments are needed to determine whether soil or groundwater contamination is present and remediation is required to achieve a Record of Site Condition (RSC).

Zoning

The site is zoned Community Open Space. However, Section 5.30 a) of Zoning By-law 2017-117, as amended provides that Niagara Region, among other government bodies and public agencies is not be prevented from the use of any land including the erection of buildings or structures as a public use.

Proposal: Design and Model

Niagara Regional Housing is proposing to construct, hold and operate a seventy-eight (78) unit affordable housing development at 184 Denistoun Street.

The residential building is planned to be six (6) storeys in height, consisting of five (5) bachelor units, forty-one (41) one-bedroom units, twenty-six (26) two-bedroom units, and six (6) three-bedroom units. The building will also contain: a common room, offices, laundry facility, serving area, and scooter storage on the ground floor. A total of sixty-two (62) parking spaces are proposed on-site.

A three (3) metre wide portion of land located along the eastern boundary of the site (Part 1 of Plan 59R-17992 in Appendix I) is to be retained by the City to accommodate a recreational pathway providing access from the Recreational Waterway to Edward Street and adjacent Hooker Street Park.

A modified primary access is now proposed from Denistoun Street that immediately abuts the southerly lot line of the unopened Edward Street road allowance. Regional Staff advise that the primary driveway access is required to

be located on the unopened road allowance lands to provide sufficient turning radii for waste collection and emergency vehicle movements.

A fence/screen along the length of the proposed building footprint (southerly lot line of 184 Denistoun Street) has been included to improve the privacy for ground floor units abutting that elevation.

Proposed rents for the units are as follows:

- bachelor units (estimated rent rate of \$456/month)
- one-bedroom units (estimated rent rate of \$456/month)
- two-bedroom units (estimated rent rate of \$731/month)
- three-bedroom units (estimated rent rate of \$731/month)

A concept plan for the proposed development is shown in Appendix II.

Hooker Street Park Impacts

The proposed new primary access will encroach further into Hooker Street Park, primarily affecting the southern portion of the park's soccer field (southern goal posts). Community Services staff has confirmed that reducing or removing the soccer field can be considered as it is only passively used and not rentable.

The current soccer field dimensions are smaller than regulation size. As such, moving the southern goal post northward or re-adjusting the field with an east-west orientation would not have a significant impact to the field's use. The cost associated with moving both the existing north and south goal posts is approximately \$10,000.00 (subject to condition).

Based on feedback received during the *Love My Park* engagement session hosted in August of 2023, Community Services staff have identified that Hooker Street Park needs more shade in the form of a pavilion, additional trees and outdoor games.

The proposed new access may result in the removal of trees along the perimeter of the park. Replacement of the existing trees will be at the expense of the Region. New trees are proposed to be planted in the park as well as on the subject lands. More detailed plans for tree replacement will be determined at the site plan stage.

Long-Term Land Lease

Regional Staff do not support constructing this development with a long-term land lease.

Staff note that since the subject property will be provided to another level of government (Niagara Region), there is sufficient assurance that the lands will be maintained for affordable housing. A land lease may be more appropriate in circumstances where the City provides land to a private developer or non-government not-for-profit.

Accordingly, City Staff are recommending the transfer of 184 Denistoun Street through land conveyance.

Community Improvement Plan Incentives

Upon conveyance of the subject lands, Niagara Regional Housing will be eligible to apply for the incentives provided by the recently adopted Affordable Housing Community Improvement Plan (CIP).

Staff are recommending that Niagara Regional Housing be permitted to apply for the Brownfield CIP incentive programs given the site's former industrial use. The Brownfield CIP currently restricts other government organizations from applying for any of the incentives. As such, Council approval of this report is required in order to permit a CIP Application from Niagara Regional Housing to be made. Eligible incentives under a Brownfield CIP would include:

- Environmental Study Grant
- Brownfield Tax Assistance Grant (if remediation is required)
- Brownfield Tax Increment Grant (if remediation is required)
- Brownfield Fees Grant (planning and building fees)

For more information regarding the Affordable Rental Housing and Brownfield CIP Incentives – Please refer to the following web link:

<https://madeinwelland.ca/Incentives/CIPs.asp>

FINANCIAL:

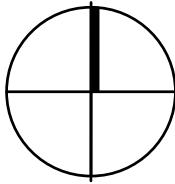
The financial implications associated with the recommendations of this report include nominal legal fees associated with conveyance and registration of the land to Niagara Regional Housing.

The costs associated with the CIP Incentives will be related to project construction, remediation (if required), planning and building permit fees; and, the increase in assessment/taxes to form the tax increment grant.

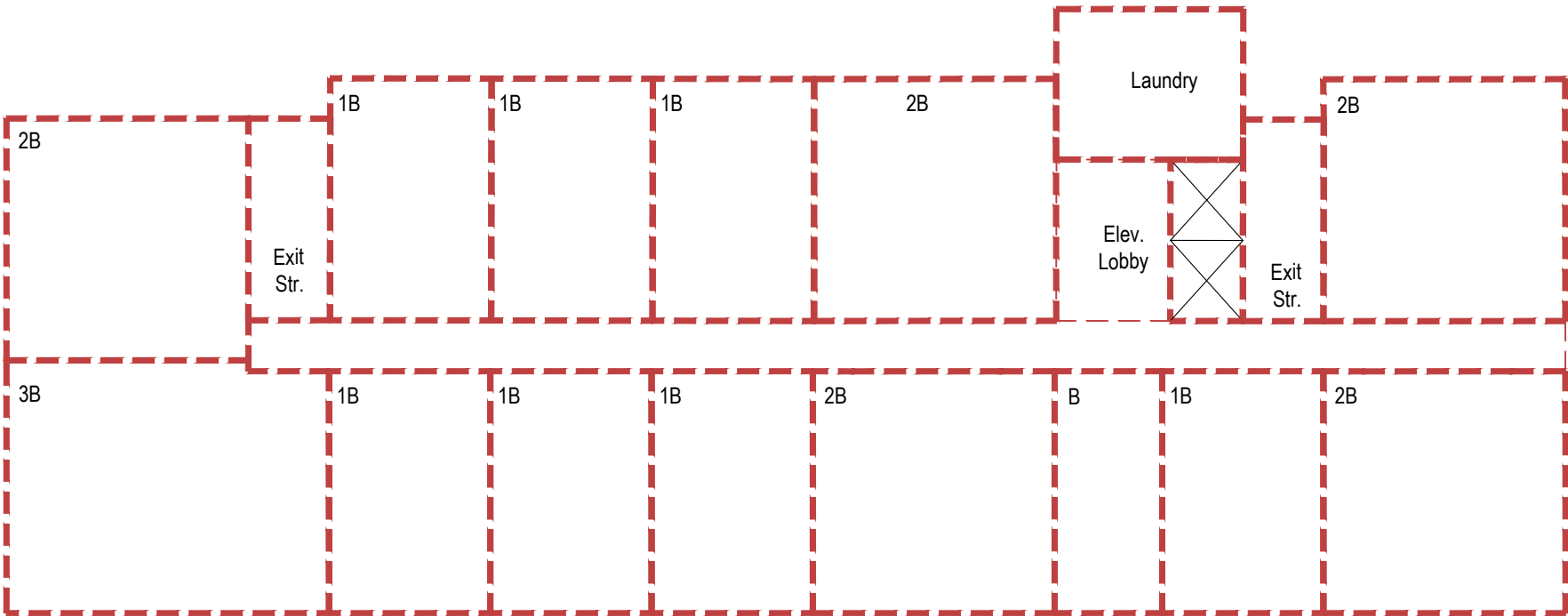
Should Niagara Regional Housing apply for the incentives, Council will review the estimated grant costs in a staff CIP update memo.

ATTACHMENT:

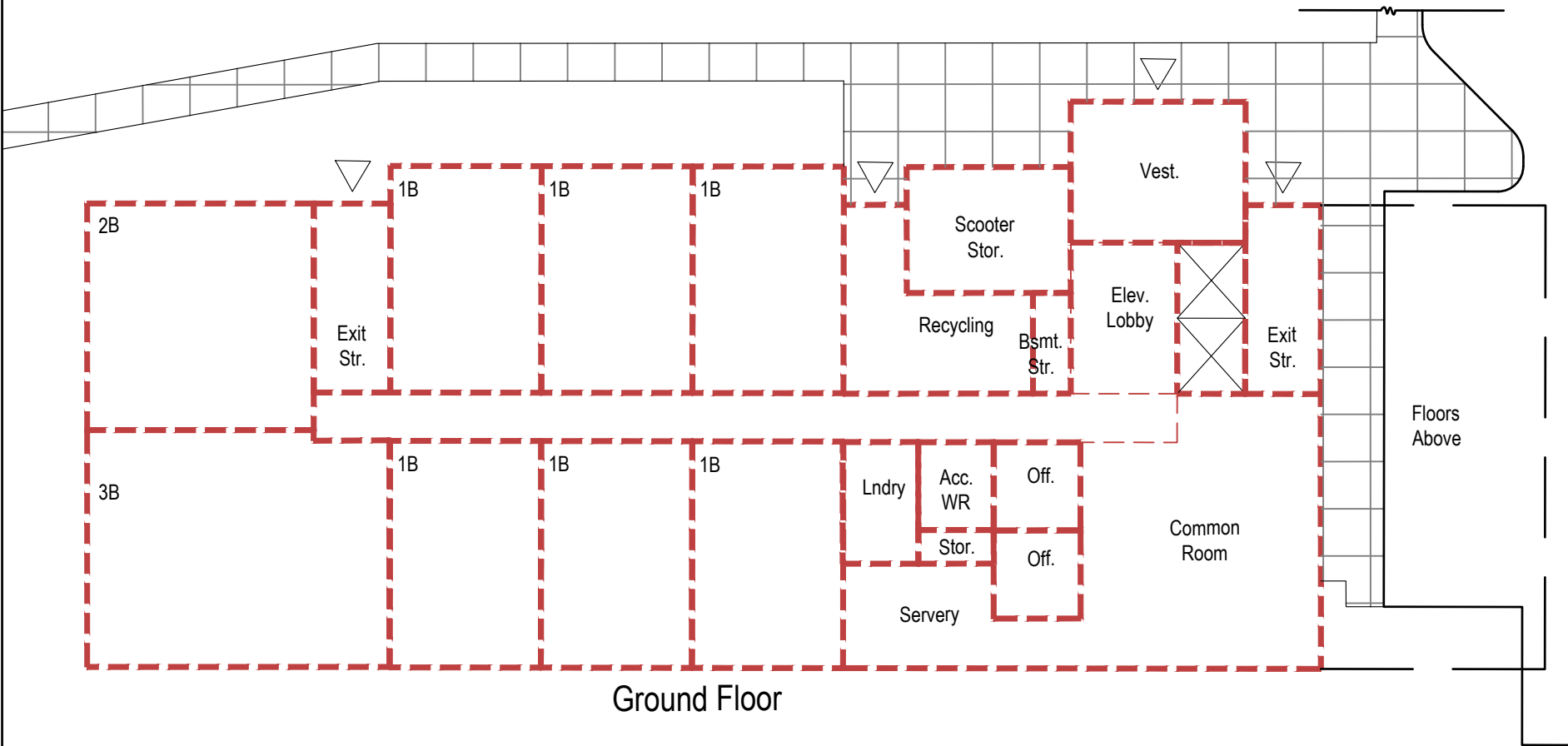
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|-------------|---|---|
| Appendix I | - | Reference Plan - 59R-17992 |
| Appendix II | - | 184 Denistoun Street – Proposed Site Plan |



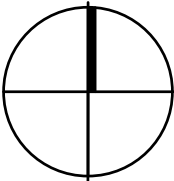
Dev. Yield	Units/FI	Bachelor	1-Bedroom	2-Bedroom	3-Bedroom
Floor G	8	0	6	1	1
Floor 2	14	1	7	5	1
Floor 3	14	1	7	5	1
Floor 4	14	1	7	5	1
Floor 5	14	1	7	5	1
Floor 6	14	1	7	5	1
Dev. Yield	78	5	41	26	6



Floors 2 to 6



Ground Floor







Minute Item No. 6.1

CSD 11-2025

2025-T-9 Award of Tender - New NRPS D3 NG911 Stand Alone Back Up Facility, 5 Lincoln Street, City of Welland

That Report CSD 11-2025, dated April 9, 2025, respecting 2025-T-9 Award of Tender - New Niagara Regional Police Services (NRPS) D3 NG911 Stand Alone Back Up Facility, 5 Lincoln St. Welland, ON, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That CCDC-2 Stipulated Price Contract 2025-T-9 New NRPS D3 NG911 Stand Alone Back Up Facility **BE AWARDED** to the lowest compliant bidder, 1320376 Ontario Ltd. (GEN-PRO), at their bid price of \$10,605,728 (including 13% HST); and
2. That the gross capital budget for the 911 Backup Rationalization **BE INCREASED** by \$1,363,017 and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Levy - \$900,000
 - Provincial Grants - \$463,017
3. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute a CCDC-2 Stipulated Price Contract between Niagara Region and 1320376 Ontario Ltd. (GEN-PRO), in a form satisfactory to the Director, Legal and Court Services.

Minute Item No. 6.2

CSD 15-2025

Surplus and Disposal of Vacant Land, Regional Road 3 (Lakeshore Road), in the Township of Wainfleet

That Report CSD 15-2025, dated May 7, 2025, respecting Surplus and Disposal of Vacant Land, Regional Road 3 (Lakeshore Road), in the Township of Wainfleet, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following lands **BE DECLARED** surplus to the needs of Niagara Region:
 - a) Part Lot 30, Concession 1, being Part 2 on 59R-18280; in the Township of Wainfleet consisting of approximately 0.22 acres (883.34 sq. m), as shown on the attached Appendix 1 ("Lands");
2. That staff **BE AUTHORIZED** to proceed with the disposal and transfer of fee simple interest ownership of the Lands through an arms length transaction;
3. That delegated authority **BE AUTHORIZED** to the Deputy Chief Administrative Officer to negotiate the purchase of the subject lands, including the authority to accept an offer that is consistent with current market conditions and represents the most favorable terms for the Regional Municipality of Niagara;

4. That the Deputy Chief Administrative Officer **BE AUTHORIZED** to execute the Agreement of Purchase and Sale, which includes the authority to accept an offer greater or less than the appraised value, provided that the form of the agreement is satisfactory to the Director of Legal and Court Services; and
5. That, in accordance with Section 33 of the Disposal of Land By-law, the net sale proceeds of both transactions **BE TRANSFERRED** to the general capital levy reserve and in alignment with the strategy outlined in Report PDS 29-2023, be retained for reinvestment into housing to maximize opportunities to expand affordable and attainable housing in Niagara.

Minute Item No. 6.3

CSD 21-2025

Municipal Insurance Program Renewal Recommendations for 2025-2027

That Report CSD 21-2025, dated May 7, 2025, respecting Municipal Insurance Program Renewal Recommendations for 2025-2027, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Staff **BE AUTHORIZED** to obtain insurance and risk services from Niagara Region's current Broker/Insurer Marsh Canada ("Marsh") on behalf of Niagara Region, Niagara Regional Police Service ("NRPS"), and Niagara Regional Housing ("NRH") for the upcoming policy term of November 1, 2025 to November 1, 2026 with the option to renew for one additional term (2026-2027) and that the Chief Administrative Officer be authorized to execute any required agreements and documentation, in a form satisfactory to the Director of Legal and Court Services, subject to available budget.

Minute Item No. 6.4

CSC-C 10-2025

Recommendations from the Joint Board of Management - Niagara Courts meeting held on April 17, 2025

That Memorandum CSC-C 10-2025, dated May 7, 2025, respecting Recommendations from the Joint Board of Management – Niagara Courts meeting held on April 17, 2025, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 1-2025, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria.

Minute Item No. 7

CONSENT ITEMS FOR INFORMATION

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

CSC-C 11-2025

Supporting Information for NG911 Stand Alone Backup Facility

CSD 10-2025

Regional Development Charges Treasurer's Statement 2024

CSC-C 12-2025

Niagara Regional Police Service Response to Councillor Information Requests
Respecting Overtime and Body Worn Cameras Costs

NRH 3-2025

Acquisition of Property – 184 Denistoun Street, Welland

Minute Item No. 10.1

Confidential HR 1-2025

**A Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001 - ONA
Homes Interest Arbitrations Award**

That Confidential Report HR 1-2025, dated May 7, 2025, respecting A Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001 - ONA Homes Interest Arbitration Award, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

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

CSC 4-2025

Wednesday, May 7, 2025

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Campion, Diodati*, Foster (Committee Chair), Gale, Ganann*, Grant*, Heit, Insinna, Olson, Redekop*, Secord*, Siscoe, Whalen (Committee Vice-Chair), Zalepa*

Other Councillors: Sorrento*

Absent/Regrets: Bradley (Regional Chair)

Staff: B. Brens, Associate Director, Budget Planning & Strategy, D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, I. Chen, Manager, Revenue Planning and Strategy, R. Ferron, Chief, Emergency Medical Services, F. Fucile, Manager, Real Estate, D. Gibbs, Director, Legal & Court Services, R. Hill, Legislative Coordinator, A. Korchok, Chief of Staff*, B. Menage, Director, Procurement Services, A.-M. Norio, Regional Clerk, D. Pasto, Manager, Risk Management & Insurance, M. Raquion, Director, Financial Management & Planning/Deputy Treasurer, B. Ray, Associate Director, Construction, Energy & Facilities Management, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting & Analysis, F. Tassone, Director, Transportation, R. Tripp, Chief Administrative Officer, M. Vink, Associate Director, Court Services, N. Wolfe, Director, Construction Energy & Facilities Management

Others Present: A. Askhoul, Director of Technology, Niagara Regional Police Services, T. Waselovich, Deputy Chief, Niagara Regional Police Services

* 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.

2. **LAND ACKNOWLEDGEMENT STATEMENT**

Councillor Bateman 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 11-2025**

2025-T-9 Award of Tender - New NRPS D3 NG911 Stand Alone Back Up Facility, 5 Lincoln Street, City of Welland

Moved by Councillor Siscoe
Seconded by Councillor Insinna

That Report CSD 11-2025, dated April 9, 2025, respecting 2025-T-9 Award of Tender - New Niagara Regional Police Services (NRPS) D3 NG911 Stand Alone Back Up Facility, 5 Lincoln St. Welland, ON, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That CCDC-2 Stipulated Price Contract 2025-T-9 New NRPS D3 NG911 Stand Alone Back Up Facility **BE AWARDED** to the lowest compliant bidder, 1320376 Ontario Ltd. (GEN-PRO), at their bid price of \$10,605,728 (including 13% HST); and
2. That the gross capital budget for the 911 Backup Rationalization **BE INCREASED** by \$1,363,017 and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Levy - \$900,000
 - Provincial Grants - \$463,017
3. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute a CCDC-2 Stipulated Price Contract between Niagara Region and 1320376 Ontario Ltd. (GEN-PRO), in a form satisfactory to the Director, Legal and Court Services.

Carried

6.2 CSD 15-2025

Surplus and Disposal of Vacant Land, Regional Road 3 (Lakeshore Road), in the Township of Wainfleet

Moved by Councillor Ganann
Seconded by Councillor Secord

That Report CSD 15-2025, dated May 7, 2025, respecting Surplus and Disposal of Vacant Land, Regional Road 3 (Lakeshore Road), in the Township of Wainfleet, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following lands **BE DECLARED** surplus to the needs of Niagara Region:
 - a) Part Lot 30, Concession 1, being Part 2 on 59R-18280; in the Township of Wainfleet consisting of approximately 0.22 acres (883.34 sq. m), as shown on the attached Appendix 1 ("Lands");
2. That staff **BE AUTHORIZED** to proceed with the disposal and transfer of fee simple interest ownership of the Lands through an arms length transaction;
3. That delegated authority **BE AUTHORIZED** to the Deputy Chief Administrative Officer to negotiate the purchase of the subject lands, including the authority to accept an offer that is consistent with current market conditions and represents the most favorable terms for the Regional Municipality of Niagara;
4. That the Deputy Chief Administrative Officer **BE AUTHORIZED** to execute the Agreement of Purchase and Sale, which includes the authority to accept an offer greater or less than the appraised value, provided that the form of the agreement is satisfactory to the Director of Legal and Court Services; and
5. That, in accordance with Section 33 of the Disposal of Land By-law, the net sale proceeds of both transactions **BE TRANSFERRED** to the general capital levy reserve and in alignment with the strategy outlined in Report PDS 29-2023, be retained for reinvestment into housing to maximize opportunities to expand affordable and attainable housing in Niagara.

Carried

6.3 CSD 21-2025

Municipal Insurance Program Renewal Recommendations for 2025-2027

Moved by Councillor Gale

Seconded by Councillor Bateman

That Report CSD 21-2025, dated May 7, 2025, respecting Municipal Insurance Program Renewal Recommendations for 2025-2027, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Staff **BE AUTHORIZED** to obtain insurance and risk services from Niagara Region's current Broker/Insurer Marsh Canada ("Marsh") on behalf of Niagara Region, Niagara Regional Police Service ("NRPS"), and Niagara Regional Housing ("NRH") for the upcoming policy term of November 1, 2025 to November 1, 2026 with the option to renew for one additional term (2026-2027) and that the Chief Administrative Officer be authorized to execute any required agreements and documentation, in a form satisfactory to the Director of Legal and Court Services, subject to available budget.

Carried

6.4 CSC-C 10-2025

Recommendations from the Joint Board of Management - Niagara Courts meeting held on April 17, 2025

Moved by Councillor Diodati

Seconded by Councillor Redekop

That Memorandum CSC-C 10-2025, dated May 7, 2025, respecting Recommendations from the Joint Board of Management – Niagara Courts meeting held on April 17, 2025, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 1-2025, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Heit
Seconded by Councillor Zalepa

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

CSC-C 11-2025

Supporting Information for NG911 Stand Alone Backup Facility

CSD 10-2025

Regional Development Charges Treasurer's Statement 2024

CSC-C 12-2025

Niagara Regional Police Service Response to Councillor Information Requests
Respecting Overtime and Body Worn Cameras Costs

NRH 3-2025

Acquisition of Property – 184 Denistoun Street, Welland

Carried

Councillor Information Request(s):

Provide an analysis capturing the success or failures of each individual incentive in fulfilling Council Strategic Plan as part of the 2026 budget deliberations (CSD 10-2025). Councillor Zalepa.

8. OTHER BUSINESS

There were no items of other business.

9. CLOSED SESSION

Committee did not resolve into closed session.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

10.1 Confidential HR 1-2025

A Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001
- ONA Homes Interest Arbitrations Award

Moved by Councillor Siscoe
Seconded by Councillor Insinna

That Confidential Report HR 1-2025, dated May 7, 2025, respecting A
Matter of Labour Relations under s. 239(2)(d) of the Municipal Act, 2001 -
ONA Homes Interest Arbitration Award, **BE RECEIVED** and the
recommendations contained therein, **BE APPROVED**.

Carried

11. NEXT MEETING

The next meeting will be held on Wednesday, June 11, 2025, at 9:30 a.m. in the Council Chamber, Regional Headquarters

12. ADJOURNMENT

There being no further business, the meeting adjourned at 10:45 a.m.

Councillor Foster
Committee Chair

Rebecca Hill
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: 2025-T-9 Award of Tender - New Niagara Regional Police Services (NRPS) D3 NG911 Stand Alone Back Up Facility, 5 Lincoln St. Welland, ON

Report to: Corporate Services Committee

Report date: Wednesday, April 9, 2025

Recommendations

1. That CCDC-2 Stipulated Price Contract 2025-T-9 New NRPS D3 NG911 Stand Alone Back Up Facility **BE AWARDED** to the lowest compliant bidder, 1320376 Ontario Ltd. (GEN-PRO), at their bid price of \$10,605,728 (including 13% HST); and
2. That the gross capital budget for the 911 Backup Rationalization **BE INCREASED** by \$1,363,017 and that the increase **BE FUNDED** as follows:
 - Capital Variance Project – Levy - \$900,000
 - Provincial Grants - \$463,017
3. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute a CCDC-2 Stipulated Price Contract between Niagara Region and 1320376 Ontario Ltd. (GEN-PRO), in a form satisfactory to the Director, Legal and Court Services.

Key Facts

- The purpose of this report is to:
 - Seek Council's approval to award a contract to the lowest compliant bidder, 1320376 Ontario Ltd. (GEN-PRO) for construction of the New NRPS D3 NG911 Stand Alone Back Up Facility located at 5 Lincoln Street, Welland, at the submission price of \$10,605,728 (including 13% HST); and,
 - Seek Council approval to increase the gross capital budget for Project 20001271 (911 Backup Rationalization) by \$1,363,017, with \$900,000 funded from the Capital Variance Project (CVP) – Levy and \$463,017 funded from Provincial Grants.
- A public tender process to seven pre-qualified general contractors was issued in January 2025. 1320376 Ontario Ltd. (GEN-PRO) is the lowest compliant bidder at a bid price of \$9,385,600 (excluding 13% HST).
- Council approval is required for tender awards greater than \$5,000,000, in accordance with the Procurement By-law 02-2016, as amended.

- The increased gross capital budget is required to address inflationary pressures and increased consulting scope.
- As set out in the Budget Control By-law 2022-80 as amended, Council approval is required for Capital Variance requests greater than \$250,000.

Financial Considerations

Council approved \$8,760,000 in the 2021 Capital Budget for design and construction of the Back Up 911 Facility (Project 20001271) and \$4,600,000 for the NRPS Next Generation (NG) 911 Dispatch infrastructure and equipment (Project 20001462) that would be housed in the new facility. As the design evolved, NRPS and Region Staff recognized that greater efficiencies would be realized by procuring the full construction scope under a single contract. On April 27, 2023, Niagara Police Services Board approved transfer of capital project funds in the amount of \$3,024,000 from NRPS Project 20001462 to Project 20001271. This resulted in a revised total capital budget of \$11,784,000 for the design and construction of the facility.

The cost of the construction tender award is \$9,550,805 (including non-recoverable HST). To accommodate this tender award and ensure adequate funds for the full remainder of the project, the overall capital project budget will need to increase by \$1,363,017 for a total budget of \$13,147,017. The increase will be funded with \$900,000 from Capital Variance Project – Levy and \$463,017 from Provincial Grants. As of March 17, 2025, the Capital Variance Project – Levy has an uncommitted balance of approximately \$4,513,134 and can accommodate this request.

The budget increase of \$1,363,017 incorporates increases in the original budget lines for construction and consulting, as well as redistribution of budget across specific project elements (Permitting, Furniture, Fixtures and Equipment and Project Management (In-House) and Operations). COVID-driven supply constraints and high monetary inflation have driven the increase for construction costs. Redesign of the facility to implement several space saving and value engineering opportunities have driven the increase for consulting and project management costs.

The Region successfully applied for Provincial Grants of \$463,017 to directly fund consulting for the technology upgrades related to NG911. This funding allowed the Region to reduce the levy funded increase required in the project.

A full breakdown of costs can be found in Appendix 1 to Report CSD 11-2025 – Total Estimated Project Costs.

Analysis

Over the past several years, while NRPS and Niagara Region worked through the schematic and detailed design phases, the surrounding construction sector saw significant cost increases in both labour and materials. COVID-driven supply constraints, high monetary inflation, and now the risk of tariffs have all played a role. As the design phase progressed, periodic cost estimates by the Prime Consultant, AECOM, indicated the need to reduce the overall size of the facility to realign with the project budget. AECOM's scope was increased to redesign the facility and work collaboratively with Region and NRPS staff to implement several space saving and value engineering opportunities. Examples include multiuse rooms and alternate material selection. At the conclusion of the design phase, all cost-reduction opportunities were exhausted to the extent that any further reduction would have a direct negative impact on the delivery of 911 dispatch services.

A Request for Prequalification (RFSQ) of General Contractors "2022 – RFSQ- 218 - Request for Supplier Qualifications – Niagara Regional Police Service (NRPS) D3 Back Up 911 Location – General Contractor Prequalification" was issued through Region Procurement on January 31st, 2023. The RFSQ closed on March 2nd, 2023 with the Region receiving a total of thirteen (13) submissions. A three (3) member evaluation committee, with representation from Construction Energy and Facilities Management (CE&FM) and the project's Prime Consultant, AECOM, was formed to review the RFSQ submissions. The evaluation process was overseen and coordinated by a representative from Procurement. Seven (7) general contractors met the minimum benchmark score and were successfully pre-qualified for the New NRPS D3 NG911 Stand Alone Back Up Facility - 5 Lincoln St. Welland ON.

The list of pre-qualified general contractors is identified below.

- Aquicon Construction Co. Ltd
- Atlas Constructors Inc.
- Collaborative Structures Limited
- 1320376 Ontario Ltd. (GEN – PRO)
- M.J. Dixon Construction Limited
- Merit Contractors Niagara Ltd.
- 1014542 Ontario Limited (TRP Construction General Contractors)

On January 30th, 2025, the Region issued Request for Tender 2025-T-9 New NRPS D3 NG911 Stand Alone Back Up Facility to the seven (7) prequalified general contractors

on the Region roster. At tender close, the Region received bids from six (6) of the seven pre-qualified general contractors. Upon review of the mandatory submission requirements by Procurement, five (5) of the six bids were deemed to be compliant.

A summary of the tender results is presented in the table below (excluding HST). All bids include a 5% construction contingency.

Bidder	Tender Price	Rank
1320376 Ontario Ltd. (GEN – PRO)	\$9,385,600	1
Merit Contractors Niagara Ltd.	\$9,706,480	2
M.J. Dixon Construction Limited	\$10,006,150	3
1014542 Ontario Limited (TRP Construction General Contractors	\$10,742,200	4
Atlas Constructors Inc.	\$10,937,500	5
Collaborative Structures Limited	Sealed	6

1320376 Ontario Ltd. (GEN-PRO) was the low bidder, submitting a tender price of \$9,385,600 (excluding HST). All five compliant bids were within \$1,551,900 (excluding HST) or 14% of one another. The narrow range in pricing is indicative of a common understanding of the project requirements amongst the bidders and illustrates a competitive bidding process.

The low bid was higher than the anticipated construction cost identified in the pre-tender estimate. The increased costs are likely a result of contractors building higher risk into their bids due to the ongoing volatility in the construction market, supply chain issues and material price increases.

Alternatives Reviewed

Responding to information gathered from progressive construction cost estimates throughout the design phase, the project team carried out a series of value engineering sessions to reduce construction costs. Several refinements were incorporated into the design to achieve savings and the final building design features an optimized and efficient layout, incorporates durable yet cost effective building materials, meets post disaster design requirements, and provides the functionality required of an emergency NG911 back up facility.

Given the extensive value engineering conducted throughout the design process, any further cost-saving or scope reduction would negatively impact operational efficiency,

shorten the lifespan of building components, and increase annual facility operation costs. As such, the project team is recommending that no further reductions be made.

Relationship to Council Strategic Priorities

Strategic Priority 01 – An Effective Region

- Implement continuous improvement and modernized processes to ensure value-for-money in Regional services and programs.
- Deliver fiscally responsible and sustainable services.

Strategic Priority 02 – A Green and Resilient Region

- Deliver operations and services in alignment with the Region's greenhouse gas emission target and climate change goals.
- Build resiliency into our Regional infrastructure to support growth and prepare for the impacts of climate change.

Other Pertinent Reports

- [CSD 4-2017](#) Corporate Services Committee November 29th, 2017

(https://niagararegion.escribemeetings.com/Corporate%20Services%20Committee_Nov29_2017/Pages/VisitorView.aspx?itemID=15)

- [CSD 22-2020](#) Corporate Services Committee March 11th, 2020

(https://niagararegion.escribemeetings.com/Corporate%20Services%20Committee_Mar11_2020/Pages/VisitorView.aspx?itemID=25)

- [CSD 58-2020](#) Budget Review COTW October 15th, 2020

(https://niagararegion.escribemeetings.com/Budget%20Review%20Committee%20of%20the%20Whole_Oct15_2020/Pages/VisitorView.aspx?itemID=13)

- [CSD 1-2022](#) Corporate Services Committee January 12th, 2022

(https://niagararegion.escribemeetings.com/Corporate%20Services%20Committee_Jan12_2022/Pages/VisitorView.aspx?itemID=13)

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- [NRPS](#) NRPS Police Services Board Report April 27th, 2023

(<https://www.bing.com/ck/a?!&&p=9742b591e47ec88bc3f47cc853404efa30b982e1a52558ccfd11ff29863aa1a7JmItdHM9MTc0MjI1NjAwMA&ptn=3&ver=2&hsh=4&fclid=0b578259-a8ab-651d-1edd-968fa978646d&psq=NRPS+police+services+board+minutes+2023&u=a1aHR0cHM6Ly9jYWxlbmRhci5uaWFnYXJhcG9saWNILmNhL21lZXRpbmhzL0RldGFpbC8yMDIzLTA0LTl3LTA5MDAtUmVndWxhci1QdWJsaWMtQm9hcmQtTWVldGluZzlvMTZjOWQwZGEtMzdmZS00MmQzLWFiYmUtYjBhMDAwZjZkY2Zh&ntb=1>)

Prepared by:

Brad Ray
Associate Director
Construction, Energy & Facilities
Management

Recommended by:

Dan Carnegie
Commissioner, Corporate
Services/Treasurer

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Adam Niece, Program Financial Specialist; Renee Muzzell, Manager, Program Financial Support and reviewed by Nicole Wolfe, Director CE&FM; Melanie Steele, Associate Director, Reporting & Analysis.

Appendices

Appendix 1 Total Estimated Project Costs

Total Estimated Project Cost
911 Backup Rationalization

Appendix 1
CSD 11-2025

Total Estimated Project Cost (20001271)*	Council Approved Budget	Proposed Budget Adjustment	Revised Council Approved Budget	Expended & Committed as of 01/07/24	Contract Award/ Forecast	Budget Remaining
Project Element	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C) - (D) - (E)
(a) Construction (including Construction Contingency and 1.76% non-recoverable HST)	9,231,000	319,805	9,550,805	8,086,186	1,464,619	-
(b) Project Contingency	776,000	(195,855)	580,145	-	580,145	-
(c) Property Acquisition	-	-	-	-	-	-
(d) Consulting Services	531,000	1,065,017	1,596,017	1,298,933	297,084	-
(e) Permitting	-	19,000	19,000	-	19,000	-
(f) Furniture, Fixtures and Equipment	-	107,000	107,000	-	107,000	-
(g) Project Management (In-House) and Operations	246,000	276,000	522,000	277,545	244,455	-
(h) Phase 1 Relocation Costs	1,000,000	(227,950)	772,050	772,050	-	-
Total Estimated Project Cost	11,784,000	1,363,017	13,147,017	10,434,714	2,712,303	-

General Capital Levy	(1,000,000)	-	(1,000,000)	(1,000,000)	-	-
Provincial Grants	-	(463,017)	(463,017)	(208,730)	(254,287)	-
Debt	(10,784,000)	-	(10,784,000)	(3,024,000)	(7,760,000)	-
Capital Variance - Levy	-	(900,000)	(900,000)	-	(900,000)	-
Total Project Funding Sources	(11,784,000)	(1,363,017)	(13,147,017)	(4,232,730)	(8,914,287)	-

*All costs include 1.76% non-recoverable HST

** Total Contract Award is equal to i) \$9,385,600 before tax; ii) \$9,550,805 including 1.76% non-recoverable HST; iii) \$10,605,728 including 13% HST

Subject: Surplus and Disposal of Vacant Land, Regional Road 3 (Lakeshore Road), in the Township of Wainfleet

Report to: Corporate Services Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That the following lands **BE DECLARED** surplus to the needs of Niagara Region:
 - a) Part Lot 30, Concession 1, being Part 2 on 59R-18280; in the Township of Wainfleet consisting of approximately 0.22 acres (883.34 sq. m), as shown on the attached Appendix 1 ("Lands");
2. That staff **BE AUTHORIZED** to proceed with the disposal and transfer of fee simple interest ownership of the Lands through an arms length transaction;
3. That delegated authority **BE AUTHORIZED** to the Deputy Chief Administrative Officer to negotiate the purchase of the subject lands, including the authority to accept an offer that is consistent with current market conditions and represents the most favorable terms for the Regional Municipality of Niagara;
4. That the Deputy Chief Administrative Officer **BE AUTHORIZED** to execute the Agreement of Purchase and Sale, which includes the authority to accept an offer greater or less than the appraised value, provide that the form of the agreement is satisfactory to the Director of Legal and Court Services; and
5. That, in accordance with Section 33 of the Disposal of Land By-law, the net sale proceeds of both transactions **BE TRANSFERRED** to the general capital levy reserve and in alignment with the strategy outlined in PDS 29-2023, be retained for reinvestment into housing to maximize opportunities to expand affordable and attainable housing in Niagara.

Key Facts

- The purpose of this report is to seek Council's approval to declare the Lands surplus to the needs of Niagara Region and dispose of the Lands.
- In 1999, Niagara Region acquired the Lands for a future storm drain site including a tower to house a road weather information system for the purchase price of \$62,000.

However, the storm drain did not come to fruition and the road weather information system was relocated to a new site in 2023, and as such Niagara Region has no need for the Lands.

- Staff circulated notice of the potential disposal to Regional departments, boards and agencies for notification in accordance with the Region's Disposal of Land By-law and received no expressions of interest.
- Housing Services have reviewed the proposed disposition of Parcel A and concluded the lands are not suitable for the purpose of affordable housing development.
- The Appraisal Report is provided as Confidential Appendix 2 to this report.

Financial Considerations

The disposition of the Lands by Niagara Region will generate revenue. The costs associated with the disposal will be offset by the proceeds of sale, which are expected to be the appraised value, as set out in Confidential Appendix 2, or the negotiated purchase price. Costs will include property appraisal report (\$2,102 plus 13% HST) and real estate commission. The amount of the real estate commission will be calculated as a percentage of the sale price, not yet known. A real estate broker is to be retained through Niagara Region's procurement process to list the Lands on the local multiple listing system.

The net sale proceeds from surplus property disposals will be transferred to the general capital levy reserve and will be made available to maximize opportunities to expand affordable and attainable housing in Niagara as outlined in report PDS 29-2023, Housing-as-a-Priority Lens. In alignment with this report, all funds made available through this strategy from November 2023 to December 2026 will be summarized in our quarterly financial reporting.

Analysis

In 1999, the Lands were acquired by The Regional Municipality of Niagara for a future storm drain and a tower to house a road weather information system for \$62,000. While the installation of a storm drain did not come to fruition a road weather information system tower was erected on the site. In May 2024 Transportation Services relocated

the road weather information system tower. Niagara Region no longer has any use for the Lands.

The Lands are located along Lake Erie on the south side of Regional Road 3 (Lakeshore Road) in the Township of Wainfleet. Staff have been advised by the Township that the Lands are zoned Residential Lakeshore with a maximum lot coverage of 20% (RLS.C.20.) and that there is a special provision which establishes the following setbacks: minimum front yard of 10.7 m, minimum side yard of 4.6 m, minimum rear yard of 10.7 m, and minimum distance to high water mark of 10.7 m. Staff understand from the Township that permitted uses include a single detached dwelling, semi-detached dwelling, bed and breakfast, day care facility or group home. In addition, a secondary suite and home occupation are permitted as accessory to the primary use. Any structure built on the property can be no taller than 12 m in height. Any prospective purchasers would be advised to contact the Town to confirm applicable regulations pertaining to the use of the Lands.

Internal reviews by Regional departments have confirmed that the Lands are not required for municipal purposes. Additional circulation provided notice of the potential disposal to boards and agencies for notification in accordance with the Disposal of Land By-law and received no expressions of interest.

The Land Optimization Framework process is part of the Housing-as-a-Priority Lens endorsed by Council through Report PDS 29-2023 in November 2023 intended to maximize affordable and attainable housing opportunities in Niagara. Community Services informed Staff that the land does not fall within the optimal vicinity (1 km) of necessary services to support a housing development and concluded that the subject lands are not suitable for the purpose of affordable housing development.

An Appraisal Report was prepared by Antec Appraisal Group Inc. as of August 2, 2024, and the current market value estimated based on highest and best use. A copy of the Appraisal Report is appended to Report CSD 15-2025 as Confidential Appendix 2 to protect the negotiating position of the Region with respect to the disposal of the Lands.

Staff believe that the most appropriate method of sale is to retain a realtor in accordance with Niagara Region's Procurement By-law 02-2016 to list the Lands for sale on the local multiple listing service. This report recommends delegating authority to the Deputy Chief Administrative Officer to negotiate and finalize a purchase and sale

agreement. This includes accepting offers reflecting fair market value, even if they differ from the appraised value, to enable timely action based on current market conditions.

Alternatives Reviewed

Niagara Region could retain the Lands. This option would not generate any revenue and retaining ownership of lands that are not required for future municipal purposes would result in in Niagara Region incurring costs and liabilities associated with land ownership.

Relationship to Council Strategic Priorities

This report supports Niagara Region's Strategic priority for an *Equitable Region*, specifically Objective 3.2: Support growth and development post Bill 23 and Objective 3.3: Improve access to affordable and attainable housing. Disposal of the Lands will generate income which can be reinvested in affordable and attainable housing per Council endorsed Housing-as-a Priority Lens, and support growth and development in Niagara.

Other Pertinent Reports

- [PDS 29-2023 - Housing-as-a-Priority Lens](https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D34122&sa=U&ved=2ahUKEwipx9_4x_GMAxX6F1kFHdsUL3YQFnoECAEQAg&usg=AOvVaw210FDXMCG-lxsHxPvxi3MH)

(https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D34122&sa=U&ved=2ahUKEwipx9_4x_GMAxX6F1kFHdsUL3YQFnoECAEQAg&usg=AOvVaw210FDXMCG-lxsHxPvxi3MH)

Prepared by:

Alison Irlen, RWP
Real Estate Advisor
Strategic Initiatives

Recommended by:

Michelle Sergi, MCIP, RPP
Deputy Chief Administrative Officer
Office of the Deputy CAO

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Susan White, Program Financial Specialist; Donna Gibbs, Director Legal Services and, Roman Ivanov, Legal Counsel; and reviewed by, Frank Fucile, Manager Real Estate; and Angela Stea, Director of Strategic Initiatives.



Appendices

- | | |
|------------|----------------------------------|
| Appendix 1 | Aerial Illustration of the Lands |
| Appendix 2 | Confidential - Appraisal Report |

CSD 15-2025
APPENDIX 1 - AERIAL ILLUSTRATION OF THE LANDS



ILLUSTRATION SHOWING APPROXIMATE NIAGARA REGION LANDS
TOWNSHIP OF WAINFLEET

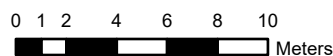
-  - DENOTES APPROXIMATE PARCEL FABRIC
-  - DENOTES APPROXIMATE NIAGARA REGION LANDS

DISCLAIMER

This map was compiled from various sources and is current as of 2025.
The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map.
© 2025 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. Air Photo (Spring 2023)

CAUTION:

- This is not a Plan of Survey
- The property limits have been compiled from office records and the shown measurements are approximate.
- The final extent of the Reference Plan will be established through field survey by an Ontario Land Surveyor.



Scale = 1:300m



Internal Use Only

Transportation Services
Surveys & Property Information
LS-24-093 Date: 2025-02-25

Subject: Municipal Insurance Program Renewal Recommendations for 2025-2027

Report to: Corporate Services Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That Staff **BE AUTHORIZED** to obtain insurance and risk services from Niagara Region's current Broker/Insurer Marsh Canada ("Marsh") on behalf of Niagara Region, Niagara Regional Police Service ("NRPS"), and Niagara Regional Housing ("NRH") for the upcoming policy term of November 1, 2025 to November 1, 2026 with the option to renew for one additional term (2026-2027) and that the CAO be authorized to execute any required agreements and documentation, in a form satisfactory to the Director of Legal and Court Services, subject to available budget.

Key Facts

- The purpose of this report is to provide Council with recommendations for the procurement of insurance and risk services for 2025-2027 based on Staff's assessment of the market, available options and financial considerations, including corporate budget pressures.
- In accordance with Council approval of CSD 8-2024 (and as outlined in CSD 17-2025), Staff successfully negotiated favourable renewal terms with Marsh for Niagara Region, NRPS, and NRH for the 2024-2025 term within the approved budget. Information regarding Cyber coverage is provided as confidential Appendix 1 to this report.
- The current public sector insurance market has stabilized overall, as confirmed by the recent November 1, 2024 renewal terms. However, the number of potential providers is limited, particularly given the size and complexity of the Region and its asset portfolio; and traditional procurement approaches further restrict market availability and may not achieve the best results.
- Given the benefits realized by remaining with the current provider, including the opportunity to retain NRH in Niagara Region's insurance program, greater financial certainty and risk avoidance, Staff is requesting Council approval to seek insurance and risk services from Marsh on behalf of Niagara Region, NRPS and NRH for the November 1, 2025 renewal term with an option to renew for one additional year (2026-2027).

Financial Considerations

For the 2025 and 2026 budgets, Staff forecasted an increase in consideration of potential rate increases as well as additional premiums due to increased asset values.

Given the term of the premium for the upcoming renewal, it is funded by the budgets of two fiscal years; namely, the months of November and December 2025 were funded from the 2025 budget and, the months of January to October 2026 will be funded from the 2026 budget. The anticipated 2025 portion (November-December) has already been approved by Council as part of the 2025 budget and Staff anticipates any premium increase will be accommodated within that budget. The Staff recommendation to continue with the current provider reduces financial risk for future budgets (2026/2027) and promotes greater business certainty.

Analysis

Current State of Municipal Insurance and Procurement Challenges

The municipal insurance market has stabilized overall. This was demonstrated by the favourable renewal terms and pricing secured by the Region as reported previously in CSD 17-2025 (Municipal Insurance Program Renewal update report, April 9, 2025). Niagara Region received a quote for the November 1, 2024 - November 1, 2025 insurance renewal with a 7% increase primarily due to property growth and inflation.

Similar experiences were reported by comparator municipalities (including regional municipalities of Halton, Waterloo, and Peel; and the cities of London, Sudbury, Ottawa) confirming increases in a consistent range. There were some that reported slight decreases in certain coverages, which were primarily due to corresponding deductible increases. Municipalities canvassed that recently went out to market (as opposed to renewing with their current/long-standing provider) revealed limited bid submissions received and that the lengthy procurement process did not achieve any substantive improvements in coverage or pricing. Other municipalities indicated they did not competitively procure and remained with their current provider for a longer duration due to their positive experience and annual renewal terms.

Staff's review of public sector markets with comparable municipalities and subject matter experts revealed that competitively procuring insurance and risk management services, directly or through broker consulting services, can serve to restrict market availability thus hindering the ability to receive multiple viable proposals. This is particularly noted by municipalities with property asset values exceeding \$1B.

As reported to Council previously, there continues to be only 4 potential proponents offering municipal insurance programs consisting of our current Broker/Insurer Marsh, IPE (formerly FCC), AON, and BFL Canada. As experienced in 2020 (when Niagara

Region last went out to competitive procurement), conducting a competitive bid process can result in no viable bids. The reason is primarily due to the limited municipal insurers available to all 4 potential proponents wishing to submit a bid. Essentially, upon issuance of the procurement document by a municipality, the proponent who gets out to the market first blocks access to certain available insurers which often prevents the other proponents from completing and submitting a competitive bid in time.

There are similar difficulties in procuring only broker consultant services. Depending on the successful broker, the broker's ability to access the 4 above noted insurance programs could be limited. For example, given both Marsh and AON are also qualified brokers and if either one were the successful Broker proponent, they would not be permitted access to IPE or BFL municipal insurance programs, only their own.

NRH's continued participation in Niagara Region's Insurance Program dependent on remaining with Marsh

Electing to competitively procure (either through risk and insurance services or broker consultant services) risks eliminating the opportunity for NRH to remain part of Niagara Region's insurance program and will instead require Staff to secure insurance for NRH directly from the Housing Services Corporation ("HSC") group insurance program.

Other than Marsh under their current municipal insurance program and HSC group insurance program, there are no other markets that offer social housing insurance given the high rate of associated risk. In communication with NRH staff, they have expressed the desire to remain with the Niagara Region insurance program and to continue to receive the support and assistance from the Legal/Risk team with the overall management and defence of claims which would no longer be available under the HSC program given the differing deductibles and claims management practices.

In addition, in September 2024, HSC briefed Housing Service Managers that HSC insurance renewals would be experiencing increased rates due to challenging claims performance with total claims exceeding the existing claims trust fund. Based on this information (and Staff's previous experience with HSC quotes), if Staff is required to seek a quote from HSC, NRH can expect a quote with increased premium rates along with less available coverages and limits than currently experienced under Niagara Region's insurance program. In addition to premium cost, NRH will be required to pay into the HSC claims trust fund on behalf of all social housing clients regardless of their positive claims loss history; and will be subject to additional claims and defence costs (as they will no longer be able to leverage Niagara Region's Legal/Risk team to manage and defend their claims as provided under the HSC program).

Data Improvements and Continued Research into Options

As outlined in CSD 8-2024, Staff continue to research alternative approaches to procuring insurance and work towards improving Niagara Region's available property and risk data.

Staff retained third-party consultants who are undertaking property valuation inspections and loss control reports of key Regional assets which will improve Niagara Region's ability to accurately report on its asset values and condition. In addition, Staff is in the midst of implementing a new claims software management system to be completed by Q4 2025 which will assist in future claim and risk management trend analyses. These initiatives will significantly enhance the ability of brokers and insurers to assess risk and apply appropriate premium rates to the Region's assets and operations.

Staff also continue to participate in the AMO/LAS working groups reviewing municipal insurance options. Based on municipal input, AMO/LAS is pursuing a "Protective Association", which offers an alternative to help finance risk that does not involve insurance markets. Under this model, members agree to contribute to the association in exchange for shared benefits, costs, and risks. While it is not insurance, a Protective Association is an additional tool to manage municipal risk. LAS plans to start by offering a Protective Association specifically related to cyber risk in 2025. AMO/LAS also plans to revisit and explore other options for municipalities such as joint procurements and pooling but there are no significant updates to share at this point.

Extension with Existing Provider Recommended

Since 2013, Niagara Region has sought competitive quotes through an open procurement process on 4 separate occasions (2013, 2016, 2017 and 2020). As reported to Council previously (CSD 13-2022), the Region's consultant Axxima recommended that Niagara Region revisit the approach it has historically taken of procuring insurance on a frequent basis and in the same manner as other services, given that short-term savings it may yield are rapidly eroded by retained losses, pricing volatility and diminishing coverages relative to other municipalities who have remained with a single carrier over a longer period. Consistent with this and given that the Region has experienced positive customer services and favourable renewal terms year over year with Marsh, a longer-term relationship merits consideration rather than exhausting the market when there is no clear benefit. This would also present an opportunity to limit financial uncertainty, during a challenging economic period with competing budget pressures facing the Region.

Niagara Region's current insurance program with Marsh provides a number of benefits including:

- complex risk and claims expertise and insurance services noting that Marsh places insurance for approximately 40% or 170 Ontario municipalities (Note: IPE has approx. 40%, BFL approximately 15% and Aon 5% of Ontario market share);
- ability as a Broker to canvass the market annually for improved premium rates and coverage limits in a number of critical areas including property limits in order to deliver their best insurance proposal, noting that of the approximately 170 municipalities that Marsh insured via their exclusive municipal insurance program, Niagara Region has consistently had one of the lowest property rates;
- a geographic portfolio review report valued at over \$10K at no cost to better understand the Region's property value aggregation based on location in the case of a catastrophic loss due to a weather event;
- 25% discount (approximately \$10K) for all municipal clients towards the implementation fee for the new insurance claims data system.

Subject to Council approval, Staff are recommending an extension of the existing insurance and risk service contract with Marsh on behalf of Niagara Region, NRPS, and NRH for the period of November 1, 2025, to November 1, 2026, with the option to renew for additional one year (2026-2027) for the reasons outlined herein, and in accordance with Section 19(a)(vi) of the Procurement By-Law 02-2016 (as amended) which permits the extension of an existing contract where it would be more effective to do so.

Renewing the insurance program with Marsh is a prudent approach at this time which allows continued stability and cost efficiencies, and the ability to keep NRH in Niagara Region's insurance program. It will also afford additional time for Staff to gather further improved data and explore available options for future renewals.

Alternatives Reviewed

Staff researched and considered options to competitively procure insurance and risk services or broker consultant services including issuance of a RFP, Expression of Interest or Request for Pre-Qualification. However, Staff does not recommend these approaches for the reasons outlined in this report including the favourable pricing, terms and services currently experienced with Marsh, inability to retain NRH in the Niagara Region insurance program, ongoing difficulties presented by limited available municipal markets, and loss of opportunity to contain financial uncertainty to mitigate budget pressures.

Relationship to Council Strategic Priorities

This recommended approach aligns with the Effective Region pillar by delivering fiscally responsible and sustainable services in continuing to experience the benefits of the combined comprehensive insurance program which includes NRH and high level of

claims and insurance expertise with the existing Broker/Insurer Marsh for the 2025-2026 renewal, with the option of an additional one-year renewal.

Other Pertinent Reports

- [CSD 13-2022 dated May 11, 2022 - Insurance Program Review for 2022-2023 Insurance Renewal with Axxima Report dated March 14, 2022](https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D24256&sa=U&ved=2ahUKEwjtyZ_XyciMAxU2L1kFHcodAToQFnoECAQQAQ&usg=AOvVaw0fEYtsoMWtwu0NCqk2tSfH)
(https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D24256&sa=U&ved=2ahUKEwjtyZ_XyciMAxU2L1kFHcodAToQFnoECAQQAQ&usg=AOvVaw0fEYtsoMWtwu0NCqk2tSfH)
- [CSD 8-2024 dated April 10, 2024 - Municipal Insurance Program Update and Recommendations for 2024-2025 Renewal](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36669)
(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36669>)
- CSD 17-2025 dated April 9, 2025 - Municipal Insurance Program Renewal Update 2024-2025

Prepared by:

Donna Pasto
Risk Management Program Manager
Corporate Services

Recommended by:

Dan Carnegie
Acting Commissioner
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director, Legal and Court Services, Bart Menage, Director, Procurement, and Adam Niece, Program Financial Specialist.

Appendices

Appendix 1 – Confidential Update regarding Cyber Coverage

Memorandum

CSC-C 10-2025

Subject: Recommendations from the Joint Board of Management – Niagara Courts meeting held on April 17, 2025

Date: May 7, 2025

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

The Joint Board of Management – Niagara Courts, at its meeting held on April 17, 2025, passed the following motion for consideration by the Corporate Services Committee:

That Report JBM-C 1-2025, dated February 6, 2025, respecting Court Services Write-Off Recommendations for the Period Ending December 31, 2024, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 1-2025, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria.

A copy of the minutes of the Joint Board of Management – Niagara Courts meeting held on April 17, 2025, and the associated report are attached to this memorandum.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
JOINT BOARD OF MANAGEMENT - NIAGARA COURTS
MINUTES**

**JBM 2-2025
Thursday, April 17, 2025
Meeting held by electronic participation**

Committee: D. Gibbs (Niagara Region), S. Hanson (Port Colborne), N. Punyarthi (Niagara Falls), P. Riley (Fort Erie), J. Stirton (Pelham)

Absent/Regrets: K. Douglas (St. Catharines), A. Eckhart (Welland)

Staff: D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, S. Crocco, Senior Legal Counsel, Litigation, S. Fraser, Associate Director, Transportation Planning, K. Lotimer, Deputy Clerk, A. Niece, Program Financial Specialist, M. Vink, Associate Director, Court Services

1. CALL TO ORDER

Kelly Lotimer, Deputy Clerk, called the meeting to order at 3:31 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF BOARD CHAIR/VICE-CHAIR

3.1 Call for Nominations for Board Chair

Kelly Lotimer, Deputy Clerk, called for nominations for the position of Chair of the Joint Board of Management - Niagara Courts for 2025.

Moved by D. Gibbs

Seconded by S. Hanson

That Jennifer Stirton **BE NOMINATED** as Chair of the Joint Board of Management - Niagara Courts for 2025.

3.2 Motion to Close Nominations for Board Chair

Ms. Lotimer called a final time for nominations for the position of Chair of the Joint Board of Management - Niagara Courts. There being no further nominations, it was:

Moved by D. Gibbs

Seconded by S. Hanson

That nominations for the position of Chair of the Joint Board of Management - Niagara Courts **BE CLOSED**.

Carried

3.3 Voting for the Position of Board Chair

There being only one nominee for the position, Ms. Lotimer announced that Jennifer Stirton would be the Chair of the Joint Board of Management - Niagara Courts for 2025.

3.4 Call for Nominations for Board Vice-Chair

Kelly Lotimer, Deputy Clerk, called for nominations for the position of Vice-Chair of the Joint Board of Management - Niagara Courts for 2025.

Moved by D. Gibbs

Seconded by S. Hanson

That Philip Riley **BE NOMINATED** for the position of Vice-Chair of the Joint Board of Management - Niagara Courts for 2025.

3.5 Motion to Close Nominations for Board Vice-Chair

Ms. Lotimer called a final time for nominations for the position of Vice-Chair of the Joint Board of Management - Niagara Courts. There being no further nominations, it was:

Moved by D. Gibbs

Seconded by S. Hanson

That nominations for the position of Vice-Chair of the Joint Board of Management - Niagara Courts **BE CLOSED**.

Carried

3.6 Voting for the Position of Board Vice-Chair

There being only one nominee for the position, Ms. Lotimer announced that Philip Riley would be the Vice-Chair of the Joint Board of Management - Niagara Courts for 2025.

At this point in the meeting, Jennifer Stirton assumed the chair.

4. **PRESENTATIONS**

There were no presentations.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 JBM-C 2-2025

Court Services 2024 Draft Audited Schedule of Revenues, Expenses and Funds Available for Distribution

Moved by P. Riley
Seconded by D. Gibbs

That Report JBM-C 2-2025, dated April 17, 2025 respecting Court Services 2024 Draft Audited Schedule of Revenues, Expenses and Funds Available for Distribution, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited Schedule of Revenues, Expenses and Funds Available for Distribution for the year ended December 31, 2024, for The Regional Municipality of Niagara Court Services (Court Services) as presented in Appendix 1 to Report JBM-C 2-2025 **BE APPROVED**;
2. That staff **BE DIRECTED** to coordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee and to the Ministry of the Attorney General as per the Memorandum of Understanding, for information as required.

Carried

6.2 JBM-C 1-2025

Court Services Write-Off Recommendations for the Period ending December 31, 2024

Moved by S. Hanson
Seconded by P. Riley

That Report JBM-C 1-2025, dated February 6, 2025 respecting Court Services Write-Off Recommendations for the Period ending December 31, 2024, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 1-2025, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria.

Carried

7. **CONSENT ITEMS FOR INFORMATION**

Moved by D. Gibbs
Seconded by P. Riley

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

JBM-C 3-2025
2024 Year End Report for Provincial Offences Court

JBM 6-2024
Joint Board of Management - Niagara Courts Meeting Minutes - November 28, 2024

Carried

8. **OTHER BUSINESS**

There were no items of other business.

9. **NEXT MEETING**

The next meeting will be held on Thursday, August 21, 2025, at 3:30 p.m.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 4:11 p.m.

Jennifer Stirton
Board Chair

Kelly Lotimer
Deputy Clerk

Ann-Marie Norio
Regional Clerk

Subject: Court Services Write-Off Recommendations for the Period ending December 31, 2024

Report to: Joint Board of Management

Report date: Thursday, February 6, 2025

Recommendations

1. That Report JBM-C 1-2025, dated February 6, 2025, respecting the Court Services Write-off Recommendations for the period ending December 31, 2024, **BE RECEIVED**; and,
2. That the delinquent cases summarized in the Analysis Section of the Report, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria.

Key Facts

- This report is part of an annual process to bring forward write-off recommendations to the Joint Board of Management, and subsequently Regional Council, for approval.
- In February 2008, the Ministry of the Attorney General (MAG) released a Provincial Offences Act Write-Off Directive and Operating Guideline document, which provides municipalities with the authority to establish write-off criteria for delinquent cases deemed uncollectible.
- Staff reported on this issue in report JBM 02-2008 dated September 25, 2008, and pursuant to the MAG directive, the Joint Board of Management and Regional Council approved the POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible (Appendix 1) which has been followed by Court Services since that time.
- Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services. These cases would be written-off for accounting purposes only and will not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

Financial Considerations

A total of 963 delinquent cases valued at \$363,857.29 have been identified for write-off for the period January 1, 2024, to December 31, 2024.

Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services; however, there is no impact to the local area municipalities as these cases will be written off for accounting purposes only. Such write-offs do not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

Analysis

Each month the Integrated Court Offences Network (ICON) system generates a list of cases that have been identified as meeting the write-off criteria listed in Appendix 1. At the end of the year, all the monthly reports are compiled to create the write-off report.

Staff reviews each matter in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-Off Directive and Operating Guideline and the Niagara Region Court approved write-off criteria (**Appendix 1**). Each fine that meets the criteria for write-off is thoroughly investigated to make sure there are no options to collect the fines such as garnishing wages, writs or adding the fine to the municipal tax roll.

The electronic record of the delinquent case is removed from ICON, however all original source documents are retained by the court office in accordance with MAG's directive. If funds are received on a delinquent fine that has been previously written off, the case is written back on and the payment accepted.

Cases under the "Deceased Persons" category are identified through submissions of Proof of Death either to the Court or to the Ministry of Transportation. It should be noted that the table below provides the number of cases related to deceased persons, as opposed to the number of defendants who are deceased. In addition, the number of cases is not only reflective of fines due in 2024 but rather also reflects delinquent fines with due dates dating back to 1991.

The number of deceased cases submitted for write-off in 2024 (namely 702) decreased by 67% over the number submitted in 2023 (namely 2131). Between 2019 and 2023 the number of cases in this category has been higher than historically in part due to a technology change at MTO whereby vehicle plate and drivers licence databases were consolidated (resulting in increased numbers of cases being identified for example

when seeking plate denials as a collections enforcement tool). In addition, as part of the Region's enhanced collections strategy a large volume of older delinquent cases have been assigned to collection agencies for more proactive enforcement which has resulted in receipt of a larger number of notifications of deceased persons than previous years.

All fines noted in the table below have been investigated and none qualify for further collections activity, therefore Staff recommend them for write-off.

2024 Court Services Write-Off Summary

For the period January 1, 2024 to December 31, 2024

Write-off Category	No. of Cases	Dollar Value
Deceased Person (DP)	702	\$354,237.28
Under Payment (UP)	198	\$1,075.01
POA Write-off – Unable to Enforce (PW)	63	\$8,545.00
Company in Default – Bankrupt or Insolvent (CD)	0	\$0.00
Signed Affidavit – Aged (SA)	0	\$0.00
TOTAL	963	\$363,857.29

Alternatives Reviewed

No alternatives were reviewed; writing off these fines is an administrative financial exercise in order to reduce the overall amount for outstanding defaulted receivables for Court Services and does not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

Relationship to Council Strategic Priorities

This report supports the Effective Region Council Strategic Priority through the delivery of fiscally responsible services, in accordance with the Intermunicipal Agreement.

Other Pertinent Reports

- JBM 02-2008 - POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible dated September 25, 2008

Prepared by:

Jackie Foley
Manager, Prosecution & Collections
Corporate Services

Recommended by:

Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

This report was reviewed by Miranda Vink, Associate Director, Court Services and Donna Gibbs, Director, Legal & Court Services, Corporate Services

Appendices

Appendix 1 Write-Off Guidelines

ICON Code	Write-off Category	Write-off Criteria	Comments
UP	Under Payment	Case balance of \$25.00 or less	Small balances/Administrative Fees
DP	Deceased Person	Satisfactory proof of death – not applicable when case is secured by a Writ of Seizure and Sale	Satisfactory proof includes: 1. Funeral director's death cert., or 2. Govmnt issued death cert., or 3. Notification of death from MTO/enforcement agency, or 4. Copy of newspaper obituary.
SA	Signed Affidavit	Requires statutory declaration by the Offender as to payment and payment details	Requires investigation and approval from the Supervisor, POA Collections
CD	Company in Default (Bankrupt, Dissolved, Inactive)	Requires satisfactory proof of dissolution, inactive status or bankrupt corporation	Satisfactory proof includes: 1. Articles of Dissolution, or 2. Notice of Bankruptcy, or 3. Ministry notification that the corporation is inactive/cancelled.
PW	POA Write-off Unable to Enforce	Requires satisfactory proof that the case is unenforceable, that the charging document cannot be located for enforcement or supervisor approval obtained	Only for cases over 2 years past due : 1. Where the charging document does not contain a date of birth or address, or 2. When the Offender is not a legal entity, or 3. Where the charging document cannot be located, or 4. Where technical issues with ICON prevent the case from completing once payment has been satisfied
PW	POA Write-off Deemed Uncollectible	N/A	Applies to aged cases (over six yrs. Past due) once all reasonable collection efforts have been exhausted and the case is deemed uncollectible.
CW	Final Write-Off Code (Approval Obtained)	CW code indicates that appropriate approval from JBM, Treasurer (and where applicable), Corporate Services Committee and Regional Council has been obtained.	CW is the final write-off code. All CW cases will be purged from ICON twice yearly and must be reported to MAG annually.

NOTE: Cases may be written-off for accounting purposes only and do not absolve a convicted offender from the requirement to pay a fine as debts to the Crown are owed in perpetuity and never forgiven.

Memorandum

CSC-C 11-2025

Subject: Supporting Information for NG911 Stand Alone Backup Facility

Date: Wednesday, May 7, 2025

To: Corporate Service Committee

From: Brad Ray, Associate Director

This memo is provided as a follow-up to Report CSD 11-2025 and Council direction to provide additional information on the following:

- 1) The IBI Report dated November 30, 2012.
- 2) Financial information for the associated Niagara Regional Police Services (NRPS) managed project accounts.
- 3) Clarification regarding who will have access to the new backup NG911 facility.

1) The IBI Report dated November 30, 2012

The 2012 IBI Group report, Study of Emergency Dispatch Services, recommended that the communications functions of the four agencies (Niagara Emergency Services, NRPS, St. Catharines Fire, and Niagara Falls Fire) be consolidated into one operationally integrated "Public Safety Communications" model with one physical location. At that time, the NRPS primary 911 Dispatch was operating from 68 Church Street, St. Catharines (former NRPS headquarters and 1 District facility) and the IBI Report indicated that the NRPS communications center's needs had outgrown the space available, further supporting the recommendation to co-locate dispatch facilities.

In September 2016, construction was completed on the new NRPS HQ facility at 5700 Valley Way in Niagara Falls. This facility includes a state-of-the-art Primary 911 Dispatch Centre as well as a 911 Dispatch Training Centre, addressing IBI's facility-related concerns. Additionally, the Training Centre currently serves as the backup location for Niagara Parks Police, and St. Catharines and Niagara Falls Fire Dispatch. Although not ideal for NRPS, Parks Police, or Fire operations, use of the Training Centre as a backup location is a constructive effort toward facility integration.

Over the past several years, the NRPS, Niagara Emergency Medical Services (NEMS), St. Catharines Fire, and Niagara Falls Fire have engaged in extensive consultation regarding opportunities for a fully integrated communications centre as indicated below.

NRPS:

The NRPS has been open to exploring opportunities for shared services and co-locating with community partners such as Niagara EMS and local Fire services. This approach was most recently examined in 2021/ 2022 and after considerable consultation with CAO's, Fire Chiefs and EMS, consensus could not be reached on an operationally integrated dispatch model.

With concerns around meeting the CRTC deadline for the implementation of NG911, the NRPS recommended the construction of a Stand-Alone Backup 911 facility at Welland 3 District. This was further supported by a report to the Police Service Board (March 1, 2022) detailing the use of the backup site. The project was approved to proceed as part of the 2022 capital budget and staff have been diligently working towards it.

The NRPS continues to support the pursuit of shared services, and notes that the proposed Stand-Alone Backup 911 facility is a meaningful progression of this initiative as it will provide Next Generation backup flexibility to Niagara Parks Police, and Niagara Falls and St. Catharines Fire dispatch.

NEMS:

The Province owns and funds 100% of all capital and operating costs associated with the delivery of ambulance communications throughout Ontario with oversight of the Niagara Ambulance Communications Service (ACS) through the Ministry of Health (MOH). NEMS operates the dispatch service within a detailed Performance Agreement with the Province and funds provided for the operation of the Communications Service are not to be used for any other purpose. Regarding a consolidated Niagara dispatch model, NEMS leadership has been advised verbally that the MOH is not supportive of integrated arrangements for Provincial ambulance dispatch centers. As the MOH provides the necessary infrastructure for ambulance communications, including a newly implemented provincial voice radio system (P25 as the standard) and pending provincial NG911 system, the scope of local consolidation for NEMS would be limited at this time to the integration of provincial systems with local solutions.

2) Financial information for the associated NRPS-managed project account

The full project costs can be found in the attached appendix to this memo. It differentiates between NG911-specific technology costs, facility technology costs, and the construction costs of the 911 backup facility that were presented in Report CSD 11-2025.

NRPS have confirmed that adequate funds are available in project accounts 20001462 and 20000999 to deliver the full scope of NG911 backup technology, including all associated equipment replacements.

3) Clarification regarding who will have access to the new backup NG911 facility

As the Primary Public Safety Answering Point (Primary PSAP), the NRPS requires a reliable backup dispatch facility to ensure service continuity during technical or environmental emergencies. The existing temporary facility is actively used multiple times per year for planned training exercises and unforeseen emergencies. Unfortunately, the current backup facility is undersized and poorly equipped, and does not serve as an adequate backup dispatch center for Niagara Parks Police, and Niagara Falls and St. Catharines Fire.

The new permanent NG911 Backup facility not only represents a significant improvement to NRPS dispatch redundancy, but it also enables backup flexibility for Niagara Parks Police, and Niagara Falls and St. Catharines Fire.

Respectfully submitted and signed by

Brad Ray

Associate Director, Construction, Energy & Facilities Management

Appendices

Appendix 1 911 Backup Rationalization - Additional Information

Total Estimated Project Cost
911 Backup Rationalization

Appendix 1
CSC-C 11-2025

	Project Element	Project Description/Purpose	Year Council Approved Budget	Council Approved Budget (A)	Transfers between Projects (B)	Additional External Funding (C)	Revised Budget (D) = (A) + (B) + (C)	Proposed Budget Adjustment CSD 11-2025 (E)	Revised Council Approved Budget (F) = (D) + (E)	Expended & Committed as of 04/10/24 (G)	Contract Award/ Forecast (H)	Budget Remaining (I) = (F) - (G) - (H)
Notes:												
1	20001271 - 911 Backup Rationalization	Construction of the Facility	2020/2021	8,760,000	3,024,000	-	11,784,000	1,363,017	13,147,017	10,434,714	2,712,303	-
	20001462 - 21-NRPS Communications											
1	Back-Up	Back-up Facility Technology	2021	4,600,000	(3,024,000)	-	1,576,000	-	1,576,000	-	1,576,000	-
	Subtotal 911 Back-up Facility			13,360,000	-	-	13,360,000	1,363,017	14,723,017	10,434,714	4,288,303	-
2	20000999 - 19 - NRPS NG 911	NG911 Specific Technology	2019	400,000	700,000	1,036,976	2,136,976	-	2,136,976	2,129,972	7,004	-
2	20001259 - 20- NRPS NG 9-1-1		2020	700,000	(700,000)	-	-	-	-	-	-	-
	Subtotal NG911 Specific Technology			1,100,000	-	1,036,976	2,136,976	-	2,136,976	2,129,972	7,004	-
	Total Estimated Project Cost			14,460,000	-	1,036,976	15,496,976	1,363,017	16,859,993	12,564,686	4,295,307	-

Notes:

- Police original furniture and specialized equipment request was \$4,600,000; \$3,024,000 was transferred to facility backup project #20001271 per approved Police Services Board Report on April 27,2023 and approved CL-C 75-2024 by
1 Regional Council.
2 These projects were repurposed for the awarding of the NG911 specific technology solution per approved CSD 47-2023.

Subject: Regional Development Charges Treasurer's Statement 2024

Report To: Corporate Services Committee

Report date: Wednesday, May 7, 2025

Recommendations

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

Key Facts

- The purpose of this report is to provide Regional Council with a statement relating to the Development Charges (DC) reserve fund activities for 2024 in accordance with the Province's Development Charges Act, 1997 as amended (DCA) and Ontario Regulation 82/98.
- The DC reserve fund reporting legislation requires municipalities to provide all sources of funding for anything funded from DC's, including a compliance statement regarding imposing additional levies or requiring the construction of a service not authorized under the DCA and require the statement to be made available to the public.
- At the end of 2024, \$188.7 million in DC revenue is available for future growth-related projects after accounting for outstanding capital and operating commitments.
- Total DC contributions in 2024 were \$96.5 million, \$38.4 million or 40% of the contributions were funded by the general tax levy (\$31.2 million for mandatory and discretionary grants and incentives, and \$7.2 million for Bill 23 requirements), further details are provided in Appendix 5. DC's are collected in accordance with the DC By-law subject to provisions in the DCA.
- Outstanding DC capital and operating commitments for active projects total \$156.3 million.

Financial Considerations

Regional DC revenues (RDCs) collected in accordance with the DC By-law are deposited in the DC reserve funds (as deferred revenues) and subsequently applied to eligible growth-related projects once those costs have been incurred. This report provides both summary level transaction information by reserve, and detailed funding information by project.

DC reserves are necessary to move forward with the growth-related projects in the 2025-2034 capital budget and forecast, which includes \$865.9 million in DC funded projects.

Analysis

In accordance with the DCA, this report must be prepared annually. The annual statements will be made available to the public through the Development Charges section of the Region's Website.

Appendix 1 to Report CSD 10-2025 shows the breakdown of reserve fund activity from January 1, 2024 to December 31, 2024. During this period, the total DC reserve balances (before accounting for outstanding commitments) increased \$73.4 million, from \$273.0 million to \$346.4 million, net of investment income and transfer to current and capital funds. After accounting for outstanding capital and operating commitments to active projects and year-end adjustments, the net available balance is \$188.7 million at year-end 2024. This total will be applied to eligible growth-related capital projects in 2025 and throughout the rest of the forecast period.

Table 1 – Balance after commitments for each of the DC service categories (in thousands)

Development Charge Category	Balance at December 31, 2024	Capital Commitments	Operating Commitments	Available Balance at December 31, 2024
Growth Studies	\$2,611.6	-	\$(132.2)	\$2,479.4
Police Services**	\$1,276.0	\$(276.7)	-	\$999.3
Services Related to Highways	\$128,126.0	\$(68,764.9)	-	\$59,361.1
Wastewater**	\$122,463.0	\$(53,458.0)	\$(281.6)	\$68,723.4
Water	\$69,264.7	\$(27,151.3)	-	\$42,113.4
Ambulance Services	\$3,645.3	\$(496.0)	-	\$3,149.3
Long Term Care	\$2,567.5	\$(2,500.6)	-	\$66.9
Provincial Offenses Act	\$465.5	-	-	\$465.5
Public Health Services	\$2,494.4	-	-	\$2,494.4
Housing Services*	\$2,131.6	\$(690.2)	-	- *
Waste Diversion	\$4,114.1	\$(204.5)	-	\$3,909.5
Transit Services	\$5,121.1	\$(496.6)	-	\$4,624.5
Public Works (Facilities & Fleet)	\$2,139.2	\$(1,831.0)	-	\$308.2
Total***	\$346,420.0	\$(155,869.8)	\$(413.8)	\$188,695.0

* The Region is unable to collect on Social Housing (Housing Services) under Bill 23, active projects in place before Bill 23 came into effect will continue to be funded from RDC reserves until the completion of these projects. At the end of 2024, the Housing Services reserve balance of \$1.8 million was transferred to the Social Housing General Capital Reserve Fund as a result of more RDCs being collected than required. Due to additional capital commitments identified after Q4 report, only \$1.4 million should have been transferred to the Social Housing General Capital Reserve Fund, and \$0.4 million will need to be transferred back to Social Housing DC reserve. Therefore, the Housing Services reserve is shown with a balance of nil at 2024 year end in this report.

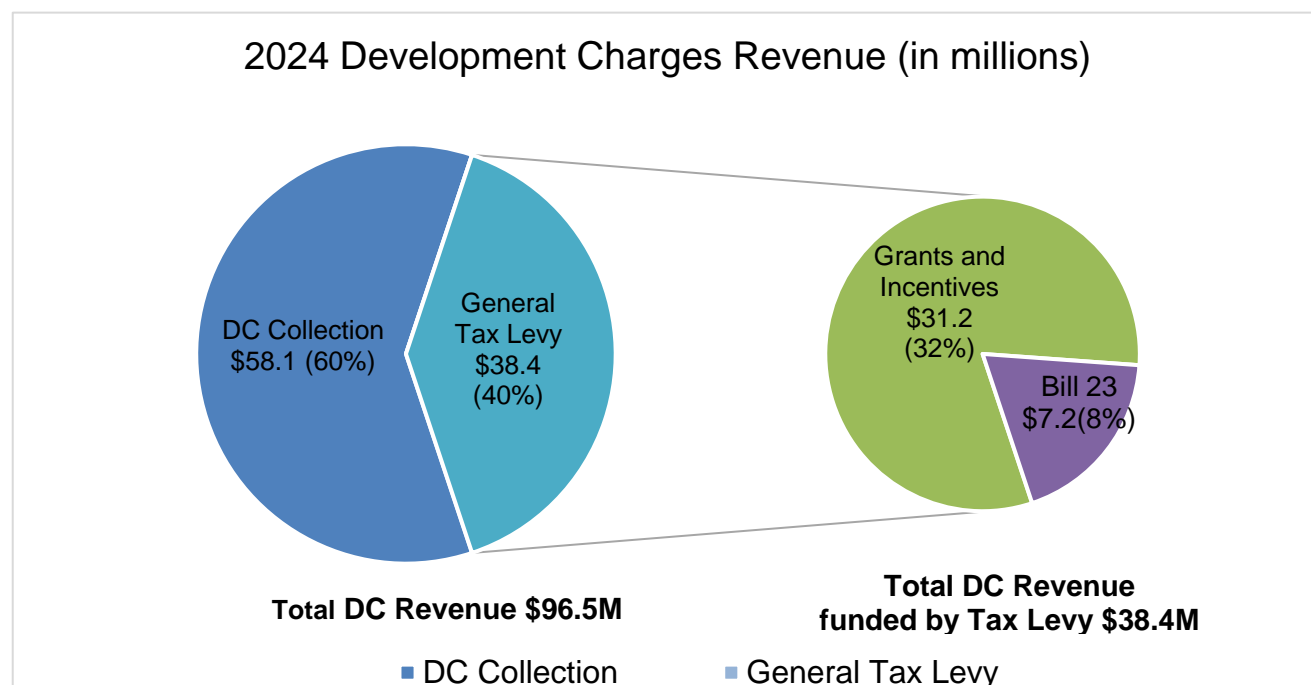
** Balance after commitments does not include funding allocation for approved future debt servicing costs, for Police Long-term Accommodations and South Niagara Wastewater Treatment Solution which were approved with funding from the respective RDC Reserves.

*** Additional capital commitment from DCs have been identified following the 2024 Year-End Results and Transfer Report.

Of the \$188.7 million uncommitted year-end balance, \$96.5 million was attributed to the DC revenues in 2024. It is important to note that included in that amount is \$31.2 million in DC grants and incentives and \$7.2 million in Bill 23 impacts (\$7.1 million in mandatory by-law phase in; \$0.1 million in discount for purpose-built rental residential units), both of which are funded by the general tax levy. The remaining balance of \$58.1 million was DC revenues collections.

Appendix 5 to Report CSD 10-2025 shows the breakdown of mandatory and discretionary grants and incentives from January 1, 2024 to December 31, 2024. Additional details for the grants and Bill 23 impacts are also discussed in greater detail in the 2024 Q4 Financial Update.

Chart 1 – 2024 Development Charges Revenue (in millions)



Bill 23 is encouraging municipalities to invest development charges collected on a timely basis. Beginning in 2023, municipalities are required to spend, or allocate at least 60% of the monies in a reserve fund at the beginning of the year for water, wastewater and services related to a highway. Based on existing commitments (active capital projects) and capital projects included in the nine-year capital forecast the Region will far exceed 60% allocation of the funds in each of the water, wastewater and services related to a highway categories.

Funding Growth Related Projects with DC Revenues

Included within the DC reserve fund activity in Appendix 1 to Report CSD 10-2025 are transfers from the DC reserve totaling \$35.6 million to fund capital (\$33.1 million) and operating (\$2.5 million) projects in 2024. DCs are transferred to and recorded as project revenues as eligible costs are spent, matching funding with expenditures.

Funding reviews occur quarterly with consideration of the expenditures incurred to date and respective funding sources.

Appendix 2 to this report identifies capital projects with approved budgeted DC funding totaling \$359.8 million. In total, \$200.5 million of DCs have been allocated to DC funded capital projects. Of these capital projects, 156 projects are active and have received \$33.1 million DC funding in 2024 to match expenditures occurred. The total outstanding DC commitment of the active projects is \$153.9 million.

On average, DC funded projects have spent 56% of their respective budgets in 2024, compared to 55% in 2023.

Appendix 3 to Report CSD 10- 2025 identifies the active operating projects to which \$19.1 million in DCs have been applied, along with a summary of life-to-date expenditures and any other approved funding sources providing partial funding to the project.

Appendix 4 to Report CSD 10-2025 provides supplemental information required as outlined in O.Reg 82/98, including a description of the DC service categories, outstanding prepayment agreements with developers, and a summary of any borrowing from the DC reserve funds (if applicable). Similar to previous Treasurer's Statements on DC reserve funds, there are no credits recognized under section 17 or borrowing amounts to report. The Region is also required to make a statement regarding its compliance with Sections 59.1(1) & (2) of the amended DCA respecting imposing additional levies or requiring the additional levies or construction of services not authorized under the DCA, none exist in the Region, therefore no statement is required.

Alternatives Reviewed

Alternatives are not applicable as this report provides historic and legislatively required information. The Development Charges Act, 1997 as amended requires that this report be provided annually to Council and made available to the public.

Relationship to Council Strategic Priorities

Regional Development Charges are a major source of funding for growth projects in the capital budget. As such, Regional Development Charges assist in achieving the strategic priority of Sustainable Region.

Other Pertinent Reports**[CSD 14-2023 Bill 23 Impacts on Regional Development Charges](#)**

(<https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:KXNDU-yx3mm&q=https://pub-niagararegion.escibemeetings.com/filestream.ashx%3FDocumentId%3D30080&sa=U&ved=2ahUKEwjI7KjRx8iMAxX9FVkfHVVmAnMQFnoECAYQAQ&usg=AOvVaw1Cbx7POSTOyif5R3YUWfLB>)

[CSD 46-2024 2025 Capital Budget](#)

(https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:KXNDU-yx3mm&q=https://pub-niagararegion.escibemeetings.com/filestream.ashx%3FDocumentId%3D39143&sa=U&ved=2ahUKEwik1fWOyMiMAxUtFFkFHxzclZwQFnoECAQQAQ&usg=AOvVaw3X5uTLkZ_IWqSmAgvJ9ksT)

[CSD 8-2025 2024 Year-End Results and Transfer Report](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=fcdaca46-5a21-4026-ad32-d0836ea36bef&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

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This report was prepared in consultation with Lucia Chen, Manager Revenue Planning & Strategy and Beth Brens, Associate Director, Budget Planning & Strategy, and reviewed by Melissa Raquion, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

Appendix 1	DC Reserve Fund Activity
Appendix 2	Capital Projects funded with DCs in 2024
Appendix 3	Operating Projects funded with DCs in 2024
Appendix 4	Description of Services
Appendix 5	Mandatory and Discretionary DC Grants & Incentives in 2024

Niagara Region
2024 Development Charges Reserve Fund Statement
Statement of Activity - January 1, 2024 to December 31, 2024

Development Charge Category	Balance at December 31, 2023	Development Charges Revenue (1)	Interest Income (2)	Transfer to Current Fund (see appendix 3)	Transfer to Capital Fund (see appendix 2)	Balance at December 31, 2024	Capital and Operating Commitments for Active Projects (3)	Year-End Adjustments (4)	Available Balance at December 31, 2024	Future Capital and Operating Commitments for Debt and Forecasted Projects
Growth Studies	\$ 2,435,736	\$ 448,107	\$ 102,366	\$ (374,633)	\$ -	\$ 2,611,577	\$ (132,159)	\$ -	\$ 2,479,418	\$ -
Police Services (5)	\$ 1,263,864	\$ 1,474,842	\$ 51,512	\$ (882,503)	\$ (631,695)	\$ 1,276,020	\$ (276,674)	\$ -	\$ 999,347	\$ (18,532,557)
Services Related to Highways	\$ 97,057,965	\$ 39,192,972	\$ 4,567,022	\$ -	\$ (12,691,971)	\$ 128,125,988	\$ (68,764,899)	\$ -	\$ 59,361,089	\$ -
Wastewater (6)	\$ 101,931,757	\$ 29,157,855	\$ 4,551,016	\$ (1,167,945)	\$ (12,009,679)	\$ 122,463,004	\$ (53,739,618)	\$ -	\$ 68,723,386	\$ (177,673,114)
Water	\$ 50,734,975	\$ 16,566,580	\$ 2,433,749	\$ -	\$ (470,592)	\$ 69,264,711	\$ (27,151,286)	\$ -	\$ 42,113,425	\$ -
Ambulance Services	\$ 3,037,679	\$ 887,694	\$ 135,539	\$ -	\$ (415,625)	\$ 3,645,288	\$ (496,001)	\$ -	\$ 3,149,287	\$ -
Long Term Care	\$ 1,679,674	\$ 4,269,288	\$ 86,139	\$ -	\$ (3,467,582)	\$ 2,567,518	\$ (2,500,630)	\$ -	\$ 66,888	\$ -
Provincial Offenses Act	\$ 413,216	\$ 34,488	\$ 17,822	\$ -	\$ -	\$ 465,527	\$ -	\$ -	\$ 465,527	\$ -
Public Health Services	\$ 2,331,130	\$ 65,357	\$ 97,867	\$ -	\$ -	\$ 2,494,353	\$ -	\$ -	\$ 2,494,353	\$ -

Development Charge Category	Balance at December 31, 2023	Development Charges Revenue (1)	Interest Income (2)	Transfer to Current Fund (see appendix 3)	Transfer to Capital Fund (see appendix 2)	Balance at December 31, 2024	Capital and Operating Commitments for Active Projects (3)	Year-End Adjustments (4)	Available Balance at December 31, 2024	Future Capital and Operating Commitments for Debt and Forecasted Projects
Housing Services	\$ 2,914,997	\$ 411,085	\$ 102,351	\$ -	\$ (1,296,855)	\$ 2,131,578	\$ (690,238)	\$ (1,441,340)	\$ (314,212)	\$ -
Waste Diversion	\$ 5,425,586	\$ 647,549	\$ 193,476	\$ (30,000)	\$ (2,122,560)	\$ 4,114,050	\$ (204,515)	\$ -	\$ 3,909,536	\$ -
Transit Services	\$ 2,906,734	\$ 2,091,561	\$ 162,816	\$ -	\$ (39,974)	\$ 5,121,137	\$ (496,592)	\$ -	\$ 4,624,545	\$ -
Public Works (Facilities & Fleet)	\$ 847,327	\$ 1,231,285	\$ 60,570	\$ -	\$ -	\$ 2,139,182	\$ (1,830,996)	\$ -	\$ 308,186	\$ -
Total	\$ 272,980,640	\$ 96,478,663	\$ 12,562,244	\$ (2,455,081)	\$ (33,146,533)	\$ 346,419,933	\$ (156,283,607)	\$ (1,441,340)	\$ 188,380,774	\$ (196,205,671)

- 1) Includes \$38.4 million in tax levy supported funding (\$31.2 million for grants/incentives, \$7.2 million for Bill 23 impacts) to pay for the exemptions in the DC By-Law, DC Act and Bill 23.
- 2) Interest Income is allocated to DC Reserve Funds in accordance with the Reserve and Reserve Fund Policy (C4-002)
- 3) At year end, a review of the status of the respective capital and operating projects is completed and development charge revenue earned is allocated accordingly. The capital (\$155.9M) and operating (\$0.4M) commitment represents the share of approved capital project expenditures that have been budgeted to be funded by development charges, but for which the related expenditures are yet to occur. The capital commitment is \$1.8M higher than the amount reported on Q4 Financial Update due to more capital projects were identified.
- 4) Per CSD 14-2023, we transfered funds from the Housing Services Reserve to the Social Housing Development Charge account to address an expected shortfall for committments made to the Rapid Housing Initiative Port Cares project.
- 5) Growth related component of discounted total issued debt payment to fund Police Long-term Accommodation project over the life of the debenture from 2023-2045.
- 6) Growth related component of the total unissued debt payment to fund the South Niagara Wastewater Treatment Solution, projected to be issued in 2026 or later.

Niagara Region
2024 Development Charge Reserve Fund Statement
Capital Projects Budgeted with Development Charges 2024

Development Charges Transferred to Projects						Approved Budget by Funding Source (at 2024 Year-end)						
Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Projects with spend												
EMS												
20001201	20-Ann Ambulance&Equip Replace	(168,600)	(1,507)	(170,107)	(2,814,998)	(199,898)	(3,102,201)	-	-	-	-	(3,302,099)
20001654	22-EMS New ERV's	(134,930)	(4,406)	(139,336)	(232,227)	(263,316)	(29,258)	-	-	-	(146,287)	(438,861)
20001759	23-New Ambulances	(573,139)	(284,874)	(858,013)	(889,400)	(1,093,459)	(40,000)	-	-	-	-	(1,133,459)
20001761	23-New ERVs	-	(124,838)	(124,838)	(158,390)	(261,413)	(70,257)	-	-	-	-	(331,670)
EMS Total		(876,668)	(415,625)	(1,292,294)	(4,095,014)	(1,818,086)	(3,241,716)	-	-	-	(146,287)	(5,206,089)
Long Term Care												
10GD1505	20-LTC Fort Erie New Home	(9,319,920)	(1,553,012)	(10,872,933)	(84,966,836)	(10,994,464)	-	-	(70,634,403)	-	(4,287,680)	(85,916,547)
20001203	20-LTC St. Catharines New Home	(10,020,750)	(1,914,569)	(11,935,319)	(85,252,281)	(14,314,418)	-	-	(79,883,688)	-	(11,454,314)	(105,652,420)
Long Term Care Total		(19,340,670)	(3,467,582)	(22,808,252)	(170,219,117)	(25,308,882)	-	-	(150,518,091)	-	(15,741,994)	(191,568,967)
Social Housing												
20000680	18-NRH New Development	(13,099,953)	-	(13,099,953)	(19,402,607)	(14,132,500)	(3,061,500)	-	-	-	(3,721,000)	(20,915,000)
20001518	SSRF NF Supportive Housing Ren	(1,088,237)	-	(1,088,237)	(4,504,287)	(1,100,000)	(500,000)	-	-	-	(2,950,000)	(4,550,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20000752	18-Social Housing ASD Reqs	(787,500)	(630,000)	(1,417,500)	(1,575,000)	(1,575,000)	(175,000)	-	-	-	-	(1,750,000)
20001477	20-NRH MultiRes Int East Main	(2,158,273)	(128,219)	(2,286,492)	(12,749,762)	(2,465,243)	(100,000)	-	-	-	(11,181,255)	(13,746,498)
20001677	NRH Prop Acq - Fort Erie	-	(538,636)	(538,636)	(8,572,174)	(892,622)	(2,155,660)	-	-	-	(5,923,674)	(8,971,956)
Social Housing Total		(17,133,962)	(1,296,855)	(18,430,817)	(46,803,829)	(20,165,365)	(5,992,160)	-	-	-	(23,775,929)	(49,933,454)
Police Services												
10PO0515	Long-term Acc - NRPS HQ & D2	(3,785,197)	-	(3,785,197)	(67,759,486)	(3,785,232)	985,380	-	(64,766,503)	-	(193,767)	(67,760,121)
20001823	24-NRPS-Increase Fleet Quant'	-	(631,695)	(631,695)	(631,695)	(908,333)	-	-	-	-	-	(908,333)
Police Services Total		(3,785,197)	(631,695)	(4,416,891)	(68,391,181)	(4,693,565)	985,380	-	(64,766,503)	-	(193,767)	(68,668,454)
Services Related to Highways												
10RC1566	81-St Paul W CNR Bridge-SC	(657,159)	(420,626)	(1,077,785)	(6,339,924)	(2,385,670)	-	-	(6,285,205)	(5,362,500)	-	(14,033,375)
10RC1236	New Escarpment Crossing	(734,873)	(200,480)	(935,352)	(1,263,989)	(3,670,000)	(880,000)	-	(150,000)	-	-	(4,700,000)
10RC1344	55-Con 6/EW Line-NOTL	(8,854,937)	863,459	(7,991,478)	(10,309,664)	(9,023,514)	(1,710,061)	-	(907,500)	-	-	(11,641,076)
10RC1554	Glendale Ave Interchange @ QEW	(10,516,914)	(937,568)	(11,454,482)	(13,948,513)	(12,117,249)	(2,138,338)	-	-	-	(500,000)	(14,755,587)
10RC0939	South Niag East West Arterial	(30,492)	-	(30,492)	(30,492)	(500,000)	-	-	-	-	-	(500,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
10RC0940	Hwy 406@Third Interchange-SC	(548,020)	-	(548,020)	(727,373)	(1,100,000)	(360,000)	-	-	-	-	(1,460,000)
20000491	2017-Cpcty RR37 406-Rice-Mer-Q	(474,046)	(42,034)	(516,080)	(607,153)	(531,250)	(93,750)	-	-	-	-	(625,000)
20000503	Cpcty Imp-98- Charnwood-McLeod	(1,781,748)	(10)	(1,781,758)	(4,407,277)	(1,843,500)	(1,016,500)	-	-	(1,700,000)	-	(4,560,000)
20000901	19-Cpcty Imprv-New West St.Cat	(5,973)	-	(5,973)	(6,399)	(700,000)	(50,000)	-	-	-	-	(750,000)
20001191	20-Cpcty Imprv-RR98 Montrose R	(17,281,801)	(4,600,286)	(21,882,087)	(25,743,632)	(21,531,801)	19,315	-	(3,819,045)	-	-	(25,331,531)
10RC0816	57-TSR Ext-NF	(10,271,879)	(144,514)	(10,416,393)	(13,936,779)	(15,830,000)	(1,903,022)	-	(2,750,000)	(696,978)	-	(21,180,000)
10RC1329	10-Livingston/QEW-GR	(1,803,577)	(99,729)	(1,903,305)	(2,474,098)	(22,948,000)	(1,875,000)	-	(312,000)	(1,995,000)	(2,700,000)	(29,830,000)
20001115	20 Ann-Illum Install&Upgrade	(61,841)	(8,650)	(70,491)	(704,914)	(100,000)	(900,000)	-	-	-	-	(1,000,000)
20000141	20-Roundabout at S Grimsby Rd	(65,293)	(151)	(65,444)	(4,328,244)	(68,195)	(1,681,805)	-	-	(2,759,863)	-	(4,509,863)
20000659	18-Int Imprv-57 @ Cardinal-NF	(59)	-	(59)	(59)	(150,000)	-	-	-	-	-	(150,000)
20000928	19-Int Impr-RR100 Four MileCrk	(163,159)	(270,950)	(434,110)	(496,125)	(875,000)	(125,000)	-	-	-	-	(1,000,000)
20001185	20-Int Imprv - RR 49 McLeod Rd	(2,008)	-	(2,008)	(2,134)	(1,600,000)	(100,000)	-	-	-	-	(1,700,000)
10RC0627	38-QEW/Fourth-SC	(15,269,571)	(12,447)	(15,282,019)	(18,180,027)	(15,729,817)	(1,705,854)	-	(920,000)	-	(372,155)	(18,727,826)
10RC1172	20-Station/Rice-Ph3-PL	(1,077,138)	-	(1,077,138)	(2,931,893)	(1,154,700)	268,487	-	(281,798)	(1,975,000)	-	(3,143,011)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
10RC1447	69-Effingham/Wessel-PH 2-SC	(630,475)	(3,761)	(634,237)	(6,342,364)	(760,425)	326,180	-	(720,000)	(6,450,000)	-	(7,604,245)
10RC1558	89-Dick's Creek Culvert-SC	(1,681)	(767)	(2,447)	(24,473)	(75,000)	-	-	(675,000)	-	-	(750,000)
10RC1559	69-Wessel/Centre PH3-Li	(489,504)	(14,879)	(504,383)	(5,043,831)	(800,000)	(450,000)	-	(6,062,500)	(687,500)	-	(8,000,000)
10RC1560	1-Albert/Lakeshore-FE	(2,620,922)	(5,386)	(2,626,308)	(6,565,769)	(2,759,600)	(2,261,026)	-	(1,249,777)	-	(628,597)	(6,899,000)
10RC1562	RR 42 - Ontario Street EA	(531,290)	(5,034,175)	(5,565,465)	(15,765,582)	(6,446,244)	(4,826,867)	-	(450,000)	(6,537,500)	-	(18,260,611)
10RC1563	45-RR4/RR63-WF	(63,470)	(6,556)	(70,027)	(700,266)	(177,500)	(337,500)	-	(1,260,000)	-	-	(1,775,000)
10RC1564	81-Durham/Lincoln-LI	(110,672)	(75,893)	(186,565)	(874,385)	(2,075,000)	(2,437,500)	-	(900,000)	(4,312,500)	-	(9,725,000)
10RC1567	27-PCD/Lincoln-WE	(370,840)	(46,355)	(417,195)	(4,171,954)	(420,000)	(3,780,000)	-	-	-	-	(4,200,000)
10PR1007	RR 77(Fourth Ave), D'llario #	(186,659)	-	(186,659)	(186,659)	(222,000)	-	-	-	-	-	(222,000)
20000145	63-Wellandport/Com Cntre-WL	(4,741)	(38,554)	(43,295)	(416,913)	(67,500)	(582,500)	-	-	-	-	(650,000)
20000147	89-Welland Canal/Homer-NOTL	(6,755)	(14,618)	(21,373)	(279,495)	(65,000)	(785,000)	-	-	-	-	(850,000)
20000319	St Davids Road East	(469,217)	-	(469,217)	(5,065,211)	(491,800)	(4,413,100)	-	-	-	(404,100)	(5,309,000)
20000486	2017-Rehab RR 48 Carlton-Scott	(89,453)	(26,224)	(115,677)	(289,193)	(188,000)	(282,000)	-	-	-	-	(470,000)
20000488	2017-Rehab RR 87 Locke to Ann	(32,650)	(345)	(32,995)	(329,952)	(37,500)	(337,500)	-	-	-	-	(375,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20000667	18- Rehab 49-HEPC to Wil P2-NF	(408,219)	(44,528)	(452,747)	(532,643)	(5,610,000)	(990,000)	-	-	-	-	(6,600,000)
20000668	18-Rehab 81-Burgoyne to CNR-SC	(230)	-	(230)	(2,300)	(50,000)	(450,000)	-	-	-	-	(500,000)
20000897	19-Rds Rehab RR20 - Griffin St	(34,741)	(97,136)	(131,877)	(352,152)	(2,201,825)	(450,000)	-	(3,227,737)	-	-	(5,879,562)
20000898	19-Rds Rehab - RR 72 Louth St	(148,830)	(17,314)	(166,144)	(415,360)	(440,000)	(660,000)	-	-	-	-	(1,100,000)
20000900	19-Rds Rehab - RR 81 Main St	(18,261)	(2,838)	(21,099)	(210,991)	(45,000)	(405,000)	-	-	-	-	(450,000)
20000905	19 Ann-Illum Install&Upgrade	(74,772)	-	(74,772)	(747,719)	(75,000)	(675,000)	-	-	-	-	(750,000)
20000912	19 Ann-Roads Resurfacing	(884,322)	-	(884,322)	(8,843,217)	(884,400)	(3,159,600)	-	-	(4,800,000)	-	(8,844,000)
20001122	20 Ann-Roads Resurfacing	(831,127)	(0)	(831,127)	(8,311,268)	(834,473)	-	-	(3,343,334)	(4,166,922)	-	(8,344,729)
20001183	20-Rds Rehab-Misc Road Constr	(59,226)	(13,211)	(72,437)	(700,226)	(75,000)	(60,000)	-	-	(590,000)	-	(725,000)
20001186	20-Rds Rehab - RR 20 Lundy's L	(36,960)	(6,307)	(43,267)	(432,669)	(420,000)	(3,780,000)	-	-	-	-	(4,200,000)
20001194	20-Rds Rehab-RR56 Burleigh Hil	(33,495)	(1,405)	(34,900)	(349,001)	(40,000)	(360,000)	-	-	-	-	(400,000)
20000915	19 Ann-Patrol Yard Imprv	(178,998)	(126,177)	(305,175)	(847,707)	(360,000)	(640,000)	-	-	-	-	(1,000,000)
20001125	20 Ann-Patrol Yard Imprv	(199,669)	773	(198,896)	(552,489)	(360,000)	(640,000)	-	-	-	-	(1,000,000)
20001251	19-Ann-Intellgnt Transport Sys	(28,456)	(112)	(28,568)	(285,684)	(30,000)	(270,000)	-	-	-	-	(300,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001252	19-Ann-Traffic Signal Equipmen	(64,346)	-	(64,346)	(643,463)	(65,000)	(585,000)	-	-	-	-	(650,000)
20001254	19-RR41 (Woodlawn Av) @ Seaway	(26,784)	-	(26,784)	(267,841)	(27,500)	(247,500)	-	-	-	-	(275,000)
20001343	23 Ann-Traffic Signal Program	(102)	-	(102)	-	-	-	-	-	-	-	-
20001512	20-TS Minor RBD - Asset Mgmt	(32,266)	(6,698)	(38,964)	(389,641)	(46,800)	(421,200)	-	-	-	-	(468,000)
20001513	20-TS Advance Design	(4,069)	(78)	(4,148)	(41,476)	(5,000)	(45,000)	-	-	-	-	(50,000)
20001514	20-TS Upgrades	(5,734)	-	(5,734)	(57,339)	(5,839)	(52,551)	-	-	-	-	(58,390)
20001516	20-Intelligent Trans Systems	(18,925)	(3,449)	(22,374)	(223,739)	(30,000)	(270,000)	-	-	-	-	(300,000)
20000988	RR25 Netherby @ RR116 Sodom	(46,397)	-	(46,397)	(463,970)	(48,700)	(438,300)	-	-	-	-	(487,000)
20000991	RR36 South Pelham @ Thorold Rd	(1,147)	(3,407)	(4,554)	(45,538)	(50,000)	(450,000)	-	-	-	-	(500,000)
20001253	19-RR91 Westchester Av @ Blain	(38,222)	(97)	(38,319)	(383,186)	(42,500)	(382,500)	-	-	-	-	(425,000)
20001507	20-TS RBD-Niagara @ Welland	(52,057)	(199)	(52,256)	(522,562)	(52,258)	(470,323)	-	-	-	-	(522,581)
20001508	20-TS RBD-PCharles@ Fitch	(34,768)	-	(34,768)	(347,682)	(36,726)	(330,535)	-	-	-	-	(367,261)
20001509	20-TS RBD-Woodlawn @ Niagara	(35,908)	-	(35,908)	(359,082)	(37,458)	(337,121)	-	-	-	-	(374,579)
20001510	20-TS RBD-Queenstn @ Echeater	(37,468)	(3,385)	(40,853)	(408,539)	(42,230)	(380,074)	-	-	-	-	(422,304)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001511	20-TS RBD-Niagara @ Lakeshore	(34,136)	-	(34,136)	(341,355)	(37,189)	(334,696)	-	-	-	-	(371,885)
20001515	20-New Traffic Control Devices	(18,718)	(514)	(19,232)	(192,318)	(21,500)	(193,500)	-	-	-	-	(215,000)
20000489	2017-Rehab RR 529 Webber-River	(193,133)	-	(193,133)	(2,156,650)	(300,000)	0	-	-	(2,850,245)	(199,755)	(3,350,000)
20001317	21 Ann-Roads Resurfacing	(974,118)	(2,775)	(976,893)	(9,768,931)	(1,000,000)	(4,832,270)	-	-	(4,167,730)	-	(10,000,000)
20000139	Cpcty Imprv - RR 81 Main St	(2,057)	(98,271)	(100,328)	(275,755)	(4,275,000)	(1,475,000)	-	(6,000,000)	-	-	(11,750,000)
20001618	22 Ann-Roads Resurfacing	(973,196)	(210,890)	(1,184,086)	(11,840,857)	(1,250,000)	(501,052)	-	(1,948,948)	(8,800,000)	-	(12,500,000)
20001619	22 Ann-Rds Rehab Misc Const	(26,785)	(1,777)	(28,562)	(285,617)	(100,000)	(340,000)	-	(560,000)	-	-	(1,000,000)
20001620	22-RR61 Twnlne Stnly to 4 Mile	(2,095)	-	(2,095)	(20,950)	(30,000)	(270,000)	-	-	-	-	(300,000)
20001626	22-Rds Rehab-RR116 Lyons Wllck	(1,803)	(203)	(2,006)	(20,061)	(30,000)	(270,000)	-	-	-	-	(300,000)
20001315	22 Ann-Traf Signal – Mjr Rbls	(36,600)	5,043	(31,557)	(315,567)	(36,600)	(329,400)	-	-	-	-	(366,000)
20000663	18-Struc Rpl-20 Arch 081210-SC	(82,700)	(11,286)	(93,985)	(509,046)	(1,850,000)	-	-	(5,020,000)	(3,150,000)	-	(10,020,000)
20001407	21-Struc Rehab-020220 Hwy20 Br	(96,206)	(821)	(97,027)	(4,851,363)	(120,000)	(1,380,000)	-	-	(4,500,000)	-	(6,000,000)
20001187	20-Cpcty Imprv-RR512 Livingsto	(6,220)	(71,085)	(77,305)	(77,305)	(1,236,515)	-	-	-	-	-	(1,236,515)
20001765	Cpcty Imprv - 20 Hwy 20 Smithv	(1,223)	(5,533)	(6,755)	(6,755)	(500,000)	-	-	-	-	-	(500,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001193	20-Int Imprv - RR 55 Niagara S	(25,714)	(31,842)	(57,556)	(60,264)	(4,250,000)	(200,000)	-	-	-	-	(4,450,000)
20001415	21-Int Imprv-RR81 StPaulW@Vans	(5,066)	-	(5,066)	(5,066)	(100,000)	-	-	-	-	-	(100,000)
20001308	23 Ann-Misc Road Properties	(5,666)	(4,397)	(10,063)	(11,838)	(170,000)	(30,000)	-	-	-	-	(200,000)
10RC0840	81-Vinhaven/23rd-LN	(128,003)	(11,676)	(139,679)	(751,163)	(450,000)	(1,500,000)	-	(470,000)	-	-	(2,420,000)
20000146	RR69 -Victoria to Rosedene PH1	-	(67,507)	(67,507)	(282,490)	(1,625,000)	(5,175,000)	-	-	-	-	(6,800,000)
20000664	18-Struc-HC North 020230-SC	-	(14,834)	(14,834)	(309,381)	(303,117)	(1,530,000)	-	(550,000)	(3,938,972)	-	(6,322,089)
20000665	18-Struc-JR Stork 038205-SC	-	(51,403)	(51,403)	(405,813)	(190,000)	(810,000)	-	(500,000)	-	-	(1,500,000)
20001616	22-Rds Rehab - RR 27 Main St W	-	(1,994)	(1,994)	(23,136)	(500,000)	(2,300,000)	-	-	(3,000,000)	-	(5,800,000)
20001927	24-Trnsp Sustainability Review	-	(7,788)	(7,788)	(8,653)	(540,000)	(60,000)	-	-	-	-	(600,000)
20002023	24 Ann-Traffic Signal Program	-	(13,276)	(13,276)	(132,761)	(294,500)	(2,650,500)	-	-	-	-	(2,945,000)
20000896	19-Rds Rehab - RR 43 Bridge St	(35,114)	(27,786)	(62,901)	(849,158)	(250,000)	(3,125,000)	-	-	-	-	(3,375,000)
20001803	23-Ann Roads Resurfacing	(140,737)	(186,414)	(327,151)	(3,271,511)	(420,000)	(3,780,000)	-	-	-	-	(4,200,000)
20001873	23-Int Imprv-RR19 Gilmore @ Petit	(149,699)	-	(149,699)	(149,699)	(1,000,000)	-	-	-	-	-	(1,000,000)
20001880	23-TS Advance Design	(1,264)	(278)	(1,542)	(15,419)	(5,000)	(45,000)	-	-	-	-	(50,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001881	23-PXO RR83 Carlton @ Oblate	(239)	(447)	(687)	(6,866)	(8,000)	(72,000)	-	-	-	-	(80,000)
20001882	23-TS RR81 Queenston @ Hartzel	(314)	(148)	(462)	(4,623)	(42,000)	(378,000)	-	-	-	-	(420,000)
20001883	23-TS RR124 Central @ Bertie	(30)	(53)	(83)	(832)	(42,000)	(378,000)	-	-	-	-	(420,000)
20001884	23-TS RR18 Ontario@ RR81 King	(341)	(20)	(361)	(3,608)	(42,000)	(378,000)	-	-	-	-	(420,000)
20001885	23-TS RR54 PCD @ RR29 Lincoln	(348)	(1,833)	(2,181)	(21,807)	(43,278)	(389,500)	-	-	-	-	(432,778)
20001886	23-TS Upgrades	(1,209)	(5,785)	(6,994)	(69,939)	(10,000)	(90,000)	-	-	-	-	(100,000)
20001772	Struc Rehab-045205- Oswego Crek	-	(371,273)	(371,273)	(742,546)	(4,212,500)	(4,212,500)	-	-	-	-	(8,425,000)
20001774	Rds Rehab - RR67 Pine St Beave	-	(423)	(423)	(1,692)	(287,500)	(862,500)	-	-	-	-	(1,150,000)
20001887	23-TS Minor RBD	-	(27,564)	(27,564)	(275,643)	(55,500)	(499,500)	-	-	-	-	(555,000)
Services Related to Highways Total		(81,487,050)	(12,691,920)	(94,178,971)	(217,298,658)	(163,987,173)	(89,759,464)	-	(48,362,844)	(72,440,710)	(4,804,607)	(379,354,798)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Wastewater												
20000859	19-Decomission Biggar Lagoon	(17,360)	(280)	(17,640)	(58,801)	(102,000)	-	(238,000)	-	-	-	(340,000)
20001144	20-Queenston/St.Davids WW Serv	(128,593)	(1,611)	(130,204)	(260,408)	(400,000)	-	(400,000)	-	-	-	(800,000)
20000697	18-SPS REPLACE-Beaverdams-PT.D	(880,841)	(2,103,302)	(2,984,143)	(3,730,179)	(7,212,000)	-	(803,000)	(1,000,000)	-	-	(9,015,000)
20000698	18-SPS REPLACE Campden-LN	(870,483)	(16,366)	(886,849)	(985,388)	(1,008,000)	-	(112,000)	-	-	-	(1,120,000)
20000707	18-SPS REPLACE-Bridgeport-GR	(2,591,760)	(64,921)	(2,656,681)	(3,320,852)	(2,916,000)	-	(729,000)	-	-	-	(3,645,000)
20000709	18-SPS REPLACE-Jordan Valley	(293,395)	(43,282)	(336,676)	(420,845)	(2,540,000)	-	(635,000)	-	-	-	(3,175,000)
20000729	18-SPS-UPG-Catharine St-FE	(504,848)	(474,603)	(979,451)	(1,555,535)	(1,314,720)	-	(773,280)	-	-	-	(2,088,000)
20000854	19-Line 2 SPS Pump Replacement	(106,275)	(19,146)	(125,421)	(1,078,990)	(136,000)	-	(1,034,000)	-	-	-	(1,170,000)
20000856	19-Lake Street SPS Upgrade	(355,604)	(133,437)	(489,041)	(611,302)	(672,000)	-	(168,000)	-	-	-	(840,000)
20001146	20-Lakeshore Rd SPS Upgrade	(618,529)	(18,153)	(636,682)	(862,903)	(5,460,000)	-	(1,190,000)	-	(750,000)	-	(7,400,000)
20001152	20-Oxford SPS Upgrades	(134,635)	(56,156)	(190,791)	(217,813)	(233,000)	-	(33,000)	-	-	-	(266,000)
20000484	2017-Bender Hill SPS Upgrade	-	(164,410)	(164,410)	(548,032)	(3,040,000)	-	(5,160,000)	(711,000)	-	-	(8,911,000)
20001364	21-Spring Gardens PS and FM Up	-	(230,588)	(230,588)	(329,412)	(9,750,000)	-	(3,276,000)	-	-	-	(13,026,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20002004	24-Smithville SPS Forcmain Upg	-	(1,400)	(1,400)	(1,749)	(445,000)	-	(55,000)	-	-	-	(500,000)
20001157	20-Victoria Ave SPS Upgrade	(335,128)	(31,686)	(366,814)	(458,517)	(560,000)	-	(140,000)	-	-	-	(700,000)
10SW1118	Shirley Road Pump Station Upg	(181,984)	(143,255)	(325,238)	(464,626)	(2,120,000)	-	(1,280,000)	(500,000)	-	-	(3,900,000)
10SW1525	PS Cpcy Expnsn Prg- Smth Odour	(493,540)	(202,656)	(696,196)	(1,422,550)	(831,980)	-	(868,020)	-	-	-	(1,700,000)
10SW1407	Lakeshore (NOTL), Garrison, W	(364,061)	(5,270)	(369,331)	(3,185,324)	(380,838)	-	(2,886,615)	-	-	(17,120)	(3,284,573)
10SW1526	PS Improve Prgm - E-side PS PC	(3,915)	(160)	(4,075)	(560,345)	(40,000)	-	(5,460,000)	-	-	-	(5,500,000)
20000702	18-SPS & FM UPG- Laurie AVE-LN	(374,889)	(53,279)	(428,167)	(494,832)	(6,230,000)	-	(970,000)	-	-	-	(7,200,000)
20001149	20-Quaker Rd Trunk Sewer	(321,620)	(7,235,126)	(7,556,746)	(7,857,808)	(7,176,060)	-	(285,896)	-	-	-	(7,461,956)
20001156	20-Biggar Lagoon SPS Upgrade	(147,088)	-	(147,088)	(291,041)	(300,000)	-	(300,000)	-	-	-	(600,000)
10SW1517	WWTP Upgrade Prgm - Niagara F	(56,144)	(39,742)	(95,886)	(49,565,548)	(120,000)	-	(32,745,129)	(22,752,530)	(3,000,000)	(3,412,870)	(62,030,529)
20000724	18-WWTP-NEW- South NF Plant	(123,354)	(6,022)	(129,376)	(16,347,435)	(1,960,000)	-	-	(101,024,749)	-	(144,673,632)	(247,658,381)
10SW0807	NOTL WWTP Capacity Expansion	(5,610,270)	(26,271)	(5,636,541)	(47,625,473)	(5,668,440)	-	(12,678,093)	-	(800,000)	(28,748,467)	(47,895,000)
10SW1528	NOTL WWTP Decommissioning	(126,514)	(47,819)	(174,334)	(614,974)	(765,400)	-	(700,000)	(1,234,600)	-	-	(2,700,000)
20001587	22-New TrunkMain - Grmsby WTP	(145,550)	(62,042)	(207,592)	(259,490)	(5,170,000)	-	(630,000)	-	-	-	(5,800,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001588	22- Grimsby WTP Expansion	(202,305)	(257,662)	(459,967)	(482,224)	(6,200,000)	-	(300,000)	-	-	-	(6,500,000)
20001359	21-Nigh Rd PS Upgrades	(65,377)	(64,195)	(129,573)	(227,483)	(262,070)	-	(198,030)	-	-	-	(460,100)
20001366	21-Ontario St PS Upgrades	(75,032)	(276,722)	(351,754)	(439,693)	(1,680,000)	-	(420,000)	-	-	-	(2,100,000)
20000857	19-Dain City SPS Upgrade	(357,549)	(7,668)	(365,218)	(523,355)	(3,120,000)	-	(1,350,947)	-	-	-	(4,470,947)
20001357	21-Royal Manor PS and FM Upgr	(13,000)	(5,863)	(18,864)	(165,057)	(40,000)	-	(310,000)	-	-	-	(350,000)
20001817	23-Streamside SPS Upgrade	(2,935)	(9,533)	(12,468)	(15,585)	(1,051,200)	-	(262,800)	-	-	-	(1,314,000)
20001751	23- Towpath SPS Upgrade	(514)	(71,534)	(72,048)	(92,369)	(585,000)	-	(165,000)	-	-	-	(750,000)
20001752	23- Hurricane Rd SPS Pump Repl	(674)	(85,783)	(86,457)	(108,071)	(560,000)	-	(140,000)	-	-	-	(700,000)
20001756	23-Baker Road WWTP Capacity Ex	(1,017)	(49,735)	(50,752)	(57,025)	(1,335,000)	-	(165,000)	-	-	-	(1,500,000)
Wastewater Total		(15,504,782)	(12,009,679)	(27,514,461)	(145,241,032)	(81,384,708)	-	(76,861,810)	(127,222,879)	(4,550,000)	(176,852,089)	(466,871,486)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Water												
20000847	19-Decom of Ridgeway Standpipe	(105,359)	-	(105,359)	(351,198)	(202,500)	-	(472,500)	-	-	-	(675,000)
20000848	19-Port Robinson Interconnect	(1,751,458)	-	(1,751,458)	(3,502,916)	(2,020,000)	-	(1,800,000)	(220,000)	-	-	(4,040,000)
20000467	2017-CNR Transmission Main	(10,487,414)	220,157	(10,267,258)	(21,022,946)	(11,440,426)	-	(5,584,666)	(6,400,000)	-	-	(23,425,092)
20000623	18-WM NEW-Barrick Road	(1,436)	(44,193)	(45,629)	681,392	(982,500)	-	(132,500)	(850,000)	-	-	(1,965,000)
20001057	Welland Canal WTM Extension	-	(220,079)	(220,079)	(550,198)	(1,170,000)	-	(1,430,000)	(4,620,000)	-	-	(7,220,000)
20001170	20-Decew WTP Transmission Main	-	(112,312)	(112,312)	(280,781)	(1,110,000)	-	(2,390,000)	-	-	-	(3,500,000)
10CW1302	Misc Prgm-Grimsby System Stor	(13,875,747)	(31,392)	(13,907,139)	(19,797,408)	(14,691,796)	-	(5,067,604)	(1,155,000)	-	-	(20,914,401)
10CW1303	Meter Replacement Program	-	-	-	(3,659,553)	-	-	(3,900,000)	-	-	-	(3,900,000)
20000614	18-ET-NEW Fort Erie	(321,220)	(91,724)	(412,944)	(825,888)	(11,877,500)	-	(11,727,500)	(150,000)	-	-	(23,755,000)
20000619	18-ET-NEW Pelham	(215,141)	(48,566)	(263,707)	(527,415)	(1,410,000)	-	(817,500)	(592,500)	-	-	(2,820,000)
20001167	20-Shoalts Dr Highlift Lowlift	(6,994)	(57,483)	(64,476)	(71,640)	(1,260,000)	-	(140,000)	-	-	-	(1,400,000)
20001394	21- New Main in Central FE	(127,495)	(4,441)	(131,936)	(263,872)	(200,000)	-	(200,000)	-	-	-	(400,000)
20001395	21-New Transm Main in Smithvil	(6,509)	(10,242)	(16,751)	(18,612)	(6,716,700)	-	(746,300)	-	-	-	(7,463,000)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20001385	21- Lundy's Lane ET Replacemen	(45,603)	(23,322)	(68,925)	(229,752)	(900,000)	-	(2,100,000)	-	-	-	(3,000,000)
20001386	21-Bemis ET Replacement	(49,486)	(46,994)	(96,480)	(241,200)	(1,000,000)	-	(1,500,000)	-	-	-	(2,500,000)
Water Total		(26,993,863)	(470,592)	(27,464,454)	(50,661,986)	(54,981,422)	-	(38,008,570)	(13,987,500)	-	-	(106,977,493)
Waste Diverson												
10GL1519	15-Bridge-Drop-Off Depot	(391,706)	(2,047,254)	(2,438,960)	(3,484,230)	(2,515,675)	(1,078,148)	-	-	-	-	(3,593,823)
20000171	16-NR12-Drop-Off Depot	(323,400)	27,499	(295,901)	(422,716)	(350,000)	(150,000)	-	-	-	-	(500,000)
20001177	20-Humberstone Drop-Off Depot	(250,494)	(102,805)	(353,299)	(504,713)	(427,000)	(183,000)	-	-	-	-	(610,000)
Waste Diverson Total		(965,600)	(2,122,560)	(3,088,160)	(4,411,659)	(3,292,675)	(1,411,148)	-	-	-	-	(4,703,823)
20001858	23 NF 3 Growth Buses	(1,232,200)	-	(1,232,200)	(2,017,735)	(1,232,200)	-	-	-	-	(796,701)	(2,028,901)
20001848	6A SCTC Facility Phase 1 Admin	-	(39,969)	(39,969)	(845,854)	(81,392)	-	-	-	-	(1,641,107)	(1,722,499)
20001861	1 NF In-Ground 3 Post Hoist	-	(5)	(5)	(39)	(65,678)	-	-	-	-	(429,322)	(495,000)
Transit Services Total		(1,232,200)	(39,974)	(1,272,174)	(2,863,629)	(1,379,270)	-	-	-	-	(2,867,130)	(4,246,400)
Total for Projects with spend		(167,319,992)	(33,146,533)	(200,466,525)	(709,986,155)	(357,011,197)	(99,419,107)	(114,870,380)	(404,857,817)	(76,990,710)	(224,381,802)	(1,277,531,013)

Project	Project Description	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Projects without spend												
20001314	23 Ann-Illum Install&Upgrade	-	-	-	-	(50,000)	(450,000)	-	-	-	-	(500,000)
20001410	21-Int Imprv-RR57 TSR@Dorchester	-	-	-	-	(500,000)	-	-	-	-	-	(500,000)
20001849	6B SCTC Facility Phase 2 Stora	-	-	-	-	(185,200)	-	-	-	-	(3,814,800)	(4,000,000)
20001850	6C SCTC Facility Phase 3 M Bay	-	-	-	-	(101,027)	-	-	-	-	(2,080,973)	(2,182,000)
20001862	10 NF Automotive Lift	-	-	-	-	(13,269)	-	-	-	-	(86,731)	(100,000)
20001863	13 NF Parking and Storage Exte	-	-	-	-	(510,831)	-	-	-	-	(3,339,169)	(3,850,000)
20001867	26 NF CAV Growth Buses	-	-	-	-	(90,000)	-	-	-	-	(10,000)	(100,000)
20001868	9 WT Garage Phase 1 and 2	-	-	-	-	(1,320,165)	-	-	-	-	(10,999,500)	(12,319,665)
Total for Projects without spend		-	-	-	-	(2,770,492)	(450,000)	-	-	-	(20,331,173)	(23,551,665)
Grand Total		(167,319,992)	(33,146,533)	(200,466,525)	(709,986,155)	(359,781,689)	(99,869,107)	(114,870,380)	(404,857,817)	(76,990,710)	(244,712,975)	(1,301,082,678)

Note: Total DC funding applied to Capital Projects with spend of \$200.5M + Total DC Commitments of \$159.3M (of which \$155.9M outstanding commitments for active projects) = Total Approved DC funding of \$359.8M at the end of 2024.

Niagara Region
2024 Development Charge Reserve Fund Statement
Operating Projects Funded with Development Charges 2024

DCs Transferred to Projects				Approved Budget by Funding Source (at 2024 Year End)					
Project Name	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Reserve Fund	Cost Share	Rate Operating	Levy Operating	Total Budget
Water									
Water Asset Management	(243,489)	-	(243,489)	637,226	(408,053)	(153,307)	(45,339)	-	(606,699)
Water Total	(243,489)	-	(243,489)	637,226	(408,053)	(153,307)	(45,339)	-	(606,699)
Wastewater									
Combined Sewer Overflow Program (132 projects)	(6,040,988)	(1,095,198)	(7,136,186)	8,031,159	(8,580,562)	-	(8,784,396)	-	(17,364,958)
Wastewater Asset Management	(592,652)	(72,747)	(665,399)	679,450	(408,053)	(181,845)	(45,339)	-	(635,237)
Wastewater Total	(6,633,640)	(1,167,945)	(7,801,585)	8,710,609	(8,988,614)	(181,845)	(8,829,736)	-	(18,000,195)
Waste Diversion									
Waste Diversion	(60,000)	(30,000)	(90,000)	90,000	(30,000)	-	-	-	(30,000)
Waste Diversion Total	(60,000)	(30,000)	(90,000)	90,000	(30,000)	-	-	-	(30,000)
Services Related to Highways									
Bike Facilities	(105,000)	-	(105,000)	420,000	(50,000)	-	-	(150,000)	(200,000)
Services Related to Highways Total	(105,000)	-	(105,000)	420,000	(50,000)	-	-	(150,000)	(200,000)

Project Name	Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Reserve Fund	Cost Share	Rate Operating	Levy Operating	Total Budget
Growth Studies									
Municipal Comprehensive Review	(393,686)	-	(393,686)	463,160	(578,000)	-	-	(102,000)	(680,000)
Brock District Plan	(23,033)	-	(23,033)	25,593	(90,000)	-	-	(10,000)	(100,000)
New Regional Official Plan	(1,417,062)	(2,367)	(1,419,429)	2,106,562	(2,025,000)	-	-	(975,000)	(3,000,000)
Glendale Secondary Plan	(447,811)	(372,266)	(820,078)	678,976	-	-	-	-	-
Development Charges Background Study	(440,052)	-	(440,052)	322,935	(579,288)	-	-	(64,365)	(643,654)
Growth Studies Total	(2,721,645)	(374,633)	(3,096,278)	3,597,226	(3,272,288)	-	-	(1,151,365)	(4,423,654)
Police Services									
Debt Charges - LTA Project	(6,889,795)	(882,503)	(7,772,298)	7,772,298	(7,772,298)	-	-	-	-
Police Services Total	(6,889,795)	(882,503)	(7,772,298)	7,772,298	(7,772,298)	-	-	-	-
Total	(16,653,568)	(2,455,081)	(19,108,649)	21,227,359	(20,521,253)	(335,152)	(8,875,075)	(1,301,365)	(23,260,548)

**Development Charges Reserve Fund
Treasurer's Statement
January 1, 2024, to December 31, 2024**

1. Description of the Service for which each fund was established:

Service Category	Description of Service
Services Related to a Highway	The fund is used for growth-related projects for roads and roads related structures.
Police Services	The fund is used for growth-related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years.
Growth Studies	The fund is used to finance the cost of growth-related studies.
Long Term Care	The fund is used for growth-related projects for facilities that provide services.
Provincial Offences Act	The fund is used for growth-related projects for facilities that provide services.
Public Health Services	The fund is used for growth-related projects for facilities that provide services or rolling stock vehicles with a useful economic life beyond 7 years.
Ambulance Services	The fund is used for growth-related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years.
Housing Services	The fund is used for growth-related projects for facilities that provide services. Note: The Region is unable to collect on Social Housing under Bill 23, however there remain active projects which the Region continues to fund from the RDC reserves until the completion of these projects.
Waste Diversion	The fund is used for growth-related projects for facilities and related infrastructure or rolling stock vehicles with a useful economic life beyond 7 years.
Wastewater	The fund is used for growth-related projects for infrastructure and facilities that provide services including collection and treatment.
Water	The fund is used for growth-related projects for infrastructure and facilities that provide services including supply, storage, treatment and distribution.

Service Category	Description of Service
Transit Services	The fund is used for growth-related projects for transit vehicles and equipment.
Public Works (Facilities & Fleet)	The fund is used for growth-related projects for public works related facilities, equipment and fleet.

2. For credits (ex. Pre-payments, front-ended projects) in relation to the service or service category for which the fund was established:

No credits or agreements outstanding.

3. The amount of any money borrowed from the DC reserve during the previous year and the purpose for which it was borrowed:

No money was borrowed.

4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality:

No interest was accrued as no money was borrowed.

5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund, or interest on such money:

No source of money to repay as no money was borrowed.

6. A schedule that identifies credit recognized under section 17 and, for each credit organized, sets out the value of the credit, the service against which the credit is applied and the source of funds used to finance the credit.

No schedule as there are no credits to recognize as per section 17.

7. Statement respecting additional levies under Section 59.1 (1) & (2) of the Development Charges Act, 1997, as amended.

In accordance with Section 59.1 (1) & (2), the Niagara Region has not imposed any additional payments nor required the construction of a service not authorized under the Development Charges Act, 1997, as amended.

**Development Charges Reserve Fund
Treasurer's Statement
January 1, 2024 to December 31, 2024**

2024 Mandatory and Discretionary Grants Amount (in thousands)

Grant Category	Legislative Authority	2024 (in 000s)
Phase-In	Bill 23	\$7,158.8
Purpose-Built Rental Discounts (note 1)	Bill 23	\$68.6
Intensification RDC Reductions (note 2)	Bill 23	\$6,220.5
Board of Education Development (note 3)	DC Act	\$60.7
50% Industrial Expansion (note 4)	DC Act	\$11.6
Subtotal - Mandatory Exemptions		\$13,520.2
Large-scale Brownfield (note 5)	NRIP	\$5,606.4
Smart Growth Niagara (note 6)	NRIP	\$830.6
Agriculture (note 7)	DC By-law	\$10,761.4
Place of Worship	DC By-law	\$125.2
Non-Profit (Non-housing Development)	NRIP	\$4.4
Industrial RDC Grant (note 8)	NRIP	\$7,610.9
Subtotal - Discretionary Economic Incentives		\$24,938.8
Total		\$38,459.1

Notes:

1. In 2024, Bill 23 Purpose-Built Rental Discounts have been given to three (3) applicants.
2. In 2024, there were 316 units of Additional Dwelling Units (ADUs) exempt from development charges under Bill 23.
3. In 2024, there were 3 applicants received the exemption under Board of Education.
4. In 2024, there was 1 applicant received the exemption under 50% Industrial Expansion.
5. In 2024, there were 3 applicants received the grant under Brownfield Grant.
6. In 2024, there were 4 applicants received the grant under Smart Growth Program.
7. In 2024, there were 39 applicants received the grant under Agriculture Grant.
8. In 2024, there were 13 applicants received the grant under Industrial and Gateway Grant.
9. NRIP- Niagara Region Incentive Program



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
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April 29, 2025

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: NRPS Response to Councillor Information Requests - Overtime and Body Worn Cameras Costs

At its Public Meeting held April 24, 2025 the Niagara Police Service Board considered Service report dated April 2, 2025 providing a response to a request for information made at the Corporate Services Committee held March 5, 2025 regarding the Service's projected overtime costs for 2025 and budgets for use of body cameras by the Niagara Regional Police Service.

The following motion was passed:

“That the report be submitted to Regional Council for information purposes.

Carried.”

Further to Board direction, I would ask that you take the appropriate action. A copy of the report is enclosed.

Yours truly,

Deb Reid
Executive Director

Encl.

- c. D. Carnegie, Commissioner, Corporate Services, Niagara Region
Chief of Police B. Fordy, Niagara Regional Police Service



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Response to Councillor Information Requests – Corporate Services Committee, March 5, 2025

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-04-02

Recommendation(s)

That the Niagara Police Service Board (Board) receive report as information.

Key Facts

- At the Corporate Services Committee meeting held on March 5, 2025, Region Corporate Services staff presented the consolidated 2024 financial end results in report CSD 8-2025 that included the Niagara Regional Police Service (Service) and Board 2024 year-end deficit of \$1,682,089.31, where uniform overtime was a contributing factor due to the increased number of major incidents experienced in the Niagara Region that required a response from police.
- The discussion centered around the Service year-end position and discussions between the Service staff and Region Treasurer on the proposed mitigation strategy for the deficit, which was offset by the consolidated surplus levy as outlined in the Region Surplus/Deficit policy C-F-022.
- Councillor Heit requested a response to a projection of overtime costs for 2025 given the addition of 64 members and a question was posed regarding the future projected cost of body worn cameras.
- To project overtime costs would require an understanding of a number of variables such as anticipated vacancies, occupational and non-occupational illnesses, number expected to be absent on protected leaves, as well as major incidents occurring in the Niagara Region that require a police response, all of which are difficult to estimate at this time.
- A presentation and report on body worn cameras were submitted to the January 2025 Board meeting. The report and presentation (available in Appendix 1) explain that the Service is undertaking a thorough review of the benefits and costs associated with body worn cameras, as well as a public consultative process. The Service intends to present these findings to the Board at their April Board meeting and decide whether to proceed with implementation in 2026.

Financial Considerations

No financial implications result from receiving this report.

Analysis

At the Niagara Region Corporate Services Committee meeting held on March 5, 2025, Corporate Services Finance Associate Director, Reporting & Analysis, Melanie Steele, presented the consolidated 2024 financial year-end results further detailed in report CSD 8-2025 - 2024 Year-End Results and Transfer Report. Included in the Region's consolidated report is the 2024 year-end position for the Service, where the Service ended the year with a \$1,682,089.31 deficit before indirect allocations (and \$1,300,892.00 deficit including indirect allocations).

The deficit was mainly the result of lower-than-expected revenues from the City of Niagara Falls and costs associated with uniform overtime, mainly due to the increased number of major incidents experienced in the Niagara Region that required a response from police. While the Service managed to mitigate some of the cost pressures with offsetting savings in other discretionary spending lines, nevertheless, the Service was unable to cover the entire deficit. Matters related to surplus/deficit mitigation are defined within the Region Surplus/Deficit Policy C-F-022 and the Service in consultation with the Region Treasurer identifies strategies for surplus/deficit management. In 2022 and 2023, the Service ended the year with a surplus balance of \$993,091.00 and \$3,707,206.00 respectively; and where \$2,928,650.00 of the combined surplus balance was transferred to the Region tax stabilization reserve and where \$1,771,647.00 was transferred to the Police Contingency Reserve to fund one-time expenditures related to the implementation of the Community Safety and Policing Act, 2019 (CSPA).

During the discussion period, the following two questions were posed by Councillor Heit requiring a response from the Service staff:

1. Request the Service provides information regarding projected overtime costs for 2025 considering the impact the additional full time equivalent (FTE's) approved in the 2025 budget might have.
2. Request the Service provide information on the approved budgets or future planned budget request for body worn cameras.

The purpose of this report is to address the two questions posed by Councillor Heit.

1. The 2025 operating budget included the addition of 64 FTEs (7 civilian and 57 uniform positions). Of the 57 uniform positions, 29 positions are effective July 1, 2025, and 14 positions are effective October 1, 2025. Due to the lengthy time required to train a recruit from the date of hire to working independently on a frontline position, it is not anticipated that these new hires will have an impact on the operational performance of the Service in 2025. In response to providing Council with a projection of overtime costs in 2025 utilizing 3 months of data (January to March 2025) is difficult to determine. There are a number of variables that impact overtime such as vacancies, occupational and non-occupational absences, the number of members returning on modified duty and the number of

major incidents that have or may occur in the Niagara Region requiring a police response that need to be considered to predict the overtime costs for the remainder of the year.

The Service monitors overtime and provides the Board with a written public report detailing quarterly and year-to-date overtime hours for civilian and sworn members of the Service. In 2024, uniform overtime costs were significantly high, where the Service experienced an increase of 34% or 10,938 hours over its 4-year average (2020-2023) in overtime hours related to major investigations. This increase contributed to the year-end deficit experienced in 2024. Should the Niagara Region experience the same number of major incidents in 2025 as it did in 2024, then this will impact the utilization of resources which may include the use of overtime.

2. At the Board meeting on January 23, 2025, the Service provided a presentation and report to the Board regarding body worn cameras provided in Appendix 1 of this report. The recommendations in the report include conducting a comprehensive community consultation process, which was just completed on April 4, 2025.

The 2025 operating and capital budget do not include any costs associated with body worn cameras. However, the 2025 capital budget 9-year forecast included a \$1,000,000.00 capital investment in 2026. The results of this consultative process will be included in a follow-up report to the Board on these findings, as well as a recommendation for the next steps on whether to include the implementation of body worn cameras in the 2026 capital and operating budget.

In conclusion, in 2024, as a result of responding to an increased number of major incidents in the Niagara Region that required a police response, the Service experienced significant overtime costs that contributed to its 2024 deficit position. As per the Region Surplus/Deficit policy, the deficit was covered by the consolidated levy surplus as practiced in past years. In prior years, the Service surpluses has offset consolidated levy deficits. In response to whether the Service has commenced the use of body worn cameras, it is currently undertaking a thorough review as well as public consultation prior to making a decision to proceed in 2026.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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.

Relevant Policy Considerations

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all expenditures and revenues for the taxation year.
- By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.
- The Regional Municipality of Niagara Surplus/Deficit Policy C-F-022

Other Pertinent Reports

7.1 – 2025.01.23 – Presentation: Use of Body Worn Cameras by Law Enforcement Agencies Update.

9.1 – 2025.02.27 – Financial Variance Overview - Year Ending December 31, 2024.

*This report was prepared by Laura Rullo, Director Finance and Asset Management.
Recommended by Luigi Greco, Deputy Chief, Support Services.*



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Appendix 1 – Niagara Regional Police Service - Body Worn Cameras

BODY WORN CAMERAS



Corporate Strategy and Innovation



CONTENT

1. Status

- i. BWC Journey at NRPS
- ii. Big 12, RCMP, OPP – Status
- iii. Technology Adoption Curve
- iv. Academic Research on BWC
- v. Community Sentiments
- vi. SWOT Analysis

2. Proposed path

- i. Major technology projects roadmap
- ii. BCW Roadmap (Proposal)
- iii. Consultation Process (Proposal)

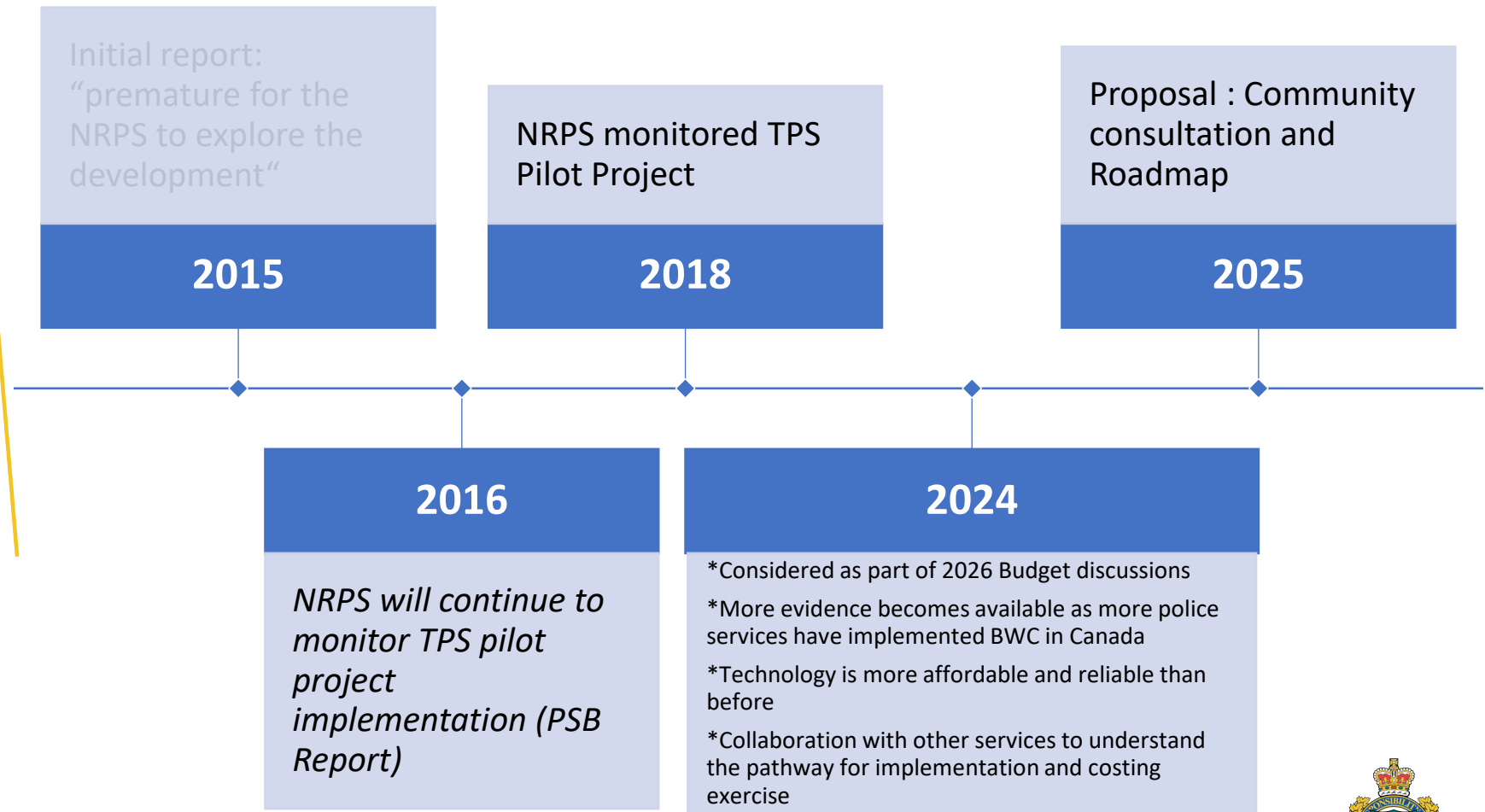
3. Strategic Considerations



STATUS - UPDATE



BWC JOURNEY AT NRPS

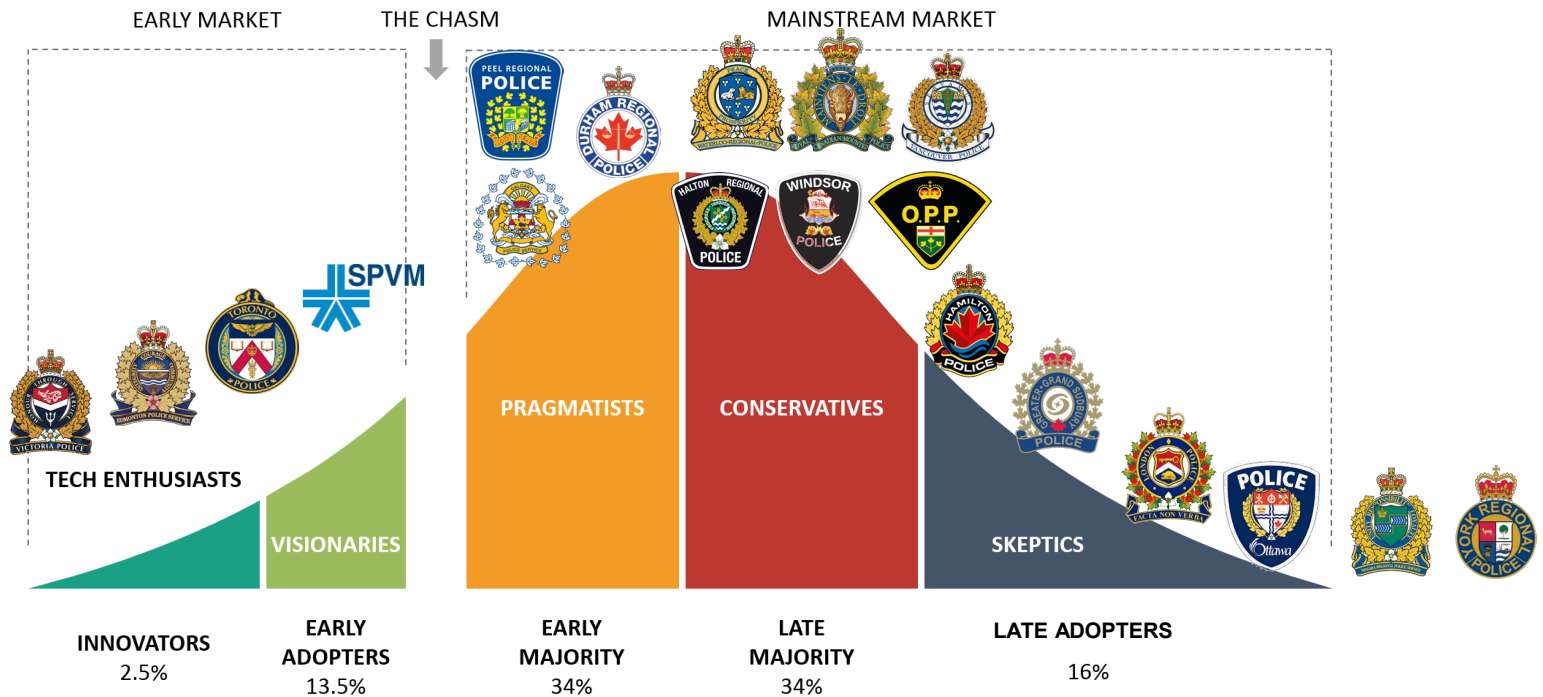


BIG 12, RCMP & OPP - STATUS

Police Service	Status of Body-Worn Cameras
Toronto Police Service	Implemented
Peel Regional Police	Implemented
Durham Regional Police	Implemented
Waterloo Regional Police	Implemented
Hamilton Police Service	Deployment in 2025
Windsor Police Service	Deployment in 2025
RCMP	Deployment in 2025
Greater Sudbury Police	Deployment in 2025
Halton Regional Police	Not fully implemented but ongoing pilot project including 24 BWC
Ontario Provincial Police	Conducted an evaluation study in 2021. Released Request for Bid in 2023 (12,448 BWC)
London Police Service	Not implemented but budget requested for 2025
Ottawa Police Service	Not implemented but pilot project scheduled in 2026
Niagara Regional Police	Not implemented
York Regional Police	Not implemented



TECHNOLOGY ADOPTION CURVE



*Analysis based on Moore, G. A. (2002). *Crossing the chasm : marketing and selling disruptive products to mainstream customers* (Rev. ed). Harper Business Essentials.



ACADEMIC RESEARCH



BENEFITS REPORTED IN ACADEMIC LITERATURE

- Enhanced Transparency and Accountability:
 - Improves police legitimacy by providing objective records of interactions (10-15% improvement in perceived legitimacy, National Policing Institute, 2017)
 - Deters officer misconduct and encourages professionalism (Reduction of 25% of misconduct among officers as reported by Michael, 2014)
- Reduction in Use of Force and Complaints:
 - Significant decreases in citizen complaints (88 to 93% drop in complaints made against police by the public, Ariel et al., 2015 and 2016) and use-of-force incidents (between 28 to 59% reduction in UoF incidents, as reported by Ariel et al., 2015 and Ferrazares, 2024)
 - Improves the quality of police-community interactions (Davies, 2023 and Lum et al., 2019)
- Improved Evidentiary Value:
 - Provides high-quality visual and audio evidence for court proceedings (Poirier, 2024)
 - Strengthens prosecution success rates, particularly in cases like domestic violence (useful to support prosecutor of cases involving domestic violence, crimes committed against police officers (6% increase in guilty pleas with BWC evidence (from 87% to 93%) as reported by Iliadis et al., 2024 and Huff et al., 2023)



BENEFITS REPORTED IN ACADEMIC LITERATURE (Continued)

- Positive Officer and Community Perceptions:
 - Officers report optimism about using BWCs in court ([52.9% of BWC users, according to Poirier 2024](#))
 - Community members largely support BWCs, leading to increased trust in police (61% of community members believe BWCs will increase trust in police, and 91% think BWCs will improve transparency, as reported by Sousa et al., 2015)
- Cost-Effectiveness:
 - High benefit-cost ratio (e.g., 4.95 as reported by Williams et al., 2021)
 - Potential to reduce costs associated with litigation and complaints (BWCs are associated with a 40% reduction in police settlements and a 40% decrease in the median cost per settlement, according to [Powell., 2023](#))
- Training and Self-Assessment:
 - Enables officers to review interactions for self-improvement (leading to a 20% improvement in self-reported professionalism and adherence to protocols, as reported by Koen 2019)
 - Provides real-world scenarios for police training (RCMP, Pilot Project Results)
- Safety Enhancements:
 - Serves as a deterrent for escalation during police-citizen encounters (Iliadis et al., 2023)
 - Encourages respectful and professional behavior from all parties involved (supported by 57% among officers with hands-on experience, according to Goetschel & Peha, 2017)



CHALLENGES REPORTED IN ACADEMIC LITERATURE

- Privacy Concerns:
 - Recording sensitive interactions may infringe on individual privacy
 - Victim-survivors of domestic and family violence report risks to their autonomy and safety
- Officer Resistance and Perception:
 - Some officers view BWCs as intrusive or a sign of mistrust
 - Concerns about reluctance to use necessary force due to fear of scrutiny
- Operational and Technical Issues:
 - Logistical challenges in managing and storing large amounts of video data
 - Inconsistent activation or technical malfunctions can undermine trust in the system
- Policy and Implementation Challenges:
 - Lack of standardized policies across jurisdictions
 - Resistance to adopting BWCs due to upfront costs and ongoing maintenance



CHALLENGES REPORTED IN ACADEMIC LITERATURE (Continued)

- Overreliance on Technology:

- BWCs alone cannot rebuild trust or address systemic issues in policing
- Risk of narrative manipulation or overdependence on video evidence, ignoring contextual nuances

- Cost Concerns:

- Significant financial investments required for equipment, storage, and maintenance
- Public support for BWCs decreases when associated with trade-offs, such as reduced funding for social programs
- Additional cost of retention, storage, review, and redaction

- Impact on Police Behavior:

- Potential for increased passivity among officers due to fear of being scrutinized
- Reduced discretionary actions, impacting proactive policing efforts

- Community Expectations:

- Unrealistic public expectations for BWCs to solve deep-rooted issues
- Limited impact on rebuilding trust without addressing broader structural problems



COMMUNITY SENTIMENTS ON BWC

- **Widespread Support:** Community members generally support BWCs, seeing them as tools for enhancing transparency, accountability, and trust in police interactions
- **Privacy Concerns:** Privacy issues, particularly in sensitive situations or for vulnerable populations, remain a significant concern
- **Comfort Levels Vary:** Most people feel comfortable with officers wearing BWCs, especially in victim-related cases, but some discomfort arises during enforcement or investigative scenarios
- **Perceived Benefits:** BWCs are believed to promote professional behavior from officers, de-escalate conflicts, and provide unbiased evidence of police-public interactions
- **Recommendations:** Community feedback highlights the need for robust policies on privacy, transparent use of footage, and ongoing engagement to address concerns and improve public understanding



SWOT ANALYSIS



SWOT ANALYSIS (Continued)

Strengths

- Strong organizational support from the Police Services Board
- Well-established IT infrastructure to support BWC deployment
- High willingness among frontline officers to adopt new technologies
- Proven track record of successful technology implementations

Weaknesses

- Need for updated processes, policies, and organizational realignments
- Operational challenges in managing and securely storing large volumes of video footage
- Potential resistance from officers viewing BWCs as intrusive
- Significant financial costs for equipment, storage, and maintenance
- Potential lack of comprehensive, standardized policies for BWC activation and usage



SWOT ANALYSIS (Continued 2)

Opportunities

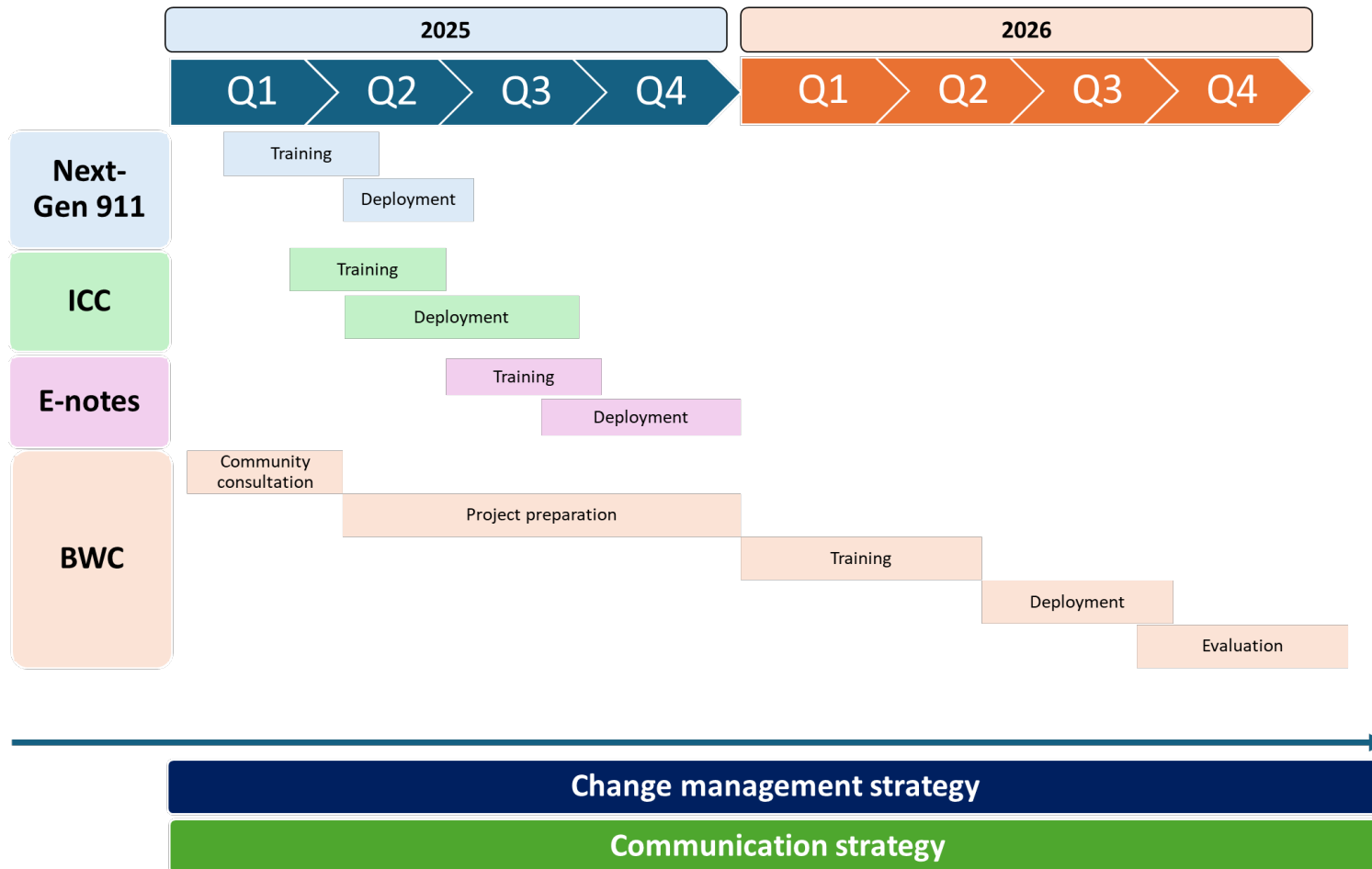
- Access to federal or provincial funding to offset financial constraints
- Strengthen trust and transparency with underrepresented or vulnerable groups
- Collaborate with other police services for standardization and knowledge sharing
- Leverage technological advancements to reduce costs and improve BWC functionality
- Utilize BWC data for evidence-based policy development and service improvement

Threats

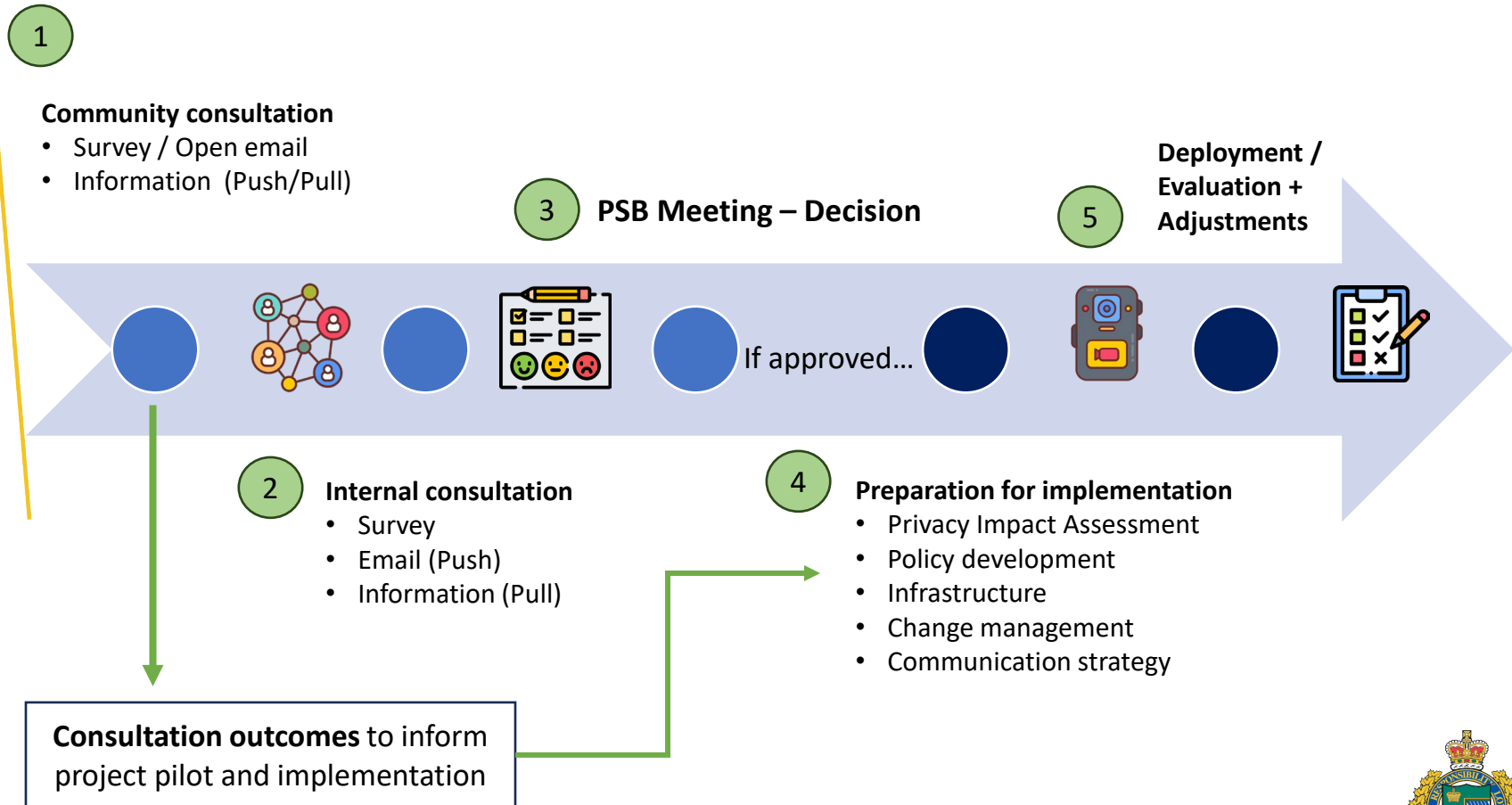
- Mismanagement of footage or non-compliance could damage public trust
- Risk of lawsuits due to misuse or breaches of privacy regulations
- Unrealistic community expectations for BWCs to address systemic issues
- Rapid technological changes requiring frequent upgrades and additional funding
- Data breaches or unauthorized access to sensitive footage



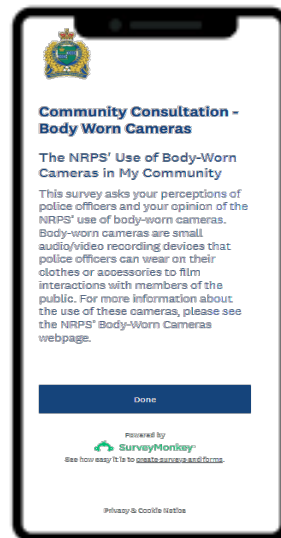
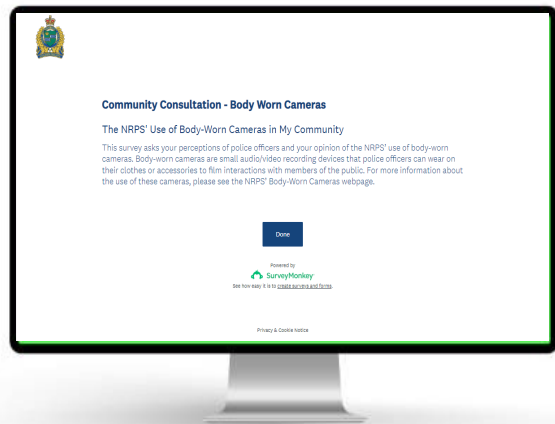
MAJOR TECHNOLOGY PROJECTS ROADMAP



BWC ROADMAP (PROPOSAL)



COMMUNITY CONSULTATION PROCESS (PROPOSAL)



- 2-3 months of community consultation using an online survey and a dedicated email address
- Survey will include four sections:
 - Section 1 – Consent to participate
 - Section 2 – Perceptions of police
 - Section 3 – Perceptions of BWC
 - Section 4 – Statistical Information
- Data will be collected, classified and analyzed in categories
- A summary of findings will be presented during a PSB meeting and will inform the implementation



STRATEGIC CONSIDERATIONS



STRATEGIC CONSIDERATIONS

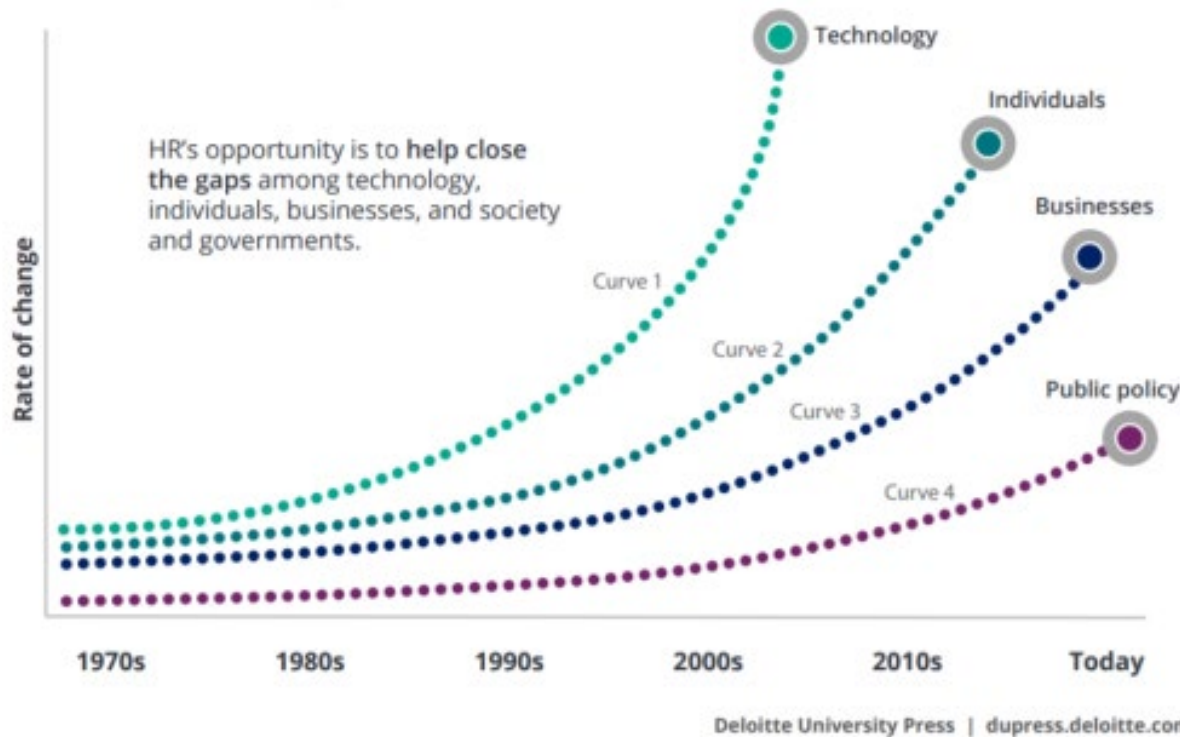
1. **Define** *expectations* for community consultation / identify *relevant* community partners
2. **Identify** organizational *champions* to lead the change management strategy
3. **Define** a clear *train the trainer* (TTT) approach to cascade training
4. **Unique** *point of contact to Q/A + troubleshoot* during pre-launch and initial launch
5. **Develop** an *evaluation mechanism* that allows NRPS to quickly incorporate changes and monitor implementation
6. **Realign** organizational structures to support effective implementation and realization of benefits



STRATEGIC CONSIDERATIONS (Continued)

CSC-C 12-2025

Gap between Tech / People / Policy



Digital Disruption Is a People Problem. <https://sloanreview.mit.edu/article/digital-disruption-is-a-people-problem/>



STRATEGIC CONSIDERATIONS (Continued 2)

Financial considerations:

Description	Expense Type	Cost
Hardware - Upfront Capital	One-Time	\$ 950,015.66
Software, Licenses, Maintenance, etc¹	Annual – On-going	\$1,470,080.64
Salary Costs	Annual – On-going	814,106.19
Total – Annual Costs		\$2,284,186.83

Note:

1. A minimum 5-year commitment is required for software, licenses, maintenance, support, services and warranties
2. In summary, the budget impact of implementing BWC based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027



STRATEGIC CONSIDERATIONS (Continued 3)

1. Police services must **prioritize technological advancement** to stay relevant and effective in the rapidly evolving landscape of community and public safety
2. The adoption of new technologies can serve as a **powerful catalyst for staff to maintain a culture of continuous learning and innovation**. Tools like BWCs could encourage officers and staff to explore how technology can streamline operations, enhance tactics, and inform strategic decision-making
3. Deploying **BWCs will inevitably influence the workflows of justice system, including Crowns, prosecutors, and courts**. While technological adoption within police services may drive these partners to adapt and modernize their own processes, it is critical to engage them proactively. Early collaboration and consultation will ensure smoother integration and alignment with justice-related procedures



STRATEGIC CONSIDERATIONS

(Continued 4)

4. Existing Case Law **that speaks about the availability of technology** and decision of police services to not use technologies (refer to: R. v. Moore-McFarlane)
5. The success of the BWC implementation hinges on the active support and advocacy of frontline officers. **Identifying and empowering these members as champion leaders** can help mitigate resistance and foster broader acceptance across the service
6. Resistance to change is a natural challenge in any large-scale initiative. **Transparent communication, comprehensive training, and a clear articulation of the benefits of BWCs—**for officers, the public, and the justice system—will help build trust and reduce apprehension



STRATEGIC CONSIDERATIONS

(Continued 5)

7. The future will see unprecedented advancements in technology, particularly with the rise of generative AI and other transformative tools. **BWC represent a foundational step toward embedding technology into everyday operations and creating a framework for future advancements**
8. Beyond operational benefits, BWCs play a pivotal role in building public confidence and enhancing transparency. **Visibly demonstrating a commitment to accountability and fair practices**, the service can strengthen its relationship with the communities it serves
9. A robust **evaluation framework** should accompany the implementation of BWCs, that is measuring key performance indicators—such as changes in complaint rates, use-of-force incidents, and case processing times—**we can assess the effectiveness of the technology and make informed adjustments as needed**



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- Goetschel, M., & Peha, J. M. (2017). Police Perceptions of Body-Worn Cameras. *SSRN Electronic Journal* . <https://doi.org/10.2139/ssrn.2944387>



QUESTIONS?





NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Use of Born Worn Cameras by Law Enforcement Agencies Update
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-01-13

Recommendation(s)

That the Niagara Regional Police Service Board (Board) receive this report for consideration of the implementation and deployment of Body-Worn Cameras (BWC) in 2026 and that the Board approve the recommendations contained in the report.

Key Facts

- Over the last 10 years, the Board has received multiple updates regarding the implementation of Body-Worn Cameras (thereafter BWC) (see: Reports: 104-2015 (2015), 279-2016 (2016)).
- Most of the big 12 police services in Ontario have deployed BWC to support the operations and provide adequate and effective policing as mandated by the Community Safety and Policing Act.
- The body of knowledge and the academic and grey literature in this field is extensive and allows police services to access lessons learned to mitigate risk and challenges before, during, and after implementation. Some benefits of BWC include enhancements to transparency and accountability, reduction in use of force and complaints against police, and a strong evidentiary value. Some challenges are related to privacy concerns, officer and organizational resistance to change and operational and technical issues. Nonetheless, documented benefits outweigh the challenges.
- The Niagara Regional Police Service (NRPS) has extensive experience in successfully implementing technology and other modernization projects.

Financial Considerations

In August of 2024, the Service received a non-binding budgetary estimate from Axon Public Safety Canada Inc. to assess the cost of BWCs with an estimated implementation date of Q4 2026. This estimate included the upfront capital cost, hardware maintenance and refresh, software and licenses, services, and warranties. In addition, the Service expects additional staffing requirements as a result of the implementation of BWCs. Based on consultations with other police services it is expected that 5 DEMS Clerks, 1 Equipment Hardware Technician, and 1 Sergeant would be required on an on-going basis.

A breakdown of the costs by type is as follows:

Description	Expense Type	Cost
Hardware - Upfront Capital	One-Time	\$ 950,015.66
Software, Licenses, Maintenance, etc. ¹	Annual – On-going	\$1,470,080.64
Salary Costs	Annual – On-going	\$814,106.19
Total – Annual Costs		\$2,284,186.83

* A minimum 5-year commitment is required for software, licenses, maintenance, support, services, and warranties.

In summary, the budget impact of implementing body worn cameras based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027.

Analysis

Introduction

The NRPS has explored the adoption of BWCs to enhance transparency, accountability, and community trust in police operations. This initiative has been prioritized at the request of the Chief of Police, reflecting broader trends in policing and public expectations for increased accountability. The analysis provided herein examines the rationale, challenges, and strategic considerations for implementing BWC, along with a brief history of the matter's reviewed by the Board.

The adoption of BWC has been discussed at various levels within NRPS. Key milestones include:

- 2015 – PSB Report 104-2015: This report discussed benefits and concerns with current technology at the time, and it concluded that *“It is premature for the NRPS to explore the development of a BWC program.”*
- 2016 – PSB Report 279-2016: This report provided updates regarding the implementation of Body BWC and observed the challenges with technologies reported by Toronto Police Service (TPS) during their pilot project. It concluded that “NRPS will continue to monitor TPS pilot project implementation”.
- 2024 – NRPS engaged in communication with other police services across Canada to learn from their experiences and considered BWC as part of the 2026 budget discussions. Also, more evidence became available as more police services implemented BWC in Canada and the technology has become more

affordable and reliable than before, and evidence highlights the benefits that BWC have for important policing matters (e.g., improving courts procedures, reducing use of force incidents and complaints against the police, promoting accountability and transparency)

This report synthesizes findings from academic research, community sentiment analyses, and internal evaluations to determine NRPS's readiness for BWC implementation and recommends a path forward.

Background and Context

Benefits of BWC

Transparency and Accountability: BWC provide objective documentation of police-citizen interactions, improving public trust. Studies demonstrate an 88-93% reduction in citizen complaints, and a 28-59% reduction in use-of-force incidents (Ariel et al., 2015, 2016).

Enhanced Evidence Collection: BWC deliver high-quality visual and audio evidence that strengthens court proceedings, increasing prosecution success rates in cases like domestic violence. For instance, guilty pleas increased from 87% to 93% with BWC evidence (Iliadis et al., 2024).

Officer Training and Professionalism: BWC allow officers to review interactions, fostering self-improvement and adherence to protocols. Research indicates a 20% improvement in self-reported professionalism (Koen, 2019).

Challenges of BWC

Privacy Concerns: Sensitive interactions, particularly involving vulnerable populations, may raise privacy issues (Milidragović, D., & Milić, N., 2024). Robust privacy policies and clear communication with the public are essential to mitigate this.

Financial Implications: Initial and ongoing costs for equipment, storage, and maintenance are significant (Poirier et al., 2023). However, potential savings from reduced litigation and complaints offer long-term offsets (Powell., 2023).

Operational Resistance: Some officers perceive BWC as intrusive or mistrust-inducing (Koslicki et al., 2023). Change management strategies will be critical to address resistance and ensure adoption.

Community Sentiments

Community feedback indicates strong support for BWC, with 91% of respondents believing they enhance transparency (Sousa et al., 2015). However, concerns about privacy and the equitable use of recorded data remain. A proposed consultation process will gather insights and address these issues comprehensively.

A summary of some of the academic studies discussing benefits and challenges is presented in included in the Appendix 1 Literature Review.

Discussion

Organizational Readiness

NRPS's strong IT infrastructure and history of successful technology implementation positions it well for BWC adoption. The service's existing processes will need adjustments to accommodate BWC data management and privacy requirements. Identifying organizational champions to lead this change will be pivotal.

Strategic Considerations

- **Consultation Process:** A 2–3-month consultation phase will include online surveys and community outreach, ensuring broad community partners engagement.
- **Policy Development:** Clear guidelines on BWC activation, usage, and data retention will address privacy and operational concerns.
- **Training Programs:** Comprehensive training for officers, coupled with a “train-the-trainer” approach, will facilitate smooth implementation.

Recommendation

Based on the analysis, subject to the Board assessment and approval, NRPS could be positioned to proceed with implementing BWC. The following steps are recommended:

1. Conduct a comprehensive community consultation process, inclusive of internal members to refine implementation strategies and learn from community sentiments regarding BWC.
2. Report findings to the Board to discuss the next steps. If supported:
3. Develop robust policies addressing privacy, operational protocols, and data management.
4. Initiate a phased rollout, leveraging pilot program insights and aligning with available academic evidence and best practices from other jurisdictions.

Following these steps will align NRPS with public expectations and enhance its commitment to accountability, transparency, and community trust.

Alternatives Reviewed

In the context of this analysis, the only alternative identified is to not proceed with the implementation of BWC, thereby foregoing community consultation and maintaining the status quo. While this approach might avoid immediate challenges, it presents

significant long-term implications. Diverse studies highlight the growing gaps among technology, individuals, businesses, and public policy over time. When advancements like BWC are delayed, these gaps expand, making it increasingly difficult to align with evolving public expectations and operational standards.

Delaying implementation means falling behind as technology outpaces current practices, and police services lose opportunities to enhance transparency, efficiency, and accountability. Without BWC, the adaptation process for officers and the public is postponed, public trust in police services' commitment to modern practices is undermined, and valuable data-driven insights for improving community interactions are missed. Given that most large police services in Ontario have already adopted BWC, continuing with the status quo widens the technological and procedural divide, creating a gap that will be challenging to overcome. For these reasons, maintaining the status quo is not recommended.

Relationship to Police Service/Board Strategic Priorities

BWC could be a major component of service modernization as part of the 2022 – 2025 Strategic Plan, aligned with goals: 1. Public Safety, 2. Community Engagement and Collaboration, and 3. Continuous improvement and Organizational Continuity.

Relevant Policy Considerations

Internal:

- GO - 006 - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
- GO - 016 - CROWN BRIEF SUBMISSION
- GO - 035 - EVIDENCE AND PROPERTY MANAGEMENT

External:

- Model Governance Framework for Police Body-worn Camera Programs in Ontario, available: <https://www.ipc.on.ca/sites/default/files/legacy/2021/07/model-governance-framework-police-body-worn-camera-programs.pdf>

Other Pertinent Reports

- 2015 – PSB Report 104-2015
- 2016 – PSB Report 279-2016

References:

[2022-2025 Strategic Plan -Niagara Regional Police Service](#)

This report was prepared by Dr. Hector Perez, Corporate Analyst and reviewed by Rany Audeh, Manager Corporate Strategy and Innovation and Stephanie Sabourin, Manager Corporate Communications in consultation with Akram Askoul, Director Technology Services and Laura Rullo, Director Finance and Asset Management and Courtney Woods, Finance Manager.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

- Appendix 1 Literature review (Summary)
- Appendix 2 References
- Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Study	Year	Study type	Outcomes	Benefits	Challenges	Notes	Theme
Couture-Carron, A., & Saulnier, A. (2025). "That Came Back to Haunt Me": Violence Against Women Survivors' Concerns About Police Use of Body-Worn Cameras. Journal of Interpersonal Violence. https://doi.org/10.1177/08862605241311610	2025	Qualitative study	The study on body-worn cameras (BWCs) identifies benefits such as increased police accountability, evidence generation, and convenience for survivors.		Challenges, including concerns about capturing trauma responses that could be used against survivors, reducing survivor comfort and willingness to report crimes, and contributing to revictimization and loss of control	Survivors express nuanced support for BWCs while emphasizing the need for careful consideration of their potential impacts on vulnerable populations	Increased Accountability and Transparency
Brigitte Poirier, Étienne Charbonneau, Rémi Boivin, Body-worn cameras and court proceedings: A qualitative study of police officers' expectations, Policing: A Journal of Policy and Practice, Volume 18, 2024, paae007, https://doi.org/10.1093/polic/paee007	2024	Qualitative exploratory study	Police officers' perceptions of body-worn camera usage in court.	Police officers are largely optimistic about the use of BWCs in court and expect their footage to serve as visual evidence, to replace portions of written reports, and corroborate their testimony	Officers worry that BWC footage could be used by defense lawyers to challenge report discrepancies, leading to substantial impacts on legal proceedings	Police officers are optimistic about using body-worn cameras in court, expecting footage to serve as visual evidence and corroborate their testimony, but worry about defense lawyers challenging report discrepancies.	Evidentiary Value in Legal Proceedings
Milidragović, D., & Milić, N. (2024). NBP. Nauka, bezbednost, policija, 29(2). https://doi.org/10.5937/nabepo29-48718	2024	Survey-based study	Mixed views on BWCs improving police actions, communication, and performance. Strong support (68.5%) for BWCs aiding in complaint resolution and fact-finding.	Potential for increased transparency and accountability; improved evidence collection.	Concerns about privacy, increased scrutiny, and the potential impact on officer discretion.	Polarized Views: Police officers are divided on whether BWCs will significantly improve their performance or communication with citizens. Importance of Training: Effective implementation of BWCs will require thorough training to address concerns and maximize benefits. Role in Accountability: BWCs can contribute to improving police accountability and transparency, especially in complaint resolution processes. Realistic Expectations: BWCs should be seen as a supplementary tool, not a standalone solution, to broader reforms in policing practices.	Increased Accountability and Transparency
Saulnier, A. (2024). Applied Police Briefings, 1. https://doi.org/10.22215/apb.v1i.4859	2024	Survey-based study	Survey of Canadian police services reveals varied BWC policies; recommendation for a standardized national policy to promote evidence-based practice and public confidence.	Increased public trust; reduced resource wastage; decreased liability through shared standards.	Achieving consensus across diverse police services; adapting standardized policies to local contexts.		Increased Accountability and Transparency
Hamm, J. A., et al. (2024). Policing and Society. https://doi.org/10.1080/15614263.2024.2328664	2024	Experimental study	Body-worn cameras (BWCs) capture a narrower field of view compared to human visual attention, potentially missing contextual cues during police-citizen interactions.	BWCs provide objective recordings of interactions, enhancing transparency and accountability.	Limitations in capturing the full scope of an encounter; potential misinterpretation of events due to restricted perspective.		Increased Accountability and Transparency
Freemon, K. (2024). Policing: An International Journal, 47(6), 1179-1204. https://doi.org/10.1108/PIJPSM-02-2024-0018	2024	Quantitative study	Body-worn cameras (BWCs) and early intervention systems (EIS) effectively reduce officer misconduct across gender and racial groups.	Enhanced accountability and reduction in misconduct uniformly across diverse officer demographics.	Implementation and maintenance of BWCs and EIS; ensuring consistent application across all officer groups.		Increased Accountability and Transparency
Demir, M., & Apel, R. (2024). Recorded Justice or Procedural Justice? A Randomized Controlled Experiment of the Influence of Body Worn Cameras and Officer Behavior on Citizen Attitudes. Justice Quarterly, 1–35. https://doi.org/10.1080/07418825.2024.2425676	2024	Experimental study with cluster randomization using hypothetical vignettes.	- Procedural justice significantly affects citizens' perceptions of officer behavior, encounter attitudes, and general views of police and law. - Procedurally unjust behavior leads to more negative judgments than procedurally just behavior generates positive ones. - BWCs did not significantly alter attitudes or perceptions.	No discernible direct benefit in altering attitudes or perceptions in the context of the vignette.	BWCs did not buffer the negative effects of procedurally unjust policing. BWCs did not enhance the positive effects of procedurally just policing	Officer behavior has a greater influence on citizens' perceptions and attitudes than the presence of BWCs.	Procedural justice
Ferrazares, T. (2024). Monitoring Police with Body-Worn Cameras: Evidence from Chicago. Journal of Urban Economics, 141, 103539-	2024	A two-way fixed effects design	BWCs are associated with a 29% reduction in use-of-force complaints, driven by white officer-black civilian complaints.	a 34% reduction in officers reporting striking civilians and a large though less significant reduction in officer firearm usage, potential mechanisms for the reduction in complaints. Importantly, I find no change in officer injury or force from civilians.			Reduction in Use of Force and Complaints
Campeau, H., & Keesman, L. D. (2024). "Robocops" in the making: Reframing police-citizen interactions through the lens of body-worn cameras. British Journal of Criminology, 64(3), 744–760. https://doi.org/10.1093/bjc/azad059	2024	Qualitative study	Perceptions of Dehumanization: Officers feel that body-worn cameras (BWCs) hinder their ability to build rapport with citizens, leading to interactions perceived as more "robotic" and less personal. Mechanized Policing: Officers report the necessity to act more "mechanically" to adhere strictly to protocols for case-building and use-of-force, reducing flexibility in interactions. Support for BWCs: Despite these challenges, all participants support BWC use, recognizing their value for protection in an era of heightened visibility and accountability pressures.	Accountability and Protection: BWCs are perceived as tools that enhance transparency and provide officers with protection against false allegations. Improved Evidence Collection: Video recordings support better case-building and documentation of use-of-force incidents.		BWCs reshape the nature of police-citizen interactions, often at the cost of rapport-building and human connection. Officers adapt their behavior to align with the expectations and scrutiny brought by video documentation. While BWCs introduce operational challenges, their benefits in terms of accountability and officer protection ensure widespread officer support.	Increased Accountability and Transparency
L'Hoiry, X., Santorso, S., & Harrison, K. (2024). Body-worn cameras and unintended consequences: A case study of a British police force. Police Journal (Chichester), 97(4), 658–675. https://doi.org/10.1177/0032258X231211177	2024	Mixed-methods case study	Use-of-force incidents, citizen complaints against police.	Benefits: Improved transparency, accountability, and evidentiary support in prosecutions.	Challenges: BWCs led to increased workloads, reliance on video evidence, and constrained officer discretion in public interactions.	While BWCs enhance trust and provide valuable evidence, they also introduce operational challenges, including workload burdens and delays in prosecutorial processes. Comprehensive training and infrastructure are essential to balance expectations with practical realities.	Reduction in Use of Force and Complaints

Appendix 1 Literature review (Summary)

Petersen, K., Papy, D., Mouro, A., & Ariel, B. (2023). The usage and utility of body-worn camera footage in courts: A survey analysis of state prosecutors. Journal of Empirical Legal Studies, 20(3), 534–569. https://doi.org/10.1111/jels.12358	2024	Survey of 118 Miami-Dade prosecutors on body-worn camera (BWC) usage in court.	Utility: Limited usefulness in most cases, better for trials and motions to suppress than charging decisions. Usage: Footage introduced most often at trials and motions to suppress.	Supports evidence transparency and strengthens some cases (e.g., domestic violence, resisting arrest).	Challenges: Delayed access (>10 days for 79%), difficulty obtaining footage (62%), and poor quality	Streamlined access and better quality footage are needed to enhance BWC effectiveness in legal processes.	Procedural justice
Poirier, B., Charbonneau, É., & Boivin, R. (2023). The price tag of police body-worn cameras: officers' and citizens' perceptions about costs. Police Practice and Research, 25(2), 189–206. https://doi.org/10.1080/15614263.2023.2210726	2023	Mixed-Methods Study with an Exploratory-Explanatory Design			Police officers are skeptical about the cost-effectiveness of BWCs, emphasizing the need for careful evaluation of their financial sustainability and alignment with public priorities.	The study reveals that while public support for body-worn cameras (BWCs) is initially high, it declines when citizens are made aware of the financial trade-offs, such as potential cuts to social programs.	Officer Resistance and Perceptions
Iliadis, M., Harris, B., Vakhitova, Z., Flynn, A., & Tyson, D. (2023). Police Body-Worn Cameras as a Response to Domestic and Family Violence: Practitioner Insights Into the Consequences for Victim/Survivors.. Violence against women, 10778012231185541 . https://doi.org/10.1177/10778012231185541 .	2023	Qualitative research study	Enhanced Evidence Collection: BWCs can provide real-time documentation of DFV incidents, potentially strengthening legal proceedings. Increased Surveillance: The presence of BWCs may lead to heightened surveillance of victim-survivors, raising concerns about their privacy and autonomy.	Improved Accountability: BWCs can promote police transparency and accountability during DFV interventions. Potential Deterrence: The knowledge that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive DFV situations can infringe on the privacy of victim-survivors, potentially causing additional trauma. Autonomy and Consent Issues: Victim-survivors may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to victim-survivors.	While BWCs are intended to enhance police accountability and evidence collection in DFV cases, their use may inadvertently harm victim-survivors by compromising privacy, autonomy, and safety	Evidentiary Value in Legal Proceedings
Davies, A., & Krame, G. (2023). Policing: A Journal of Policy and Practice, 17, paad015. https://doi.org/10.1093/police/paad015	2023	Mixed-methods study	Reduction in number of complaints received; decrease in upheld citizen complaints.	Enhanced efficiency in triaging complaint submissions; reported increase in officer morale.	Under-explored aspects of BWC impact on complaint processes and officer well-being.		Reduction in Use of Force and Complaints
Koslicki, W. M., Willits, D., & Simckes, M. (2023). Policing and Society. https://doi.org/10.1080/10439463.2023.2213804	2023	Quantitative study	Policies requiring officers to inform the public of recording (civilizing effect) and mandating activation during specific events (deterrence spectrum) are associated with reductions in fatal police use of force.	Enhanced transparency and accountability; potential reduction in fatal encounters.	Implementation and compliance with activation policies; potential resistance from officers.		Increased Accountability and Transparency
Cubukcu, S., Sahin, N., Tekin, E., & Topalli, V. (2023). Justice Quarterly. https://doi.org/10.1080/07418825.2023.2222789	2023	Quantitative study	Significant decrease in "not sustained" complaint outcomes; significant increase in "sustained" outcomes; reduction in racial disparities in complaint adjudications.	Enhanced evidence quality leading to more conclusive investigations; improved accountability and trust in police oversight processes.	Implementation costs; ensuring consistent use and proper management of BWC footage.		Reduction in Use of Force and Complaints
McClure, D., LaFrance, C., & Williams, W. (2023). Policing: A Journal of Policy and Practice. https://doi.org/10.1093/police/paad024	2023	Qualitative study	Officers perceive BWCs as having a professionalizing effect; potential for increased passivity; concerns about being second-guessed.	Enhanced accountability; improved behavior during interactions.	Potential for decreased proactive policing; fear of external scrutiny.		Increased Accountability and Transparency
Adams, I., & Mastracci, S. (2023). First Monday. https://doi.org/10.5210/fm.v28i7.13243	2023	Qualitative study	Officers' decisions to review BWC footage before writing reports are influenced by ideological perspectives, technological limitations, and policy concerns; this practice affects how police-public interactions are documented.	Potential for more accurate and detailed incident reports; opportunity for self-assessment and training.	Risk of narrative manipulation; reliance on footage may overlook contextual nuances; policy ambiguities regarding report writing practices.		Increased Accountability and Transparency
Davies, A. (2023). Through an Australian Lens: Exploring the Impact of Body-Worn Cameras on Police–Community Relations. Policing : A Journal of Policy and Practice, 17. https://doi.org/10.1093/police/paac065	2023	Quantitative study	The findings indicate a high level of optimism and positive experience with the impact of the use of BWCs, specifically as it relates to change of behaviour and transparency and accountability of police and members of the public	High level of optimism and positive experience with the impact of the use of BWCs			Improved Police-Citizen Interactions
Williams, M., Weil, N., Rasich, E., Ludwig, J., Chang, H., & Egrari, S. (2021). Body-Worn Cameras in Policing: Benefits and Costs. NBER Working Paper Series. https://doi.org/10.3386/W28622 .	2021	Systematic Review	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	The benefit-cost ratio of body-worn cameras is 4.95.	NA	Body-worn cameras can improve police use of force and have a 4.95 benefit-cost ratio, potentially even paying for themselves from a government budget perspective.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Potential Cost Benefits
Gaub, J. (2021). Assessing the Utility of Body-Worn Cameras for Collegiate Police Agencies. Police Quarterly, 25, 118 - 148. https://doi.org/10.1177/10986111211037586 .	2021	Mixed-methods research design		BWCs enhance transparency, evidence collection, officer behavior, and community trust	BWCs pose privacy concerns, resource demands, technical issues, and policy complexities		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Wright, J. E., & Headley, A. M. (2021). Can Technology Work for Policing? Citizen Perceptions of Police-Body Worn Cameras. The American Review of Public Administration, 51(1), 17-27. https://doi.org/10.1177/0275074020945632	2021	Qualitative exploratory study	Positive Perceptions: Residents believe body-worn cameras (BWCs) should improve officer behavior and increase police legitimacy. Limitations: BWCs are not perceived as tools that will increase trust between police and the community; Structural and systemic issues underlying mistrust remain unaddressed by the technology.	Improved accountability and transparency in police interactions. Potential enhancement of police legitimacy in the eyes of the public.	Limited impact on rebuilding trust between police and communities. Potential overreliance on technology without addressing deeper social and institutional issues. Need for collaborative strategies and policies to maximize the effectiveness of BWCs.	The main takeaway is that while body-worn cameras (BWCs) are perceived as tools to improve police behavior and legitimacy, they alone are insufficient to rebuild trust between police and communities. Addressing systemic and structural issues requires collaborative strategies beyond technological adoption.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings

Appendix 1 Literature review (Summary)

Miranda, D. (2021). Body-worn cameras 'on the move': exploring the contextual, technical and ethical challenges in policing practice. Policing and Society, 32(1), 18–34. https://doi.org/10.1080/10439463.2021.1879074	2021	Systematic Review and Meta-analysis	Enhanced Evidence Collection: BWCs provide real-time documentation of incidents, potentially strengthening legal proceedings. Improved Accountability: The presence of BWCs may promote transparency and appropriate conduct during police interventions.	Corroborative Evidence: Footage from BWCs can serve as crucial evidence in court, supporting victim-survivor testimonies. Deterrence of Misconduct: Knowing that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive situations can infringe on the privacy of individuals, potentially causing additional trauma. Consent Issues: Individuals may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to individuals.		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Hansen Löfstrand, C., & Backman, C. (2021). Control or protection? Work environment implications of police body-worn cameras. New Technology, Work and Employment, 36(3). https://doi.org/10.1111/ntwe.12201	2021	Review paper	Limited attention to work environment implications for police officers using BWCs.	Potential for improved officer safety and accountability.	Concerns about increased surveillance and impact on officer autonomy.		Improved officer safety and accountability.
Young, J., & Puckett, A. (2020). Body-Worn Cameras and Policing. Criminology. https://doi.org/10.1093/obo/9780195396607-0289 .	2020	Systematic Review	Police-citizen interactions, perceptions of BWCs, officer compliance, organizational effects, costs and benefits of BWCs.	Body-worn cameras in policing can increase legitimacy and accountability	Their costs and benefits must be considered in relation to the overall impact on citizens and officers.	Body-worn cameras (BWCs) are widely recognized for enhancing police accountability and transparency. They provide a visual and audio record of police interactions, which can be crucial in investigations and court proceedings. This transparency is believed to improve police legitimacy and reduce citizen complaints	Increased Accountability and Transparency
Koen, M., & Willis, J. (2020). Making sense of body-worn cameras in a police organization: a technological frames analysis. Police Practice and Research, 21, 351 - 367. https://doi.org/10.1080/15614263.2019.1582343 .	2020	Qualitative study	Diverse views on BWC purpose and use.	Increased accountability and Improved evidence collection.	Resistance to change */ Logistical and technical issues.		Increased Accountability and Transparency
Ariel, B., Sutherland, A., & Sherman, L. W. (2020). Australian & New Zealand Journal of Criminology, 53(1), 61–79. https://doi.org/10.1177/0004865820976190	2020	Quantitative study	Analysis of BWC activation metadata can identify patterns in officer behavior; potential to link activation patterns with complaint occurrences.	Improved monitoring of officer compliance; enhanced ability to address misconduct proactively.	Ensuring accurate and consistent metadata collection; addressing privacy concerns.		Increased Accountability and Transparency
Crow, M., Snyder, J., Crichlow, V., & Smykla, J. (2017). Community Perceptions of Police Body-Worn Cameras. Criminal Justice and Behavior, 44, 589 - 610. https://doi.org/10.1177/0093854816688037 .	2017	Survey and data analysis	Perceptions of body-worn cameras.	A majority supported body-worn cameras	Privacy concerns reduced perceived benefits	Most residents support the use of police body-worn cameras, with positive perceptions of performance and more police interaction leading to greater perceived benefits, while privacy concerns reduce perceived benefits.	Reduction in Use of Force and Complaints
Goetschel, M., & Peha, J. (2017). Police Perceptions of Body Worn Cameras. American Journal of Criminal Justice, 42, 698-726. https://doi.org/10.2139/SSRN.2944387 .	2017	Survey and data analysis	Police perceptions of body-worn cameras.	NA	Support for BWCs increased from 31% to 57% among officers with hands-on experience.	Police officers with hands-on experience in body-worn camera technology have increased support for implementing them, but their support decreases among those without experience.	Officer Resistance and Perceptions
Braga, A. (2017, September). Benefits of Body-Worn Cameras: New Findings from a Randomized Controlled Trial at the Las Vegas Metropolitan Police Department Office of Justice Programs. Www.ojp.gov. https://www.ojp.gov/ncjrs/virtual-library/abstracts/benefits-body-worn-cameras-new-findings-randomized-controlled-trial	2017	Randomized controlled trial	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	1) Enhanced transparency and accountability in police operations; 2) reduction in the use of force by police officers and a decrease in citizen complaints, suggesting that BWCs can positively influence police-citizen interactions; 3) potential of BWCs to aid in the prosecution of cases by providing reliable evidence, thereby improving the efficiency of the criminal justice process			Increased Accountability and Transparency
Morrow, W., Katz, C., & Choate, D. (2016). Assessing the Impact of Police Body-Worn Cameras on Arresting, Prosecuting, and Convicting Suspects of Intimate Partner Violence. Police Quarterly, 19, 303 - 325. https://doi.org/10.1177/1098611116652850 .	2016	Controlled experimental study	Arrest, prosecution, and conviction rates in IPV cases.	BWCs increased arrests, charges, guilty pleas, and verdicts in IPV cases.	NA	Police body-worn cameras are more effective in arresting, prosecuting, and convicting intimate partner violence offenders compared to non-camera cases.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Ariel, B. (2016). Increasing Cooperation With the Police Using Body Worn Cameras. Police Quarterly, 19, 326 - 362. https://doi.org/10.1177/1098611116653723 .	2016	Controlled experimental study	Willingness to report crimes.	BWCs increased crime reporting in low crime density residential areas.	NA	Body Worn Cameras increase the willingness to report crimes to the police in low crime density residential street segments, but have no discernible effect in hotspot areas.	Improved Police-Citizen Interactions
Boston Police Department. 2016. "Body-Worn Camera Pilot Program Policy." Boston, Massachusetts, July 12. https://www.bwccorecard.org/static/policies/2016-07-12%20Boston%20-%20BWC%20Policy.pdf	2016	Randomized controlled trial	This involves police officers wearing cameras on their uniforms to improve the civility of their interactions with citizens.			The findings reveal that BWCs significantly reduce both citizen complaints and police use of force, although they do not notably affect officer activity or discretion. Additionally, the study identifies significant spillover effects, with reductions in citizen complaints observed among control officers in districts where BWCs were deployed. This suggests that even partial implementation of BWCs can have a deterrent effect, as both officers and citizens may perceive a heightened risk of inappropriate behavior being recorded.	Reduction in Use of Force and Complaints

Appendix 1 Literature review (Summary)

Smykla, J., Crow, M., Crichlow, V., & Snyder, J. (2015). Police Body-Worn Cameras: Perceptions of Law Enforcement Leadership. American Journal of Criminal Justice, 41, 424 - 443. https://doi.org/10.1007/s12103-015-9316-4 .	2015	Survey and data analysis	Law enforcement leadership attitudes toward body-worn cameras.	NA	Command staff believe BWCs will make police more reluctant to use necessary force.	Law enforcement command staff believe body-worn cameras will impact officers' decisions to use force and make them more reluctant to use force, with public support and media pressure driving their adoption.	Officer Resistance and Perceptions
Ariel, B., Farrar, W., & Sutherland, A. (2015). The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial. Journal of Quantitative Criminology, 31, 509-535. https://doi.org/10.1007/S10940-014-9236-3 .	2015	Randomized Controlled Trial	Use-of-force incidents, citizen complaints against police.	Body-worn cameras halved use-of-force incidents and reduced complaints from 0.7 to 0.07 per 1,000 contacts.	NA	Body-worn cameras significantly reduce the likelihood of use-of-force and citizens' complaints against the police in police-public encounters.	Reduction in Use of Force and Complaints
Coudert, F., Butin, D., & Métayer, D. (2015). Body-worn cameras for police accountability: Opportunities and risks. Comput. Law Secur. Rev., 31, 749-762. https://doi.org/10.1016/J.CLSR.2015.09.002 .	2015	Comparative policy analysis and literature review study	The study highlights the global expansion of body-worn cameras, their role in enhancing police accountability, and the associated privacy and adoption challenges across different countries.			Police body-worn cameras can improve accountability and reduce violence, but they also pose privacy threats and may lead to function creep.	Reduction in Use of Force and Complaints

Appendix 2 - References used to prepare report

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Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Police Service	Status of Body-Worn Cameras
Toronto Police Service	Implemented. Conducted a pilot project in 2015-2016; service-wide implementation recommended. https://www.tps.ca/use-technology/body-worn-cameras/
Peel Regional Police	Implemented: Deployed BWCs to front-line officers. https://www.peelpolice.ca/en/in-the-community/body-worn-cameras-faqs.aspx
York Regional Police	Not implemented yet. YRP continues to monitor its deployment. https://yrp.ca/en/about/resources/2023-to-2025-York-Regional-Police-IT-Strategy.pdf
Ottawa Police Service	Continues to evaluate its deployment until at least 2026 citing budget constrains. https://www.ottawapolice.ca/en/who-we-are/resources/Documents/2025-Budget/Budget-Report-2025.pdf
Durham Regional Police	Fully deployed to frontline officers https://www.drps.ca/pages/body-worn-camera-project/
Halton Regional Police	Ongoing pilot project and deployment of 24 BWC Microsoft PowerPoint - HRPS Police Video Program Update - Feb 2024
Hamilton Police Service	Recently received PSB approval to deploy BWC service wide, starting with front line units and deployment will roll out 500 cameras, finishing in May 2025. https://www.hamiltonpsb.ca/media/xh4ntqkr/p-025-use-of-body-worn-cameras.pdf
Niagara Regional Police	Not implemented
Waterloo Regional Police	Implemented. Full deployment of BCW to frontline expected in 2025, after completing a 16-month pilot project in 2023. (Body-Worn and In-Car Camera Pilot Project - Waterloo Regional Police Service)
London Police Service	Not implemented yet. Request for funding included in 2025, 2026, 2027 budget. https://www.londonpolice.ca/en/services/resources/2021-

	Remediated-by-Esol/23-90-2024-2027-Operating--Capital-Budgets---FINAL.pdf
Windsor Police Service	Ongoing deployment. 26 BWC were deployed between June 3 and September 2, 2024. Expansion to front line patrol will continue in 2025- https://windsorpolice.ca/newsroom/news-update/2024-10-22-update-1
Greater Sudbury Police	Will begin with 30 officers in Emergency Response Unit and Traffic Management Unit in January 2025. https://www.gsps.ca/en/about-gsps/resources/GSPSB-Public-Agenda_Oct-16-2024.pdf
RCMP	National deployment of BWC started on November 18, 2024. 1,000 front lines, per month over eight months (i.e., 90 per cent of frontline members will be using body-worn cameras and full deployment will be complete in the next 12-18 months). Community survey released in May 2023. https://rcmp.ca/en/body-worn-cameras/survey-rcmps-use-body-worn-cameras-my-community https://rcmp.ca/en/news/2024/11/rcmp-begins-national-deployment-body-worn-cameras
OPP	Conducted an evaluation study in 2021. Released request for bid in 2023 to equip OPP with 12,448 BWC

**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 27, 2025

Deb Reid, Executive Director
Niagara Regional Police Service Board
5700 Valley Way
Niagara Falls, ON L2E 1X8

SENT ELECTRONICALLY**RE: Councillor Information Requests – Corporate Services Committee, March 5, 2025**

At the Corporate Services Committee meeting held on March 5, 2025, Committee considered Report CSD 8-2025 respecting 2024 Year-End Results and Transfer Report. The following requests for information were made:

Minute Item 6.2

Request Niagara Regional Police provide information regarding projected overtime costs for 2025 considering the impact the additional FTE's approved in the 2025 budget might have. Councillor Heit.

Request Niagara Regional Police provide information on the approved budgets or future planned budget request for body cameras. Councillor Heit.

It would be appreciated if you could kindly provide this information at your earliest convenience so that it may be shared with Council.

If further information is required, please contact me at 905-980-6000 Ext. 3220 or by email ann-marie.norio@niagararegion.ca

Yours truly,

A handwritten signature in black ink, appearing to read "Ann Marie Norio".

Ann-Marie Norio
Regional Clerk
CLK- C 2025-028



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

May 2, 2025

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

Dear Ms. Norio,

At their April 25, 2025 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 3-2025:

Recommendations

Staff Recommend that the Board of Directors **APPROVE** the following:

1. That provided the Chief Executive Officer and Chair of the Board of Directors determine that Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, at no cost, 184 Denistoun Street, Welland (Part 2 in Reference Plan 59R-17992), to be used for the purposes of a Community Housing Development Project and the Chief Executive Officer is authorized to execute all such agreements.
2. That the Report **BE FORWARDED** to Niagara Region Public Health and Social Services Committee for information at the May 6, 2025, meeting.
3. That the Report **BE FORWARDED** to Niagara Region Corporate Services Committee for information at the May 7, 2025, meeting.

Your assistance is requested in moving report NRH 3-2025 through proper channels to PHSSC on May 6, 2025 and Corporate Services Committee on May 7, 2025 for information.

Sincerely,

Councillor Mat Siscoe
Chair

Subject: Acquisition of Property – 184 Denistoun Street, Welland

Report to: Niagara Regional Housing Board of Directors

Report date: Friday, April 25, 2025

Recommendations

Staff Recommend that the Board of Directors **APPROVE** the following:

1. That provided the Chief Executive Officer and Chair of the Board of Directors determine that Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, at no cost, 184 Denistoun Street, Welland (Part 2 in Reference Plan 59R-17992), to be used for the purposes of a Community Housing Development Project and the Chief Executive Officer is authorized to execute all such agreements.
2. That the Report **BE FORWARDED** to Niagara Region Public Health and Social Services Committee for information at the May 6, 2025, meeting.
3. That the Report **BE FORWARDED** to Niagara Region Corporate Services Committee for information at the May 7, 2025, meeting.

Key Facts

- 184 Denistoun Street is a 0.96 acre (0.39 ha) parcel of land owned by the City of Welland and is identified as a candidate site for the development of affordable housing as guided thru Niagara Regional Housing's *Consolidated Housing Master Plan, 2022* and subsequent *Consolidated Housing Master Plan: Implementation Plan* (pending approval).
- The site was deemed surplus by the City of Welland in 2024 and was approved for transfer to NRH by the City at no cost during its February 18, 2025, Council meeting (City report attached as Appendix 1).
- Niagara Region staff and City of Welland staff have collaborated closely on a conceptual site and building design that envisions a 6-storey affordable rental apartment building consisting of 78 units that offers a mix of bachelor, one-bedroom, two-bedroom, and three-bedrooms.
- The site was historically used as a park and open space, and prior thereto, a surface parking lot related to neighbouring industrial uses and is known to be impacted by contaminating on- and off-site activities that will require the

completion of environmental site assessment work to file for a Record of Site Condition.

- Niagara Region staff and City of Welland staff will be working together to prepare an agreement on the conditions of land transfer for the purpose of future affordable housing development.

Financial Considerations

The City of Welland will transfer ownership of 184 Denistoun Street to Niagara Regional Housing (NRH) at no cost. The affordable housing project planned for the site is not currently included in NRH's approved capital budget for 2025. A high-level financial strategy will be provided to Regional Council at a future date as the site approaches a state of shovel-readiness. A more detailed plan will be developed and presented to the Board for amendment to 2026, 2027 and/or 2028 capital budgets as needed once the cost and timing expectations on matters relating to site preparation, due diligence, design, and construction become known.

Analysis

Context and Envisioned Development

The lands located at 184 Denistoun Street are currently owned by the City of Welland and were formerly used as a city park (Hooker Street Park) and a surface parking lot related to an abutting former industrial use. The property is currently vacant and comprised of manicured grass with presence of a mature tree line along the northerly property line. The site features relatively flat grading and has few encumbrances that would limit its development potential. The land represents a favourable opportunity to accommodate future affordable housing development, which is aligned with NRH's *Consolidated Housing Master Plan: Implementation Plan* (Implementation Plan).

The future development of this site will result in the creation of net new affordable housing units that are owned and operated by NRH. All units would provide quality affordable housing on a rent-geared-to-income basis at 30% of gross annual household income before tax. The site features many desirable aspects that are sought after in a complete community concept, including advantageous proximity to variety of amenities and transportation options, as well as a favourable size and lot fabric for an affordable housing concept.

NRH staff and City staff have worked together to create a conceptual site plan and building design (Appendix 2) to illustrate the potential development of this site as a 6-storey apartment building consisting of 78 community housing units that offer mix of

bachelor, one-bedroom, two-bedroom, and three-bedroom units. The envisioned development will play an important role in NRH's ability to create new affordable housing units on other sites in Welland. For example, the redevelopment of other existing NRH sites in Welland will result in the temporary displacement of the tenants that currently reside within them. Once completed, the newly constructed units located at 184 Denistoun Street can be used to rehouse any tenants that are displaced through NRH's future redevelopment initiatives until the time that these projects are complete. An ideal scenario is that any displaced tenants will be temporarily relocated close to their existing community to minimize impacts/disruption to their lifestyle and daily routines (i.e., schooling, jobs, family, support amenities, transportation, etc.). The 184 Denistoun Street site is centrally located within the city and is close to a variety of established transit options and community amenities.

Primary Access

A challenge with the site is its limited frontage along Denistoun Street which reduces the ability to efficiently locate the driveway and parking aisles in a configuration that optimizes site use. The conceptual site and building design mitigate this challenge by locating the primary driveway access off-site within the abutting unopened Edward Street road allowance. This modified primary access location vastly improves the development potential of the site through optimizing the space that can be dedicated to building envelope, surface parking and aisles, and the technical needs for waste collection and emergency vehicle movement requirements.

The City of Welland has authorized for an easement be granted to NRH over a portion of the unopened Edward Street road allowance for the primary driveway access that will be addressed through the land transfer agreement process.

Site Condition

Based on the known historic uses of the site and surrounding area, the City of Welland retained Niagara Soil Solutions Ltd. to complete a "*Phase One Environmental Site Assessment (ESA)*", dated December 3, 2024. The Phase One ESA investigation identified a total of seven on- and off-site potentially contaminating activities that resulted in three areas of potential environmental concern (APEC) on the property that could impact soil and groundwater qualities. These APECs are:

- APEC 1: de-icing activities from the site's past use as a surface parking lot.
- APEC 2: importation of fill materials of unknown quality.
- APEC 3: proximity to a former rail track/spur related to an industrial use.

As such, the Phase One ESA requires the undertaking of a Phase Two ESA in adherence to Ontario Regulation 153/04, as amended. NRH will endeavour to undertake the Phase Two ESA work upon the successful transfer of the site to NRH by the City of Welland. It is also NRH's intent to utilize the City of Welland's Brownfield Community Improvement Plan suite, as approved by City Council on February 18, 2025, to support efforts in completing this required work to file for Record of Site Condition.

Alternatives Reviewed

If the transfer of 184 Denistoun Street from the City of Welland is not approved, then NRH will have to remove this project from its portfolio. The removal of this project would impact the timing and expectations of other subsequent redevelopment projects within the NRH portfolio – particularly those identified within its same development group. This approach is not recommended as it would harm the certainty and predictability of queued redevelopment projects, as well as would compromise the unit delivery and capital need forecasts as set out in the Implementation Plan.

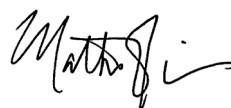
Relationship to Board and Council Strategic Priorities

This initiative is linked to NRH's 2023-2027 Strategic Plan through Strategic Priority 1.0 Building homes and Goal 1.1 to increase the number of affordable housing units across Niagara in alignment with the goals of the Housing Master Plan.

This initiative is directly linked to the Consolidated Housing Master Plan which is a listed action under Niagara Regional Council's 'Equitable Region' pillar to achieve Objective 3.3 which seeks to improve access to affordable and attainable housing in Niagara. The contribution of Regional investment towards the Implementation Plan is an effective action that will provide individuals and families with access to safe, stable, and affordable place to live.



Submitted by:
Cameron Banach
Chief Executive Officer, NRH



Approved by:
Mat Siscoe
Chair, NRH

This report was prepared by Cameron Banach, Director Housing Services / CEO of NRH, in consultation with Alexander Morrison, Development Industry and Housing Consultant, Jeff Davis, Housing Development and Project Manager and Sara Mota, Program Financial Specialist.

Appendices:

Appendix 1: City of Welland Staff Report (PB-2024-30, dated February 18, 2025)

Appendix 2: Niagara Region Housing – Conceptual Site Plan and Building Design – 184 Denistoun Street, Welland



FROM THE OFFICE OF THE CITY CLERK

RESOLUTION NO: 2025 - 36

REFERENCE NO. 21-30

February 27, 2025

Dear Sir or Madam:

Welland City Council passed the following motion

on

February 18, 2025

"THAT COUNCIL OF THE CITY OF WELLAND approves a portion of lands municipally known as, 184 Denistoun Street identified as Part 2 in Reference Plan 59R-17992 to be conveyed, at no cost, to Niagara Regional Housing. The purpose is to facilitate the construction of a 78 unit Affordable Housing Development; and further
THAT Welland City Council allows for Niagara Regional Housing to apply for incentives under the Brownfield CIP to support the proposed project; and further
THAT Welland City Council authorizes an easement over a portion of the Edward Street unopened road allowance."

TS:bl

G. Munday, Director of Planning & Development Services
c.c. - M. Greenlee, Manager of Planning Services
- N. Aiello, Manager of Policy Planning
- A. Vuksan Scott, Manager of Budgets & Financial
Service/Deputy Treasurer
- Legal Division

From


City Clerk

COUNCIL MEETING
PLANNING AND DEVELOPMENT SERVICES

REPORT PB-2024-30
February 18, 2025

SUBJECT: 184 Denistoun Street – Proposed Niagara Regional Housing Project

AUTHOR: Nicolas Aiello, HBA, MCIP, RPP
Policy Planning Manager

APPROVING MANAGER: Michael Greenlee, MCIP, RPP
Manager Of Planning

APPROVING DIRECTOR: Grant Munday, B.A.A., MCIP, RPP
Director Development And Building Services

RECOMMENDATION:

THAT COUNCIL OF THE CITY OF WELLAND approves a portion of lands municipally known as, 184 Denistoun Street identified as Part 2 in Reference Plan 59R-17992 to be conveyed, at no cost, to Niagara Regional Housing. The purpose is to facilitate the construction of a 78 unit Affordable Housing Development; and further

THAT Welland City Council allow for Niagara Regional Housing to apply for incentives under the Brownfield CIP to support the proposed project; and further,

THAT Welland City Council authorizes an easement over a portion of the Edward Street unopened road allowance.

RELATIONSHIP TO STRATEGIC PLAN

This recommendation is aligned to Council's strategic priority of ensuring "Liveability" by creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

The City's Housing Needs Assessment & Environmental Scan and Affordable Rental Housing Community Improvement Plan (CIP) have identified that there is high demand for purpose built rental housing that is provided at an affordable rate.

Should Council approve the recommendations of this report, the City will be supporting the need for this housing type by providing serviced land and funding its development and support programs. Subject to the findings of environmental studies, this project may also be considered a brownfield redevelopment.

EXECUTIVE SUMMARY:

In January 2024, Council declared a portion of 184 Denistoun Street as surplus. The Affordable Housing Advisory Committee passed a motion recommending Council convey 184 Denistoun Street at no cost to Niagara Regional Housing for the construction of a seventy-eight (78) unit affordable housing development. Given the site's industrial past, Staff are also recommending that an application be made for the City's Brownfield CIP Incentives.

This report is presented in response to the Affordable Housing Advisory Committee's motion that took place on November 7, 2024 and Niagara Regional Housing's presentation that took place on December 10, 2024.

City Staff recommend conveying the subject portion of 184 Denistoun Street at no cost to Niagara Regional Housing for the construction of the planned affordable housing development.

BACKGROUND:

On January 9, 2024, Welland Council approved the recommendations of Report P&B-2023-60:

THAT THE COUNCIL OF THE CITY OF WELLAND declares surplus to the City's needs, lands on the east side of Denistoun Street, south of Hooker Street, shown in Report P&B-2023-60;

THAT Welland City Council reserves the sale or lease of these lands for an affordable housing project subject to Council approval.

On November 7, 2024, the Affordable Housing Advisory Committee received a presentation from Niagara Regional Housing with regards to the proposed development of a (seventy-eight) 78 unit affordable housing development on a municipally owned surplus property known as 184 Denistoun Street. The Committee passed the following motion recommending for Council to convey the subject lands to Niagara Regional Housing.

THAT COUNCIL OF THE CITY OF WELLAND approve the provision of the property municipally known as 184 Denistoun Street to Niagara Regional Housing at no cost for the construction of at least 78 affordable housing units.

On December 10, 2024, Welland Council referred Staff Report PB-2024-30 with direction for staff to consider for the following matters:

- Reconfigure the proposed access to the Site from Edward Street to Denistoun Street;
- Provide the property to Niagara Regional Housing through a long-term nominal land lease rather than conveyance;
- Provide information regarding the cost to reconfigure the Hooker Street Park soccer field;

DISCUSSION:

Site

The subject parcel, identified as Part 2 in Reference Plan 59R-17992 (Appendix I) is approximately 0.39 hectares. The lands are located south of an Edward Street unopened road allowance, adjacent Hooker Steet Park; and, north of four (4) multi-storey residential apartment buildings.

The lands were identified in the Affordable Housing Site Evaluations and Environmental Scan which listed lands in the City that have the potential for the development of affordable housing.

The subject parcel is currently vacant. It was previously used as a parking lot for Newman Steel, a former large industrial facility. As such, environmental site assessments are needed to determine whether soil or groundwater contamination is present and remediation is required to achieve a Record of Site Condition (RSC).

Zoning

The site is zoned Community Open Space. However, Section 5.30 a) of Zoning By-law 2017-117, as amended provides that Niagara Region, among other government bodies and public agencies is not be prevented from the use of any land including the erection of buildings or structures as a public use.

Proposal: Design and Model

Niagara Regional Housing is proposing to construct, hold and operate a seventy-eight (78) unit affordable housing development at 184 Denistoun Street.

The residential building is planned to be six (6) storeys in height, consisting of five (5) bachelor units, forty-one (41) one-bedroom units, twenty-six (26) two-bedroom units, and six (6) three-bedroom units. The building will also contain: a common room, offices, laundry facility, serving area, and scooter storage on the ground floor. A total of sixty-two (62) parking spaces are proposed on-site.

A three (3) metre wide portion of land located along the eastern boundary of the site (Part 1 of Plan 59R-17992 in Appendix I) is to be retained by the City to accommodate a recreational pathway providing access from the Recreational Waterway to Edward Street and adjacent Hooker Street Park.

A modified primary access is now proposed from Denistoun Street that immediately abuts the southerly lot line of the unopened Edward Street road allowance. Regional Staff advise that the primary driveway access is required to

be located on the unopened road allowance lands to provide sufficient turning radii for waste collection and emergency vehicle movements.

A fence/screen along the length of the proposed building footprint (southerly lot line of 184 Denistoun Street) has been included to improve the privacy for ground floor units abutting that elevation.

Proposed rents for the units are as follows:

- bachelor units (estimated rent rate of \$456/month)
- one-bedroom units (estimated rent rate of \$456/month)
- two-bedroom units (estimated rent rate of \$731/month)
- three-bedroom units (estimated rent rate of \$731/month)

A concept plan for the proposed development is shown in Appendix II.

Hooker Street Park Impacts

The proposed new primary access will encroach further into Hooker Street Park, primarily affecting the southern portion of the park's soccer field (southern goal posts). Community Services staff has confirmed that reducing or removing the soccer field can be considered as it is only passively used and not rentable.

The current soccer field dimensions are smaller than regulation size. As such, moving the southern goal post northward or re-adjusting the field with an east-west orientation would not have a significant impact to the field's use. The cost associated with moving both the existing north and south goal posts is approximately \$10,000.00 (subject to condition).

Based on feedback received during the *Love My Park* engagement session hosted in August of 2023, Community Services staff have identified that Hooker Street Park needs more shade in the form of a pavilion, additional trees and outdoor games.

The proposed new access may result in the removal of trees along the perimeter of the park. Replacement of the existing trees will be at the expense of the Region. New trees are proposed to be planted in the park as well as on the subject lands. More detailed plans for tree replacement will be determined at the site plan stage.

Long-Term Land Lease

Regional Staff do not support constructing this development with a long-term land lease.

Staff note that since the subject property will be provided to another level of government (Niagara Region), there is sufficient assurance that the lands will be maintained for affordable housing. A land lease may be more appropriate in circumstances where the City provides land to a private developer or non-government not-for-profit.

Accordingly, City Staff are recommending the transfer of 184 Denistoun Street through land conveyance.

Community Improvement Plan Incentives

Upon conveyance of the subject lands, Niagara Regional Housing will be eligible to apply for the incentives provided by the recently adopted Affordable Housing Community Improvement Plan (CIP).

Staff are recommending that Niagara Regional Housing be permitted to apply for the Brownfield CIP incentive programs given the site's former industrial use. The Brownfield CIP currently restricts other government organizations from applying for any of the incentives. As such, Council approval of this report is required in order to permit a CIP Application from Niagara Regional Housing to be made. Eligible incentives under a Brownfield CIP would include:

- Environmental Study Grant
- Brownfield Tax Assistance Grant (if remediation is required)
- Brownfield Tax Increment Grant (if remediation is required)
- Brownfield Fees Grant (planning and building fees)

For more information regarding the Affordable Rental Housing and Brownfield CIP Incentives – Please refer to the following web link:

<https://madeinwelland.ca/Incentives/CIPs.asp>

FINANCIAL:

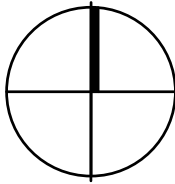
The financial implications associated with the recommendations of this report include nominal legal fees associated with conveyance and registration of the land to Niagara Regional Housing.

The costs associated with the CIP Incentives will be related to project construction, remediation (if required), planning and building permit fees; and, the increase in assessment/taxes to form the tax increment grant.

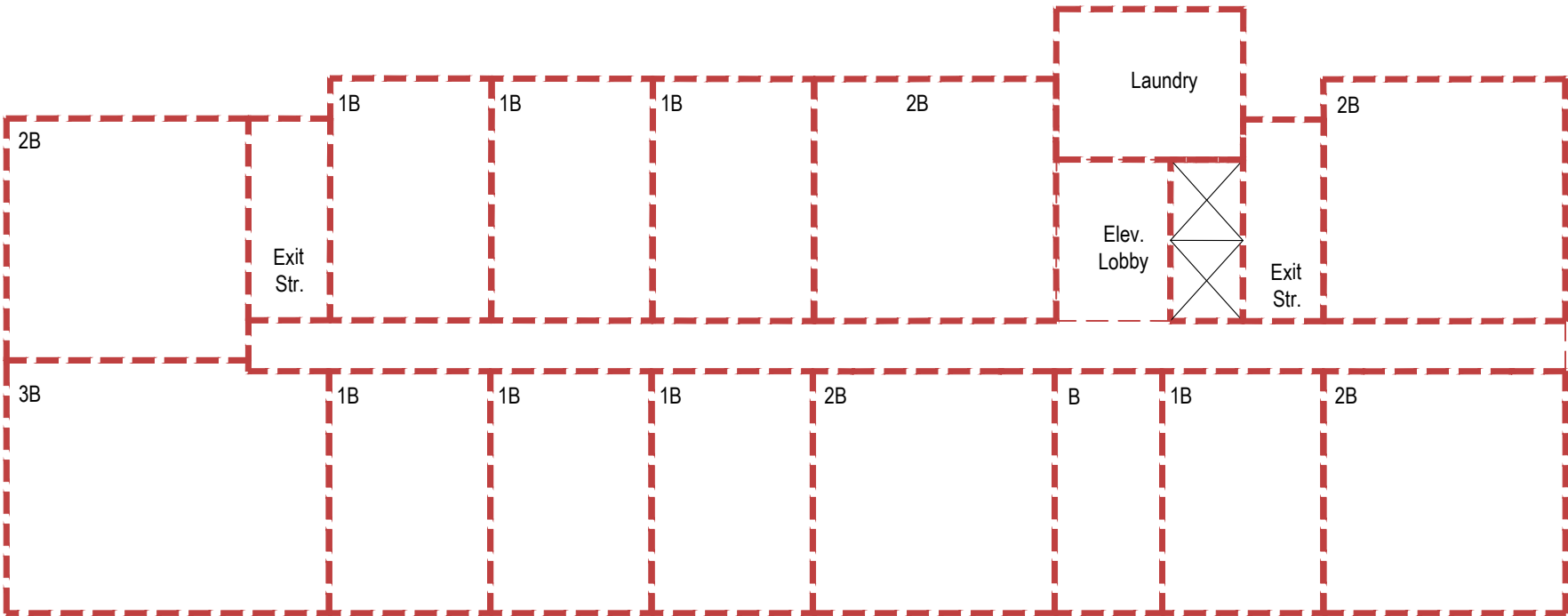
Should Niagara Regional Housing apply for the incentives, Council will review the estimated grant costs in a staff CIP update memo.

ATTACHMENT:

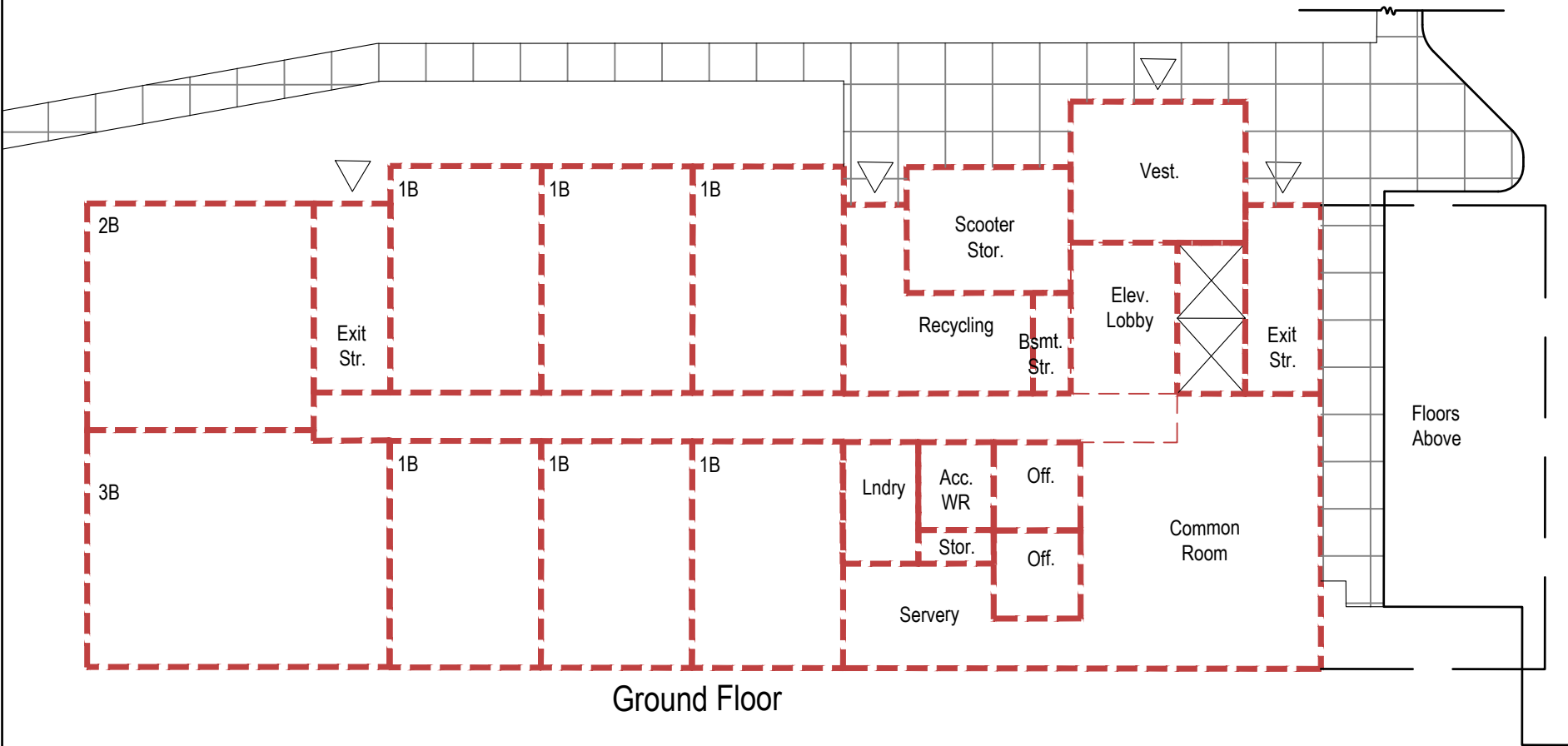
- | | | |
|-------------|---|---|
| Appendix I | - | Reference Plan - 59R-17992 |
| Appendix II | - | 184 Denistoun Street – Proposed Site Plan |



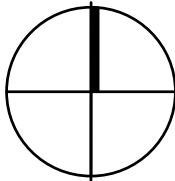
Dev. Yield	Units/FI	Bachelor	1-Bedroom	2-Bedroom	3-Bedroom
Floor G	8	0	6	1	1
Floor 2	14	1	7	5	1
Floor 3	14	1	7	5	1
Floor 4	14	1	7	5	1
Floor 5	14	1	7	5	1
Floor 6	14	1	7	5	1
Dev. Yield	78	5	41	26	6



Floors 2 to 6



Ground Floor







Minute Item No. 6.1

PDS 11-2025

Corporate Climate Change Action Plan

That Report PDS 11-2025, dated May 7, 2025, respecting Corporate Climate Change Action Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the proposed Corporate Climate Change Action Plan (CCAP), attached as Appendix 2 to Report PDS 11-2025, **BE APPROVED**; and
2. That Report PDS 11-2025 **BE CIRCULATED** to the Local Area Municipalities.

Minute Item No. 6.2

PDS 4-2025

Woodland Conservation By-law Update

That Report PDS 4-2025, dated May 7, 2025, respecting Woodland Conservation By-law Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That By-law No. 2020-79, being A By-Law to Prohibit or Regulate the Destruction or Injuring of Trees in Woodlands in The Regional Municipality of Niagara (short title being the “Woodland Conservation By-law”), **BE AMENDED** to reflect the changes set out in Appendix 2 to Report PDS 4-2025;
2. That the necessary amending By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Report PDS 4-2025 and a final copy of the amended By-law, **BE CIRCULATED** to the Local Area Municipalities, NPCA, Niagara Federation of Agriculture, Niagara Woodlot Association, Niagara Home Builders Association, Niagara Construction Association and Niagara Parks Commission.

Minute Item No. 6.3

PDS-C 4-2025

Public Member Appointments to the Diversity, Equity and Inclusion Advisory Committee

That Report PDS-C 4-2025, dated May 7, 2025, respecting Public Member Appointments to the Diversity, Equity and Inclusion Advisory Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the recommendation contained in Confidential Appendix 1 to Report PDS-C 4-2025, **BE APPROVED**, confirming the appointments to the Diversity, Equity and Inclusion Advisory Committee for the remainder of this term of Council.

**Minute Item No. 7.1
ED 4-2025
Niagara Economic Update**

That Report ED 4-2025, dated May 7, 2025, respecting Niagara Economic Update, **BE RECEIVED.**

**Minute Item No. 7.2
ED 5-2025
Strategic Marketing Update**

That Report ED 5-2025, dated May 7, 2025, respecting Strategic Marketing Update, **BE RECEIVED.**

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

PEDC 4-2025

Wednesday, May 7, 2025

**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*, Foster, Ganann*, Kaiser (Committee Vice Chair), Morocco, Olson, Redekop*, Rigby, Seaborn (Committee Chair), Siscoe*, Steele*, Ugulini, Witteveen,

Absent/Regrets: Jordan, Junkin

Staff: K. Desharnais, Manager, Strategic Marketing, R. Hill, Legislative Coordinator, A. Korchok, Chief of Staff, Governance, C. Lampman, Manager, Environmental Planning, B. Landry, Manager, Economic Research and Analysis, S. Madder, Associate Director, Strategic Initiatives, M. Marino, Associate Director, Economic Development, D. Morreale, Director, Growth Management & Planning, R. Muzzell, Manager, Program Financial Support*, A.-M. Norio, Regional Clerk, C. Ogunniyi, Manager, Diversity, Equity, Inclusion and Indigenous Relations*, B. Perna, Climate Change Specialist, B. Ray, Associate Director, Facilities Project, Asset and Energy, D. Root, Regional Forester, C. Selig, Acting Manager, Development Planning, M. Sergi, Deputy Chief Administrative Officer, G. Spezza, Director, Economic Development, J. Spratt, Legislative Coordinator, A. Stea, Director, Corporate Strategy & Community Sustainability, B. Wilson, Legal Counsel*

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

1. CALL TO ORDER

Committee Chair Seaborn called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Olson 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 **PDS 11-2025**

Corporate Climate Change Action Plan

Beatrice Perna, Climate Change Specialist, and Suzanne Madder, Associate Director, Strategic Initiatives, provided information respecting the Corporate Climate Change Action Plan. Topics of the presentation included:

- Partners for Climate Protection Program (PCP)
- Climate Change Action Parallel Initiatives
- Council Approved Corporate Target
- Niagara Region's GHG Emissions Inventory (2018)
- GHG Emission's 25 Year Forecast
- Challenges to Transformation
- Corporate Climate Change Action Plan Overview and Implementation Plan
- Examples of Climate Action Projects
- Integrating GHG Reduction into Operations
- Plan Benefits and Future Froward

Moved by Councillor Bateman

Seconded by Councillor Foster

That Report PDS 11-2025, dated May 7, 2025, respecting Corporate Climate Change Action Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the proposed Corporate Climate Change Action Plan (CCAP), attached as Appendix 2 to Report PDS 11-2025, **BE APPROVED**; and
2. That Report PDS 11-2025 **BE CIRCULATED** to the Local Area Municipalities.

Moved by Councillor Redekop
Seconded by Councillor Bateman

That clause 1 of the motion **BE AMENDED** as follows:

1. That the proposed Corporate Climate Change Action Plan (CCAP), attached as Appendix 2 to Report PDS 11-2025, ~~**BE APPROVED BE ADOPTED in principle;**~~

Defeated

The Committee Chair called the vote on the original motion and declared it,

Carried

Councillor Information Request(s):

Provide information respecting financial implications associated with meeting the 5-year Climate Change Action Plan targets. Councillor Redekop.

6.2 PDS 4-2025

Woodland Conservation By-law Update

Moved by Councillor Olson
Seconded by Councillor Witteveen

That Report PDS 4-2025, dated May 7, 2025, respecting Woodland Conservation By-law Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That By-law No. 2020-79, being A By-Law to Prohibit or Regulate the Destruction or Injuring of Trees in Woodlands in The Regional Municipality of Niagara (short title being the "Woodland Conservation By-law"), **BE AMENDED** to reflect the changes set out in Appendix 2 to Report PDS 4-2025;
2. That the necessary amending By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Report PDS 4-2025 and a final copy of the amended By-law, **BE CIRCULATED** to the Local Area Municipalities, NPCA, Niagara Federation of Agriculture, Niagara Woodlot Association, Niagara Home Builders Association, Niagara Construction Association and Niagara Parks Commission.

Carried

6.3 PDS-C 4-2025

Public Member Appointments to the Diversity, Equity and Inclusion Advisory Committee

Moved by Councillor Morocco
Seconded by Councillor Rigby

That Report PDS-C 4-2025, dated May 7, 2025, respecting Public Member Appointments to the Diversity, Equity and Inclusion Advisory Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the recommendation contained in Confidential Appendix 1 to Report PDS-C 4-2025, **BE APPROVED**, confirming the appointments to the Diversity, Equity and Inclusion Advisory Committee for the remainder of this term of Council.

Carried

7. **CONSENT ITEMS FOR INFORMATION**

7.1 ED 4-2025

Niagara Economic Update

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

- Population
- Consumer Price Index
- Gross Domestic Product (GDP)
- Wages and Salaries
- Household Disposable Income Per Capita
- Housing Prices
- Retail Sales
- Construction Investments
- International Trade
- Business Counts
- Labour Force and Employment
- Unemployment Rate
- Participation Rate

Moved by Councillor Ganann
Seconded by Councillor Campion

That Report ED 4-2025, dated May 7, 2025, respecting Niagara Economic Update, **BE RECEIVED.**

Carried

Councillor Information Request(s):

Provide information showing the number of new residents to Niagara and the potential impact on the unemployment rate. Councillor Morocco.

7.2 ED 5-2025

Strategic Marketing Update

Katie Desharnais, Manager, Strategic Marketing, provided a Strategic Marketing Update. Topics of the presentation included:

- Discover Niagara: Invest, Inspire, Grow Video
- New Landing Pages on the Niagara Region Website
- Foreign Interest by Country
- Shop, Support, Share Local Campaign
- Film and Media Industry Support
- Sponsorship and Industry Engagement

Moved by Councillor Foster
Seconded by Councillor Olson

That Report ED 5-2025, dated May 7, 2025, respecting Strategic Marketing Update, **BE RECEIVED.**

Carried

8. **OTHER BUSINESS**

There were no items of other business.

9. **CLOSED SESSION**

Committee did not resolve into closed session.

10. **NEXT MEETING**

The next meeting will be held on Wednesday, June 11, 2025, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 3:24 p.m.

Councillor Seaborn
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Corporate Climate Change Action Plan

PEDC

PDS 11- 2025

May 7, 2025

Why Develop a Climate Change Action Plan?

Partners for Climate Protection Program (PCP)

- PCP Members since 2009
- Corporate Climate Change Plan (2013)
- Council declared a climate emergency (2021)

PCP Framework



2023 – 2026 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.

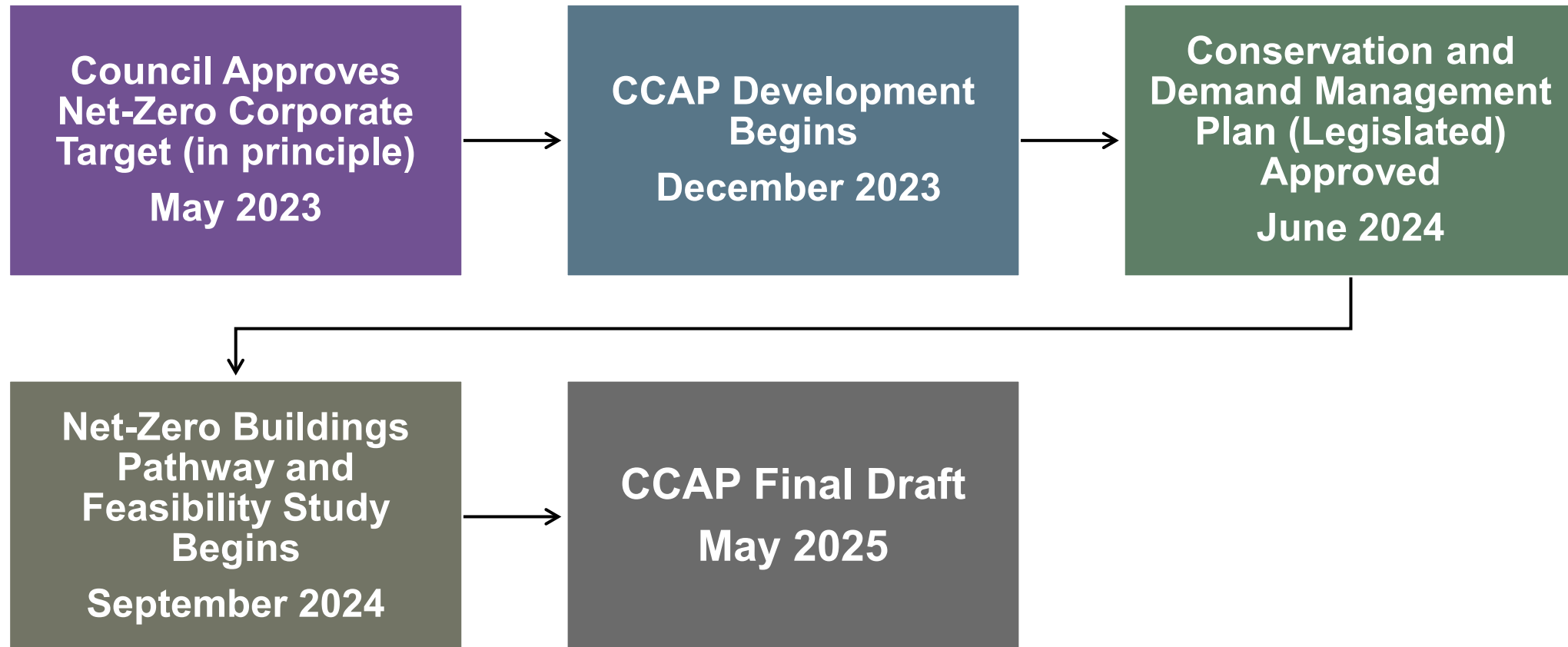
Prosperous Region

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.

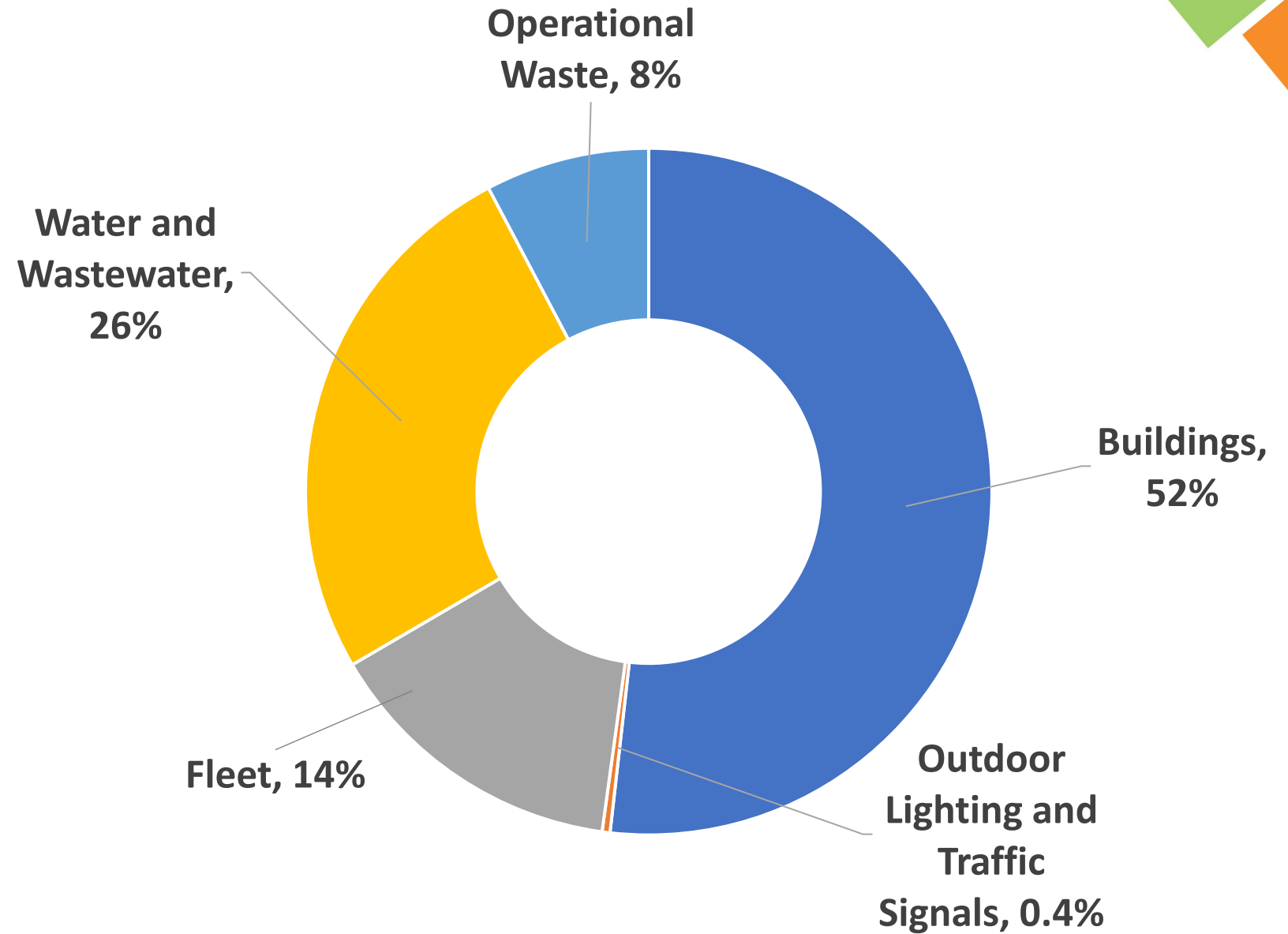
Council Approved Corporate Target

Net-Zero (in principle) Corporate emissions target by 2050.

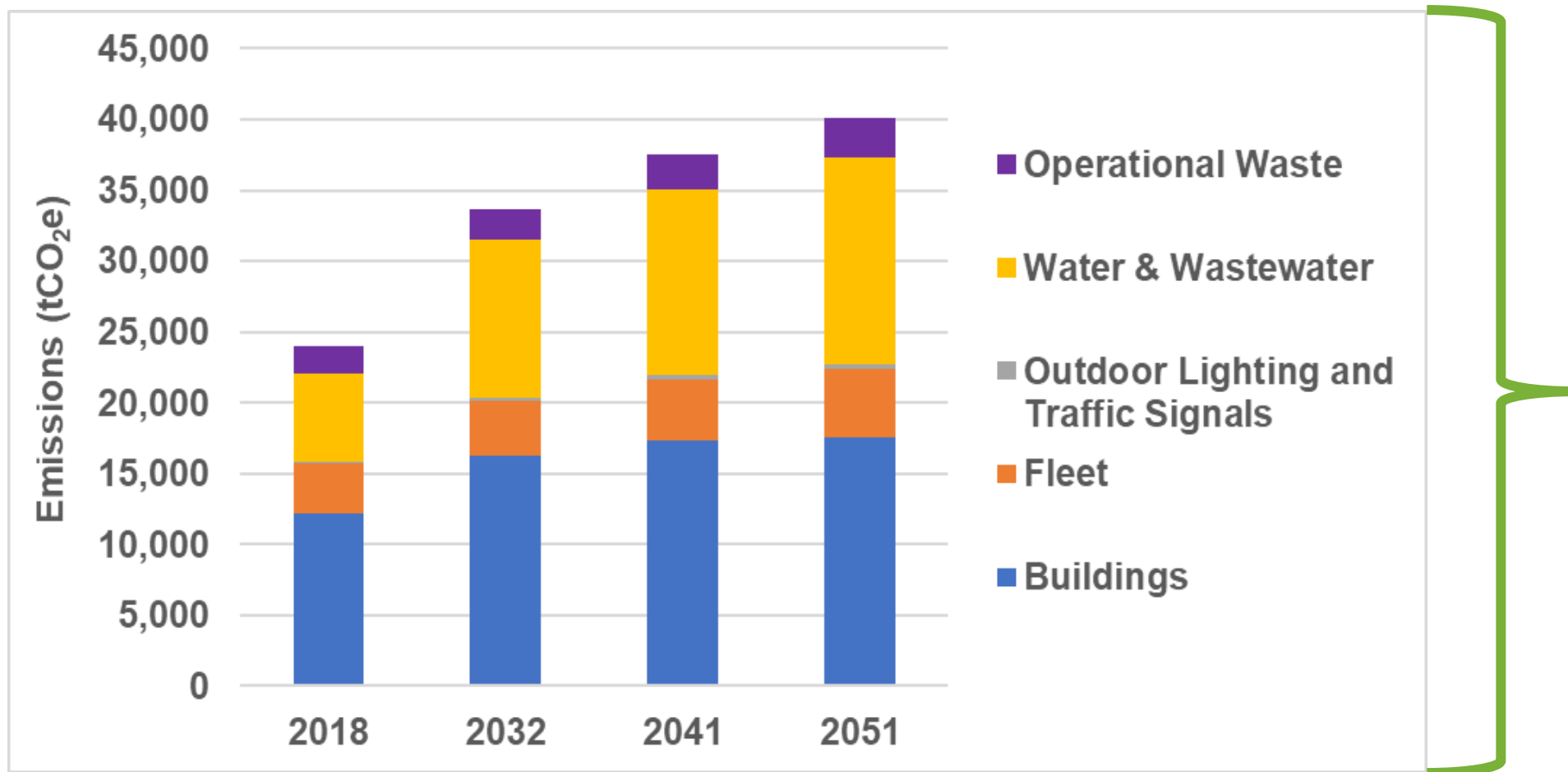
Climate Change Action Parallel Initiatives



Niagara Region's GHG Emissions Inventory (2018)



GHG Emission's 25 Year Forecast



67%
increase
in
corporate
emissions
(Business-As-Usual)

Plan Development

Engagement and Plan Input

- CCAP integrated into ongoing business operations
- Cross-corporate team input
- Staff surveys and expert discussions
- Alignment with Conservation and Demand Management Plan (CDMP) and best practices
- Includes municipal, regional strategies, and funding opportunities
- Collaboration with Niagara Climate Change Municipal Community of Practice (NCCMCP)
- Climate action embedded as a continuous, routine commitment

Challenges to Transformation



COST

**Higher
Budget limits**



TECHNOLOGY

**Expensive
Underdeveloped
solutions**



OPERATIONS

**Needs long-term
vision
Collaboration
Stability**



UNKNOWNNS

**Tariffs
Carbon taxes
Policy changes**

CCAP Overview

25-year plan with 3 proposed phases of actions:

- Short-term (5 years)
- Medium-term (5-15 years)
- Long-term (15+ years)

Corporate Climate Change Action Plan

Regional Municipality of Niagara



Niagara Region

May 7, 2025

Niagara Region



Niagara Region



CCAP Action Implementation Phase 1

Short-term (0-5 years) – Foundational Policy Development and Strategic Investments:

Examples:

- Develop an education and awareness plan
- Apply a climate lens
- Policy development (e.g., sustainable procurement policy) and refinement
- Evaluate opportunities for building consolidation
- Planned CDM Projects
- Green Fleet Plan and Policy



CCAP Action Implementation Phase 2

Medium-term (5-15 years) – Policy and Process with Initial Capital Investments:

Examples:

- Planned CDM projects
- Review policies for energy management at leased facilities
- Fleet transition
- Complete 5-year CCAP updates



CCAP Action Implementation Phase 3

Long-term (15+ years) – Intensive Capital Investment and Tackling the Balance:

Examples:

- Capital Intensive planned CDM projects
- “Last-mile” emissions
- Refine existing plans and policies



Example Climate Action Projects

CE&FM Project: CW Roof Upgrade

Environmental

- Added insulation will eliminate ~10,400 m³ of natural gas annually, reducing emissions by 20 metric tonnes of CO₂ equivalent
- 6.5% reduction of the building's total emissions

Health and Quality

- Building resiliency, and increased comfort for occupants

Economic

- Roof at end-of-life and has failed in various locations
- Updating roof system to current building code requirements with additional insulation



CE&FM Project: Welland Child Care HVAC replacement

Environmental

- Hybrid Air Source Heat Pump with Boiler backup will eliminate ~7,800 m³ of natural gas annually
- Reducing emissions by 15 metric tonnes of tCO₂e
- 69% reduction of the building's total emissions

Health and Quality

- Building resiliency and increased comfort for occupants

Economic

- HVAC unit at end-of-life
- Investing \$15K for the GHG reducing system is 4.5% of the project budget
- \$1,260 reduced operating cost



Community Services Long-Term Care Homes: Ozone System Project

Environmental

- Saves ~14,000m³ of natural gas annually
- 56% reduction in hot water and gas use, 10% less water, 5% less electricity, fewer chemicals

Health and Quality

- Enhanced disinfection without added chemicals
- Improved hygiene in laundry services

Economic

- Estimated \$25,000 savings per facility (4) over 5 years
- Total projected savings: \$100,000 across all 4 homes



Water and Wastewater: Dual Fuel High Efficiency Boilers

Environmental

Utilizing digester gas (renewable energy) at wastewater facilities reduces emissions by 1,140 tCO₂e

- Saves ~177,400 m³ of natural gas annually
- Adds 335 tCO₂e in additional reductions from improved efficiency

Health and Quality

- Improved reliability for plant operations to maintain wastewater treatment quality

Economic

- ~\$70,000 cost benefit



Cost to Decarbonization

Integrating GHG Reduction into Operations

- Aligned with asset renewal/end-of-life replacement
- Adhering to current building codes and standards
- Seeking external funding opportunities
- Developing business cases based on risk, cost savings, and building resiliency



Plan Benefits and Future Froward

01

RESILIENCE AND
COST
EFFICIENCY

02

SUSTAINABLE
INFRASTRUCTURE

03

HEALTH AND
COMMUNITY
BENEFITS

04

STRATEGIC AND
FISCAL
RESPONSIBILITY

What Will It Require to Achieve Our Goal?

Embed a Climate Lens Across All Decisions

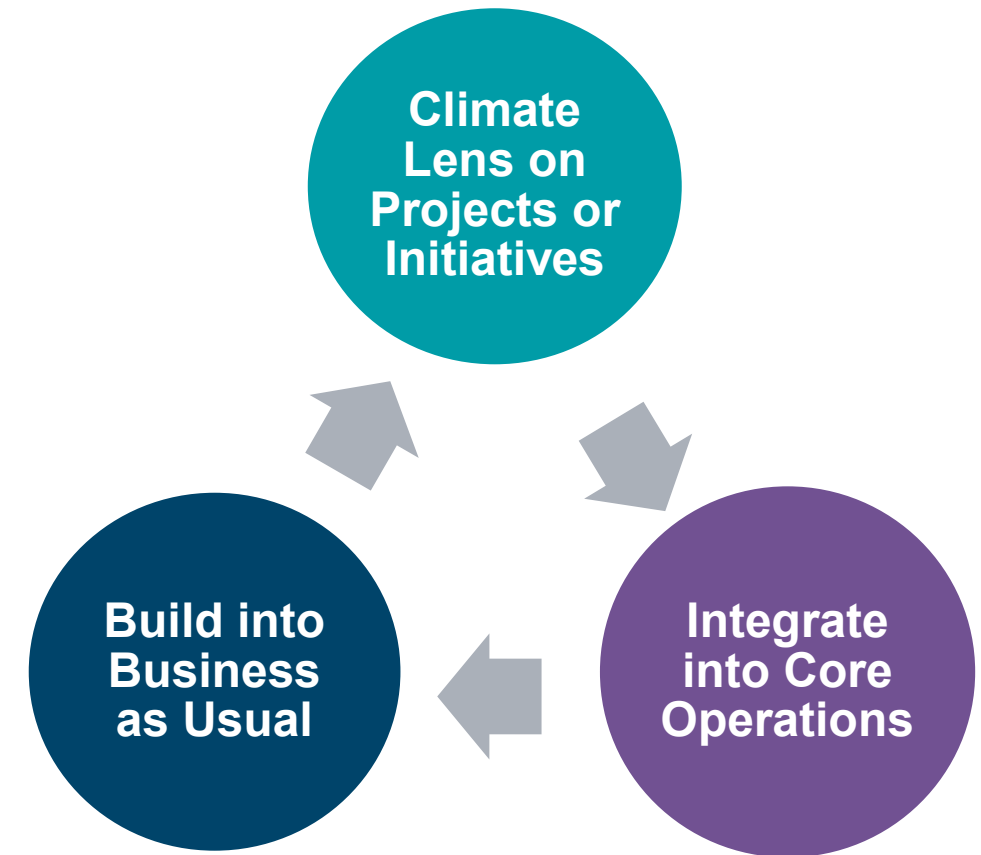
- Ensure every project, policy, and investment is evaluated for its climate impact.

Integrate Climate Action into Core Operations

- Make sustainability a central consideration in daily operations and long-term planning.

Transform Sustainability into Business as Usual

- Move beyond isolated initiatives to embed climate action as a standard practice across all teams and processes.



Council Report Recommendations

1. That the proposed Corporate Climate Change Action Plan (CCAP), attached as Appendix 2 to Report PDS 11-2025, **BE APPROVED**; and
2. That Report PDS 11-2025 **BE CIRCULATED** to the Local Area Municipalities.

Thank you!

Beatrice Perna

Climate Change Specialist

Beatrice.Perna@niagararegion.ca

Suzanne Madder

Associate Director, Strategic Initiatives

Suzanne.Madder@niagararegion.ca

Subject: Corporate Climate Change Action Plan

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That the proposed Corporate Climate Change Action Plan (CCAP), attached as Appendix 2 to Report PDS 11-2025, **BE APPROVED**; and
2. That Report PDS 11-2025 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The purpose of this report is to seek Council's approval for the Corporate Climate Change Action Plan (CCAP).
- This report provides an overview of the plan to achieve the Net-Zero target, with an initial focus set on practical actions to make meaningful progress in the short-term (by the end of 2028).
- In early 2023, a Corporate Greenhouse Gas (GHG) Inventory was completed, which established baseline emissions, and a Target Report was presented to Council to review and approve efforts to significantly reduce corporate emissions. A Council Resolution was passed, for a Net-Zero (in principle) Corporate emissions target by 2050.
- In the short-term the CCAP aims to reduce corporate emissions by 17.9% by 2028, aligned with the Net-Zero trajectory. This includes targeted reductions for each of the Region's major emissions contributors (Buildings, Water and Wastewater, Operational Waste, and Fleet).
- In the first five years of the Plan's implementation, actions will focus on existing end-of-life or asset maintenance capital infrastructure projects, alongside the development of foundational policies that integrate climate considerations into Regional services and projects. Any capital projects aligned with the Plan will be subject to Council approval through the annual budget process.
- This plan will reduce GHG emissions, lower operational costs, enhance energy resilience, foster community collaboration, and future-proof against rising energy costs, with updates every five years to ensure effectiveness and adaptability.

Financial Considerations

Initiatives identified in the Climate Change Action Plan will be brought forward through the annual budget process with business case analysis, evaluating GHG reduction impacts, life-cycle costs, and associated benefits for Council's consideration. The first five years of the plan identify projects that are currently planned upgrades and end-of-life replacements or aligned with other master plans. As well, any new projects will go through the Corporate Asset Management Resource Allocation model (CAMRA) to ensure strategic investment and prioritization.

External funding opportunities (i.e. Provincial and Federal funding) will be sought after to offset costs and enhance financial viability for any related projects.

Providing a precise total cost estimate for a 25-year plan is inherently challenging due to numerous unpredictable factors. Rapid advancements in technology, fluctuations in energy prices, shifts in government policies, regulatory changes, and evolving market conditions all impact project feasibility and costs. Additionally, the availability of external funding sources, such as federal and provincial grants, will vary over time. These uncertainties make it impractical to define an exact long-term financial commitment. Some costing estimates and further details are available in the approved 2024-2028 Energy Conservation and Demand Management Plan (CDMP). As well, to support prioritization and funding impacts staff will be completing GHG Reduction Feasibility and Pathway Studies to provide insights into site-specific costs and impacts as we continue toward the Net-Zero target. Any funding requests will be brought to Council through the annual budget process.

Analysis

Setting a Reduction Target (PCP Milestone 2)

The Corporate GHG Inventory provided a solid foundation for setting a corporate GHG emissions reduction target. On May 10, 2023, a Target Report presented to Council proposed an 80% reduction by 2050 (from 2018 levels). Following discussion, Council committed to a more ambitious Net-Zero by 2050 target, aligning with other Ontario municipalities and reinforcing the Region's commitment to sustainability. This target, formally endorsed by Council, fulfills the Partners for Climate Protection (PCP) Milestone 2, and sets the stage for the CCAP – Milestone 3.

The Plan: Short, Medium and Long-Term Targets (PCP Milestone 3)

The CCAP not only sets a clear path to Net-Zero emissions but also establishes the organization as a leader in sustainability. By prioritizing practical decarbonization strategies with measurable outcomes, the initiative demonstrates a commitment to proactive climate action. Emission reduction targets are structured into short-term, medium-term, and long-term goals, ensuring steady progress while integrating emerging technologies and best practices. This leadership has inspired seven of our Local Area Municipalities (LAMs), through out Niagara Climate Change Municipal Community of Practice (NCCMCP), to undertake their own Corporate Climate Action Plans, amplifying the impact of GHG reductions across the region. Beyond environmental benefits, the plan drives economic efficiencies through energy savings, fosters innovation, and enhances resilience by mitigating climate-related risks. It also improves public health by reducing pollution and promoting cleaner air. By leading with accountability and long-term vision, the CCAP not only strengthens corporate sustainability but also encourages a broader movement toward climate resilience and responsible growth.

Table 1 presents the organization's Short-term (by 2028) emissions reduction targets by sector (% reduction from 2018 levels). The overall corporate reduction target is 17.9% (4,385 tCO₂e), reflecting the combined sector impact and alignment with the Net-Zero goal over 25 years.

Table 1: Short-term emissions reduction targets, by sector

Sector	Short-Term Goal	Emissions Reduction (tCO ₂ e)
Buildings	20.8%	2,630
Water and Wastewater	19.3%	1,213
Fleet	10%	353
Outdoor Lighting and Traffic Signals	0%	0
Operational Waste	10%	189
Total	17.9%* ¹ (reflects the Net-Zero trajectory)	4,385

¹ The 17.9% overall reduction goal represents the organization's aggregated corporate emissions reduction target by 2028, aligned with the Net-Zero trajectory, rather than the direct sum of sector-specific reductions.

We recognize the imperative to transition towards Net-Zero emissions. However, it is important to be aware of the considerations that pose challenges to this transformation:

- Cost
 - The cost to decarbonize remains high.
 - Departments operate within budgets derived from taxpayers/ratepayers or limited public funds.
 - Project prioritization remains a challenge due to evolving infrastructure needs.
- Technological
 - Low-carbon solutions/technologies for some emissions sources are not yet mature.
 - Solutions/technologies at these stages (e.g. heavy-duty vehicles) of maturity are costly and carry technical risk.
- Operations
 - Broad buy-in (top-down) is necessary.
 - Clear delineation of departmental responsibilities and allocation of staff resources is required.
 - Effective collaboration across departments is essential as efforts often overlap cross-functional teams.
 - Political shifts pose a risk to continued execution as focus and priority given to its actions can fluctuate.

To address this, a pragmatic, three phase approach that balances environmental responsibilities with the realities of these challenges is proposed.

Phase 1: Short-term (0-5 years) – Foundational Policy Development and Strategic Investments: Leverage end-of-life opportunities, understand life cycle costs to minimize expenses, increase efficiency, and establish foundational sustainability policies and processes.

- Examples: Apply a climate lens, review internal resources, develop a corporate engagement plan, implement a decarbonization project assessment policy, implement a sustainable procurement policy, develop a green fleet plan and policy, complete low/no cost energy efficiency projects, evaluate opportunities for building consolidation, begin fuel-switching natural gas heating assets (at end-of-life) in buildings and WWW.

Phase 2: Medium-term (5-15 years) – Policy and Process with Initial Capital

Investments: Enhance and solidify sustainable policies and processes while beginning initial capital investment projects to support future large-scale investments.

- Examples: Investigate potential partnerships (e.g. municipalities/organizations), complete capital energy efficiency projects identified in CDMP, review policies for energy management at leased facilities, fleet transition, complete a 5-year CCAP update.

Phase 3: Long-term (15+ years) – Intensive Capital Investment and Tackling the

Balance: Make significant capital investments (leveraging funding where available) in advanced technologies/infrastructure and refine established policies to achieve deeper sustainability gains towards the Net-Zero target.

- Examples: Complete capital-intensive energy efficiency and generation projects, substitute the use of natural gas with low-carbon fuels (biogas/renewable natural gas (RNG) for WWW process heating, investigate and evaluate tackling “last mile” emissions, revisit and refine existing plans and policies.

Within Appendices 1 and 2 a structured plan is outlined in the form of action tables with these three distinct phases (short, medium, and long-term, respectively) that gradually lead the Region towards the Net-Zero target. Each phase is designed to strategically build upon the previous one, ensuring that impactful changes are made without overburdening financial resources. By focusing initially on cost-saving opportunities and policy development, a strong foundation is formed for the eventual capital investments needed to achieve deeper levels of decarbonization.

Climate Action Benefits and Future Forward

A strong CCAP enhances resilience, cost efficiency, and environmental responsibility in an era of economic and climate uncertainty. For example, with ongoing uncertainty with tariffs driving up energy costs, energy independence is crucial – local generation reduces reliance on volatile global markets while stabilizing expenses. Operational cost avoidance is achieved by optimizing energy efficiency and mitigating exposure to the Global Adjustment rate, which continues to rise due to peak demand charges and grid inefficiencies, ensuring long-term savings. Futureproofing through sustainable infrastructure will help the Region to adapt to regulatory shifts and climate risks, securing long-term viability. Additionally, lower emissions lead to reduced health impacts, improving air quality and community well-being.

The CCAP provides a strategic framework for reducing GHGs while integrating sustainability into core operations and long-term asset management. By aligning climate action with existing renewal cycles and leveraging external funding opportunities, it supports a fiscally responsible approach to decarbonization. The plan also ensures compliance with regulatory requirements, enables adaptation to emerging policies, and capitalizes on advancements in low-carbon technology. Endorsing the CCAP demonstrates leadership and a commitment to sustainability, positioning the Region to navigate future economic, environmental, and social challenges with confidence.

Alternatives Reviewed

Maintain the Status Quo

Failing to implement a Corporate Climate Change Action Plan would reduce our Regions' resilience to climate change impacts, lead to rising energy costs, and result in continued environmental harm, regulatory risks, and potential reputational damage.

Relationship to Council Strategic Priorities

- **Green and Resilient Region** – The Corporate Climate Change Action Plan is a key action under the Green and Resilient Region priority in Regional Council's 2023-2026 Strategic Priorities, helping to reduce emissions and build climate resilience.
- **Effective Region** – Implementing a Corporate Climate Change Action Plan enhances operational efficiency, reduces long-term costs, and ensures regulatory compliance, supporting a well-managed and future-ready region.
- **Equitable Region** – Climate action promotes environmental justice by reducing disproportionate climate impacts on vulnerable communities, ensuring a healthier and more sustainable future for all.
- **Prosperous Region** – By fostering low-carbon innovation and sustainable business practices, the plan supports economic growth, job creation, and long-term prosperity in the region.

Other Pertinent Reports

[PDS 17-2023 Climate Change Update](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=31292>)

[Conservation and Demand Management Plan \(2024-2028\)](#)

(<https://www.niagararegion.ca/culture-and-environment/pdf/2024-2028-energy-conservation-demand-management-plan.pdf>)

[CSD 7-2022 Appendix 1 2021 Corporate Asset management Plan](#)

(<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=26693>)

Prepared by:

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Deputy CAO

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Suzanne Madder, Associate Director, Strategic Initiatives, Nicole Wolfe, Director, Construction, Energy and Facilities Management, Bradley Ray, Associate Director, Construction, Energy and Facilities Management, and Richard Pankratz, Manager, Energy Management. Reviewed by Angela Stea, Director of Strategic Initiatives, and Melanie Steele, Associate Director, Reporting & Analysis, Corporate Services.

Appendices

Appendix 1	Corporate Climate Change Action Plan – Condensed Version
Appendix 2	Corporate Climate Change Action Plan – Full Report

Corporate Climate Change Action Plan

Condensed Version

Niagara Region // May 7, 2025

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Land Acknowledgement

Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit from across Turtle Island that live and work in Niagara today. The Regional Municipality of Niagara stands with all Indigenous peoples, past and present, in promoting the wise stewardship of the lands on which we live. This commitment to stewardship aligns with Niagara's Corporate Climate Change Action Plan, reinforcing sustainable practices. By working together, we can honor these traditions and take meaningful action to address climate change for future generations.

Climate Change in Niagara

Niagara is experiencing significant climate challenges, including rising temperatures, increased precipitation, and more frequent extreme weather events. These shifts threaten both communities and the environment, disproportionately impacting vulnerable populations and escalating financial burdens.

Table 1 – Projected Climate Impacts in Niagara¹

Climate Parameter	2020	2050	2080	Difference from Baseline to Long-Term
Mean Annual Temperature (°C)	8.7	10.7	12.3	+3.6
Days Above 30°C	10.4	23.9	39.4	+29.0
Total Annual Precipitation (mm)	1080.6	1135.0	1192.0	+111.4
Mean Annual Temperature (°C)	8.7	10.7	12.3	+3.6

Action Plan Framework

Niagara Region uses the Partners for Climate Protection program as its framework for climate change action. Niagara Region has completed Milestones 1 and 2. The Climate Change Action Plan represents Milestone 3 of this framework. This milestone focuses on the measurement, management, and reduction of greenhouse gas emissions from regional activities and facilities.

¹ Toronto and Region Conservation Authority. (2022). Climate Projections for Niagara Region (p. 2).



Figure 1- Partners for Climate Protection Milestone Framework

Action Plan Overview

On May 22, 2023, Regional Council reinforced its pledge to combating climate change by approving a Net-Zero corporate greenhouse gas emission reduction goal by 2050 in principle. This target supports action on climate change mitigation and aligns Niagara Region with other municipalities working towards Canada's Net-Zero carbon emissions plan.

Targeted Reductions

Niagara Region plans to achieve this target with an initial focus set on practical actions to make meaningful progress in the short-term (by the end of 2028). To achieve this, Niagara Region aims to reduce Corporate emissions by 17.9 per cent. Targeted reductions in the short-term for the Region's major emissions contributors include:

- Buildings
- Water and Wastewater
- Operational Waste
- Fleet

Climate Action Benefits

Niagara Region's climate action initiatives will reduce greenhouse gas (GHG) emissions, lower operational costs, and enhance energy resilience through local energy generation. By prioritizing sustainability, the Region will lead by example, encouraging community collaboration

and driving long-term environmental and economic benefits. Additionally, these efforts will help future-proof operations by mitigating the impact of rising energy costs, ensuring cost avoidance and long-term financial stability.

Cost to Decarbonization

GHG emission reduction efforts will be integrated into operations and capital projects, aligning with asset renewal and the Corporate Asset Management Resource Allocation model (CAMRA) to ensure strategic, cost-effective investments. Projects will undergo business case analysis in the annual budget process, while external funding and master plan alignment will enhance efficiency. Given evolving technologies, energy costs, and policies, the plan remains adaptive, embedding climate action within core operations while supporting the Net-Zero goal.

Setting the Foundation

The longer-term path to Net-Zero will not be easy and will involve several financial, technological, and operational constraints. This plan recognizes these challenges and begins to set the required actions in motion to overcome them.

The Action Plan

Niagara Region has developed a pragmatic, phased approach that balances environmental responsibilities with cost restrictions, technological advances, and current operation practices. The following outlines a structured plan with three distinct phases (short, medium, and long-term) that gradually lead Niagara Region towards the Net-Zero target. Each phase is designed to strategically build upon the previous one, ensuring that impactful changes are made without overburdening financial resources. By focusing initially on cost-saving opportunities and policy development, a strong foundation is formed for the eventual capital investments needed to achieve deeper levels of decarbonization.

A Phased Approach

Short-term (0-5 years) – Foundational Policy Development and Strategic Investments:

Leverage end-of-life opportunities, understand life cycle costs to minimize expenses, increase efficiency, and establish foundational sustainability policies and processes.



Table 2 – Short-term Plan Actions

Actions	Type	Timing	GHG Impact	Cost
Complete a comprehensive review of existing policies.	Policy	Immediate	N/A	Internal resourcing
Begin fuel-switching natural gas heating assets (at end-of-life) in buildings and W&WW to low carbon sources.	Project	Ongoing	High	\$\$\$
Implement a decarbonization project assessment policy.	Policy	Immediate	N/A	Internal resourcing
Apply a Climate Lens to align investment decisions.	Policy	Immediate	N/A	Internal resourcing
Perform a review of internal resources to ensure appropriate resourcing for climate action efforts.	Process	Immediate and Ongoing	N/A	Internal resourcing
Implement a sustainable procurement policy prioritizing sustainable good or products.	Policy	Future	N/A	Internal resourcing
Secure top-down support.	Process	Immediate and Ongoing	N/A	Internal resourcing
Develop a corporate engagement, education, and awareness plan.	Plan	Immediate and Ongoing	N/A	Internal resourcing
Implement policy to investigate the prevention of like-for-like replacement of natural gas assets at end of life.	Policy	Immediate	N/A	Internal resourcing
Implement policy for Net-Zero requirement for all new constructed Regional buildings.	Policy	Immediate	N/A	Internal resourcing
Complete low/no-cost energy efficiency projects.	Project	Immediate	Low	\$
Enact a policy and provide training to reduce Fleet emissions.	Policy	Immediate	N/A	Internal resourcing
Complete a Green Fleet Plan and Policy.	Policy	Immediate	N/A	Internal resourcing
Electrify (to hybrid or fully electric) light-duty fleet vehicles.	Project	Immediate	High	\$\$



Actions	Type	Timing	GHG Impact	Cost
Develop a unified policy/procedure (between Waste Management and Facilities) to collect solid waste data.	Policy	Immediate	N/A	Internal resourcing
Conduct regular waste audits to identify the types and volumes of waste generated.	Process	Ongoing	N/A	Internal resourcing
Develop a waste reduction plan.	Plan	Immediate	N/A	Internal resourcing
Annual Update of GHG Inventory	process	Future	N/A	\$/Internal resourcing

Medium-term (5-15 years) – Policy and Process with Initial Capital Investments: Enhance and solidify sustainable policies and processes while beginning initial capital investment projects to support future large-scale investments.

Table 3 – Medium-term Plan Actions

Actions	Type	Timing	GHG Impact	Cost
Investigate potential partnerships with other municipalities and organizations to pool resources.	Process	Immediate	N/A	Internal resourcing
Stay current on decarbonization technologies.	Process	Ongoing	N/A	Internal resourcing
Create a process for and identify pilot small-scale decarbonization projects.	Process	Ongoing	N/A	Internal resourcing
Complete capital energy efficiency projects.	Project	Future	Medium	\$\$
Electrify or de-carbonize fleet.	Project	Future	High	\$\$\$
Review policies for energy management at leased facilities.	Policy	Immediate	N/A	Internal resourcing
Evaluate opportunities for building consolidation	Policy	Immediate	N/A	Internal resourcing
Complete 5-year Climate Change Action Plan updates.	Process	Future	N/A	\$\$



Long-term (15+ years) – Intensive Capital Investment and Tackling the Balance: Make significant capital investments (leveraging funding where available) in advanced technologies/infrastructure and refine established policies to achieve deeper sustainability gains towards the Net-Zero target.

Table 4 – Long-term Plan Actions

Actions	Type	Timing	GHG Impact	Cost
Complete capital-intensive energy efficiency and generation projects.	Project	Future	Medium	\$\$\$
Substitute the use of natural gas with low-carbon fuels.	Project	Future	High	\$\$\$
Investigate and evaluate methods for tackling “last-mile” emissions.	Project	Future	High	\$\$\$
Revisit and refine existing plans and policies in support of the Climate Change Action Plan.	Policy	Future	N/A	Internal resourcing

Short-term Plan Focus (0-5 Years)

The short-term phase focuses on driving immediate GHG reductions while laying the foundation for long-term decarbonization. Key actions include applying a climate lens to all projects and operations, refining, and developing policies, and launching staff engagement and awareness initiatives. Priority measures – such as energy efficiency upgrades, fuel switching, and electrifying the light-duty fleet – are selected for their potential to deliver quick and measurable emissions reductions. Asset replacements will be strategically leveraged to avoid like-for-like substitution of high-emission equipment. Life cycle cost analysis will support these efforts, ensuring that climate-focused decisions are also fiscally responsible and avoid future retrofit needs. Together, these actions demonstrate early progress toward Net-Zero while embedding emissions reduction into everyday decision-making.

A Phased, Strategic and Adaptive Path to Sustainable Energy Investment

To ensure sustained emissions reductions over time, a phased and adaptive investment strategy was adopted. This approach balances long-term GHG goals with the need to respond to evolving technologies, fluctuating energy markets, and regulatory changes. All projects will be evaluated through a GHG-focused business case analysis during the annual budget cycle, integrated into the CAMRA process to align with asset renewal timelines and climate priorities. External funding and alignment with master plans will be pursued to maximize impact. By



embedding climate action into the core of planning and operations, this strategy ensures that all investments remain flexible, future-ready, and anchored in the pursuit of Net-Zero

Corporate Climate Change Action Plan

Regional Municipality of Niagara



May 7, 2025

Land Acknowledgement

Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit from across Turtle Island that live and work in Niagara today. The Regional Municipality of Niagara stands with all Indigenous peoples, past and present, in promoting the wise stewardship of the lands on which we live. This commitment to stewardship aligns with Niagara's Corporate Climate Change Action Plan, reinforcing sustainable practices. By working together, we can honor these traditions and take meaningful action to address climate change for future generations.

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Table 1 - CCAP Contribution Acknowledgements

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List of Acronyms/Abbreviations

APSC: Action Plan Sub-Committee

BEV: Battery electric vehicle

BAU: Business-as-usual

CCAP: Corporate Climate Change Action Plan

CDMP: Conservation and Demand Management Plan

CO₂: Carbon dioxide

DEI: Diversity, Equity and Inclusion

DHW: Domestic Hot Water Heating

EMS: Emergency Medical Services

FCM: Federation of Canadian Municipalities

GFPP: Green Fleet Plan and Policy

GHG: Greenhouse gas

ICE: Internal combustion engine

IESO: Independent Electricity System Operator

ICLEI: Local Governments for Sustainability (formerly International Council for Local Environmental Initiatives)

KOG: Keen on Green

LEED: Leadership in Energy and Environmental Design

PCP: Partners for Climate Protection (framework)

REC: Renewable energy credits

RMON: Regional Municipality of Niagara

tCO_{2e}: Tonnes of carbon dioxide equivalent

Executive Summary

This Corporate Climate Change Action Plan (CCAP) represents a pivotal point in the Regional Municipality of Niagara's (RMON's) overall climate action strategy. This CCAP was developed in alignment with Council Priorities for 2023-2026 and Energy Conservation and Demand Management Plans (CDMPs).

In early 2023, the RMON completed a Corporate GHG Inventory which established baseline emissions (for the base year of 2018) as 24,455 tonnes of CO₂ equivalent (tCO₂e). On May 10th, 2023, a Target Report to Regional Council was presented to review and approve efforts to significantly reduce Corporate emissions. Following engagement, a Council Resolution was passed, for a Net-Zero (in principle)¹ Corporate emissions target to be reached by 2050 - aligning with several other Ontario municipalities and demonstrating an unwavering commitment to sustainability. This CCAP provides an overview of the RMON's plans to achieve this target, with an initial focus set on practical actions to make meaningful progress in the short-term (by the end of 2028).

In the short-term the RMON aims to reduce Corporate emissions by 17.9%, aligned with the Net-Zero trajectory. This includes targeted reductions for each of the RMON's major emissions contributors (Buildings, Water and Wastewater, Operational Waste, and Fleet). An Action Plan Sub-Committee (APSC) of Regional staff was established and engaged to set these goals as well as to inform the plans described in this CCAP. GHG reduction costs will be integrated into ongoing operations and aligned with asset renewal. Projects will be assessed on a case-by-case basis, with funding opportunities explored. They will be brought forward through the annual budget process with business case analysis, evaluating full life-cycle costs, GHG reduction impacts, and associated benefits. Projects will also go through the Corporate Asset Management Resource Allocation model (CAMRA) process to ensure strategic investment and prioritization. In the interim, some costing estimates and further details are available in the approved 2024-2028 CDMP, with further analysis available through ongoing Feasibility Studies funded by the Federation of Canadian Municipalities' Green Municipal Fund.

RMON's Net-Zero plan includes three phases – short, medium, and long-term – each building on the last to ensure progress without straining finances. Early actions focus on cost-saving measures and policies, paving the way for later investments in decarbonization. Key steps include adopting efficient electric heating, switching to electric/hybrid vehicles, improving buildings, optimizing operations, and managing

¹ The term "Net-Zero (in principle)" indicates a preliminary commitment to achieving Net-Zero corporate emissions by 2050, subject to further evaluation and potential adjustment upon the review and adoption of the Corporate Climate Change Action Plan.

waste. Climate resiliency, like handling increased rainfall and heat, ensures durable infrastructure. The CCAP sets actions in motion, reaffirming RMON's commitment to GHG reduction, building resilience, and ensuring a sustainable future.

Living Document

The CCAP is designed as a dynamic and evolving framework, recognizing the fluid nature of environmental challenges and the need for adaptive strategies. As such, it is acknowledged as a Living Document that will undergo regular reviews and updates to accurately reflect ongoing changes, such as the addition or removal of Corporate facilities, advancements in technology, shifts in regulatory and environmental landscapes, as well as changes in the RMON's internal policies to support this Plan. These updates are essential to ensure the CCAP remains relevant and serves as an effective guide towards the RMON's sustainability goals. The process for reviewing and updating the CCAP will occur every five years in alignment with the CDMP and other strategic master plans. This coordinated approach ensures climate initiatives are integrated with broader sustainability and development goals, fostering a more resilient and sustainable Region.

Background

Local Context

Niagara Region is situated between Lake Ontario and Lake Erie. It is the traditional land of many First Nations; including the Hatiwendaronk, Anishinaabe and Haudenosaunee people, who have lived here for thousands of years before European exploration and settlement. It is rich in natural resources that helped sustain the original people for generations and served as a natural trade route between the north and south; a tradition that continues to this day. Niagara Region is the place where many treaty agreements were formed, building alliances among nations, including the eventual creation of Canada.

Today, Niagara Region, with its 12 municipalities, is celebrated for its captivating natural landscapes and urban attractions, as well as fertile farmlands, scenic vineyards, and the impressive Niagara Escarpment. Encompassing 1,854 square kilometers, the Region features diverse urban centers, rural communities, and conservation areas. Niagara relies on Ontario's electricity grid, which blends nuclear, hydroelectric, natural gas, and renewable sources. Natural gas is the main heating fuel, supplemented by heating oil in remote areas and increasing use of electric heating technologies like heat pumps.

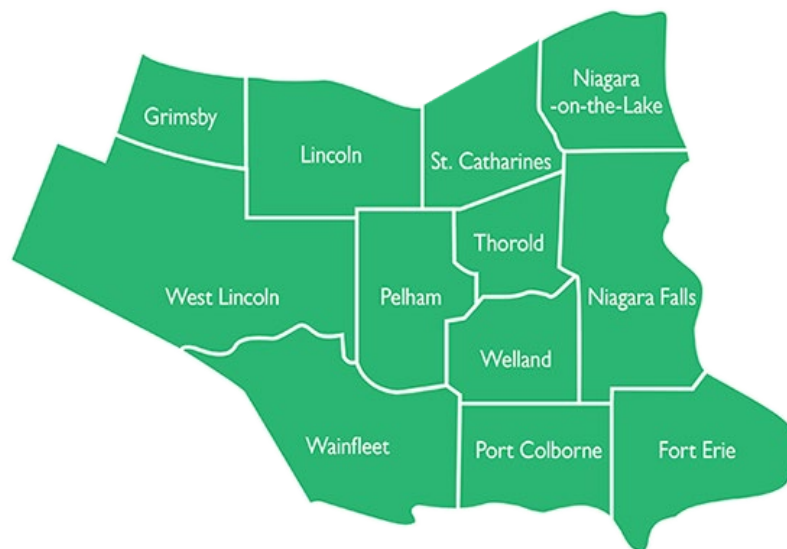


Figure 1 - Map of Niagara Local Municipalities²

Gasoline and diesel remain the primary transportation fuels, but there is growing interest in sustainable mobility through alternative fuels and electric vehicles.

² Local Municipalities - Niagara Region, Ontario. (n.d.). www.niagararegion.ca.
<https://www.niagararegion.ca/government/municipalities/default.aspx>

The Niagara Region, celebrated for its rich heritage, vibrant arts scene, and world-renowned Niagara Falls, also values its agricultural roots and thriving wine industry, blending rural and urban lifestyles. This cultural richness provides opportunities for innovative climate strategies, starting with this CCAP. Influenced by provincial and federal regulations, including Ontario's emissions targets and the Pan-Canadian Framework, this CCAP aligns with initiatives for emissions reductions, energy efficiency, and sustainable practices at both Corporate and Community levels.

The Niagara Region boasts a population of almost 500,000 and is expected to increase to roughly 700,000 by 2051³ (or an average of 1.1% annually). Most of this population is concentrated in St. Catharines, Niagara Falls and Welland. The median age is 46 years old and roughly half of the residents are employed in either sales/service, trades or business occupations⁴.

The RMON enhances community quality of life by providing essential services and infrastructure; managing local governance, public safety, water and wastewater services, transportation networks, and even maintaining landfill sites that have been transformed into natural areas. The RMON plans and supports sustainable urban development and economic development initiatives. In collaborating with residents and businesses, the RMON fosters a sense of belonging through diverse community programs, events, and initiatives promoting a thriving, inclusive, and vibrant local environment.

The accomplishment of the above depends on the collective efforts of the RMON's talented and dedicated staff who work diligently to balance the demands of the present while planning for the possibilities of the future.

Partners for Climate Protection (PCP) Program and RMON's Climate Action Milestones

The Partners for Climate Protection (PCP) program⁵ is a framework established by the Federation of Canadian Municipalities (FCM) and the Local Governments for Sustainability (ICLEI – formerly the International Council for Local Environmental Initiatives) organizations. This framework helps Canadian municipalities tackle climate change through a five-milestone (Figure 2) program, each building on the last, to create a comprehensive decarbonization and sustainability plan.

³ Niagara Region. (2022). Niagara Official Plan (p. 14) [Review of Niagara Official Plan].

⁴ Statistics Canada. (n.d.). 2021 Census of Population. https://niagaraknowledgeexchange.com/wp-content/uploads/sites/2/2022/04/2021-Census-Profile_Niagara-regional-Municipality-Census-Division_Statistics-Canada.pdf

⁵ Program - Partners for Climate Protection. (n.d.). www.pcp-ppc.ca. <https://www.pcp-ppc.ca/program>



Figure 2 - Partners for Climate Protection Milestone Framework

The PCP program offers two streams: Corporate and Community. This CCAP represents Milestone 3 of the Corporate Stream, focusing on internal operations, specifically on the measurement, management, and reduction of GHG emissions from Municipal activities and facilities.

The RMON joined the PCP program in 2009, initiating a strong commitment to sustainability and climate protection. In 2021, the RMON declared a climate emergency to acknowledge the urgency of addressing environmental challenges, mobilize resources for sustainable initiatives, and prompt decisive action to mitigate the impacts of climate change on communities throughout the Niagara Region. Since then, the RMON's climate action efforts have increased substantially – adding climate change focus to policies, forming partnerships, and increasing investments in decarbonization measures.

Figure 3 provides a brief overview of the RMON's climate action milestones.

Niagara Region Climate Action Timeline

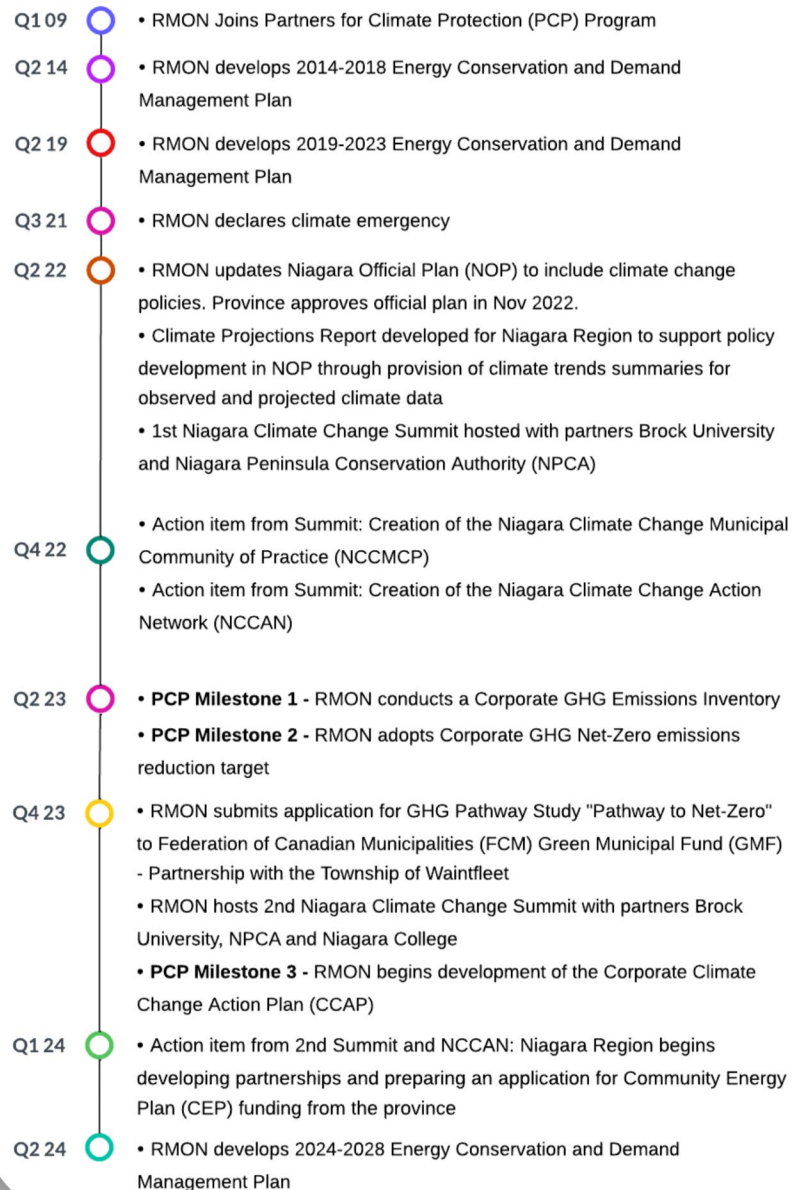


Figure 3 - RMON Climate Action Timeline

As outlined, the RMON has completed PCP Corporate Milestones 1 and 2. This report satisfies the requirements of Corporate Milestone 3 – Development of a Corporate Climate Change Action Plan.

Plan Development

Strategic Alignment with Existing Policies and Plans

The CCAP aligns with Council's 2023-2026 Strategic Priorities, specifically the Green and Resilient Region priority, supporting the RMON's mission to serve residents, businesses, and visitors through leadership and effective community services. The actions are guided by the Strategic Lenses of:

- Sustainability and climate change
- Diversity, equity, inclusion and Indigenous reconciliation
- Innovation
- Fiscal responsibility

The CCAP operates in accordance with the CDMP, promoting energy efficiency and reducing GHG emissions. Recognizing that it takes energy to deliver services to the public, the plan also complements the GHG Reduction Feasibility and Pathway Studies, which aim to achieve Net-Zero emissions by examining strategies for significant emission reductions in 12 archetype buildings, and Regional Headquarters.

Climate Change Lens

Incorporating a climate lens into daily regional business involves adopting a strategic approach that prioritizes environmental sustainability, resilience, and economic considerations. This lens will ensure that every decision and action consider the implications for climate change mitigation and adaptation. By integrating this perspective, the RMON can enhance operational efficiency, reduce GHG emissions, and contribute positively to community efforts to combat climate change.

Staff completed the DeGroote School of Business Capstone Project – Integrating Climate Change into our planning and the decision-making process – demonstrating the importance of aligning with Corporate goals and Council Strategic Priorities through a climate lens. It highlighted how this approach fosters innovation in sustainable practices, boosts the Region's reputation, and attracts environmentally conscious interested parties (e.g. investors). It also highlighted how addressing climate risks and opportunities proactively helps future-proof operations against regulatory changes, resource constraints, and market shifts.

Embracing a climate lens is a strategic advantage that drives long-term fiscal responsibility and resilience while playing a pivotal role in shaping a sustainable future for communities. To this end, the work of the Capstone Project will be analysed, and recommendations and tools will be adapted for implementation to support a Corporate climate lens.

Corporate Engagement, Education, and Awareness

Action-Plan Sub Committee

Engagement is crucial for a successful CCAP, bringing diverse perspectives, consensus, solutions, credibility, and sustainability. A Regional Action Plan Sub-Committee (APSC) was formed in the development of the CCAP to:

1. **Gather Expertise and Perspectives:** APSC includes representation from various regional departments and interested parties, ensuring comprehensive coverage of climate impacts across sectors such as infrastructure, public health, and finance.
2. **Coordinate Holistic Climate Action:** APSC integrates strategies across departments (energy, waste management, transportation), enhancing planning and execution coherence for effective climate initiatives.
3. **Pool Resources:** APSC consolidates departmental resources, data, and tools to efficiently allocate them towards climate initiatives.

Establishing the APSC was pivotal, leveraging expertise and fostering collaboration for successful CCAP implementation. Regular meetings generated detailed discussions with feedback and strategies integrated throughout the CCAP. Questionnaires and surveys gathered broad insights, informing a well-rounded strategy reflecting APSC expertise and regional perspectives towards achieving sustainability goals.

Broad Corporate Engagement

Effective Corporate Engagement, Education, and Awareness are vital components of the CCAP. By fostering a well-informed workforce, the RMON can ensure that every employee understands their role in achieving the organization's climate change goals. Awareness and education not only empower employees but also drive behavioral changes necessary for reducing Corporate emissions.

A structured framework is required to enhance staff understanding and participation in climate action initiatives. In the short-term, the RMON will develop a Corporate climate change engagement, education, and awareness plan to accomplish this, which may include:

1. **Steering Committee:** Forming a steering committee to guide RMON's CCAP. This committee would oversee the implementation of the plan actions and make key decisions on future projects, ensuring they align with organizational goals. The committee will also track progress and provide direction for long-term energy and sustainability planning.

2. **Monthly Vine Posts:** Utilizing the internal newsletter, Vine, to regularly feature updates on RMON's sustainability efforts, success stories, and practical tips for employees to contribute to emission reductions.
3. **Educational Campaigns and Contests:** Launching engaging campaigns such as an "Energy Savings Challenge," where departments compete to reduce their energy use. Winners can receive recognition or rewards, creating a fun, competitive environment that promotes active participation.
4. **"Did You Know?" Campaign:** Developing a series of eye-catching infographics or short videos that highlight surprising facts about climate change, RMON's specific targets, and the impact of individual actions. These may be shared via email blasts, posted in common areas, or featured on the Vine.
5. **Workshops and Training Sessions:** Organizing workshops that detail the CCAP's goals and train RMON staff on how they can contribute. These sessions can cover topics such as recycling and energy conservation techniques.
6. **Digital Information Hub:** Further utilizing the Climate Change Vine page, which serves as a resource center for all things related to RMON's climate initiatives. This can include CCAP updates, progress reports, educational materials, and an FAQ section to address common questions and misconceptions.
7. **Feedback Mechanisms:** Establishing channels for employees to provide feedback on the CCAP's initiatives, suggest new ideas, and report any issues. This could be through regular surveys, suggestion boxes, or an interactive digital forum.
8. **Leadership Endorsement and Role Modeling:** Encouraging senior leaders and department heads to actively participate in these initiatives and model sustainable behaviors. Leadership endorsement can significantly boost employee morale and participation rates.

By integrating these strategies, the RMON will not only increase Corporate awareness and education but also foster a culture of sustainability that is critical to achieving its climate action goals.

Tackling the Climate Issue

Climate Change and the Greenhouse Effect

The Earth's temperature relies on the equilibrium between the energy entering and leaving its system. When sunlight reaches the Earth, it can either be absorbed or reflected. The majority of it is absorbed by the Earth's surface and warms it - a natural process that is essential to maintain life. Solar energy that is reflected back to space does not contribute to the Earth's warmth.

Climate change results from the Earth's natural energy balance being disrupted by greenhouse gases (GHGs), which trap heat in the atmosphere like a blanket. This phenomenon, known as the greenhouse effect, is worsened by human activities. The results are changes in the Earth's climate ("climate change") which can have detrimental effects on human health as well as to natural ecosystems⁶.

The Paris Agreement⁷, a critical international treaty, aims to limit global temperature rise to well below 2 degrees Celsius, urging nations to reduce GHG emissions and adopt sustainable practices. Mitigating climate change not only curbs temperature rise but also improves air quality, public health, and economic opportunities through energy efficiency and renewable energy investments. Integrating mitigation and adaptation strategies is crucial for building resilience against climate impacts and ensuring sustainable development worldwide. These principles underpin the RMON's Corporate Climate Change Action Plan.

Climate Change in Niagara

Niagara faces significant climate challenges, including increased warmth, precipitation, and extreme weather events. These changes pose risks to both people and the environment, especially affecting vulnerable groups and increasing financial burdens. To address these challenges, the RMON commissioned a climate projections study from the Toronto and Region Conservation Authority in February 2022. This study analyzed regional climate data and highlighted distinct climate differences between the north and south regions of Niagara, influenced by orographic and elevation factors.

⁶ United States Environmental Protection Agency. (2021, April 15). Basics of Climate Change. [Www.epa.gov. https://www.epa.gov/climatechange-science/basics-climate-change](https://www.epa.gov/climatechange-science/basics-climate-change)

⁷ United Nations. (2015). The Paris Agreement. United Nations. <https://www.un.org/en/climatechange/paris-agreement>

Table 2 outlines the study results for temperature and precipitation projections for the Niagara Region under a Business-As-Usual (BAU) scenario (that is, a collective high emissions pathway that projects continued increases to GHG concentration beyond the end of the century).

Climate Parameter	2020	2050	2080	Difference from Baseline to Long Term
Mean Annual Temperature (°C)	8.7	10.7	12.3	+3.6
Days Above 30°C	10.4	23.9	39.4	+29.0
Total Annual Precipitation (mm)	1080.6	1135.0	1192.0	+111.4

Table 2 - Projected Climate Impacts in Niagara⁸

The climate projections study highlighted the unique regional vulnerabilities by broadly dividing the region into north and south. General conclusions can be drawn about how the projected changes will affect various communities throughout the region. This underscores the need for further plans, such as a Niagara Adaptation Plan, and a Community Energy Plan (CEP), to emphasize diversity, equity, and inclusion (DEI) and to be responsive to these challenges. Heat mapping at the dissemination area level could be particularly useful in understanding these impacts. Meanwhile, the CCAP, as a Corporate plan, also integrates DEI principles to ensure that the organization's policies and actions contribute to addressing these issues.

Charting a Sustainable Tomorrow

The Current (Baseline Emissions Inventory - PCP Milestone 1)

In March of 2023, the RMON completed a Corporate GHG Inventory⁹ (for the base year of 2018) following the PCP protocol, which detailed the RMON's emissions profile. This inventory, fulfilling PCP Milestone 1, serves as the RMON's guide towards a low-carbon future by documenting the RMON's carbon footprint and providing insights to inform strategic decarbonization efforts.

⁸ Toronto and Region Conservation Authority. (2022). Climate Projections for Niagara Region (p. 2).

⁹ ICLEI Canada. (2023). Niagara Region 2018 Corporate Baseline GHG Emissions Inventory.

To understand an emissions profile, it is critical to understand the different emissions Scopes. Table 3 provides a description of the three Scopes of emissions and provides examples of the RMON's specific contributors within each Scope.

Emissions Scope	Scope General Description	RMON-specific Corporate Emissions Sources
Scope 1	Direct emissions from owned or controlled sources, like onsite fuel combustion, industrial processes, and owned vehicles, directly within the organization's operational boundaries.	<ul style="list-style-type: none"> • Mobile fuel combustion for fleet vehicles • Stationary fuel consumption for building/facility heating • Waste collected from RMON-owned facilities and housing units • Biogas flaring (WWW)
Scope 2	Indirect emissions from purchased electricity, heat, or steam generation, occurring at the facilities of energy providers but resulting from the organization's consumption.	<ul style="list-style-type: none"> • Stationary consumption of electricity for corporate buildings and assets
Scope 3	Indirect emissions from activities beyond an organization's direct control, such as business travel, supply chain operations, product use, and disposal, influencing the environment but lying outside immediate organizational boundaries.	<ul style="list-style-type: none"> • Landfill emissions • Police vehicles • Mobile combustion in vehicles for community waste collection • Region staff driving to and from work

Table 3 - Scopes of Emissions

Another fundamental decision in the development of the Corporate GHG Inventory was selection of the Inventory boundary which establishes which emissions sources/Scopes will be included. An Operational Control boundary was selected which includes Scope 1 and Scope 2 emissions. This boundary specifies that the inventory will include 100 per cent of the emissions from operations where the RMON has the ability to introduce and implement policies, procedures and practices that directly influence the emissions.

In 2018, the RMON's total Corporate GHG emissions were **24,455tCO₂e**. A summary of the emissions sector breakdowns from the GHG inventory are shown in Table 4 and Figure 4 below.

Sector	GHG Emissions (tCO ₂ e)
Buildings	12,668
Fleet	3,526
Outdoor Lighting and Traffic Signals	91
Water and Wastewater	6,280
Operational Waste	1,890
Total¹⁰	24,455

Table 4 - RMON 2018 Corporate Emissions Distribution by Sector (Table)

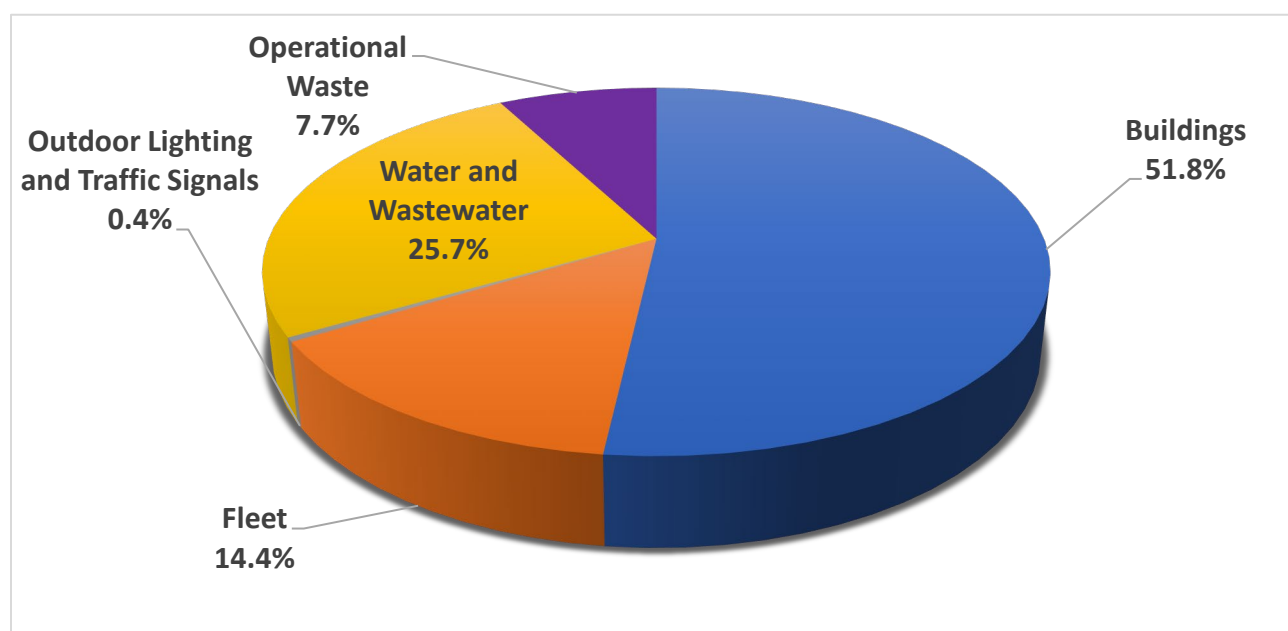


Figure 4 - RMON 2018 Corporate Emissions Distribution by Sector (Pie Chart)

Business-As-Usual GHG Emissions Forecast

A Business-As-Usual (BAU) emissions forecast was completed to project the RMON's future emissions levels. This forecast assumed current practices, policies, and trends would continue without significant alterations or interventions. This emissions forecast, developed by expert consultants, was modelled in alignment with the most up-to-date

¹⁰ Values may not sum to total due to rounding

population forecasts from the RMON Development Charges Background Study¹¹. It is a useful tool when making decisions related to energy and emissions mitigation strategies.

In the BAU model, typical of most municipal organizations, population growth is the primary driver of Corporate energy use and emissions. As the Niagara Region expands, it is anticipated that more facilities will be required to accommodate this growth. Although regulations promoting high-efficiency and green energy systems will help minimize emissions associated with new facilities and infrastructure, the influence of population growth is expected to have a greater overall impact on the RMON's emissions profile.

Currently electricity consumption is a small overall contributor to the RMON's emissions profile. This is a result of low emissions intensity in the current electricity supply in Ontario. However, it is expected that this will increase in the future. While fuel-switching fossil fuel consumption to electricity is widely accepted as the key to a low-carbon future, projected increases to the emissions intensity of the Ontario electricity grid may also require further investment in distributed renewable energy resources to produce that electricity cleanly.

A summary of the BAU emissions forecast for the RMON's Corporate operations is provided in Figure 5 and Table 5 below.

¹¹ Watson & Associates Economists Ltd. (2022). Development Charges Background Study - Regional Municipality of Niagara. In Niagara Region. <https://www.niagararegion.ca/business/property/pdf/2022-dc-background-study.pdf>

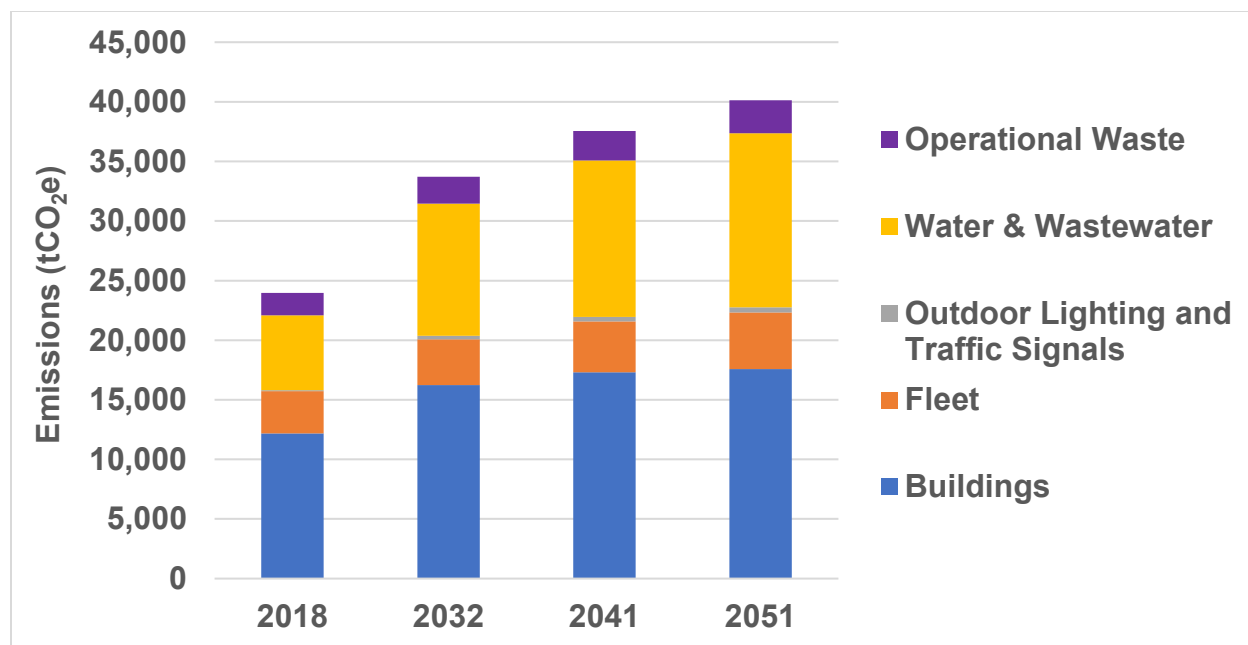


Figure 5 - RMON BAU Projected Emissions to 2051 (Plot)

Sector	2018 tCO ₂ e	2032 tCO ₂ e	2041 tCO ₂ e	2051 tCO ₂ e
Buildings ¹²	12,186	16,235	17,297	17,568
Fleet	3,526	3,846	4,282	4,765
Outdoor Lighting and Traffic Signals	91	299	374	416
Water and Wastewater	6,280	11,085	13,129	14,610
Operational Waste	1,890	2,242	2,469	2,777
Totals	23,973	33,707	37,551	40,136

Table 5 - RMON BAU Projected Emissions to 2051 (Table)

¹² Per GHG Inventory, 2018 building emissions totals vary from baseline as waste management facilities are excluded due to lack of gross floor area data for this subsector.

The results are telling – without mitigation, the RMON will see an expected 67% rise in Corporate emissions between 2018 and 2051. Energy expenditures are also projected to increase between 37% (low-cost scenario) and 86% (high-cost scenario) by 2051⁹. This represents an increase of between \$6.6M to \$17.8M annually.

This requires an urgent call for decisive action. This trajectory demands immediate strategic interventions and collaborative departmental efforts to steer the course towards something more sustainable. In doing this, the RMON also demonstrates a commitment to the community through a lead-by-example approach.

The Future (Setting a Reduction Target - PCP Milestone 2)

The Corporate GHG Inventory provided a thorough understanding of Corporate emissions which was the basis for establishing an aggressive but achievable emissions reduction target. The goal of this target is to set the foundation, direction, and time horizon for emissions reductions efforts.

On May 10, 2023, a Target Report was prepared and presented to Council which proposed an 80% emissions reduction target by 2050 over 2018 levels. This presentation generated significant interest and discussion. The result of that engagement was commitment to set an ambitious target of Net-Zero emissions by 2050. This target aligns with several other Ontario municipalities and demonstrates the RMON's unwavering commitment to sustainability.

This Net-Zero target (in principle) was formally endorsed by Council and thus became the RMON's commitment. The establishment of this target satisfied the requirements of the PCP program Milestone 2 (Setting a Reduction Target) and was an essential step in laying the foundation for this CCAP (Milestone 3).

Short and Long-Term Targets

In formulating the CCAP, the RMON focused on practical decarbonization actions and corresponding outcomes/goals. To set quantifiable emissions reduction targets, these are divided into short (accomplished in less than 5 years) and longer-term targets (requiring greater than five years).

In the short term, the RMON's efforts will generally concentrate on foundational policies and the actions described in this CCAP prioritized by their relative cost to decarbonize (i.e. \$/tCO_{2e} reduced). The 2024-2028 CDMP provides these technical metrics for a variety of proposed projects in the Buildings and Water and Wastewater (WWW) sectors. The RMON will tackle energy efficiency retrofits, implement new policies to reduce waste, and begin to electrify light-duty vehicles and heating systems in alignment with the capital replacement schedules for those assets.

Table 6 outlines the organization's 2028 emissions reduction targets by sector, expressed as percentage reductions below 2018 levels. Although the sector-specific GHG reduction targets total 60.1%, the overall Corporate GHG reduction target is **17.9%** (4,385 tCO₂e), reflecting the combined impact of all sectors and alignment with the Net-Zero goal.

Sector	Short-Term Goal (2028)	Emissions Reduction (tCO ₂ e)	Primary Enablers
Buildings	20.8%	2,630	<ul style="list-style-type: none"> Electrify space and domestic hot water (DHW) heating systems at end-of-life Prioritize natural gas efficiency measures
Water and Wastewater	19.3%	1,213	<ul style="list-style-type: none"> Electrify space and domestic hot water heating systems at end of life Prioritize natural gas efficiency measures Leverage low-carbon fuels (either electricity or RNG) for process heating
Fleet	10%	353	<ul style="list-style-type: none"> Replace end of life light-duty vehicles (estimated quantity of 30) with hybrid or fully electric vehicles
Outdoor Lighting and Traffic Signals	0%	0	<ul style="list-style-type: none"> N/A – See notes below
Operational Waste	10%	189	<ul style="list-style-type: none"> Enhance solid waste data collection strategies to enable informed analyses and identification of opportunities Set waste reduction targets/policies as well as provide education and training to raise awareness, foster sustainable habits and improve compliance

Sector	Short-Term Goal (2028)	Emissions Reduction (tCO ₂ e)	Primary Enablers
Total	17.9%* ¹³ (reflects the Net-Zero trajectory)	4,385	

Table 6 - RMON Short-term Goals by Sector

Some notes related to these short-term goals:

- The 2024-2028 CDMF process used 2023 data to calculate Scope 1 and 2 emissions for Buildings and WWW. A 20% reduction target was then established for these sectors relative to the emissions in 2023 (CDMF base year). The expectation is this 20% reduction below 2023 levels will be accomplished by the end of the CDMF period in 2028. Since the base year for this CCAP is 2018 (per the RMON's [GHG Inventory](#)), those 20% reduction targets were translated back to equivalent reductions from 2018 (instead of 2023 per the CDMF) to maintain alignment.
- A high-level assessment of the remaining useful life of natural gas assets, conducted as part of the 2024-2028 CDMF, indicated that roughly 16% of natural gas assets in Construction, Energy & Facilities Management buildings as well as 29% of natural gas assets in Niagara Region Housing buildings will be due for replacement between 2024-2028. While preliminary and not comprehensive, this datapoint supports the premise that the short-term goals are reasonable to anticipate.
- The GHG reduction potential for Outdoor Lighting and Traffic Signals in the short-term is minimal, therefore has been assumed to be 0% for conservativeness.

For the longer term, the RMON's strategy will primarily include enhanced policy support and deeper capital investment to further electrification in the Fleet, Buildings, and WWW sectors. In Wastewater plants, the RMON will begin to focus on capital-intensive projects to leverage low-carbon fuels (such as RNG) in place of natural gas for emission-intensive anaerobic digestion processes. The importance of implementing policies that align with achievement of Corporate climate change goals was previously mentioned. For Operational Waste, in particular, policy support will be required to influence the real human aspect of reducing solid waste and reaching deeper levels of decarbonization. The RMON's overall approach is designed to achieve short-term

¹³ The 17.9% overall reduction goal represents the organization's aggregated corporate emissions reduction target by 2028, aligned with the Net-Zero trajectory, rather than the direct sum of sector-specific reductions.

environmental responsibilities while positioning the organization to achieve the longer-term goal of Net-Zero by 2050.

Figure 6 provides a visual of emissions reductions between the 2018 baseline and 2028 targets. It also provides projections beyond 2028 towards the overall 2050 Net-Zero target.

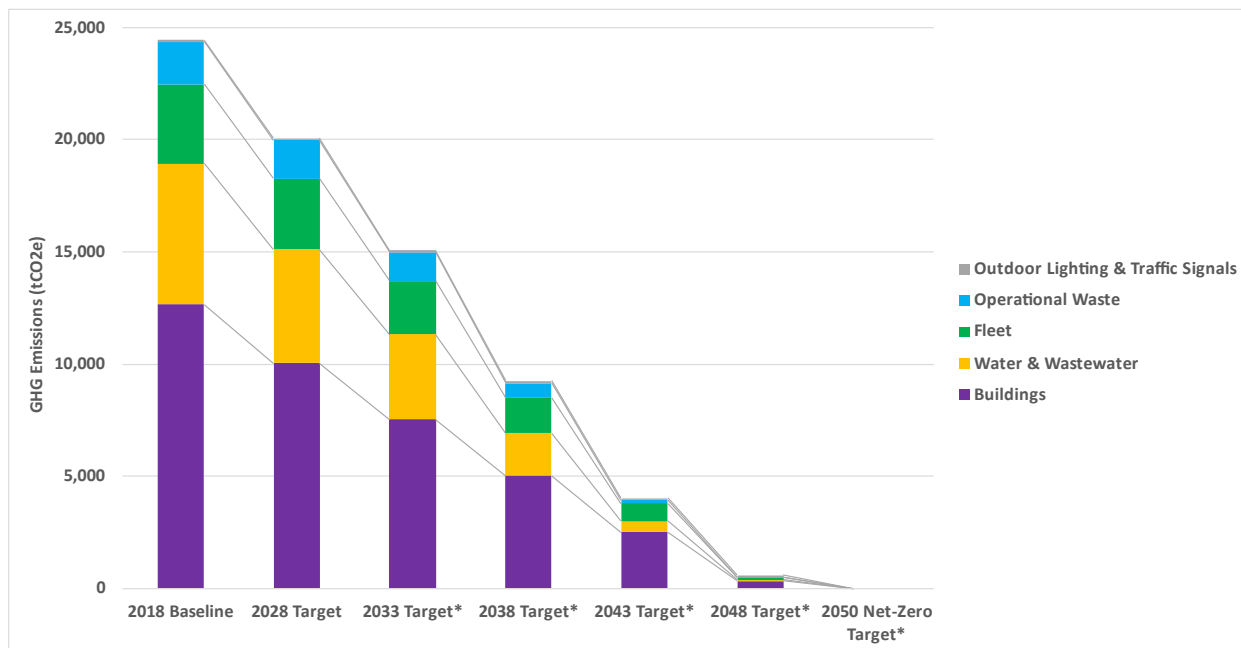


Figure 6 - RMON 2018-2050 GHG Reduction Timeline (Visual)

Achieving the Net-Zero target will require reaching the deepest decarbonization levels possible in each of these emissions sectors. There are a significant number of external factors (e.g. electricity grid emissions factor, availability of new technologies) that will impact the potential to achieve this goal. As a result, long-term goals set now, so far from the 2050 milestone are inherently uncertain. This is particularly true for more specific goals such as percentage reduction target by sector. For this reason, the 2033-2050 periods illustrated in Figure 6 (labelled with asterisks) are for visual purposes only and should not be treated as accurate representations of targets or progress in that timeframe. In practice, and as previously described, the emissions from these sectors will be reduced to the extent possible then the remainder will be offset.

Progressing further towards 2050, updates to this CCAP will provide more specific information about these longer-term potentials and set future (2033, 2038, etc.) emissions reductions targets. Activities such as the detailed analyses of the RMON's GHG Reduction Pathway Studies will provide additional information to improve the accuracy of interim projections towards achievement of the 2050 goal.

The Plan (Corporate Climate Change Action Plan - PCP Milestone 3)

This Corporate Climate Change Action Plan outlines the RMON's strategy to achieve Net-Zero GHG emissions by 2050, informed by the Corporate GHG Inventory. It includes proactive measures for climate adaptation and resilience, aligned with Council's 2023-2026 Strategic Priorities. It emphasizes Corporate engagement, education, and awareness by incorporating feedback from regional departments and developing a plan to empower staff. The plan aligns with existing policies, federal and provincial laws, and ensures clarity with measurable, financially viable actions. It fosters a culture of sustainability, embedding climate action throughout the organization while adopting resilient strategies to address climate impacts.

The Net-Zero Strategy

The RMON's Net-Zero Strategy stands as a pillar of commitment to combatting climate change. As the world navigates a critical juncture in collective environmental responsibility, this comprehensive Plan serves as the RMON's ultimate guide.

At its core lie three fundamental pillars of decarbonization – efficiency/waste management, electrification, and green energy. These pillars have sequential components that are interconnected, and those relationships are described in this section. These guiding pillars are then applied to the sectors and subsectors of the RMON's operations to drive GHG reductions across the organization and strive towards the 2050 Net-Zero goal.

Three Guiding Pillars of Decarbonization

Efficiency/Waste Management

Efficiency and waste management are fundamental to the RMON's decarbonization strategy. Energy efficiency optimizes processes and uses innovative technologies to minimize energy waste while maximizing effectiveness. For instance, upgrading to energy-efficient LED lighting and enhancing building insulation can significantly reduce energy consumption and improve comfort within facilities. Considering efficiency and waste management can achieve greater output with fewer resources, leading to reduced GHG emissions from energy use.

In Corporate settings, effective waste management involves strategies such as reducing and reusing office supplies, recycling paper, plastic, and other materials, and implementing composting for organic waste from cafeterias or offices. By minimizing solid waste for disposal, an organization's carbon footprint can be reduced.

Electrification

Following implementation of efficiency measures there are often opportunities to “fuel-switch” sources of energy to lower carbon alternatives. More specifically, electrification involves transitioning from fossil fuel-based systems to electric-powered alternatives. From a decarbonization perspective, this is beneficial for two reasons (the second being incremental to the first):

1. **Lower Emissions Intensity per unit Energy:** In general, electricity generation and transmission related emissions on a per kilowatt-hour (kWh) of energy basis are lower than that for an equivalent kWh of fossil fuel consumption. This remains true except in areas using significant high-carbon (coal, diesel) methods for electricity generation.
2. **Relatively clean Ontario electricity grid:** In Ontario, electrification serves as a leading decarbonization measure due to the province's predominately low-carbon electricity grid. With a substantial share of nuclear, hydroelectric, and renewable sources, powering electrical loads with Ontario's grid results in far fewer Scope 2 emissions (with Ontario's electricity factor being 30gCO₂e/kWh consumed¹⁴) than when powered by grids more dependent on fossil fuels.

As a result of the above drivers, transitioning energy end-uses such as transportation and heating from fossil fuel sources to electricity leads to significant emissions reductions.

This shift is evident in the transportation sector with the growing adoption of battery electric vehicles (BEVs) and the move away from internal combustion engine (ICE) vehicles – in alignment with the federal government plan (Canada's Electric Vehicle Availability Standard¹⁵) for all new vehicles sold in Canada to be zero-emissions (tailpipe) by 2035. By embracing BEVs, organizations can reduce reliance on gasoline and diesel automotive fuels and lower emissions for transportation. Similarly, electrifying heating systems to reduce or eliminate natural gas consumption can result in meaningful emissions reductions. An example of this is implementing commercial heat pump technologies which have additional safety benefits.

¹⁴ Environment and Climate Change Canada. (2023). NATIONAL INVENTORY REPORT 1990 –2021: GREENHOUSE GAS SOURCES AND SINKS IN CANADA Part 3. Government of Canada (p. 67). Environment Canada. https://publications.gc.ca/collections/collection_2023/eccc/En81-4-2021-3-eng.pdf

¹⁵ Government of Canada. (2023, December 19). Canada's Electric Vehicle Availability Standard (regulated targets for zero-emission vehicles). [www.canada.ca. https://www.canada.ca/en/environment-climate-change/news/2023/12/canadas-electric-vehicle-availability-standard-regulated-targets-for-zero-emission-vehicles.html](https://www.canada.ca/en/environment-climate-change/news/2023/12/canadas-electric-vehicle-availability-standard-regulated-targets-for-zero-emission-vehicles.html)

Green Energy

The final stage of decarbonization involves deploying green energy generation, such as solar photovoltaic or biomass/biogas, which are carbon neutral and renewable.

Ontario's electricity grid currently has a low emissions factor; however, it is projected to increase in the future. In that case electrification would not be as beneficial for GHG emission reductions where loads are reliant on grid-connected generation. This may require additional investment in on-site renewable energy to ensure cleaner electricity production.

Implementing renewable energy should follow efficiency and electrification for several reasons:

1. **Cost-effectiveness:** Initial efficiency improvements and electrification are generally more cost-effective, requiring less capital than establishing renewable energy systems.
2. **Reduced Energy Demand and Optimization:** Efficiency measures reduce overall energy demand by optimizing processes and minimizing waste. This decreases the required capacity and cost of future renewable energy installations.
3. **Behavioral Transition:** Prioritizing efficiency and electrification helps transition mindsets and behaviors toward sustainability. It prepares individuals for electric alternatives and fosters a culture of sustainability before introducing renewable energy generation, demonstrating the benefits of decarbonization.

Efficiency and electrification lay a strong foundation for integrating green energy generation, maximizing its value and impact.

Sector-Specific Emission Insights

This section provides insights into the emissions for each of the RMON's emissions sectors. It also provides examples of some of the decarbonization actions that the RMON is already taking. A list of future, potential decarbonization projects is provided in [Appendix A](#).

Buildings

As of 2018, Buildings accounted for **51.8%** of the RMON's Corporate emissions profile. This sector is the largest emissions contributor, driven mainly by electricity and natural gas use.

Energy consumption in buildings is dependent on several factors including building designs/envelopes, the efficiency of mechanical systems as well as occupant behaviour.

The path to decarbonizing buildings involves improving energy demand ([efficiency](#)) and the sources of energy ([electrification](#) and [renewable energy sources](#)).

To better understand the complex nature of energy consumption throughout the RMON's building portfolios, analyses were completed to estimate energy (electricity and natural gas) consumption and subsequent GHG emissions by end-use, informed by the results of previous building audits.

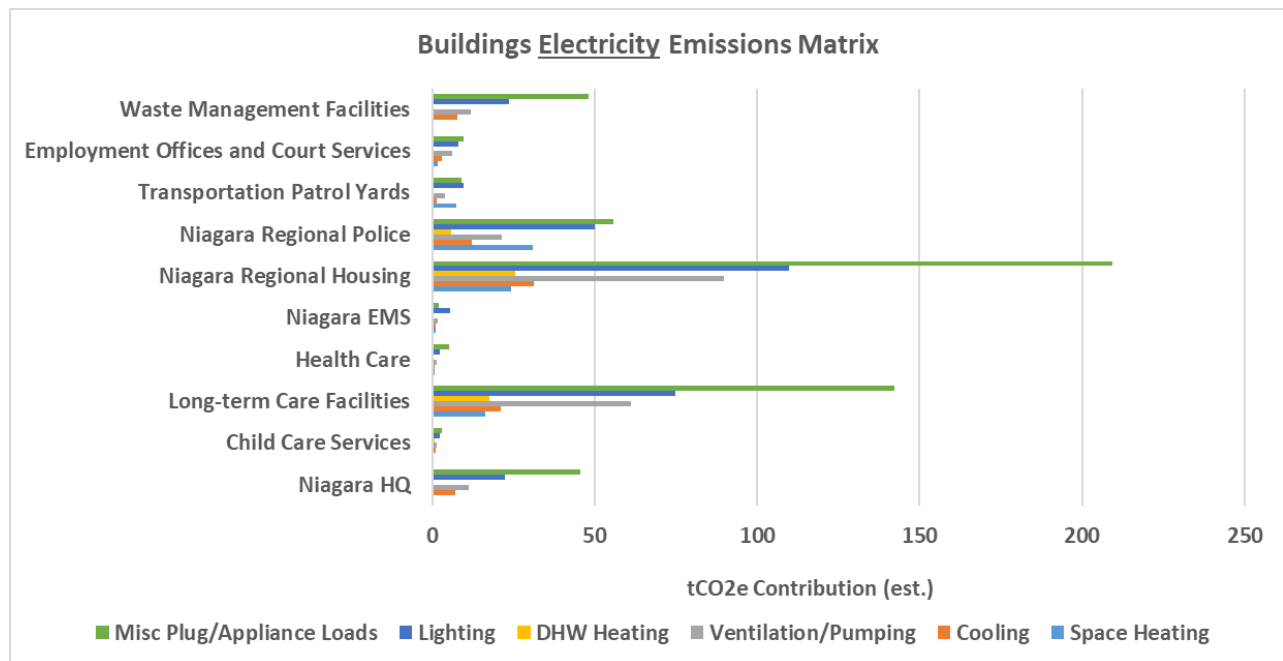


Figure 7 – 2018 Buildings Electricity Emissions by End-use

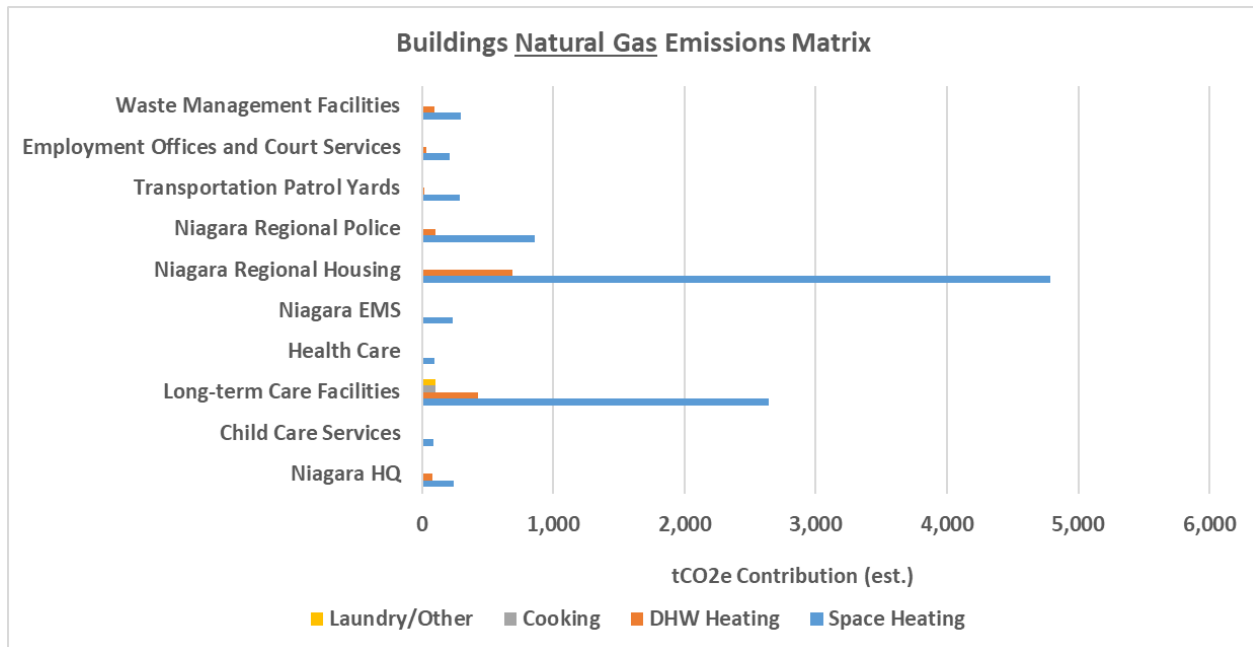


Figure 8 – 2018 Buildings Natural Gas Emissions by End-use

On the electricity side (Figure 7), miscellaneous plug loads (including office equipment) and appliance loads are estimated to contribute the largest amount to energy consumption and subsequent emissions. Lighting and HVAC (namely cooling and ventilation) are also notable contributors, followed by small amounts of electric space heating and domestic hot water heating.

On the natural gas side (Figure 8), space heating contributes significantly to the RMON's consumption and emissions profile, followed by domestic hot water heating. For perspective, the combined contributions from space heating and domestic hot water heating are estimated to account for roughly 89% (11,205 tCO₂e) of total emissions in the buildings sector. This observation shows the importance of addressing these end-uses in the journey towards the 2050 Net-Zero goal.

Two significant commitments for buildings that are currently being tabled for discussion at the RMON are:

- 1) Implementation of a policy to investigate the prevention of like-for-like replacement of natural gas domestic hot water (DHW) or space heating equipment at their respective end of life.
- 2) Require all new constructed Regional buildings owned or paying utility costs to be Net-Zero, including design considerations like rooftop support for solar PV and energy storage. This reduces operational emissions, enhances resiliency, and offsets embedded carbon from construction.

These commitments are essential for reaching the Net-Zero target. The RMON is also investigating implementation of ISO 50001 energy management standards across the organization. Concurrently, as previously mentioned, the RMON is conducting GHG Reduction Pathway Studies for 12 buildings to develop strategies for significant emissions reductions, aiming for Net-Zero. Finally, the RMON is exploring a geothermal energy project at the headquarters facility in Thorold to reduce operational costs and GHG emissions by reducing natural gas use for heating. This could serve as an example for similar initiatives at other RMON facilities.

Water and Wastewater

As of 2018, Water and Wastewater accounted for **25.7%** of the RMON's Corporate emissions profile. The WWW sector is energy-intensive primarily due to the nature of the treatment and pumping processes involved.

Wastewater treatment involves energy-intensive steps to remove pollutants and harmful substances to make water safe for discharge or reuse. Significant pumping power is required to move water and wastewater through pipes and processes. Additionally, as demand for clean water rises through population growth and more stringent standards for wastewater treatment are implemented the energy consumption and corresponding emissions from this sector are likely to increase. Also, WWW plants are sizable facilities that have their own non-process requirements (e.g. space heating, DHW, lighting) that also contribute to the RMON's emissions profile.

For these reasons, the WWW sector plays a critical role in the broader context of the CCAP. To achieve a more detailed understanding of where the RMON's emissions in this sector originate, analyses were conducted to estimate energy (electricity and natural gas) consumption and subsequent GHG emissions by end-use.

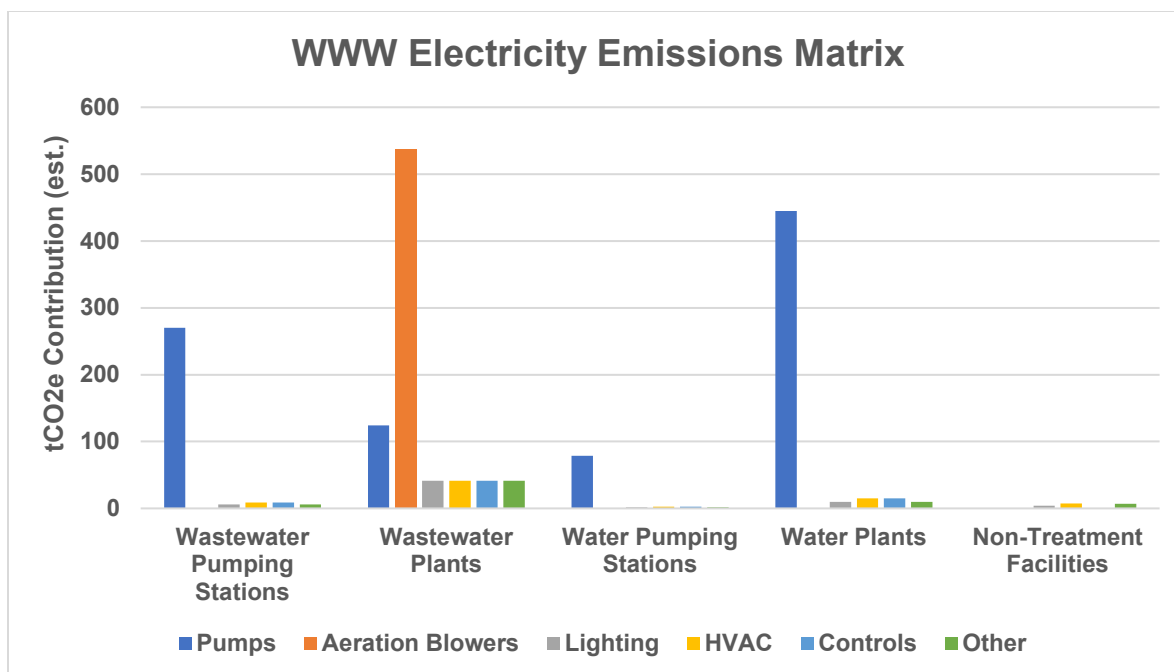


Figure 9 – 2018 WWW Electricity Emissions by End-use

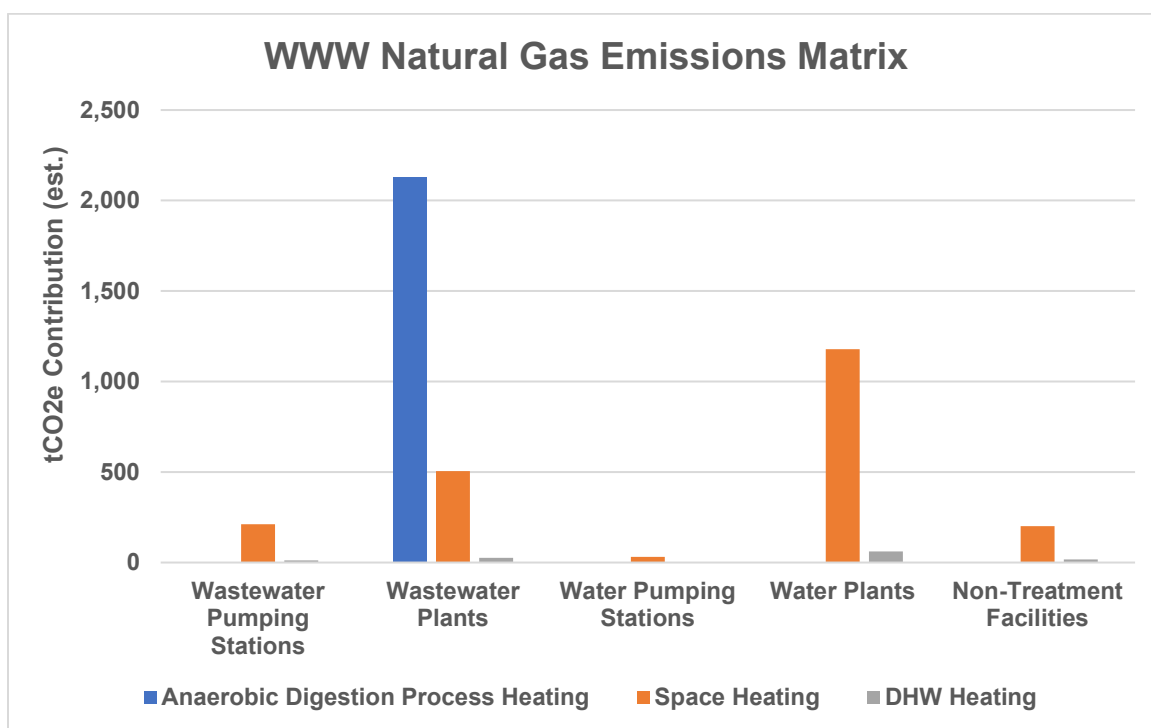


Figure 10 – 2018 WWW Natural Gas Emissions by End-use

Based on the end-use analyses (Figure 9 and Figure 10), the RMON's largest emissions contributors are natural gas used for anaerobic digestion process heating and space heating, and electricity for aeration blowers and pumps. Anaerobic digestion at the wastewater treatment plants breaks down organic matter using microorganisms

to produce biogas (mainly methane and carbon dioxide) and digestate. This process requires heat to maintain optimal conditions for microbial activity, and the combustion emissions from this heat source contribute significantly to overall process emissions. Since 2018, the RMON has harnessed over 6 million cubic meters of biogas annually from this process, which has been primarily used in boilers to recycle heat back into the digestion process or for space heating. This circular approach results in lower emissions compared to using natural gas alone. However, challenges remain with biogas availability and demand matching. To address this the RMON is exploring other solutions including renewable natural gas (RNG) opportunities to further decarbonize this process.

Additionally, the RMON has integrated the Envision™ Sustainable Infrastructure Framework¹⁶ into new site designs. This framework evaluates sustainability and resilience across various infrastructure types offering a comprehensive assessment of water and energy use, waste generation, GHG emissions reductions, and renewable energy integration. As the CCAP aligns with the CDMP, it is important to note that a 20% emissions reduction target for water and wastewater treatment facilities has been set as the target by the end of 2028.

¹⁶ Envision Canada - Envision Canada. (2023, January 3). <https://envisioncanada.com/about-envision-canada/>

Fleet

As of 2018, the RMON's vehicle Fleet accounted for **14.4%** of the RMON's Corporate emissions profile. Figure 11 breaks this down further by vehicle type.

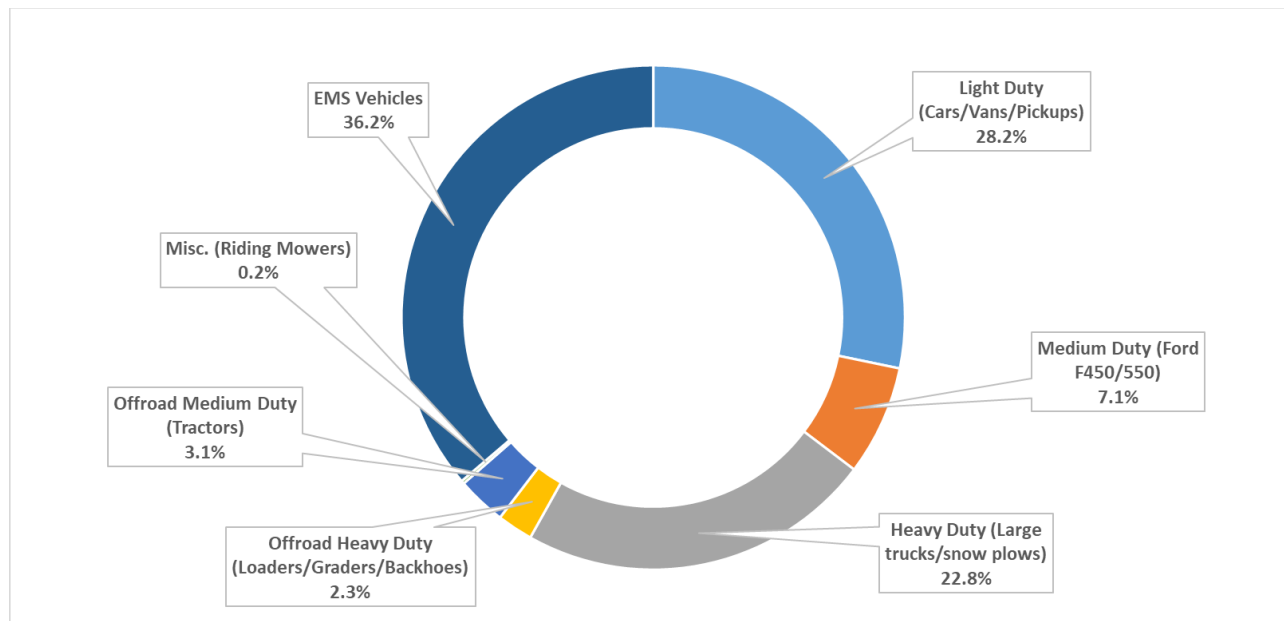


Figure 11 – 2018 Fleet Emissions by Vehicle Type

In summary:

Emergency Medical Services (EMS) vehicles are the largest contributor at 36% of fleet emissions

Light-duty (cars/vans/pickups) vehicles are the second largest contributor at 28% of fleet emissions

Heavy-duty (large trucks/snowplows) are the third largest contributor at 23% of fleet emissions

The remaining contributions are related to medium-duty, offroad and miscellaneous vehicle types.

As it relates to the [Guiding Pillars of Decarbonization](#), both efficiency and electrification/fuel switching efforts can reduce fleet emissions meaningfully. More fuel-efficient vehicles are typically cost-effective measures but have a smaller GHG reduction potential. Fuel switching by investing in fully electric vehicles will achieve much deeper GHG reductions but can have cost and technology challenges.

A Green Fleet Plan and Policy (GFPP) will be developed in alignment with Council Strategic Priorities for 2023-2026 and this Net-Zero by 2050 pathway. The GFPP will lay out the specific plan and strategies to reduce the environmental impact of the RMON's vehicle fleet. This will include transitioning to electric or hybrid vehicles, implementing fuel-efficient practices and policies, and investigating the feasibility of other alternative fuels. Fleet size and route optimization will also be considered in the GFPP.

For many non-light-duty vehicle types there are currently technology constraints that limit the ability to fuel-switch to low-carbon alternatives (e.g. EMS vehicles). Technology continues to change rapidly in this space. The GFPP will play a critical role by enabling continuous market research, with the support and expertise of the Economic Development department, so the RMON can stay informed of the most recent developments. The results of the GFPP and this market research will inform fleet-related actions in future CCAP updates. This GFPP as well as the availability of funding are key to the successful decarbonization of the RMON's vehicle fleet.

Outdoor Lighting and Traffic Signals

As of 2018, Outdoor Lighting and Traffic Signals accounted for **0.4%** of the RMON's Corporate emissions profile. At that point the RMON had already converted all roadway lighting to efficient LED technology, and over half of the warning beacons were solar powered and did not consume electricity from the grid. Since 2018, the RMON has also finalized the conversion of traffic signals to LED. Ultimately, the generation emissions of the Ontario grid will play a significant role in the emission trends for Outdoor Lighting and Traffic Signals.

Operational Waste

As of 2018, Operational Waste accounted for **7.7%** of the RMON's Corporate emissions profile. These contributions are proportional to the volume of solid waste generated from waste bins at municipally owned facilities and housing units, as well as from the treatment of this waste. From a Corporate perspective, the RMON's goal is to reduce and divert the volume of solid waste generated at its facilities as much as possible. This is a shared responsibility between RMON and its employees.

Waste Management

The RMON's Keen on Green committee is responsible for waste reduction initiatives and annual waste audits on the RMON Headquarters and Niagara Regional Police Services Headquarters (per the requirements of Ontario Regulation 102/94). The Keen on Green (KOG) committee was established with a mandate to identify and implement initiatives to minimize waste and increase diversion at these facilities. This cross-departmental committee, which includes Waste Management staff, meets at least four

times annually and is dedicated to promoting practices to reduce waste. Figure 12 highlights some of the initiatives that the KOG committee are actively facilitating.

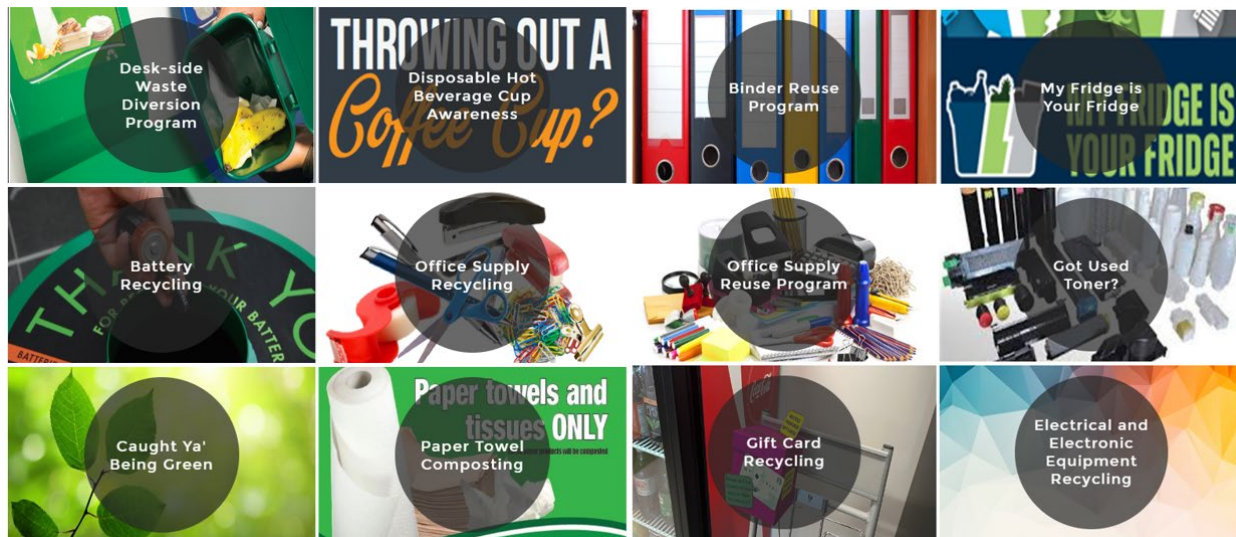


Figure 12 - Active Keen on Green Initiatives

The RMON is also currently developing a Waste Management Strategic Plan (WMSP) that aligns with the CCAP time horizon. This plan aims to assess the current waste management system and develop direction/system options to establish a preferred system. This plan also includes a life cycle assessment to quantify potential GHG decreases or increases attributed to the options.

Also, Sustainable Procurement will be integrated into the broader Social Procurement initiative at Niagara Region, ensuring that the Region's purchasing decisions not only support environmental sustainability but also contribute to positive social outcomes. By embedding sustainability into the procurement processes, the aim will be to drive positive change across the Region's supply chain, fostering economic equity and environmental stewardship while meeting the organization's broader social and environmental goals.

Facilities

Facilities and operations staff also each play their own critical roles in reducing solid waste in their respective facilities. While decarbonization measures in other areas (such as fleet and buildings) are primarily driven by technology changes, the opportunities for decarbonization in Operational Waste have a large behavioural component. As a result, Facilities staff play an important role in promoting practices to reduce solid waste at the sites under their management.

Having access to quality, facility-specific solid waste data is also essential to identify and act on the most significant opportunities in this space. The RMON's data collection efforts for the GHG inventory provided valuable insights on methods to collect and handle this data. The RMON continues to investigate the best approaches to accomplish this while balancing the resources required.

Tackling the Balance

Though comprehensive implementation of the CCAP through waste/energy efficiency, electrification, and on-site renewables will significantly reduce Corporate emissions, the RMON acknowledges that complete elimination is not achievable. Energy consumption and solid waste cannot be reduced to zero, therefore addressing residual emissions is crucial for reaching the Net-Zero target.

To address these challenges, the RMON will explore offsite renewable energy projects to attain Renewable Energy Credits (RECs), which certify that electricity was generated from renewable sources, to offset grid emissions. Where feasible the RMON will also consider opportunities for sale of biogas (from WWW) to acquire carbon credits to offset residual emissions.

Additionally, carbon sequestration initiatives, including tree planting and a forthcoming Greening Strategy, will help neutralize the RMON's environmental impact. Finally, the RMON continues to investigate carbon capture (such as methane capture in landfills) and storage solutions as technology is advancing rapidly in this space.

There are significant opportunities for the RMON to reduce Corporate emissions before turning to any of these "last-mile" efforts, however this commitment is important to ensure that the CCAP's approach evolves with advancements.

The Action Plan

The RMON recognizes the imperative to transition towards Net-Zero emissions. However, it is important to be aware of the considerations that pose challenges to this transformation:

- **Cost**
 - The cost to decarbonize remains high
 - Departments operate within budgets derived from taxpayers/ratepayers or limited public funds
 - Project prioritization remains a challenge due to evolving infrastructure needs
- **Technological**
 - Low-carbon solutions/technologies for some emissions sources are not yet mature
 - Solutions/technologies at these stages (e.g. heavy-duty vehicles) of maturity are costly and carry technical risk
- **Operations**
 - Broad buy-in (top-down) is necessary
 - Clear delineation of departmental responsibilities and allocation of staff resources is required
 - Effective collaboration across departments is essential as efforts often overlap cross-functional teams
 - Political shifts pose a risk to continued execution as focus and priority given to its actions can fluctuate

To address this, the RMON proposes a pragmatic, three phase approach that balances environmental responsibilities with the realities of these challenges.

Phase 1: Short-term (0-5 years) – Foundational Policy Development and Strategic Investments: Leverage end-of-life opportunities, understand life cycle costs to minimize expenses, increase efficiency, and establish foundational sustainability policies and processes.

Phase 2: Medium-term (5-15 years) – Policy and Process with Initial Capital Investments: Enhance and solidify sustainable policies and processes while beginning initial capital investment projects to support future large-scale investments.

Phase 3: Long-term (15+ years) – Intensive Capital Investment and Tackling the Balance: Make significant capital investments (leveraging funding where available) in

advanced technologies/infrastructure and refine established policies to achieve deeper sustainability gains towards the Net-Zero target.

Tables 7 to 9 below outline a structured plan with these three distinct phases (short, medium and long-term, respectively) that gradually lead the RMON towards the Net-Zero target. Each phase is designed to strategically build upon the previous one, ensuring that impactful changes are made without overburdening financial resources. By focusing initially on cost-saving opportunities and policy development, a strong foundation is formed for the eventual capital investments needed to achieve deeper levels of decarbonization.

Note: Cost (\$ to \$\$\$) and GHG Impact (LOW to HIGH) included in Tables 7 to 9 are for relative comparison. Additional details related to these metrics for those “Project” type actions (that directly impact GHG emissions) can be found in [Appendix A](#).

Table 7: Short-term (0-5 years) – Foundational Policy Development and Strategic Investments

Action Description	Type	Project	Timing	GHG	Cost	Lead	Current
Complete a comprehensive review of existing policies and adjust (as necessary) to prioritize sustainability and integrate climate action: <ul style="list-style-type: none"> Integrate CCAP with strategic and asset management planning to minimize conflicts and promote synergy Align service delivery with climate objectives, reducing carbon emissions 	Policy	N/A	Immediate	N/A	Internal Resourcing	Climate Change Team	HIGH
Begin fuel-switching natural gas heating assets (at end-of-life) in buildings and WWW to low carbon sources (such as heat pumps) per the 2024-2028 CDMP	Project	B-8 W-3	Ongoing	HIGH	\$\$\$	Energy Management, WWW	HIGH
Implement a decarbonization project assessment policy that: <ul style="list-style-type: none"> Prioritizes life-cycle costing (LCC) Consider provincial and federal legislation 	Policy	N/A	Immediate	N/A	Internal Resourcing	Public Works and Corporate Services	HIGH

¹ See Appendix A for the referenced project examples.

Action Description	Type	Project	Timing	GHG	Cost	Lead	Current
<ul style="list-style-type: none"> Explores alternative financial models, such as a revolving energy fund 							
<p>Apply a Climate Lens to align investment decisions with climate action goals through:</p> <ul style="list-style-type: none"> Evaluating the weighting of decarbonization projects within CAMRA Considering both quantitative financial benefits and qualitative benefits (public health, biodiversity, resilience) to prioritize projects Assigning an internal “cost of carbon” to contextualize qualitative benefits 	Policy	N/A	Immediate	N/A	Internal Resourcing	Climate Change Team, Asset Management	HIGH
<p>Perform a review of internal resources to ensure appropriate resourcing for climate action efforts with dedicated personnel and within departmental teams</p> <ul style="list-style-type: none"> Maintain APSC or develop another diverse group with interdepartmental representation Plan for appropriate resources, including expertise in climate initiatives and 	Process	N/A	Immediate and Ongoing	N/A	Internal Resourcing	Climate Change Team, Human Resources	MED

Action Description	Type	Project	Timing	GHG	Cost	Lead	Current
comprehensive training for existing staff <ul style="list-style-type: none"> Partner with external experts, consultants as needed 							
Implement a sustainable procurement policy prioritizing sustainable good or products	Policy	N/A	Future	N/A	Internal Resourcing	Procurement, Waste Management	MED
Secure top-down support and buy-in for the CCAP by: <ul style="list-style-type: none"> Engaging senior management and political leaders for authority and resources Demonstrating Corporate prioritization of climate action 	Process	N/A	Immediate and Ongoing	N/A	Internal Resourcing	Council, Senior Leadership	HIGH
Develop a Corporate climate change engagement, education, and awareness plan to cultivate a culture that values sustainability: <ul style="list-style-type: none"> Encourage and empower staff to contribute ideas and initiatives Recognize and celebrate achievements in sustainability to reinforce commitment Embrace flexibility, learning, and inclusivity 	Plan	N/A	Immediate and Ongoing	N/A	Internal Resourcing	Climate Change Team, Waste Management, Energy Management	HIGH

Action Description	Type	Project	Timing	GHG	Cost	Lead	Current
Implement policy to investigate the prevention of like-for-like replacement of natural gas assets at end of life	Policy	N/A	Immediate	N/A	Internal Resourcing	Energy Management, WWW, Asset Management	HIGH
Implement policy for Net-Zero requirement for all new constructed Regional buildings	Policy	N/A	Immediate	N/A	Internal Resourcing	Climate Change Team, Energy Management, Asset Management	HIGH
Complete low/no-cost energy efficiency projects	Project	B-1 B-2 B-3	Immediate	LOW	\$	Energy Management, WWW	HIGH
Enact a policy and provide training to reduce Fleet emissions through: <ul style="list-style-type: none"> • Driver education program • Idle reduction policy/implementation of auto shutoff technologies • Advanced route planning • Vehicle right-sizing checklist 	Policy	F-1	Immediate	N/A	Internal Resourcing	Fleet	MED
Complete Green Fleet Plan and Policy (GFPP)	Policy	N/A	Immediate	N/A	Internal Resourcing	Fleet, Economic Development	HIGH
Electrify (to hybrid or fully electric) light-duty fleet vehicles	Project	F-2	Immediate	HIGH	\$\$	Fleet	HIGH
Develop a unified policy/procedure (between Waste Management and Facilities) to collect solid	Policy	N/A	Immediate	N/A	Internal Resourcing	Waste Management, Facilities	HIGH

Action Description	Type	Project	Timing	GHG	Cost	Lead	Current
waste data for future inventories and track reduction progress							
Conduct regular waste audits to identify the types and volumes of waste generated. Leverage data to identify areas for improvement	Process	O-1	Ongoing	N/A	Internal Resourcing	Waste Management, Facilities	MED
Develop a waste reduction plan to influence behaviour and raise awareness about its CCAP importance: <ul style="list-style-type: none"> Set facility waste reduction targets and assign responsibility Provide ongoing training on proper waste management practices 	Plan	O-2	Ongoing/ Immediate	N/A	Internal Resourcing	Waste Management, Facilities	MED
Annual Update of GHG Inventory	Process	N/A	Future	N/A	\$/Internal Resourcing	Climate Change Team	MED

Table 8: Medium-term (5-15 years) – Policy and Process with Initial Capital Investments

Action Description	Type	Project Ref.	Timing	GHG Impact	Cost	Lead Responsibility	Current Priority
Investigate potential partnerships with other municipalities and organizations to pool resources, share costs, access larger funding opportunities, and exchange knowledge and best practices	Process	N/A	Immediate	N/A	Internal Resourcing	Climate Change Team	MED
Stay current on decarbonization technologies by: <ul style="list-style-type: none"> Performing market research Collaborating with research institutions and industry experts to exchange information and insights Attending conferences, workshops, and seminars focused on energy and sustainability innovations 	Process	N/A	Ongoing	N/A	Internal Resourcing	Climate Change Team, Energy Management, WWW, Fleet, Economic Development	LOW
Create a process for and identify pilot small-scale decarbonization projects to: <ul style="list-style-type: none"> Gain insights into operational, technical, and financial aspects Identify specific hurdles such as infrastructure requirements etc. 	Process	N/A	Ongoing	N/A	Internal Resourcing	Energy Management, Fleet, WWW, Urban Design	LOW

Action Description	Type	Project Ref.	Timing	GHG Impact	Cost	Lead Responsibility	Current Priority
<ul style="list-style-type: none"> Collect real-world data and staff feedback to inform planning, budgeting, and scaling strategies Build confidence and pave the way for wider acceptance and adoption of decarbonization measures 							
Complete capital energy efficiency projects	Project	B-4 B-5 B-6 B-7 W-2 W-4 W-5 W-6 L-1 L-2	Future	MED	\$\$	Energy Management, WWW	MED
Electrify or de-carbonize fleet	Project	F-3	Future	HIGH	\$\$\$	Fleet	LOW
Review policies for energy management at leased facilities	Policy	N/A	Immediate	N/A	Internal Resourcing	Energy Management	MED
Evaluate opportunities for building consolidation	Policy	N/A	Immediate	N/A	Internal Resourcing	Asset Management	MED
Complete 5-year CCAP updates	Process	N/A	Future	N/A	\$\$/Internal Resourcing	Climate Change Team	LOW

Table 9: Long-term (15+ years) – Intensive Capital Investment and Tackling the Balance

Action Description	Type	Project Ref.	Timing	GHG Impact	Cost	Lead Responsibility	Current Priority
Complete capital-intensive energy efficiency and generation projects	Project	B-9 W-1 W-7	Future	MED	\$\$\$	Energy Management, WWW	LOW
Substitute the use of natural gas with low-carbon fuels (biogas/RNG) for WWW process heating	Project	W-8 W-9	Future	HIGH	\$\$\$	WWW	LOW
Investigate and evaluate methods for tackling “last-mile” emissions: <ul style="list-style-type: none"> Renewable energy credits Carbon offsets Carbon storage and sequestration 	Process	N/A	Future	MED	\$\$\$	Climate Change Team, Energy Management, WWW, Fleet	LOW
Revisit and refine existing plans and policies in support of the CCAP	Policy	N/A	Future	N/A	Internal Resourcing	Climate Change Team	LOW

Cost to Decarbonize

The costs of achieving our GHG reduction goals will be embedded into ongoing operations, ensuring a financially responsible approach to decarbonization. Rather than requiring a separate budget, these investments will be integrated into existing capital projects through asset renewal, end-of-life replacements, and asset management processes. Initiatives from the CDMP will be brought forward through the annual budget process with business case analysis, evaluating GHG reduction impacts, life-cycle costs, and associated benefits. By aligning projects with planned upgrades and end-of-life replacements, additional financial impact can be minimized while maximizing efficiency. Projects will also go through the CAMRA process to ensure strategic investment and prioritization. Through a collaborative, cross-departmental approach, external funding opportunities will be sought after to offset costs and enhance financial viability. Further, aligning our efforts with other master plans will ensure consistency across initiatives and provide further benefits, such as streamlined processes, enhanced coordination, and a unified approach to long-term planning. This will also help optimize resource allocation and ensure that GHG reduction goals are integrated into broader community and organizational objectives.

Providing a precise cost estimate for a 25-year plan is inherently challenging due to numerous unpredictable factors. Rapid advancements in technology, fluctuations in energy prices, shifts in government policies, regulatory changes, and evolving market conditions all impact project feasibility and costs. Additionally, the availability of external funding sources, such as federal and provincial grants, will vary over time. These uncertainties make it impractical to define an exact financial commitment. Instead, this plan is designed to be adaptive, integrating climate action within ongoing operations while remaining flexible to emerging opportunities and changing economic conditions. Some costing estimates and further details are available in the approved 2024-2028 CDMP. Additionally, the upcoming GHG Reduction Feasibility and Pathway Studies will provide insights into site-specific costs and impacts as we continue toward the Net-Zero target. Collectively, the CCAP is not a standalone initiative but an integrated strategy that embeds climate action within core operations, balancing emissions reductions with responsible fiscal planning.

Operational Costs

The Net-Zero Strategy's primary drivers of emissions reductions (aligning with the Guiding Pillars of Decarbonization) each impact operational costs differently:

- **Efficiency:** Projects reduce operational costs by reducing energy consumption.

- **Electrification:**
 - **Buildings and WWW:** Air-source heat pumps increase short-term costs. Heat pumps are more efficient, but electricity is currently more expensive than natural gas. Long-term costs may break even due to rising natural gas prices from the Federal Carbon Charge. Ground-source/geothermal systems are significantly more efficient at low temperatures but have much higher capital costs.
 - **Fleet Vehicles:** Electrification decreases operational costs since driving via electricity is cheaper than gasoline or diesel. A recent Canadian study found 95% of electric vehicles have lower total ownership costs than comparable gasoline vehicles.
- **Green Energy:** Projects like solar photovoltaic systems reduce operational costs by producing free energy, offsetting utility energy purchases.

Measurement and Evaluation Plan

A plan to continuously measure and evaluate progress towards the Net-Zero goal is critical to keeping the CCAP actions on track and achieving the expected emissions reductions. Specific departmental responsibilities are essential, as each department contributes uniquely to these goals. While departmental KPIs (e.g., Water and Wastewater emissions per megalitre of treated flow) provide context, the short and long-term goals focus on absolute emissions reductions. Therefore, progress must be tracked based on total emissions without normalization.

Table 10 provides an overview of the RMON's two main commitments for the measurement and evaluation of progress – formal GHG inventory updates and interim tracking via annual reviews between those formal inventories. Each department has their own responsibilities and is committed to providing the data necessary to accurately quantify emissions and track progress.

Action	Process/Outcome	Frequency	Data Required
Update of GHG Inventory	<ul style="list-style-type: none"> • Formal GHG Inventory update following PCP Protocol • Outcome: an inventory report which outlines emissions from all sources and compares to 2018 	Every 5 years	<ul style="list-style-type: none"> • Electricity and natural gas data for all Corporate buildings (including Housing, Long Term Care) • Electricity and natural gas data for all Water and Wastewater plants and pumping stations

Action	Process/Outcome	Frequency	Data Required
	levels as well as the short-term goals established		<ul style="list-style-type: none"> Operational Waste data for all Corporate buildings Vehicle fuel consumption for all fleet vehicles
Interim Reviews	<ul style="list-style-type: none"> Department-specific reviews of progress in between formal GHG Inventory updates Data to be fed into a common platform Outcomes are numerical/graphical representations of annual emissions results for departments to compare against 2018 baseline and short-term goals established 	Annually	<ul style="list-style-type: none"> Same as above for 5-year formal GHG Inventory updates

Table 10 - Measurement and Evaluation Actions

Performing annual reviews ensures departments stay on track towards short-term targets and allow for time to reevaluate or pivot. They also serve as reminders of the targets and promote continuity/continued momentum if resourcing in departments change. Finally, they make data collection routine so that provision of data for future inventories is streamlined.

With the benefits of annual reviews come one major challenge: resourcing constraints for data collection and calculations. To overcome this, the RMON will investigate new carbon accounting software to assist in automating some of these tasks and to compile data on a common platform. The RMON will also investigate the feasibility of leveraging software that is currently being used for these purposes.

Comprehensive Perspectives: Beyond Decarbonization

The Role of DEI

Diversity, Equity and Inclusion (DEI) is central to the RMON. From establishing a DEI Advisory Committee to working with community members to develop the DEI Action Plan for 2023-2027, the RMON is committed to advancing equity, building welcoming and inclusive communities and workplaces, while eliminating barriers and forms of discrimination.

The RMON has a Corporate commitment to DEI and through this example is leading the way for more inclusive Community climate action in the future. What the RMON does as an organization can also affect the wider community. Understanding this, the RMON considers how actions might impact communities right from the start of the planning process. This process ensures that the RMON is making a positive contribution to their well-being and the environment.

The RMON understands that a robust CCAP must go hand in hand with a commitment to DEI. From a Corporate perspective, the RMON's approach to addressing climate challenges is rooted in the belief that a diverse and inclusive workplace fosters innovative, resilient, and sustainable solutions. The significance of DEI in this regard is two-fold:

- Diversity is not only a source of strength but a critical factor in an organization's ability to confront climate change effectively. A commitment to inclusivity ensures that the perspectives, experiences, and unique insights of the RMON's diverse team shape climate strategies.
- The decarbonization actions described in this CCAP, as well as climate change, may have varying effects on different communities and individuals. The CCAP acknowledges these potential disparities and aims to consider diverse impacts, striving to enhance positive outcomes where possible.

There are several facets of the CCAP strategy that combine to meet the above goals:

1. **Diverse Team Engagement:** The RMON actively engages with staff, valuing their input and leveraging their diverse perspectives to inform strategies for decarbonization and resilience. Forums for dialogue are created through the Climate Change Working Group and Action Plan Sub-Committee, providing opportunities for a variety of perspectives in the decision-making process.
2. **Decarbonization Action Engagement:** The RMON recognizes that actions to decarbonize may have noticeable impacts to individuals close to those projects. As an example, upgrading a lighting system can enhance productivity and

comfort for staff and building occupants. However, this upgrade can also negatively impact individuals with specific sensory sensitivities or visual impairments (through changes in lighting intensity or color temperature). In the planning stage of these projects, the RMON will ensure appropriate engagement (with RMON staff, customers, the community) and exercise careful consideration to ensure that compromises and disadvantages are minimized. This approach aligns with DEI principles by recognizing and valuing the diverse requirements of all and striking an appropriate balance between the RMON's decarbonization commitments and the well-being of those influenced by the actions.

3. **Equitable Resource Allocation:** Resources are allocated thoughtfully, considering the unique needs and vulnerabilities of different departments or teams. The RMON will prioritize investments that are fiscally responsible, promote resilience and ensure that benefits are distributed equitably.
4. **Accessible Information and Support:** The RMON's communication strategies are inclusive and accessible, aligning with the guidelines in the Accessibility for Ontarians with Disabilities Act (AODA) to ensure effective information dissemination to the RMON team and the public. Various mediums are utilized to cater to diverse preferences and needs. The RMON's digital platforms are optimized for accessibility, featuring screen reader compatibility and alternative text for images, and public information is made accessible across multiple channels. Internally, the RMON strives to provide all team members with access to information and support, fostering an inclusive environment that enhances the team's collective ability to address climate change effectively.
5. **Diversity in Leadership:** The RMON actively promotes diverse representation in leadership roles, recognizing that diverse perspectives at the top drive innovative climate strategies and ensure inclusivity in decision-making processes.

Through a commitment to DEI the RMON is not just positively influencing the organization's carbon footprint but also fostering an environment where every employee feels valued, included, and empowered to contribute to the organization's collective climate goals.

Climate Change Adaptation and Resiliency

Climate change effects are already impacting the RMON and its communities. So, while the RMON strives to meet the Net-Zero goal through the CCAP's strategies, the organization must also plan for climate change resilience and adaptability in both short and long-term decisions. This involves adjusting to more frequent extreme weather events, to minimize potential harm to ecosystems, societies, and economies. Resilience means building the capacity to withstand and recover from these impacts to ensure sustainability and well-being.

Land use planning is crucial for reducing human, environmental, and financial risks associated with climate change. Efforts to increase resiliency are essential for reducing the effects of extreme weather events. Emergency and disaster management, along with public health initiatives, are critical for preparedness. Climate change significantly affects human health through heat stress, disease spread, and air quality. This makes public health an important consideration for mitigation and adaptation policies, especially for vulnerable populations. The RMON plans to lead by example through the CCAP and support wider community efforts in an upcoming Community Climate Change Action Plan.

To that end, seven of the RMON facilities are LEED (Leadership in Energy and Environmental Design) Silver certified, demonstrating the organization's commitment to efficient, sustainable, and resilient green buildings. LEED certification credits include measures like protecting natural habitats, rainwater management, and heat island reduction, which has been achieved in several current facilities. The RMON is not only assessing LEED certification for existing buildings through the Building Operations and Maintenance stream but has also implemented backup generators at all EMS bases to ensure service continuity.

Public Health is conducting a Climate Change and Health Vulnerability Assessment for the Niagara Region. Completion of this study is expected by mid/end of 2025. It will identify serious health hazards from climate change. This assessment will guide resource allocation to reduce health risks and improve outcomes. Figure 13 outlines the indicators reviewed in this assessment.

Air Quality	Extreme Temperatures	Other Weather Events	Straospheric Ozone Depletion	Food and Waterborne Illnesses	Vectorborne Diseases
<ul style="list-style-type: none"> Air Quality Health Index ED visits for Chronic Obstructive Pulmonary Disorder and asthma 	<ul style="list-style-type: none"> Tree canopy cover ED visits for cold- and heat-related illnesses, myocardial infarction and hypertension 		<ul style="list-style-type: none"> ED visits for sunburns Incidence of melanoma 	<ul style="list-style-type: none"> Enteric illness rates (campylobacter enteritis, salmonellosis, giardiasis, cryptosporidiosis, and verotoxin-producing E.coli) 	<ul style="list-style-type: none"> Incidence of Lyme disease and West Nile Virus illness
<ul style="list-style-type: none"> Health vulnerabilities related to air pollution 	<ul style="list-style-type: none"> Population statistics for health vulnerabilities related to extreme heat 	<ul style="list-style-type: none"> Key socioeconomic population health vulnerabilities related to extreme weather 	<ul style="list-style-type: none"> Population statistics for vulnerability to ultraviolet radiation 	<ul style="list-style-type: none"> Key population health vulnerabilities related to food and waterborne illnesses 	<ul style="list-style-type: none"> Key population health vulnerabilities related to Vectorborne disease

Figure 13 - Climate Change and Health Vulnerability Assessment Indicators

Additionally, Public Health is conducting Health Impact Assessments (HIA) on qualifying projects. The initiation of an HIA is tied to the risk categories the RMON considers in the

capital allocation planning system. Integrating the results of the HIAs into future CCAP updates would offer several benefits including:

- informed decision-making that prioritizes health and well-being
- enhanced employee productivity through better workplace environments
- improved community relations by addressing local health concerns
- thoughtful alignment of service delivery with health and environmental considerations

The RMON's WWW teams are prioritizing climate change resiliency and adaptation by following the Envision™ Sustainable Infrastructure Framework for new site designs. Key sections of the framework include the Natural World and Climate and Resilience, awarding points for protecting the environment, managing stormwater, and assessing climate vulnerabilities and risks to maximize site resilience. The new South Niagara Wastewater Treatment Plant will undergo Envision™ pre-assessment and verification.

As previously mentioned, additional details regarding the RMON's plans for climate change adaptation and resiliency will be outlined in the RMON's upcoming Community Climate Action plan.

Putting it All Together

This Corporate Climate Change Action Plan is a comprehensive framework aimed at achieving Net-Zero Corporate greenhouse gas emissions by 2050. This plan focuses on strategy and policy enablers that will facilitate the implementation of decarbonization actions across the RMON's various emissions sectors. By prioritizing efficiency, waste management, electrification, and green energy, the RMON is setting the foundation for a sustainable future.

The RMON is committed to integrating climate resiliency and adaptation into planning processes to ensure that infrastructure and services remain robust in the face of changing climate conditions. Through continuous review and alignment with evolving environmental policies, the CCAP remains a dynamic and effective guide. This approach reflects the RMON's dedication to sustainability, resilience, and the well-being of the Niagara Region.

Appendices

Appendix A – Technical Decarbonization Project List

Legend:

<u>Cost Implications (Capital)</u>	<u>GHG Reduction Potential (tCO₂e/year)</u>
\$: < \$10,000	LOW: < 5 tCO ₂ e
\$\$: > \$10,000 to < \$100,000	MEDIUM: > 5 < 30 tCO ₂ e
\$\$\$: > \$100,000	HIGH: ≥ 30 tCO ₂ e
N/A: Estimation not available or applicable	N/A: Estimation not available or applicable

ID	Sector	Measure	Cost ¹⁸	GHG Reduction Potential	Priority
B-1	Buildings	Retrofit lighting to LED	\$\$	LOW	LOW
B-2	Buildings	Implement smart lighting controls	\$	LOW	LOW
B-3	Buildings	Use thermostat setbacks during unoccupied times	\$	LOW	LOW
B-4	Buildings	Implement Building Automation Systems for HVAC, lighting	\$\$	MEDIUM	MEDIUM
B-5	Buildings	Building envelope enhancements (windows, insulation, leak sealing)	\$\$\$	LOW	LOW
B-6	Buildings	Heat/energy recovery ventilation in buildings	\$\$	MEDIUM	MEDIUM
B-7	Buildings	Install high-efficiency, condensing natural gas boilers and advanced thermostat controls	\$\$	LOW	MEDIUM
B-8	Buildings	Transition natural gas-fired space and water heating systems to electric GSHP and ASHP technologies	\$\$\$	HIGH	HIGH
B-9	Buildings	Integration of solar PV in buildings	\$\$\$	LOW	MEDIUM
W-1	WWW	Process heat recovery in WWW	\$\$	HIGH	HIGH
W-2	WWW	Install high-efficiency natural gas condensing water heaters	\$\$	LOW	MEDIUM
W-3	WWW	Transition natural gas-fired water heating systems to electric GSHP and ASHP technologies	\$\$	HIGH	HIGH
W-4	WWW	Ensure right sizing of pumps/pump motors through audits and data analysis	\$\$	MEDIUM	LOW

¹⁸ The Cost and Estimated GHG Reduction Potential for Decarbonization Measures/Actions for the Buildings/Fleet/WWW sectors are reflective of per-unit upgrades (i.e. one facility, one vehicle).

Cost and GHG metrics will also vary based on other factors (e.g. size of facility).

ID	Sector	Measure	Cost ¹⁸	GHG Reduction Potential	Priority
W-5	WWW	Use premium efficiency motors/high efficiency turbo blower technologies	\$\$	MEDIUM	LOW
W-6	WWW	Implement variable frequency drives where feasible on pumps and blowers	\$\$	MEDIUM	LOW
W-7	WWW	Implement advanced aeration blower controls at wastewater plants	\$\$\$	HIGH	LOW
W-8	WWW	Harness and utilize biogas to supplement/offset natural gas consumption for process heating, space heating as well as potential cogeneration	\$\$\$	HIGH	HIGH
W-9	WWW	Leverage RNG (in place of natural gas) for anaerobic digestion processes	\$\$\$	HIGH	HIGH
F-1	Fleet	Driver education, idle reduction policy/auto shutoff technologies, vehicle right-sizing, route planning, advanced fleet management systems, employ ePTOs	\$\$	MEDIUM	MEDIUM
F-2	Fleet	Light-duty fleet electrification	\$\$	MEDIUM	HIGH
F-3	Fleet	Medium and heavy-duty fleet electrification	\$\$\$	HIGH	LOW
L-1	Outdoor Lighting and Traffic Signals	Replace remaining warning beacons with solar alternatives	\$\$\$	LOW	LOW
L-2	Outdoor Lighting and Traffic Signals	Investigate adaptive/smart lighting controls	\$\$\$	MEDIUM	LOW
O-1	Operational Waste	Conduct regular waste audits to identify the types and volumes of waste generated	\$	N/A	MEDIUM

ID	Sector	Measure	Cost ¹⁸	GHG Reduction Potential	Priority
O-2	Operational Waste	<p>General behavioural:</p> <ul style="list-style-type: none"> • Maintain accessible, clearly labeled recycling programs • Set specific waste reduction targets and assign responsibility • Monitor and regularly report progress towards waste reduction targets • Provide ongoing training on proper waste management practices • Raise awareness of the importance of waste reduction for Net-Zero goals • Encourage composting and use of composted materials • Foster friendly competition to incentivize waste reduction efforts 	\$\$	MEDIUM	MEDIUM

Table 11 - Decarbonization Action List (Full)

Appendix B – Potential Funding Sources

Funding Source/Program Name	Funding Entity	Program Description	Funding Amount
Green Municipal Fund	FCM	Funding to implement studies and capital projects at Milestone 4. Several funding streams available	Both loans and grant funding that vary based on project.
Zero Emissions Vehicle Infrastructure Program (ZEVIP)	Natural Resources Canada (NRCan)	Funding towards the deployment of electric vehicle (EV) chargers (Level 2 and 3) and hydrogen refuelling stations across Canada. It operates on an annual calendar of application windows.	Up to 50% of project costs. Max funding amount: Level 2: \$5000/connector Level 3: \$75,000/connector
Save On Energy - Instant Discounts Program	IESO	Instant, point-of-sale discounts available for a variety of lighting products.	Ranges from \$2/unit for T5 LED tubes to \$140/unit for high-lumen LED Highbay fixtures
Save On Energy - Retrofit Programⁱ	IESO	Provides prescriptive and custom (based on energy and demand savings) incentives for a variety of electricity reduction measures (lighting, HVAC, motors, compressed air, VFDs)	Custom incentives: the higher of \$1200/kW or \$0.13/kWh of savings. Prescriptive incentives vary based on measure type, size, application. Some incentive caps apply.
Save On Energy - Energy	IESO	Rewards organizations on a pay-for-performance basis for electricity reductions over a number of years. Some restrictions on eligible facilities apply.	\$0.04/kWh and \$50/kW of Summer Peak Demand Savings,

Funding Source/Program Name	Funding Entity	Program Description	Funding Amount
Performance Program			capped at 20% of Baseline values.
Incentives for Zero-Emission Vehicles (iZEV and iMHZEV)	Transport Canada	Point of sale incentives for the purchase or lease of eligible vehicles which range from light to heavy-duty battery-electric, plug-in hybrid and hydrogen fuel cell vehicles.	Range: low as \$625 for a 12-month lease of a light-duty plug-in hybrid vehicle to \$200,000 for the purchase of certain heavy-duty zero-emission vehicles.
Enbridge Natural Gas Efficiency Programs	Enbridge	A range of prescriptive and custom programs providing incentives to for upgrading to energy-efficient natural gas equipment (e.g. boilers, MUA units, energy recovery ventilators). Specific programs for affordable housing and multi-unit residential buildings. Funding also available for on-site energy assessments in some circumstances.	Range based on equipment type, size and application. Enbridge Energy Solutions Advisors are available to consult with.
Low Carbon Economy Fund (LCEF)	Government of Canada	Provides financial support for organizations to implement large GHG reduction projects and employ low-carbon technologies. Competitive program with the most successful project types being: <ul style="list-style-type: none"> • Waste diversion • Biomass retrofits • Industrial retrofits • Anaerobic digesters • Waste heat recovery • HVAC system retrofits 	Applicants may request from \$1-25M in funding. Max cost-share specific to municipalities is 50%, therefore an eligible project must have expenditures (project costs) >\$2M.

Funding Source/Program Name	Funding Entity	Program Description	Funding Amount
		<ul style="list-style-type: none"> Carbon capture and utilization District energy system upgrades 	
Save On Energy – Industrial Energy Efficiency Program	IESO	<p>Merit-based program that supports customers across Ontario in improving their industrial processes and implementing system optimization projects.</p> <p>Minimum 2,000MWh electricity savings is required.</p>	Up to \$5 million in incentives for each project, capped at 75% of eligible project costs.
Canadian Infrastructure Bank – Green Infrastructure Programs	Canadian Infrastructure Bank, in partnership with SOFIAC	<p>Provides financing to reduce investment barriers and decarbonize buildings.</p> <p>Offers a team of experts that work with the public and private sector as well as other market participants to modernize and improve the energy efficiency of existing buildings.</p>	Varies based on project

Table 12 - Potential Funding Sources

Appendix C – Regulatory Review Framework

The CCAP is a [Living Document](#) that requires systematic reviews to adapt to evolving climate and energy regulations. Continuous monitoring will also identify changes and inform adjustments. Inclusive engagement is important to align strategies with updated regulations, foster transparency, compliance and departmental accountability. Finally, regular reviews and thorough documentation ensure ongoing alignment with policy and demonstrate the RMON's commitment to continuous improvement.

Table steps through the RMON's 8-step, systematic Regulatory Review Framework, which will be led by the Climate Change team, and the Steering Committee once established.

Step	Process(es)
Regulatory Monitoring	<ul style="list-style-type: none"> Continuously monitor federal and provincial climate-related acts, policies, and legislation.
Regular Updates and Alerts	<ul style="list-style-type: none"> Ensure that climate change, energy and sustainability related groups receive regular updates and alerts on changes or new regulations related to climate change.
Impact Assessment and Analysis	<ul style="list-style-type: none"> Evaluate the effects of regulatory changes on the existing CCAP. Identify areas requiring adaptation or alignment for compliance. Organize changes by impact (low/medium/high) and time horizon criticality (immediate/1-5 years/5+ years).
Staff Engagement	<ul style="list-style-type: none"> Collaborate to discuss implications of regulatory changes and develop strategies for CCAP integration.
Plan Adjustment and Alignment	<ul style="list-style-type: none"> Modify the plan to ensure alignment with updated regulations. Document revisions and rationale for transparency.
Implementation and Training	<ul style="list-style-type: none"> Communicate revised plan and provide necessary training for understanding and compliance.
Periodic Review and Audits	<ul style="list-style-type: none"> Establish scheduled reviews to compare the plan against evolving regulatory standards. Allow for timely adjustments.
Documentation and Reporting	<ul style="list-style-type: none"> Maintain detailed records of compliance reviews (timing, depth), modifications (tracked changes), and training (methods, attendees). Prepare regular reports to Council showcasing compliance efforts and improvements.

Table 13 - Regulatory Review Framework

ⁱ The Niagara Region has been identified by the IESO as an area where electricity constraints exist. As a result, regional incentive adders (incremental to base incentives) have been made available in some jurisdictions within Niagara to further encourage update in the Retrofit program.

Subject: Woodland Conservation By-law Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That By-law No. 2020-79, being A By-Law to Prohibit or Regulate the Destruction or Injuring of Trees in Woodlands in The Regional Municipality of Niagara (short title being the “Woodland Conservation By-law”), **BE AMENDED** to reflect the changes set out in Appendix 2 to Report PDS 4-2025;
2. That the necessary amending By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Report PDS 4-2025 and a final copy of the amended By-law, **BE CIRCULATED** to the Local Area Municipalities, NPCA, Niagara Federation of Agriculture, Niagara Woodlot Association, Niagara Home Builders Association, Niagara Construction Association and Niagara Parks Commission.

Key Facts

- The purpose of this report is to present the updated Niagara Region Woodland Conservation By-law for Regional Council review and approval.
- Niagara Region’s Woodland Conservation By-law was last updated in 2020. Since then many significant changes have been made to Regional and Provincial planning policies and documents, including official plans.
- The goal of the updates is to ensure that the By-law can continue to be effectively interpreted and administered in response to changing natural heritage definitions and planning responsibilities in Niagara Region.
- The majority of changes relate to Agricultural Use exemptions. Further minor changes and modernizations are also recommended.

Financial Considerations

Financial costs of undertaking the Woodland Conservation Bylaw review internally have been accommodated within the approved 2024 and 2025 Infrastructure Planning operating budgets. The budget covers staffing and associated expenses for one full-time staff member, a Registered Professional Forester, to administer this By-law.

Analysis

Background: The Woodland Conservation By-law

Section 135(2) of the Municipal Act authorizes upper-tier municipalities to pass by-laws regulating activities that injure or destroy trees within woodlands greater than one hectare in size, as defined in the Forestry Act. Regional Council passed the Woodland Conservation By-law 2020-79 in October 2020. The current version of the Woodland By-law has been administered internally by Regional staff since January 31st, 2021.

Changing Official Plans and Planning Authority Requires By-law Update

The current iteration of the Woodland By-law contains language referring to environmental designations as provided for in the then current Regional Official Plan (2014), and the official plans of local municipalities. Regional Council adopted the most recent version of the Niagara Official Plan (NOP) in June 2022, two years after enacting the current Woodland Conservation By-law.

In 2022, the Provincial government passed Bill 23, the *More Homes Built Faster Act*, 2022, which has the effect of making Niagara Region an “upper-tier municipality without planning responsibilities” effective March 31st, 2025. As a result, the NOP will be downloaded to the lower tier municipalities until such time as it is replaced by updated local official plans.

Taken together, these changes create the need to update Niagara Region’s Woodland Conservation By-law to ensure viability and clear interpretation going forward.

Consultation

As a result of the changing planning responsibilities in Niagara Region, Niagara Staff conducted an internal analysis and consulted with the Regional Agriculture Policy and Action Committee and Local Area Municipalities.

The Woodland By-law was reviewed internally by Regional by-law and planning staff, and a first draft of proposed revisions was sent to members of the Agricultural Policy and Action Committee (APAC) and area municipalities in the Spring of 2024. Proposed updates to the By-law were modified based on feedback received by APAC members and area municipalities. Further modifications to the proposed changes were made following a review by internal legal staff. A second draft of proposed changes was sent to APAC members and area municipalities in February 2025. Comments and discussion with APAC members lead to further minor revisions.

Proposed Changes to the Woodland By-law

The proposed by-law modernizations are largely driven by the need to ensure alignment with the reality of planning policy in Niagara Region going forward – post Bill 23. In this way, the substantive updates are principally the result of: (i) ensuring alignment with the Niagara Official Plan (2022); (ii) the Region’s Official Plan being transitioned to local area municipalities; and/or (iii) aligning the By-law to the 2024 Provincial Planning Statement, as set out below:

Section 1.1: The definition of “Agricultural Use” was updated to match language in the most recent Provincial Planning Statement (2024)

Section 1.26: The Sensitive Natural Area Definition was updated to refer to environmental features in the 2022 NOP that now receive a similar level of protection to Environmental Protection Area features in the 2014 NOP. The 2014 Official Plan divided all natural heritage features into one of two categories: Environmental Conservation Area (ECA) and Environmental Protection Area (EPA). Within ECAs, certain activities were permitted provided that a no net-negative impact threshold was maintained. In contrast, EPA designation represented a higher, “no touch” level of environmental protection. The 2022 version of the Niagara Official Plan eliminates ECA and EPA categories, instead assigning specific protection thresholds to individual environmental feature types. The updated Sensitive Natural Areas definition includes features afforded a “no touch” level of protection in the 2022 NOP, aligning the By-law with environmental protection levels in the current council-approved Official Plan.

Section 4.15: The agricultural exemption has been streamlined, and references to local official plans have been added. Specifically, clarification that Urban Area boundaries are determined by Local Official Plans, rather than the Regional Official Plan. The updates further clarify that for Local Area Municipalities that use zoning overlay systems, environmental overlays cannot be ignored when determining whether an area is designated for agricultural use in a Local Official Plan. This change recognizes the

increased role that area municipalities will play in determining the location and extent of environmental features in their updated official plans. Given the updates to the definition of “Sensitive Natural Areas” the reference to permit application for Sensitive Natural Areas has been removed. The By-law permitting system continues to be addressed in Sections 5 and 6 of the By-Law where, in accordance with the requirements of those sections, applications can be submitted for Good Forestry Practices Permits. Finally, the references to Normal Farm Practices have been removed, and a new separate exemption explicitly related to activities that are Normal Farm Practices has been created.

Section 4.16: A stand-alone exemption for Normal Farm Practices ensures that pre-existing and ongoing agricultural practices will not be impacted by the updated Sensitive Natural Areas definition.

An additional change is being recommended to Section 9 which removes a potential remedy that has not, as a practical matter, ever been used in the context of this By-law. Regional by-law staff will maintain the ability to issue Orders, charge a landowner with a By-law violation for failing to comply with an Order, and to register Orders on title following a legal process.

Redline and clean copies of the updated By-law are found in Appendix 1 and Appendix 2, respectively, which capture the above referenced edits together with some additional housekeeping items. Appendix 3 provides a summary of impacted sections.

Alternatives Reviewed

Alternate draft updates to the Woodland By-law were considered and circulated by Regional Staff to members of Agricultural Policy and Action Committee and local municipalities and were reviewed by internal Legal staff. Many proposed changes were either modified or removed based on feedback received by APAC members and area municipalities. The final version of proposed updates aims to maintain the By-law in its current structure while aligning environmental protection objectives with changing language and expectations in relevant municipal official plans.

Not updating the By-law will result in definitions that are misaligned with relevant planning language and objectives resulting in challenges to by-law interpretation and enforceability by staff and the public.

Relationship to Council Strategic Priorities

Effective Region - The proposed changes will ensure that the Woodland By-law remains enforceable and clearly understood in a changing municipal context.

Green and Resilient Region - The proposed updates align with expanded protection of Significant Woodlands enacted by council through the adoption of updated environmental policies in the 2022 Regional Official Plan.

Prosperous Region - The proposed updates expand and clarify the exemption for Normal Farm Practices, ensuring that preexisting agricultural uses can continue on existing farmland in Niagara Region.

Other Pertinent Reports

- DPD 49-2006 - Update on the Tree Conservation By-law
- CAO 4-2008 - Tree and Forest Conservation By-law Amendments
- DPD 133-2007 - Tree and Forest Conservation By-law Amendments
- Service Level Agreement Tree and Forest Conservation By-law August 2008
- [PDS 13-2019 - Initiation of a Woodland By-law Review](#)

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- CWCD 41-2020- Woodland By-law Review Update
- [PDS 16-2020 Woodland Conservation By-law Review](#)

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Appendices

Appendix 1 Revised Woodland Conservation By-law (2020-79) – mark-up copy

Appendix 2 Niagara Region Woodland Conservation By-law (2025-xx) – clean copy

Appendix 3 Table summarizing proposed Woodland by-law updates

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO PROHIBIT OR REGULATE THE
DESTRUCTION OR INJURING OF TREES IN
WOODLANDS IN THE REGIONAL MUNICIPALITY OF
NIAGARA

WHEREAS Section 135(2) of the *Municipal Act, 2001*, S.O. 2001, c. 25, (the “Act”), as amended, provides that Regional Council may by bylaw prohibit or regulate the destruction or injuring of trees in woodlands designated in the by-law;

AND WHEREAS Section 135(7) of the *Municipal Act* provides that the by-law may require that a permit be obtained to injure or destroy trees in woodlands as designated in the by-law and impose conditions on a permit, including conditions relating to the manner in which destruction occurs and the qualification of persons authorized to injure or destroy trees;

AND WHEREAS Regional Council ~~the Council for The Regional Municipality of Niagara (“Regional Council”)~~ deems it desirable to enact such a by-law for the purposes of:

- conserving and improving the Woodlands in the Regional Municipality of Niagara ~~(the “Region”)~~ through Good Forestry Practices;
- promoting Good Forestry Practices that sustain healthy Woodlands and related natural habitats and environments;
- ~~helping to achieve the objectives of the Regional Official Plan to ensure~~ Ensuring the long-term health and productivity of Wwoodlands;
- regulating and controlling the removal, maintenance and protection of trees in Woodlands;
- protecting, promoting and enhancing the values of Woodlands;
- contributing to human health, recreation, enjoyment and quality of life through the maintenance of Woodland cover;
- enhancing biodiversity and forest resilience to help our communities adapt to climate change;
- ~~supporting the objective of the Regional Official Plan to maintain, restore and, enhance the ecological health, integrity and biodiversity of the Core Natural Heritage System and its contributions to a Healthy Landscape as defined in the Regional Official Plan; and, supporting the objective of the Regional Official Plan to maintain, restore and, enhance the ecological health, integrity and biodiversity~~

~~of the Core Natural Heritage System and its contributions to a Healthy Landscape as defined in the Regional Official Plan; and,~~

WHEREAS on ~~October 22, 2020 By-law No. 2020-79~~ ~~April 10, 2008 By-law No. 30-2008~~ was passed by Regional Council and this by-law has been in place to prohibit or regulate the destruction or injuring of trees in Woodlands in the Region;

AND WHEREAS Regional Council wishes to repeal ~~By-law No. 2020-79~~ ~~By-law No. 30-2008~~ and replace same with an updated By-law regulating the destruction or injuring of trees in Woodlands in the Region;

NOW THEREFORE ~~the Council of The Regional Municipality of Niagara~~ Regional Council enacts as follows:

1. **DEFINITIONS**

In this By-law:

- 1.1 "Agricultural Use" means ~~the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated onfarm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment. the commercial production of crops and/or raising of livestock for human use and includes ploughing, seeding, Harvesting, leaving land fallow as part of a conventional rotational cycle, production of tree fruits and grapes, grazing, animal husbandry, and buildings and structures associated with these activities;~~
- 1.2 "Area Municipality" means any one of the municipalities of the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, City of Welland, and the Township of West Lincoln;
- 1.3 "Building Permit" means a building permit issued by an Area Municipality under the *Building Code Act*, 1992, S.O. 1992, c.23, as amended;

- 1.4 “Bumper Tree” means a poor quality, low value tree that grows in close proximity to higher value trees and is located along skid roads to protect residual trees from damage during logging and skidding operations;
- 1.5 “Coppice growth” means clump growth where more than one tree stem grows from a single tree stump and the point of measurement for such growth means that point on each stem measured immediately above the point of fusion, provided such point of fusion is less than 1.37 metres above the highest point of undisturbed ground at the base of the coppice or clump growth;
- 1.6 “DBH” or “Diameter at Breast Height” means the diameter of the stem of a tree measured at a point that is 1.37 metres above the ground;
- 1.7 “Diameter” means the diameter of the stem of a tree measured at a specified Point of Measurement with such measurement including the bark of the stem;
- 1.8 “Farmer” means a person who has a current and valid farm registration number under the *Farm Registration and Farm Organizations Funding Act, 1993*, S.O. 1993, c. 21, as amended;
- 1.9 “Forest Management Plan” means a course of forest management action prescribed for a particular woodland area after specific assessments and evaluations have been made by a Qualified OPFA Member in accordance with the Ministry of Natural Resources document “A Silvicultural Guide to Managing Southern Ontario Forests”, as amended from time to time;
- 1.10 “Good Forestry Practices” means:
 - 1.10.a the proper implementation of harvest, renewal and maintenance activities known to be appropriate for the forest and environmental conditions under which they are being applied and that minimize detriments to forest values, including: significant ecosystems; important fish and Wildlife Habitat; soil and water quality and quantity; forest productivity and health; and the aesthetic and recreational opportunities of the landscape;

- 1.10.b the cutting and removal of hazardous, severely damaged, diseased and insect-infested trees which must be removed in order to prevent contamination or infestation of other trees or because they no longer contribute to the achievement of forest values;
- 1.10.c in the case of hazardous, damaged, diseased or insect-infested trees, the maintenance of a Woodland after the cutting and removal is completed unless it is determined through a report prepared by Qualified OPFA Member that trees must be removed and a Woodland would not be maintained; and,
- 1.10.d the forestry management practices as set out in the Ministry of Natural Resources document “A Silvicultural Guide to Managing Southern Ontario Forests”;
- 1.11 “Harvesting” means the Injury or Destruction of a Tree through cutting or other mechanized means. The term “Harvested” shall have a corresponding meaning;
- 1.12 “Heritage Tree” means a Tree identified and designated by the Council of an Area Municipality as having heritage significance;
- 1.13 “Injury” or “Destruction” means lasting damage to a Tree, that has the effect of inhibiting or terminating growth and which may include, but is not limited to:
 - 1.13. a broken branches in the crown of a Tree;
 - 1.13. b the breaking off or splitting of the stem of any Tree and the noticeable tipping of any Tree;
 - 1.13. c the splitting of, removal of or damage to the bark of a Tree; or
 - 1.13. d damage to the root structure of a Tree;but does not include damage to Bumper Trees, or pruning or removing branches for maintenance purposes. The terms “Injury”, “Injured”, “Injuring”, “Destroy”, “Destroying” or “Destroyed” shall have a corresponding meaning.

- ~~1.14 “Normal Farm Practice” means a practice that is recognized by the Normal Farm Practices Board which is conducted in a manner consistent with proper and acceptable customs and standards, as established and followed by similar agricultural operations under similar circumstances, or makes use of innovative technology in a manner consistent with proper advanced farm management practices;~~
- 1.15 "Officer" means an individual appointed by Regional Council for the administration and enforcement of this By-law;
- 1.16 "Owner" means any Person having control over any portion of land that contains Woodland or Woodlands and specifically includes any Person having any right, title, interest or equity in the land and any Person lawfully permitted on the land;
- 1.17 "Own Use" means use that does not include a commercial sale, exchange or other disposition of trees Injured or Destroyed;
- 1.18 "Permit" means a permit to Injure or Destroy Trees issued under this By-law;
- 1.19 "Person" means an individual or a corporation and their respective heirs, executors, administrators or other duly appointed representatives;
- 1.20 "Point of Measurement" means the point on a tree trunk measured above the highest point at which the ground meets the tree. For Coppice Growth the Point of Measurement shall be at the point on the tree trunk where the tree stems separate provided that such point of separation is less than 1.37 metres from where the ground meets the tree;
- 1.21 "Qualified OPFA Member" means a Registered Professional Forester or Associate Member of the Ontario Professional Foresters Association under the *Professional Foresters Act* 2000, c.18, as amended, certified to practice professional forestry, unless a suspension, term, condition or limitation of certification applies which would restrict the Member from carrying out responsibilities under this By-law;
- 1.22 "Qualified Tree Marker" means:
- 1.22.a An individual who is currently certified through the Ontario Ministry of Natural Resources Certified Tree Marker Program; or

- 1.22.b A Qualified OPFA Member qualified to do tree marking.
- 1.23 “Region” means The Regional Municipality of Niagara;
- 1.24 “Regional Council” means the Council of The Regional Municipality of Niagara;
- 1.25 “Regional Official Plan” means the Official Plan of The Regional Municipality of Niagara;
- 1.26 “Sensitive Natural Area” means lands that are in a Woodland and:
- 1.26.a within a Provincially Significant Wetland, Provincial Life Sciences Area of Natural Scientific Interest, or Significant Woodland, as those terms are defined in the Regional Official Plan, or, in the case where there is no Regional Official Plan, as defined in the Official Plan of the relevant Area Municipality; or the Environmental Protection Area designation of the Natural Heritage System and adjacent lands, as defined in the Regional Official Plan; or
- 1.26.b within a Natural Area as designated in the Niagara Escarpment Plan.
- 1.27 “Significant Community Tree” means a Tree identified and designated by the Council of an Area Municipality as having community significance;
- 1.28 “Silviculture” means the theory and practice of controlling forest establishment, and the composition, growth and quality of forests to achieve the objectives of forest management. The term “Silvicultural” shall have a corresponding meaning;
- 1.29 “Silvicultural Prescription” means the site specific operational plan, signed and sealed by a Qualified OPFA Member (unless otherwise exempted under the *Professional Foresters Act*), that describes the existing forest conditions and the forest management objectives for an area, and which prescribes the methods for Harvesting the existing forest stand and a series of silvicultural treatments that will be carried out to establish a free-growing stand in a manner that accommodates other resource values as identified;

- 1.30 "Tree" or "Trees" means any living species of woody perennial plant, including its root system, which has reached or can reach a height of at least 4.5 meters at physiological maturity;
- 1.31 "Tree Preservation Plan" means a plan, prepared by a Qualified OPFA Member or Certified Arborist, for the purpose of protecting and preserving trees on properties where development or disturbance of the natural forest cover is to occur;
- 1.32 "Wildlife Habitat" means areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Specific wildlife habitats of concern may include areas where species concentrate at a vulnerable point in their annual or life cycle; and areas which are important to migratory or non-migratory species;
- 1.33 "Woodland" or "Woodlands" means land on one or more properties with a density of at least:
 - 1.33.a 1,000 Trees, of any size, per hectare;
 - 1.33.b 750 Trees, measuring over five (5) centimetres in Diameter at DBH, per hectare;
 - 1.33.c 500 Trees, measuring over twelve (12) centimetres, in Diameter at DBH, per hectare; or
 - 1.33.d 250 Trees, measuring over twenty (20) centimetres, in Diameter at DBH, per hectare;but does not include:
 - 1.33.f a cultivated fruit or nut orchard;
 - 1.33.g a plantation established for the purpose of producing Christmas trees and which is being actively managed and Harvested for the purposes for which it was planted, except that this does not refer to plantations that have ceased being managed or Harvested for their intended purpose for a period of 15 years or more; or

1.33.h a bona fide tree nursery that is being actively managed and harvested for the purposes for which it was planted;

1.33.i a hedgerow or windrow less than 20 meters in width.

2. APPLICATION OF THE BY-LAW

This By-law shall apply to:

2.1 all Woodlands having an area of one (1) hectare or more;

2.2 all Woodlands having an area of less than one (1) hectare upon delegation of such authority by an Area Municipality to the Region; and

2.3 Heritage Trees and Significant Community Trees identified and designated by the Council of an Area Municipality, upon delegation of such authority by an Area Municipality to the Region.

3. GENERAL PROHIBITIONS

3.1 No Person through their own actions or through any other Persons shall Injure or Destroy any Tree located in Woodlands:

3.1.a Unless exempted under Section 4 of this By-law; or

3.1.b Unless in possession of a valid Permit issued under this By-law and in accordance with its terms or conditions.

3.2 No Person through their own actions or through any other Person shall:

3.2.a Contravene the terms or conditions of a Permit issued under this By-law;

3.2.b Fail to comply with an Order issued under this By-law; or

3.2.c Remove or deface any Order that has been posted pursuant to this By-law.

3.3 No Person through their own actions or through any other Person shall Injure or Destroy any Tree that has been designated by the Council of an Area Municipality as a Heritage Tree or a Significant Community Tree, provided that

the authority to regulate such Trees has been delegated to the Region by the Area Municipality.

- 3.4 An Owner is deemed to have knowledge of, to have permitted, and to be liable for actions that violate this By-law that occur on the portion of land over which the Owner has control.
- 3.5 A Person is not liable under Section 3.4 of this By-law if such Person establishes, on a balance of probabilities, that the actions that violate this By-law occurred before or after such Person was an Owner.

4. EXEMPTIONS

Despite Section 3 of this By-law, this By-law does not apply to:

- 4.1 Activities or matters undertaken by a municipality or a local board of a municipality;
- 4.2 Activities or matters undertaken under a licence issued under the *Crown Forest Sustainability Act, 1994*, S.O. 1994, c.25, as amended;
- 4.3 The Injuring or Destruction of Trees by a Person licensed under the *Surveyors Act*, R.S.O. 1990, c. S.29, as amended, to engage in the practice of cadastral surveying or his or her agent, while making a survey;
- 4.4 The Injuring or Destruction of Trees imposed after December 31, 2002:
 - 4.4.a as part of a Tree Preservation Plan required as a condition of approval in a plan of subdivision that has received draft approval under Section 51 of the *Planning Act*;
 - 4.4.b as part of a Tree Preservation Plan required as a condition on a consent approved under Section 53 of the *Planning Act*;
 - 4.4.c as a condition to the approval of a site plan or a plan of subdivision under Sections 41 and 51, respectively, of the *Planning Act* or as a requirement of a site plan agreement or subdivision agreement entered into under those sections;

- 4.4.d in a development agreement between an Owner and an Area Municipality;
- 4.4.e as a condition to a development permit authorized by regulation made under Section 23(b) of the *Niagara Escarpment Planning and Development Act*, R.S.O 1990, c. N.2, as amended; or
- 4.4.f as a condition to a development permit authorized by regulation made under Section 70.2 of the *Planning Act* or as a requirement of an agreement entered into under the regulation.
- 4.5 The Injuring or Destruction of Trees by a transmitter or distributor, as those terms are defined in Section 2 of the *Electricity Act*, 1998, S.O. 1998, c.15, Sched. A, as amended, for the purpose of constructing and maintaining a transmission system or a distribution system, as those terms are defined in that section;
- 4.6 The Injuring or Destruction of Trees undertaken on land described in a licence for a pit or quarry or a permit for a wayside pit or wayside quarry issued under the *Aggregate Resources Act*; R.S.O 1990, c. A.8, as amended;
- 4.7 The Injuring or Destruction of Trees undertaken on land in order to lawfully establish and operate or enlarge any pit or quarry on land:
 - 4.7.a that has not been designated under the *Aggregate Resources Act* or a predecessor of that Act; and
 - 4.7.b on which a pit or quarry is a permitted land use under a by-law passed under Section 34 of the *Planning Act*.
- 4.8 The Injuring or Destruction of Trees that is required in order to erect any building, structure or thing, including yard areas, in respect of which a Building Permit has been issued and has taken into consideration the protection of Trees surrounding the structure or work within the building envelope, provided that no Tree is removed that is located more than 15 metres from the outer edge of the building, structure or thing, and that only those Trees necessary to accommodate the building structure or thing, including yard areas, are removed;
- 4.9 The Injuring or Destruction of Trees that is reasonably required in order to install and provide utilities, including a private waste disposal system, to the

construction or use of the building, structure or thing in respect of which a Building Permit has been issued;

- 4.10 The Injuring or Destruction of Trees that is required in order to install, provide or maintain a driveway of sufficient width for vehicular access to the building, structure or thing in respect of which a Building Permit has been issued;

- 4.11 The Injuring or Destruction of Trees on lands, including buffer lands, used for the purpose of a licenced waste disposal site that has been approved, where applicable, under the *Environmental Protection Act*, R.S.O. 1990, c. E.19, as amended, the *Ontario Water Resources Act*, R.S.O. 1990, c. O.40, as amended, the *Environmental Assessment Act*, R.S.O. 1990, c. E.18, as amended, the *Planning Act*, and/or the *Niagara Escarpment Planning and Development Act*;

- 4.12 The Injuring or Destruction of Trees for the construction of drainage works under the *Drainage Act*, R.S.O. 1990, c. D.17, as amended;

- 4.13 The Injuring or Destruction of Trees that:
 - 4.13.a are dead;

 - 4.13.b are diseased, as identified in a Silvicultural Prescription or Forest Management Plan; or

 - 4.13.c pose a hazard to human safety or property.

- 4.14 The Injuring or Destruction of Trees by an Owner of a Woodland who may Harvest, Destroy or Injure Trees for his or her Own Use on his or her property provided that:
 - 4.14.a Good Forestry Practices are employed in accordance with the Ministry of Natural Resources document "A Silvicultural Guide to Managing Southern Ontario Forests"; and

 - 4.14.b the Injuring or Destruction, in that part of the Woodland where Trees have been Injured or Destroyed, does not reduce the number of Trees per hectare below that necessary to constitute a Woodland.

4.15 The Harvesting, Injuring or Destruction of Trees by a Farmer that involves the clearing of all or part of a Woodland for Agricultural Use on land that is owned by the Farmer doing the clearing, ~~and is part of a farm operation or farm corporation that has existed for at least three (3) years prior to such clearing.~~

~~— The clearing shall be carried out in accordance with Normal Farm Practices as defined in the *Farming and Food Production Protection Act, 1998*, S.O. 1998, c. 1, as amended, provided that:~~

4.15.a the land upon which the clearing is to occur is part of a farm operation or farm corporation that has existed for at least three (3) years prior to such clearing; that is cleared is put into Agricultural Use within three (3) years of the date on which such clearing commences;

4.15.b the land that is cleared is put into Agricultural Use within three (3) years of the date on which such clearing commences;

4.15.bc prior to the clearing, the Farmer advises the Officer of the proposed clearing. For the purposes of this section the marking of Trees, a Forest Management Plan or a Silvicultural Prescription, a fee and a Permit are not required; ~~and~~

4.15.ed the land being cleared for Agricultural Use is

(i) outside the Urban Area; and

(ii) is designated and zoned for Agricultural Use, with no Environmental Overlays,

~~outside the Urban Areas as defined in the Regional Official Plan, and is designated and zoned for Agricultural Use~~ in the Official Plan and Zoning By-law of the Area Municipality and, where applicable, in the Niagara Escarpment Plan;

4.15.e the Injuring or Destruction of Trees does not involve a Sensitive Natural Area.

~~except where the Injuring or Destruction of Trees involves a Sensitive Natural Area, in which case a Permit is required pursuant to the provisions of this By-law, but no fee shall be required.~~

~~4.16 The Injuring or Destruction of Trees as a result of a 'Normal Farm Practice' carried on as part of an 'Agricultural Operation' as such terms are defined in the *Farming and Food Production Protection Act*, 1998, S.O. 1998, c.1, as amended, or any successor legislation;~~

4.1~~7~~⁶ The Harvesting, Injuring or Destruction of non-native/invasive Trees in a Woodland for the purpose of restoring the tree cover to native species as per an approved Forest Management Plan or Silvicultural Prescription.

4.1~~8~~⁷ The Injuring or Destruction of Trees in a Woodland for the purpose of conducting site rehabilitation activities to remove and/or treat contaminated soils. A reforestation plan must be prepared and approved by the Officer prior to Tree removal.

5. GOOD FORESTRY PRACTICES PERMITS

5.1 The Niagara Region hereby delegates to an Officer the authority to issue a Good Forestry Practices Permit under this By-law, and to impose such terms and conditions in accordance with Good Forestry Practices.

5.2 An application for a Good Forestry Practices Permit shall be submitted at least four (4) weeks prior to the commencement date of Harvesting and shall include the following:

- 5.2.a a complete signed application form as provided by the Region;
- 5.2.b a copy of the Silvicultural Prescription sealed by a Qualified OPFA Member; and,
- 5.2.c A signature from a Qualified OPFA Member confirming proof that the marking of the Trees to be cut has been carried out by a Qualified Tree Marker in accordance with a Silvicultural Prescription or Forest Management Plan. Tree marking must include clean, legible paint marks at breast height, visible from any direction, and 40 centimetre stump marks that are in crevices (if available) and run right to the ground.

5.3 A Good Forestry Practices Permit issued under this By-law shall be subject to the following terms and conditions:

- 5.3.a Trees which are to be harvested are cut in accordance with Good Forestry Practices, and as described in a Silvicultural Prescription sealed by a Qualified OPFA Member;
- 5.3.b the Harvesting, Injuring or Destruction of Trees will not reduce the number of Trees per hectare below the minimum number of Trees per hectare required to be considered a Woodland;
- 5.3.c The Permit-holder must notify the Officer at least 48 hours before start of cutting and again upon resumption of activities after any four (4) week period of inactivity; and
- 5.3.d Any other terms and conditions deemed appropriate and imposed by the Officer.

5.4 Notwithstanding Sections 5.2 and 5.3, a Good Forestry Practices Permit may be issued where an exclusion provision under the *Professional Foresters Act* [c.18, as amended](#), applies and a qualified member of the Ontario Professional Foresters Association provides an opinion that the Harvesting of Trees is consistent with Good Forestry Practices.

6. **PERMIT APPLICATION PROCESS**

6.1 Every Person who intends to Injure or Destroy Trees personally or through another Person, where a Permit to do so is required under this By-law, shall first complete and submit an application for a Permit in the form approved by the Region from time to time.

6.2 Applications for Permits will be processed only if:

- 6.2.a the appropriate application form, approved by the Region from time to time, has been completed in full, duly signed and submitted to the Officer;
- 6.2.b the requirements that must be submitted with an application have been included; and

- 6.2.c applications are in keeping with the general purpose and intent of this By-law.
- 6.3 A Permit application that does not meet the requirements of clauses 6.2.a, 6.2.b and 6.2.c will be returned to the applicant within 30 days.
- 6.4 A Permit may be:
 - 6.4.a issued by the Officer to the Owner for a term of up to one (1) year from the date of issue and shall not be transferable; and,
 - 6.4.b may be renewed by the Officer for up to two (2) additional one (1) year terms contiguous with the expiry date of the original Permit and after a written request from the Owner for renewal is made to the Officer, who must be satisfied that there are reasonable grounds for the renewal.
- 6.5 In addition to those terms and conditions listed in section 5.3, the Officer may impose conditions to a Permit that relate to, but which are not restricted to:
 - 6.5.a the manner and timing in which Harvesting, Injuring or Destruction is to occur;
 - 6.5.b the species, size, number and location of Trees to be Injured or Destroyed, or to be planted;
 - 6.5.c the marking of Trees to be cut with paint;
 - 6.5.d the qualifications of Persons authorized to Injure or Destroy Trees;
 - 6.5.e the submission of additional information required before the Permit becomes effective;
 - 6.5.f measures to be implemented to mitigate the direct and indirect effects of the Injuring or Destruction on Sensitive Natural Areas; and
 - 6.5.g a follow-up fuelwood (firewood) harvest.
- 6.7 When denying a Permit, the Officer will notify the applicant in writing by

registered mail. The Officer shall provide written reasons for their decision to the applicant.

- 6.8 A Permit issued under the By-law does not relieve the Owner of any other applicable property boundary, municipal, provincial, or federal by-laws, regulations or requirements.

7. APPEALS TO REGIONAL COUNCIL

- 7.1 An applicant for a Permit under this By-law may be appealed to Regional Council if:

7.1.a the Officer refuses to issue a Permit; such an appeal must be made within 30 days after the refusal; or

7.1.b if the applicant objects to a condition in the Permit; such an appeal must be made within 30 days after the issuance of the Permit.

- 7.2 A request by an applicant for a hearing shall be made in writing and filed with the Regional Clerk.

- 7.3 Regional Council shall hold a hearing on the issue and shall give the applicant an opportunity to make representations at the hearing. The Regional Clerk shall mail a notice of hearing to the applicant at least seven (7) days before the hearing.

- 7.4 Regional Council may:

7.3.a Uphold the decision of the Officer;

7.3.b Vary any condition on a Permit; or

7.3.c Issue a Permit with conditions as Regional Council considers appropriate.

- 7.5 Regional Council will provide reasons for its decision. The decision of the Regional Council is final.

8. ORDERS TO DISCONTINUE ACTIVITY

- 8.1 Where an Officer is satisfied that a contravention of this By-law has occurred, the Officer may make an Order requiring the Person who contravened the By-law or who caused or permitted the Injuring or Destruction of Trees in contravention of the By-law to stop the Injuring or Destruction of Trees. The Order shall set out:
- 8.1.a the municipal address or the legal description of the land;
 - 8.1.b reasonable particulars of the contravention; and
 - 8.1.c the period within which there must be compliance with the Order.
- 8.2 An Order issued under this By-law may be served personally or by registered mail to the last known address of:
- 8.2.a the Owner of the Woodland; and
 - 8.2.b the person identified as Injuring or Destroying Trees.
- 8.3 Where service of an Order is made by registered mail, service shall be deemed to have been served on the fifth day after the date the Order is mailed.
- 8.4 Where service cannot be carried out under subsection 8.2, the Officer shall place a placard containing the terms of the Order in a conspicuous place on the affected lands. The placing of the placard shall be deemed to be sufficient service of the Order on the Person to whom the Order is directed. The placard shall not be removed without the approval of the Officer.

9. WORK ORDERS

- 9.1 Where an Officer believes that a contravention of this By-law has occurred, the Officer may issue an Order requiring the Person to rehabilitate the land or Woodlands, or to plant or replant Trees.
- 9.2 The Order shall set out:

- 9.2.a the name and the Owner and the municipal address or the legal description of the land;
 - 9.2.b reasonable particulars of the contravention;
 - 9.2.c the work to be done and the date by which the work must be done;
 - 9.2.d a statement that if the work is not done in compliance with the Order within a specified time period, the Region may have the work done at the expense of the Owner; and,
 - 9.2.e contact information of the Officer.
- 9.3 The Order may be served in accordance with the service provisions contained in section 8.

~~9.4 If a Person fails to comply with an Order issued pursuant to this section, the Region may enter the lands at any reasonable time for the purposes of doing the things described in the Order at the Person's expense.~~

~~9.5 If the Region enters onto the lands and completes the work, the Region may recover its costs to complete the work for the Person named in the Order by action or by adding the costs to the tax roll and collecting them in the same manner as property taxes.~~

10. **PENALTY**

10.1 Any Person who contravenes any provision of this By-law, or an Order issued under this By-law is guilty of an offence and is liable:

- 10.1.a on first conviction, to a fine of not more than \$10,000 or \$1,000 per Tree, whichever is greater;
- ~~10.1.b~~ on any subsequent conviction for the same offence, to a fine of not more than \$25,000 or \$2,500 per Tree, whichever is greater; and,
- 10.1.~~b~~e on conviction for a continuing offence, to a fine of not less than \$100 and not more than \$10,000 for each day or part of a day that the offence continues. The total of the daily fines may exceed \$100,000.

- 10.2 Despite subsection 10.1, where the Person convicted is a corporation:
- 10.2.a the maximum fines in clause 10.1.a are \$50,000 or \$5,000 per Tree; and
- 10.2.b the maximum fines in clause 10.1.b are \$100,000 or \$10,000 per Tree.
- 10.3 If a Person is convicted of an offence for contravening this By-law or an Order is issued under this By-law, the court in which the conviction has been entered, and any court of competent jurisdiction thereafter, may order the Person to rehabilitate the land or to plant or replant Trees in such a manner and within such period as the court considers appropriate, including any silvicultural treatment necessary to re-establish the Trees.
- 10.4 If an Order has been issued under this bylaw or by the court, and the order has not been complied with, the contravention of the Order shall be deemed to be a continuing offence for each day or part of the day that the Order is not complied with.
- 10.5 The destruction of two or more Trees without or in contravention of a Permit shall be deemed to be a “multiple offence” as provided in the *Municipal Act* and shall be subject to the per tree penalties prescribed in section 10.1 and 10.2.
- 11. ENFORCEMENT**
- 11.1 The provisions of this By-law may be enforced by an Officer.
- 11.2 An Officer or any person authorized by an Officer may, at any reasonable time, enter upon and inspect any land for the purposes of enforcing this By-law, determining compliance with this By-law, determining compliance with terms and conditions of a Permit issued under this By-law, determining compliance with an Order issued under this By-law or laying charges under this By-law.
- 11.3 An Officer exercising a power may be accompanied by a Person under his or her direction.

11.4 Any Person who obstructs or interferes with an Officer, or any Person or agent authorized by an Officer, in the discharge of his or her duties under this By-law, shall be considered in violation of this By-law.

11.5 Any Person who provides false information to an Officer shall be deemed to have obstructed or interfered with the Officer in the execution of their duties.

12. **ADMINISTRATION**

12.1 If any section or part of this By-law is found by any court of competent jurisdiction to be illegal or beyond the power of Regional Council to enact, such section or part shall be deemed to be severable and all other sections or parts of this By-law shall be deemed to be separate and independent therefrom and to be enacted as such.

12.2 The short title of this By-law is the "Woodland Conservation By-law".

12.3 By-law 30-2008 of the Regional Municipality of Niagara and all amendments thereto, are hereby repealed.

12.4 Despite subsection 12.3, By-law 30-2008, as amended, shall continue to apply to:

12.4.a proceedings in respect of offences that occurred before its repeal;
and,

12.4.b permits in compliance with Bylaw 30-2008, which were approved prior to its repeal.

12.5 That this by-law shall come into force and effect on January 31, 2021.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. *draft*

A BY-LAW TO PROHIBIT OR REGULATE THE
DESTRUCTION OR INJURING OF TREES IN
WOODLANDS IN THE REGIONAL MUNICIPALITY OF
NIAGARA

WHEREAS Section 135(2) of the *Municipal Act, 2001*, S.O. 2001, c. 25, (the “Act”), as amended, provides that Regional Council may by by-law prohibit or regulate the destruction or injuring of trees in woodlands designated in the by-law;

AND WHEREAS Section 135(7) of the *Municipal Act* provides that the by-law may require that a permit be obtained to injure or destroy trees in woodlands as designated in the by-law and impose conditions on a permit, including conditions relating to the manner in which destruction occurs and the qualification of persons authorized to injure or destroy trees;

AND WHEREAS Regional Council deems it desirable to enact such a by-law for the purposes of:

- conserving and improving the Woodlands in the Regional Municipality of Niagara through Good Forestry Practices;
- promoting Good Forestry Practices that sustain healthy Woodlands and related natural habitats and environments;
- Ensuring the long- term health and productivity of Woodlands;
- regulating and controlling the removal, maintenance and protection of trees in Woodlands;
- protecting, promoting and enhancing the values of Woodlands;
- contributing to human health, recreation, enjoyment and quality of life through the maintenance of Woodland cover;
- enhancing biodiversity and forest resilience to help our communities adapt to climate change;

AND WHEREAS on October 22, 2020 By-law No. 2020-79 was passed by Regional Council and this By-law has been in place to prohibit or regulate the destruction or injuring of trees in Woodlands in the Region;

AND WHEREAS Regional Council wishes to repeal By-law No. 2020-79 and replace same with an updated By-law regulating the destruction or injuring of trees in Woodlands in the Region;

NOW THEREFORE Regional Council enacts as follows:

1. DEFINITIONS

In this By-law:

- 1.1 "Agricultural Use" means the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated onfarm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment.
- 1.2 "Area Municipality" means any one of the municipalities of the Town of FortErie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, City of Welland, and the Township of West Lincoln;
- 1.3 "Building Permit" means a building permit issued by an Area Municipality under the *Building Code Act, 1992*, S.O. 1992, c.23, as amended;
- 1.4 "Bumper Tree" means a poor quality, low value tree that grows in close proximity to higher value trees and is located along skid roads to protect residual trees from damage during logging and skidding operations;
- 1.5 "Coppice growth" means clump growth where more than one tree stem grows from a single tree stump and the point of measurement for such growth means that point on each stem measured immediately above the point of fusion, provided such point of fusion is less than 1.37 metres above the highest point of undisturbed ground at the base of the coppice or clump growth;
- 1.6 "DBH" or "Diameter at Breast Height" means the diameter of the stem of a tree measured at a point that is 1.37 metres above the ground;
- 1.7 "Diameter" means the diameter of the stem of a tree measured at a specified Point of Measurement with such measurement including the bark of the stem;

- 1.8 “Farmer” means a person who has a current and valid farm registration number under the *Farm Registration and Farm Organizations Funding Act, 1993*, S.O. 1993, c. 21, as amended;
- 1.9 “Forest Management Plan” means a course of forest management action prescribed for a particular woodland area after specific assessments and evaluations have been made by a Qualified OPFA Member in accordance with the Ministry of Natural Resources document “A Silvicultural Guide to Managing Southern Ontario Forests”, as amended from time to time;
- 1.10 “Good Forestry Practices” means:
 - 1.10.a the proper implementation of harvest, renewal and maintenance activities known to be appropriate for the forest and environmental conditions under which they are being applied and that minimize detriments to forest values, including: significant ecosystems; important fish and Wildlife Habitat; soil and water quality and quantity; forest productivity and health; and the aesthetic and recreational opportunities of the landscape;
 - 1.10.b the cutting and removal of hazardous, severely damaged, diseased and insect-infested trees which must be removed in order to prevent contamination or infestation of other trees or because they no longer contribute to the achievement of forest values;
 - 1.10.c in the case of hazardous, damaged, diseased or insect-infested trees, the maintenance of a Woodland after the cutting and removal is completed unless it is determined through a report prepared by Qualified OPFA Member that trees must be removed and a Woodland would not be maintained; and,
 - 1.10.d the forestry management practices as set out in the Ministry of Natural Resources document “A Silvicultural Guide to Managing Southern Ontario Forests”;
- 1.11 “Harvesting” means the Injury or Destruction of a Tree through cutting or other mechanized means. The term “Harvested” shall have a corresponding meaning;
- 1.12 “Heritage Tree” means a Tree identified and designated by the Council of an Area Municipality as having heritage significance;

- 1.13 “Injury” or “Destruction” means lasting damage to a Tree, that has the effect of inhibiting or terminating growth and which may include, but is not limited to:
- 1.13. a broken branches in the crown of a Tree;
 - 1.13. b the breaking off or splitting of the stem of any Tree and the noticeable tipping of any Tree;
 - 1.13. c the splitting of, removal of or damage to the bark of a Tree; or
 - 1.13. d damage to the root structure of a Tree;
- but does not include damage to Bumper Trees, or pruning or removing branches for maintenance purposes. The terms “Injury”, “Injured”, “Injuring”, “Destroy”, “Destroying” or “Destroyed” shall have a corresponding meaning.
- 1.14 “Officer” means an individual appointed by Regional Council for the administration and enforcement of this By-law;
- 1.15 “Owner” means any Person having control over any portion of land that contains Woodland or Woodlands and specifically includes any Person having any right, title, interest or equity in the land and any Person lawfully permitted on the land;
- 1.16 “Own Use” means use that does not include a commercial sale, exchange or other disposition of trees Injured or Destroyed;
- 1.17 “Permit” means a permit to Injure or Destroy Trees issued under this By-law;
- 1.18 “Person” means an individual or a corporation and their respective heirs, executors, administrators or other duly appointed representatives;
- 1.19 “Point of Measurement” means the point on a tree trunk measured above the highest point at which the ground meets the tree. For Coppice Growth the Point of Measurement shall be at the point on the tree trunk where the tree stems separate provided that such point of separation is less than 1.37 metres from where the ground meets the tree;
- 1.20 “Qualified OPFA Member” means a Registered Professional Forester or Associate Member of the Ontario Professional Foresters Association under the *Professional Foresters Act* 2000, c.18, as amended, certified to practice professional forestry, unless a suspension, term, condition or limitation of

certification applies which would restrict the Member from carrying out responsibilities under this By-law;

- 1.21 “Qualified Tree Marker” means:
 - 1.21.a An individual who is currently certified through the Ontario Ministry of Natural Resources Certified Tree Marker Program; or
 - 1.21.b A Qualified OPFA Member qualified to do tree marking.
- 1.22 “Region” means The Regional Municipality of Niagara;
- 1.23 “Regional Council” means the Council of The Regional Municipality of Niagara;
- 1.24 “Regional Official Plan” means the Official Plan of The Regional Municipality of Niagara;
- 1.25 "Sensitive Natural Area" means lands that are in a Woodland and:
 - 1.25.a Within a Provincially Significant Wetland, Provincial Life Sciences Area of Natural Scientific Interest, or Significant Woodland, as those terms are defined in the Regional Official Plan, or, in the case where there is no Regional Official Plan, as defined in the Official Plan of the relevant Area Municipality; or
 - 1.25.b within a Natural Area as designated in the Niagara Escarpment Plan.
- 1.26 “Significant Community Tree” means a Tree identified and designated by the Council of an Area Municipality as having community significance;
- 1.27 “Silviculture” means the theory and practice of controlling forest establishment, and the composition, growth and quality of forests to achieve the objectives of forest management. The term “Silvicultural” shall have a corresponding meaning;
- 1.28 “Silvicultural Prescription” means the site specific operational plan, signed and sealed by a Qualified OPFA Member (unless otherwise exempted under the *Professional Foresters Act*), that describes the existing forest conditions and the forest management objectives for an area, and which prescribes the

- methods for Harvesting the existing forest stand and a series of silvicultural treatments that will be carried out to establish a free-growing stand in a manner that accommodates other resource values as identified;
- 1.29 “Tree” or “Trees” means any living species of woody perennial plant, including its root system, which has reached or can reach a height of at least 4.5 meters at physiological maturity;
- 1.30 “Tree Preservation Plan” means a plan, prepared by a Qualified OPFA Member or Certified Arborist, for the purpose of protecting and preserving trees on properties where development or disturbance of the natural forest cover is to occur;
- 1.31 “Wildlife Habitat” means areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Specific wildlife habitats of concern may include areas where species concentrate at a vulnerable point in their annual or life cycle; and areas which are important to migratory or non-migratory species;
- 1.32 “Woodland” or “Woodlands” means land on one or more properties with a density of at least:
- 1.32.a 1,000 Trees, of any size, per hectare;
 - 1.32.b 750 Trees, measuring over five (5) centimetres in Diameter at DBH, per hectare;
 - 1.32.c 500 Trees, measuring over twelve (12) centimetres, in Diameter at DBH, per hectare; or
 - 1.32.d 250 Trees, measuring over twenty (20) centimetres, in Diameter at DBH, per hectare;
- but does not include:
- 1.32.e a cultivated fruit or nut orchard;
 - 1.32.f a plantation established for the purpose of producing Christmas trees and which is being actively managed and Harvested for the purposes for which it was planted, except that this does not refer to plantations that have ceased being managed or Harvested for their

intended purpose for a period of 15 years or more;

1.32.g a bona fide tree nursery that is being actively managed and harvested for the purposes for which it was planted; or

1.32.h a hedgerow or windrow less than 20 meters in width.

2. APPLICATION OF THE BY-LAW

This By-law shall apply to:

2.1 all Woodlands having an area of one (1) hectare or more;

2.2 all Woodlands having an area of less than one (1) hectare upon delegation of such authority by an Area Municipality to the Region; and

2.3 Heritage Trees and Significant Community Trees identified and designated by the Council of an Area Municipality, upon delegation of such authority by an Area Municipality to the Region.

3. GENERAL PROHIBITIONS

3.1 No Person through their own actions or through any other Persons shall Injure or Destroy any Tree located in Woodlands:

3.1.a Unless exempted under Section 4 of this By-law; or

3.1.b Unless in possession of a valid Permit issued under this By-law and in accordance with its terms or conditions.

3.2 No Person through their own actions or through any other Person shall:

3.2.a Contravene the terms or conditions of a Permit issued under this By-law;

3.2.b Fail to comply with an Order issued under this By-law; or

3.2.c Remove or deface any Order that has been posted pursuant to this By-law.

3.3 No Person through their own actions or through any other Person shall Injure or

Destroy any Tree that has been designated by the Council of an Area Municipality as a Heritage Tree or a Significant Community Tree, provided that the authority to regulate such Trees has been delegated to the Region by the Area Municipality.

- 3.4 An Owner is deemed to have knowledge of, to have permitted, and to be liable for actions that violate this By-law that occur on the portion of land over which the Owner has control.
- 3.5 A Person is not liable under Section 3.4 of this By-law if such Person establishes, on a balance of probabilities, that the actions that violate this By-law occurred before or after such Person was an Owner.

4. **EXEMPTIONS**

Despite Section 3 of this By-law, this By-law does not apply to:

- 4.1 Activities or matters undertaken by a municipality or a local board of a municipality;
- 4.2 Activities or matters undertaken under a licence issued under the *Crown Forest Sustainability Act, 1994*, S.O. 1994, c.25, as amended;
- 4.3 The Injuring or Destruction of Trees by a Person licensed under the *Surveyors Act*, R.S.O. 1990, c. S.29, as amended, to engage in the practice of cadastral surveying or his or her agent, while making a survey;
- 4.4 The Injuring or Destruction of Trees imposed after December 31, 2002:
 - 4.4.a as part of a Tree Preservation Plan required as a condition of approval in a plan of subdivision that has received draft approval under Section 51 of the *Planning Act*;
 - 4.4.b as part of a Tree Preservation Plan required as a condition on a consent approved under Section 53 of the *Planning Act*;
 - 4.4.c as a condition to the approval of a site plan or a plan of subdivision under Sections 41 and 51, respectively, of the *Planning Act* or as a requirement of a site plan agreement or subdivision agreement entered into under those sections;
 - 4.4.d in a development agreement between an Owner and an Area Municipality;
 - 4.4.e as a condition to a development permit authorized by regulation made

under Section 23(b) of the *Niagara Escarpment Planning and Development Act*, R.S.O 1990, c. N.2, as amended; or

- 4.4.f as a condition to a development permit authorized by regulation made under Section 70.2 of the *Planning Act* or as a requirement of an agreement entered into under the regulation.
- 4.5 The Injuring or Destruction of Trees by a transmitter or distributor, as those terms are defined in Section 2 of the *Electricity Act, 1998*, S.O. 1998, c.15, Sched. A, as amended, for the purpose of constructing and maintaining a transmission system or a distribution system, as those terms are defined in that section;
- 4.6 The Injuring or Destruction of Trees undertaken on land described in a licence for a pit or quarry or a permit for a wayside pit or wayside quarry issued under the *Aggregate Resources Act*, R.S.O 1990, c. A.8, as amended;
- 4.7 The Injuring or Destruction of Trees undertaken on land in order to lawfully establish and operate or enlarge any pit or quarry on land:
 - 4.7.a that has not been designated under the *Aggregate Resources Act* or a predecessor of that Act; and
 - 4.7.b on which a pit or quarry is a permitted land use under a by-law passed under Section 34 of the *Planning Act*.
- 4.8 The Injuring or Destruction of Trees that is required in order to erect any building, structure or thing, including yard areas, in respect of which a Building Permit has been issued and has taken into consideration the protection of Trees surrounding the structure or work within the building envelope, provided that no Tree is removed that is located more than 15 metres from the outer edge of the building, structure or thing, and that only those Trees necessary to accommodate the building structure or thing, including yard areas, are removed;
- 4.9 The Injuring or Destruction of Trees that is reasonably required in order to install and provide utilities, including a private waste disposal system, to the construction or use of the building, structure or thing in respect of which a Building Permit has been issued;
- 4.10 The Injuring or Destruction of Trees that is required in order to install, provide or maintain a driveway of sufficient width for vehicular access to the building, structure or thing in respect of which a Building Permit has been issued;
- 4.11 The Injuring or Destruction of Trees on lands, including buffer lands, used for the purpose of a licenced waste disposal site that has been approved, where

applicable, under the *Environmental Protection Act*, R.S.O. 1990, c. E.19, as amended, the *Ontario Water Resources Act*, R.S.O. 1990, c. O.40, as amended, the *Environmental Assessment Act*, R.S.O. 1990, c. E.18, as amended, the *Planning Act*, and/or the *Niagara Escarpment Planning and Development Act*;

- 4.12 The Injuring or Destruction of Trees for the construction of drainage works under the *Drainage Act*, R.S.O. 1990, c. D.17, as amended;
- 4.13 The Injuring or Destruction of Trees that:
 - 4.13.a are dead;
 - 4.13.b are diseased, as identified in a Silvicultural Prescription or Forest Management Plan; or
 - 4.13.c pose a hazard to human safety or property.
- 4.14 The Injuring or Destruction of Trees by an Owner of a Woodland who may Harvest, Destroy or Injure Trees for his or her Own Use on his or her property provided that:
 - 4.14.a Good Forestry Practices are employed in accordance with the Ministry of Natural Resources document “A Silvicultural Guide to Managing Southern Ontario Forests”; and
 - 4.14.b the Injuring or Destruction, in that part of the Woodland where Trees have been Injured or Destroyed, does not reduce the number of Trees per hectare below that necessary to constitute a Woodland.
- 4.15 The Harvesting, Injuring or Destruction of Trees by a Farmer that involves the clearing of all or part of a Woodland for Agricultural Use on land that is owned by the Farmer doing the clearing, provided that:
 - 4.15.a The land upon which the clearing is to occur is part of a farm operation or farm corporation that has existed for at least three (3) years prior to such clearing;
 - 4.15.b the land that is cleared is put into Agricultural Use within three (3) years of the date on which such clearing commences;
 - 4.15.c prior to the clearing, the Farmer advises the Officer of the proposed clearing. For the purposes of this section the marking of Trees, a Forest Management Plan or a Silvicultural Prescription, a fee and a

Permit are not required;

4.15.d the land being cleared for Agricultural Use is:

- (i) outside the Urban Area; and
- (ii) is designated and zoned for Agricultural Use, with no Environmental Overlays,

in the Official Plan and Zoning By-law of the Area Municipality, and, where applicable, in the Niagara Escarpment Plan; and

4.15.e the Injuring or Destruction of Trees does not involve a Sensitive Natural Area.

4.16 The Injuring or Destruction of Trees as a result of a 'Normal Farm Practice' carried on as part of an 'Agricultural Operation' as such terms are defined in the *Farming and Food Production Protection Act*, 1998, S.O. 1998, c.1, as amended, or any successor legislation;

4.17 The Harvesting, Injuring or Destruction of non-native/invasive Trees in a Woodland for the purpose of restoring the tree cover to native species as per an approved Forest Management Plan or Silvicultural Prescription; or

4.18 The Injuring or Destruction of Trees in a Woodland for the purpose of conducting site rehabilitation activities to remove and/or treat contaminated soils. A reforestation plan must be prepared and approved by the Officer prior to Tree removal.

5. **GOOD FORESTRY PRACTICES PERMITS**

5.1 The Niagara Region hereby delegates to an Officer the authority to issue a Good Forestry Practices Permit under this By-law, and to impose such terms and conditions in accordance with Good Forestry Practices.

5.2 An application for a Good Forestry Practices Permit shall be submitted at least four (4) weeks prior to the commencement date of Harvesting and shall include the following:

5.2.a a complete signed application form as provided by the Region;

5.2.b a copy of the Silvicultural Prescription sealed by a Qualified OPFA

Member; and,

- 5.2.c A signature from a Qualified OPFA Member confirming proof that the marking of the Trees to be cut has been carried out by a Qualified Tree Marker in accordance with a Silvicultural Prescription or Forest Management Plan. Tree marking must include clean, legible paint marks at breast height, visible from any direction, and 40 centimetre stump marks that are in crevices (if available) and run right to the ground.
- 5.3 A Good Forestry Practices Permit issued under this By-law shall be subject to the following terms and conditions:
 - 5.3.a Trees which are to be harvested are cut in accordance with Good Forestry Practices, and as described in a Silvicultural Prescription sealed by a Qualified OPFA Member;
 - 5.3.b the Harvesting, Injuring or Destruction of Trees will not reduce the number of Trees per hectare below the minimum number of Trees per hectare required to be considered a Woodland;
 - 5.3.c The Permit-holder must notify the Officer at least 48 hours before start of cutting and again upon resumption of activities after any four (4) week period of inactivity; and
 - 5.3.d Any other terms and conditions deemed appropriate and imposed by the Officer.
- 5.4 Notwithstanding Sections 5.2 and 5.3, a Good Forestry Practices Permit may be issued where an exclusion provision under the *Professional Foresters Act* 2000, c.18, as amended, applies and a qualified member of the Ontario Professional Foresters Association provides an opinion that the Harvesting of Trees is consistent with Good Forestry Practices.

6. PERMIT APPLICATION PROCESS

- 6.1 Every Person who intends to Injure or Destroy Trees personally or through another Person, where a Permit to do so is required under this By-law, shall first complete and submit an application for a Permit in the form approved by the Region from time to time.

- 6.2 Applications for Permits will be processed only if:
- 6.2.a the appropriate application form, approved by the Region from time to time, has been completed in full, duly signed and submitted to the Officer;
 - 6.2.b the requirements that must be submitted with an application have been included; and
 - 6.2.c applications are in keeping with the general purpose and intent of this By-law.
- 6.3 A Permit application that does not meet the requirements of clauses 6.2.a, 6.2.b and 6.2.c will be returned to the applicant within 30 days.
- 6.4 A Permit may be:
- 6.4.a issued by the Officer to the Owner for a term of up to one (1) year from the date of issue and shall not be transferable; and,
 - 6.4.b may be renewed by the Officer for up to two (2) additional one (1) year terms contiguous with the expiry date of the original Permit and after a written request from the Owner for renewal is made to the Officer, who must be satisfied that there are reasonable grounds for the renewal.
- 6.5 In addition to those terms and conditions listed in section 5.3, the Officer may impose conditions to a Permit that relate to, but which are not restricted to:
- 6.5.a the manner and timing in which Harvesting, Injuring or Destruction is to occur;
 - 6.5.b the species, size, number and location of Trees to be Injured or Destroyed, or to be planted;
 - 6.5.c the marking of Trees to be cut with paint;
 - 6.5.d the qualifications of Persons authorized to Injure or Destroy Trees;
 - 6.5.e the submission of additional information required before the Permit becomes effective;

- 6.5.f measures to be implemented to mitigate the direct and indirect effects of the Injuring or Destruction on Sensitive Natural Areas; and
- 6.5.g a follow-up fuelwood (firewood) harvest.
- 6.7 When denying a Permit, the Officer will notify the applicant in writing by registered mail. The Officer shall provide written reasons for their decision to the applicant.
- 6.8 A Permit issued under the By-law does not relieve the Owner of any other applicable property boundary, municipal, provincial, or federal by-laws, regulations or requirements.
- 7. **APPEALS TO REGIONAL COUNCIL**
- 7.1 An application for a Permit under this By-law may be appealed to Regional Council if:
 - 7.1.a the Officer refuses to issue a Permit; such an appeal must be made within 30 days after the refusal; or
 - 7.1.b if the applicant objects to a condition in the Permit; such an appeal must be made within 30 days after the issuance of the Permit.
- 7.2 A request by an applicant for a hearing shall be made in writing and filed with the Regional Clerk.
- 7.3 Regional Council shall hold a hearing on the issue and shall give the applicant an opportunity to make representations at the hearing. The Regional Clerk shall mail a notice of hearing to the applicant at least seven (7) days before the hearing.
- 7.4 Regional Council may:
 - 7.4.a Uphold the decision of the Officer;
 - 7.4.b Vary any condition on a Permit; or
 - 7.4.c Issue a Permit with conditions as Regional Council considers appropriate.
- 7.5 Regional Council will provide reasons for its decision. The decision of the Regional Council is final.

8. ORDERS TO DISCONTINUE ACTIVITY

8.1 Where an Officer is satisfied that a contravention of this By-law has occurred, the Officer may make an Order requiring the Person who contravened the By-law or who caused or permitted the Injuring or Destruction of Trees in contravention of the By-law to stop the Injuring or Destruction of Trees. The Order shall set out:

8.1.a the municipal address or the legal description of the land;

8.1.b reasonable particulars of the contravention; and

8.1.c the period within which there must be compliance with the Order.

8.2 An Order issued under this By-law may be served personally or by registered mail to the last known address of:

8.2.a the Owner of the Woodland; and

8.2.b the person identified as Injuring or Destroying Trees.

8.3 Where service of an Order is made by registered mail, service shall be deemed to have been served on the fifth day after the date the Order is mailed.

8.4 Where service cannot be carried out under subsection 8.2, the Officer shall place a placard containing the terms of the Order in a conspicuous place on the affected lands. The placing of the placard shall be deemed to be sufficient service of the Order on the Person to whom the Order is directed. The placard shall not be removed without the approval of the Officer.

9. WORK ORDERS

9.1 Where an Officer believes that a contravention of this By-law has occurred, the Officer may issue an Order requiring the Person to rehabilitate the land or Woodlands, or to plant or replant Trees.

9.2 The Order shall set out:

9.2.a the name and the Owner and the municipal address or the legal description of the land;

- 9.2.b reasonable particulars of the contravention;
 - 9.2.c the work to be done and the date by which the work must be done;
 - 9.2.d a statement that if the work is not done in compliance with the Order within a specified time period, the Region may have the work done at the expense of the Owner; and
 - 9.2.e contact information of the Officer.
- 9.3 The Order may be served in accordance with the service provisions contained in section 8.
- 10. PENALTY**
- 10.1 Any Person who contravenes any provision of this By-law, or an Order issued under this By-law is guilty of an offence and is liable:
- 10.1.a on first conviction, to a fine of not more than \$10,000 or \$1,000 per Tree, whichever is greater; on any subsequent conviction for the same offence, to a fine of not more than \$25,000 or \$2,500 per Tree, whichever is greater; and,
 - 10.1.b on conviction for a continuing offence, to a fine of not less than \$100 and not more than \$10,000 for each day or part of a day that the offence continues. The total of the daily fines may exceed \$100,000.
- 10.2 Despite subsection 10.1, where the Person convicted is a corporation:
- 10.2.a the maximum fines in clause 10.1.a are \$50,000 or \$5,000 per Tree; and
 - 10.2.b the maximum fines in clause 10.1.b are \$100,000 or \$10,000 per Tree.
- 10.3 If a Person is convicted of an offence for contravening this By-law or an Order is issued under this By-law, the court in which the conviction has been entered, and any court of competent jurisdiction thereafter, may order the Person to rehabilitate the land or to plant or replant Trees in such a manner

and within such period as the court considers appropriate, including any silvicultural treatment necessary to re-establish the Trees.

- 10.4 If an Order has been issued under this By-law or by the court, and the order has not been complied with, the contravention of the Order shall be deemed to be a continuing offence for each day or part of the day that the Order is not complied with.
- 10.5 The destruction of two or more Trees without or in contravention of a Permit shall be deemed to be a “multiple offence” as provided in the *Municipal Act* and shall be subject to the per tree penalties prescribed in section 10.1 and 10.2.

11. ENFORCEMENT

- 11.1 The provisions of this By-law may be enforced by an Officer.
- 11.2 An Officer or any person authorized by an Officer may, at any reasonable time, enter upon and inspect any land for the purposes of enforcing this By-law, determining compliance with this By-law, determining compliance with terms and conditions of a Permit issued under this By-law, determining compliance with an Order issued under this By-law or laying charges under this By-law.
- 11.3 An Officer exercising a power may be accompanied by a Person under his or her direction.
- 11.4 Any Person who obstructs or interferes with an Officer, or any Person or agent authorized by an Officer, in the discharge of his or her duties under this By-law, shall be considered in violation of this By-law.
- 11.5 Any Person who provides false information to an Officer shall be deemed to have obstructed or interfered with the Officer in the execution of their duties.

12. ADMINISTRATION

- 12.1 If any section or part of this By-law is found by any court of competent jurisdiction to be illegal or beyond the power of Regional Council to enact, such section or part shall be deemed to be severable and all other sections or parts of this By-law shall be deemed to be separate and independent therefrom and to be enacted as such.

- 12.2 The short title of this By-law is the “Woodland Conservation By-law”.
- 12.3 By-law 2020-79 of the Regional Municipality of Niagara and all amendments thereto, are hereby repealed.
- 12.4 Despite subsection 12.3, By-law 2020-79, as amended, shall continue to apply to:
- 12.4.a proceedings in respect of offences that occurred before its repeal;
and,
 - 12.4.b permits in compliance with By-law 2020-79, which were
approved prior to its repeal.
- 12.5 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: <date>

Appendix 3. Table summarizing proposed Woodland by-law updates and the reason for their consideration. The primary reason for updates is driven by changes in the updated Regional Official Plan and/or changes to municipal planning responsibilities due to Planning Act changes, with further minor refinements to other areas recommended by Regional staff.

By-law Section	Description of Update	Reason for Update			
		Official Plan Transition	PPS (2024) Conformity	Niagara Official Plan (2022) Conformity	Other Staff Recommended Changes
Preamble	WHEREAS Statement Updates	Yes	No	No	No
1.1	Agricultural Use Definition Update	No	Yes	No	No
1.14	Move Normal Farm Practice Definition to Section 4	No	No	No	Yes
1.26.a	Sensitive Natural Area Definition Update	Yes	No	Yes	No
4.15	Agricultural Exemptions Update	Yes	No	No	Yes
4.16	Standalone Normal Farm Practice Exemption addition	No	No	No	Yes
9.4, 9.5	Removal of Failure to Comply with Work Order and Cost Recovery Clause	No	No	No	Yes

Memorandum

PDS-C 4-2025

Subject: Public Member Appointments to the Diversity, Equity and Inclusion Advisory Committee

Date: May 7, 2025

To: Planning and Economic Development Committee

From: Ann-Marie Norio, Regional Clerk

As a result of recent resignations from the Committee, Regional staff have undertaken a recruitment process to replace four vacant public member positions on the Diversity, Equity and Inclusion Advisory Committee (DEIAC) for the remainder of this term of Council.

An application form to solicit interested members of the public to participate on the DEIAC was available on Niagara Region's website from February 11 to February 28, 2025. Advertisements were posted on social media and shared with various community partners in order to provide extensive outreach to ensure a diverse membership of public members with lived experiences and/or relevant skills. Nine applications were received in total.

Staff have reviewed the applications received and the recommended candidates for appointment to the DEIAC are contained in Confidential Appendix 1 to this memorandum.

Respectfully submitted and signed by

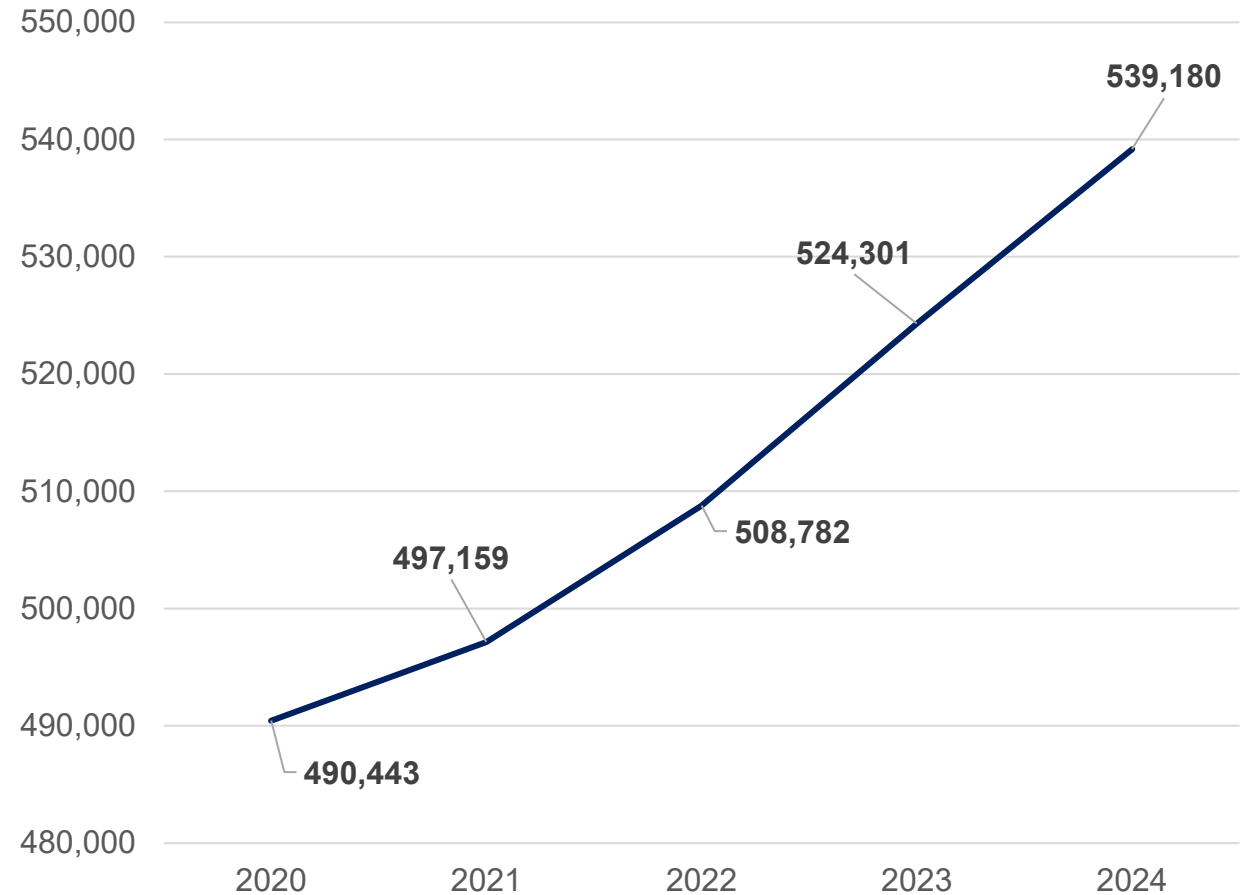
Ann-Marie Norio
Regional Clerk

Niagara Economic Update

PLANNING AND ECONOMIC DEVELOPMENT
COMMITTEE

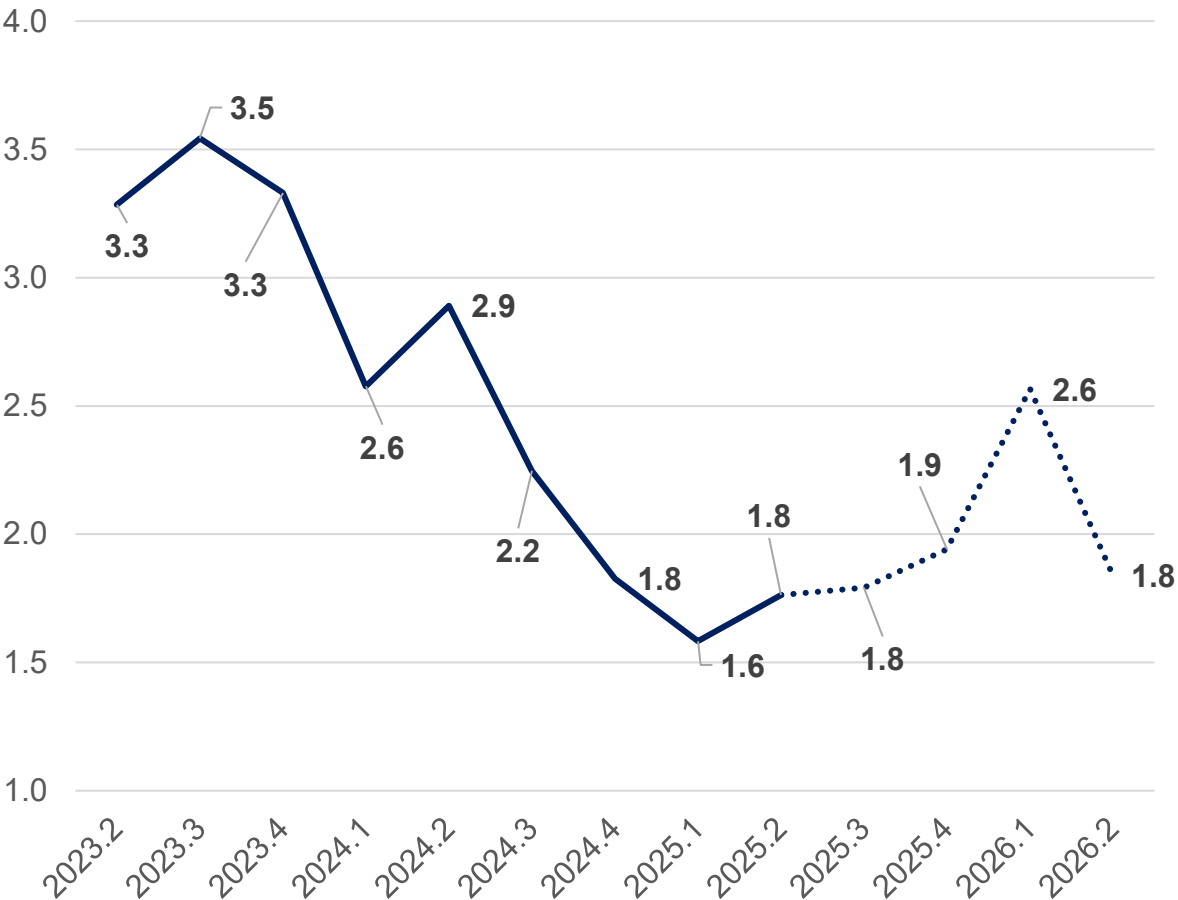
May 7, 2025

Population



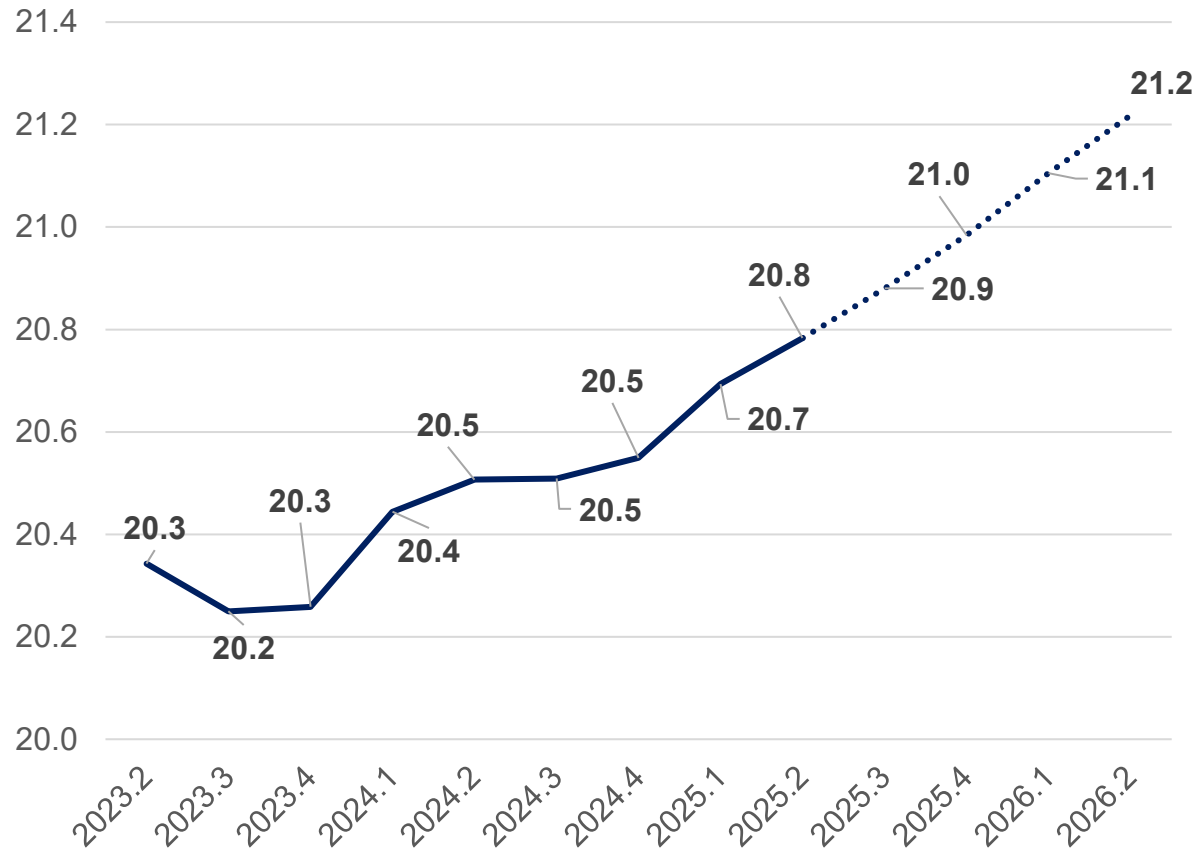
Source: Statistics Canada

Consumer Price Index (%)



Source: The Conference Board of Canada

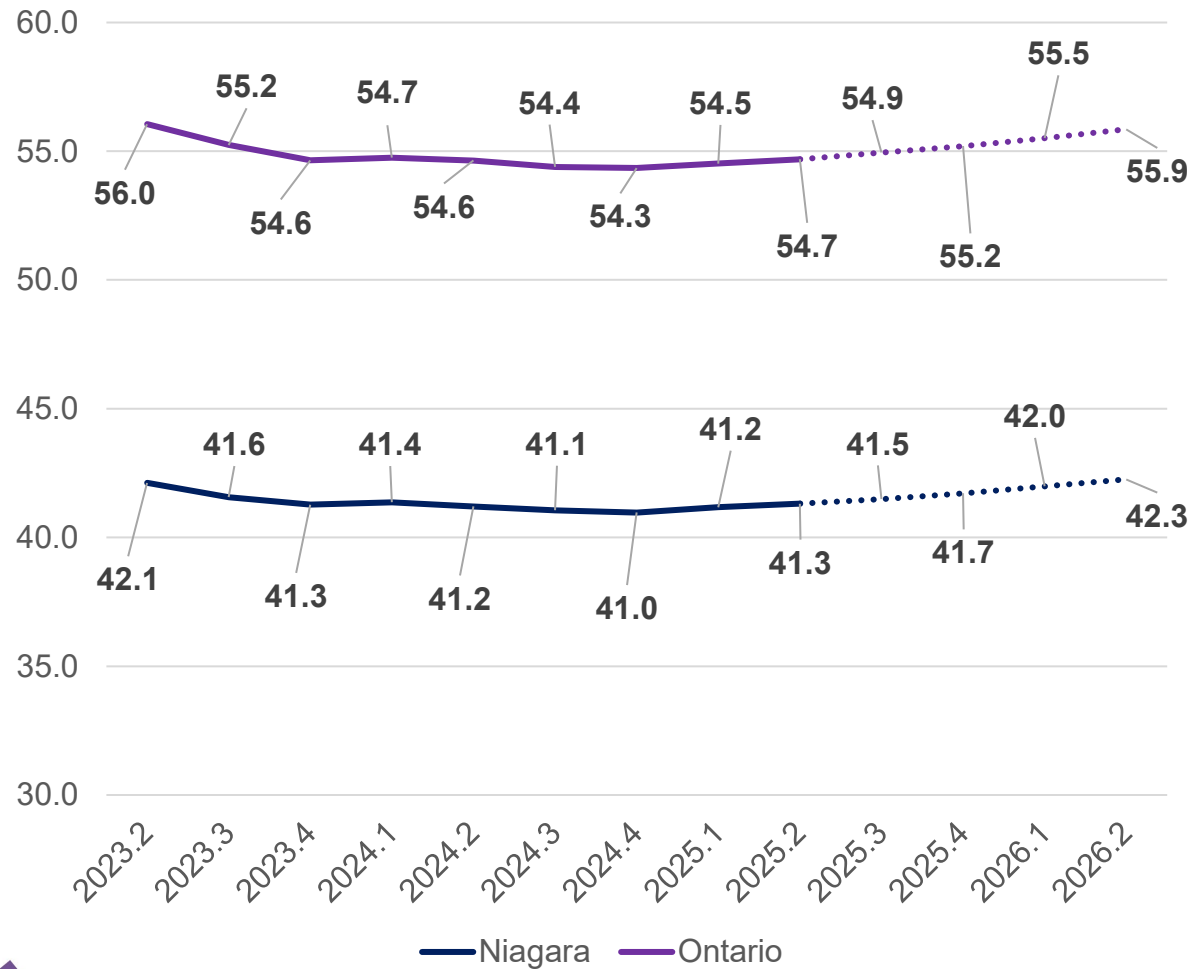
Gross Domestic Product (2017 \$ Billions)



Source: The Conference Board of Canada



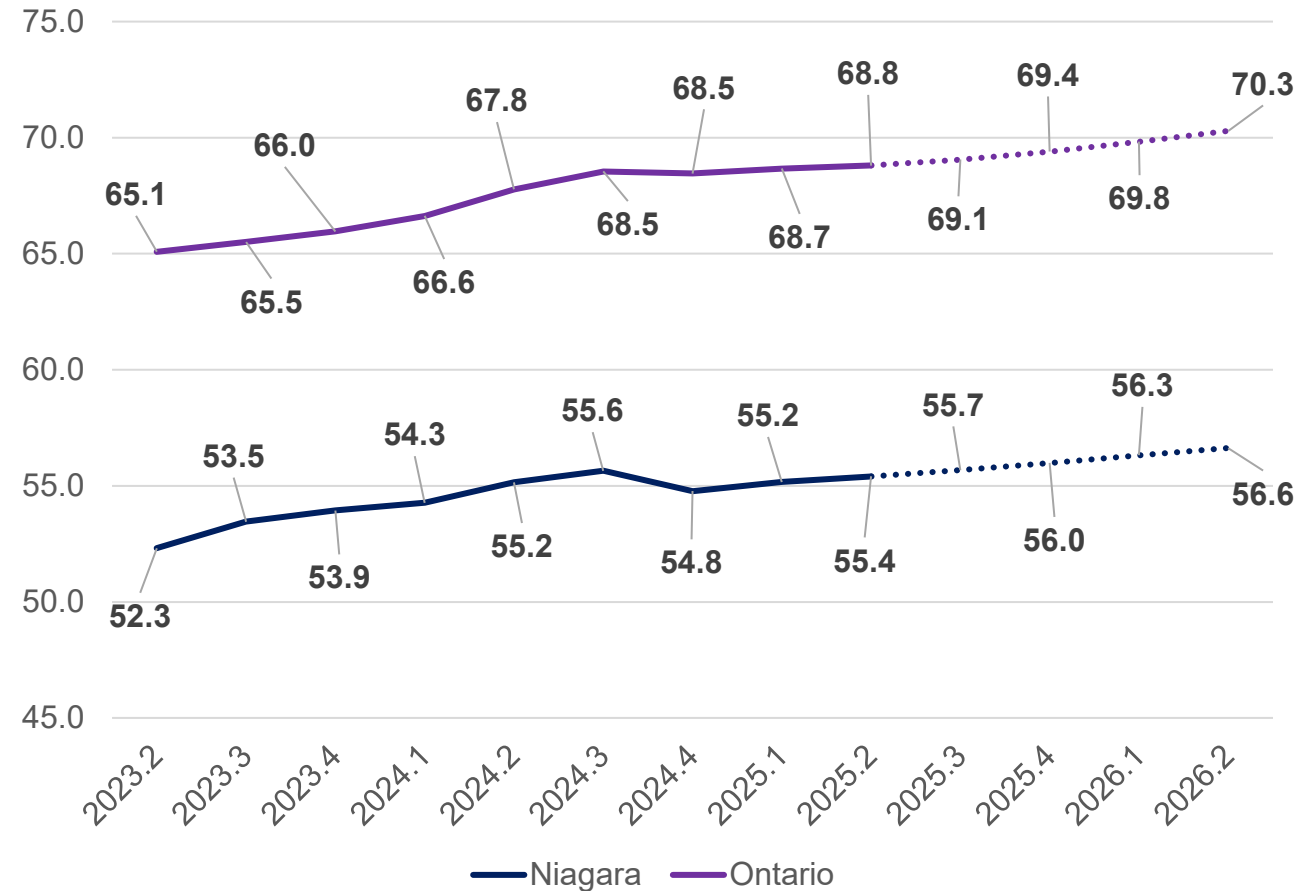
GDP Per Capita (2017 \$ Thousands)



Source: The Conference Board of Canada

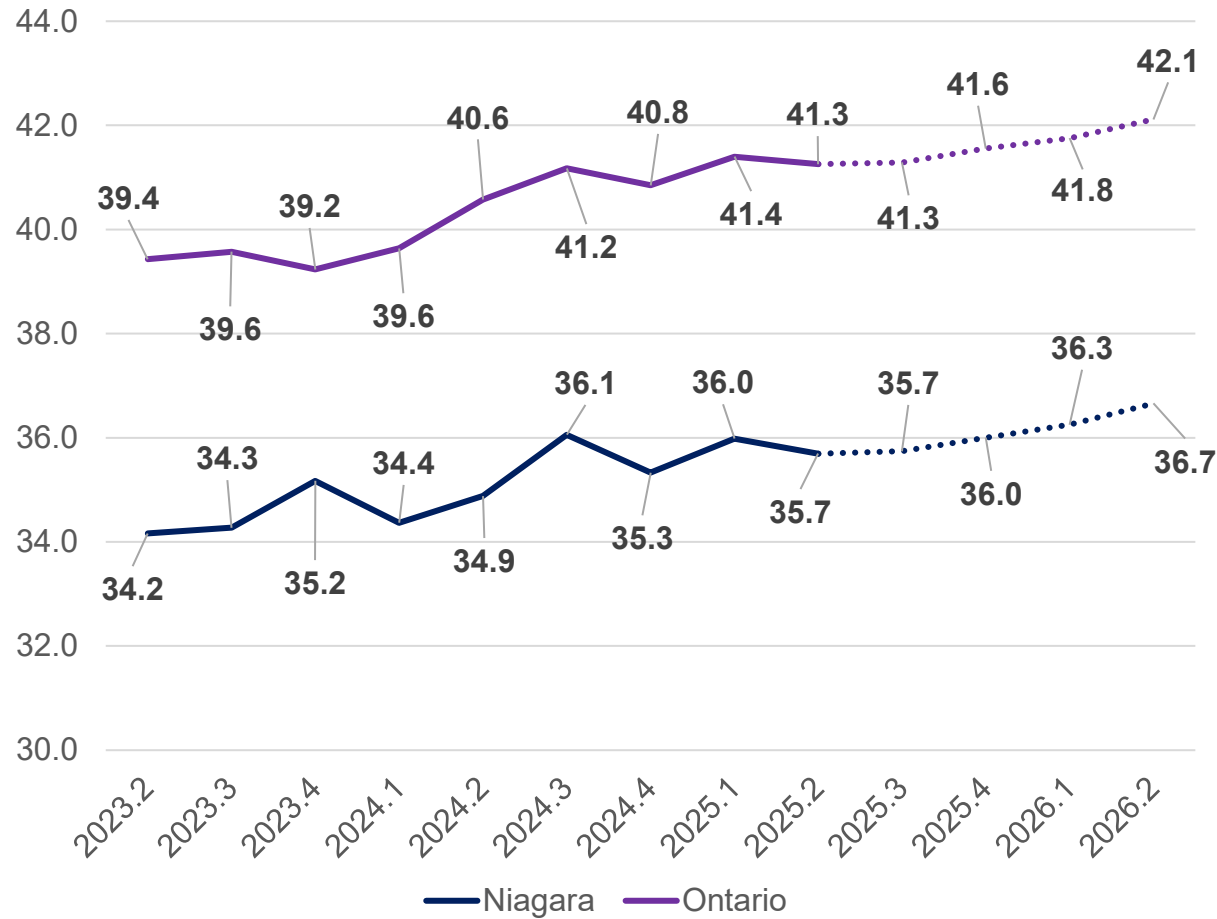


Wages and Salaries (\$ Thousands)

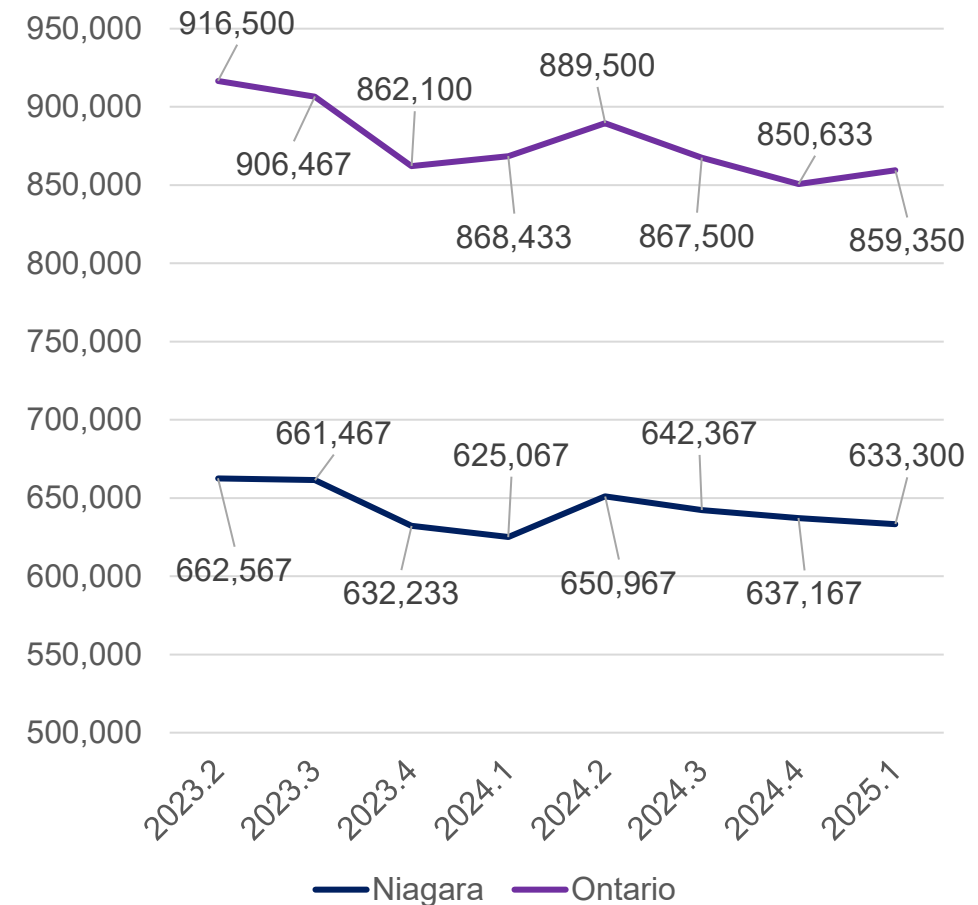


Source: The Conference Board of Canada

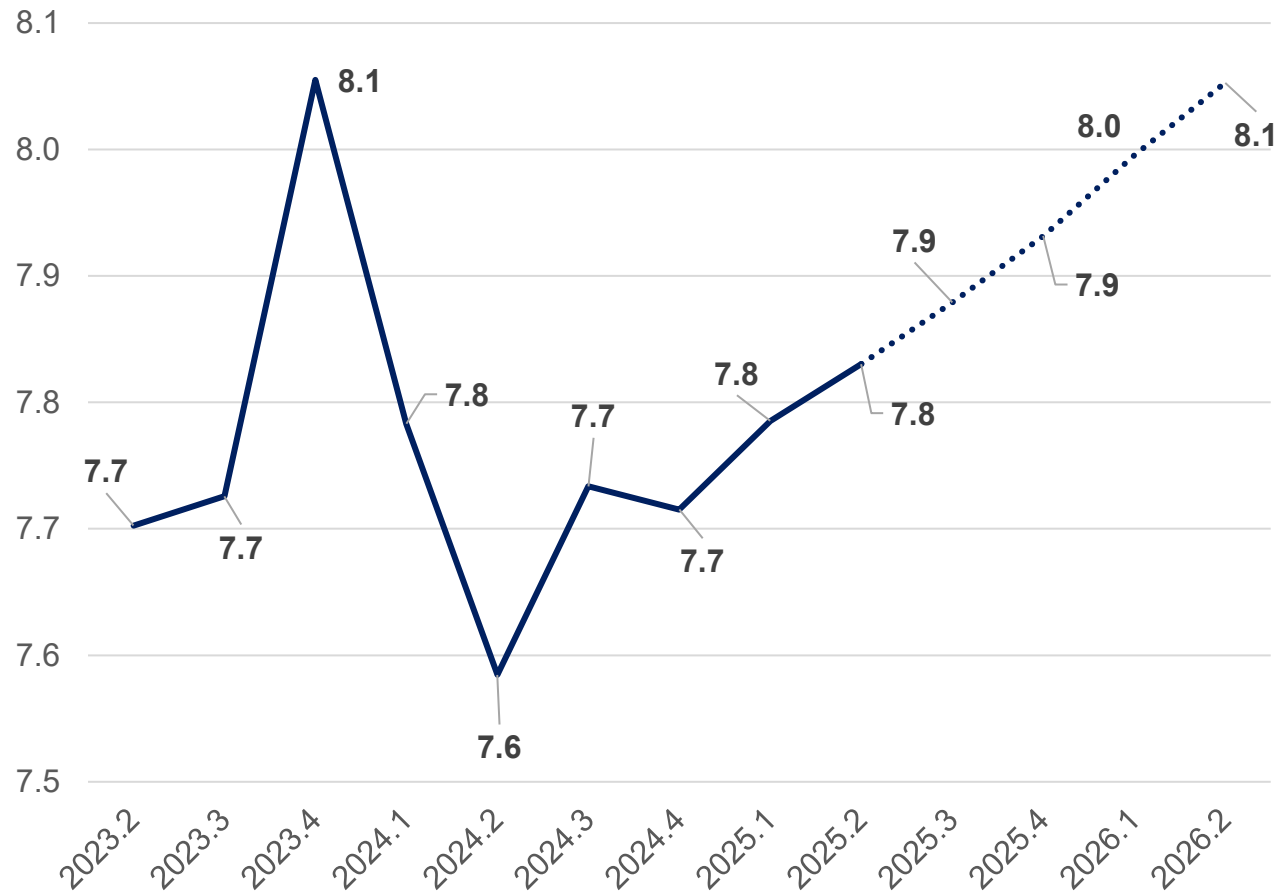
Household Disposable Income Per Capita (\$ Thousands)



Housing Prices (HPI \$ Thousands)



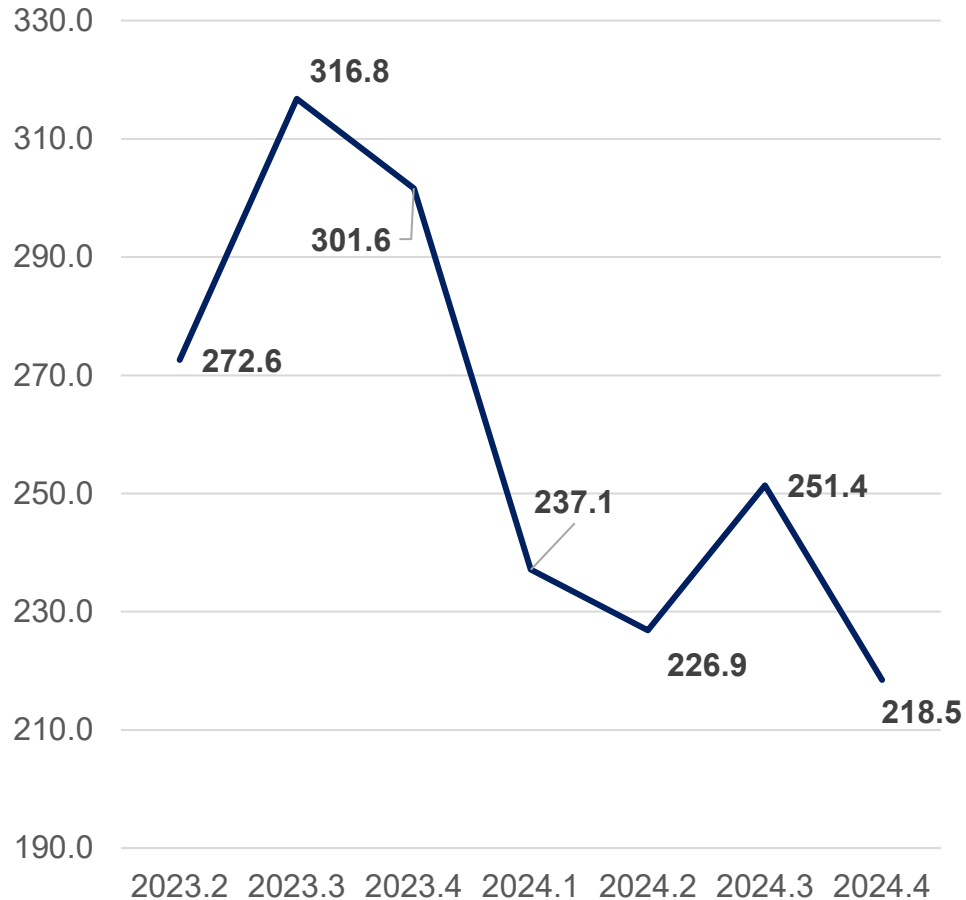
Retail Sales (\$ Billions)



Source: The Conference Board of Canada

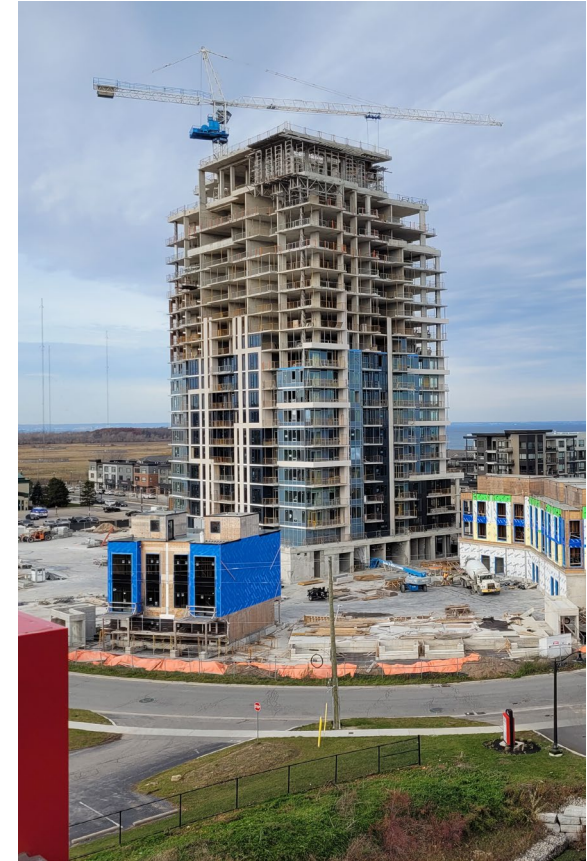


Construction Investment, Residential (\$ Millions)

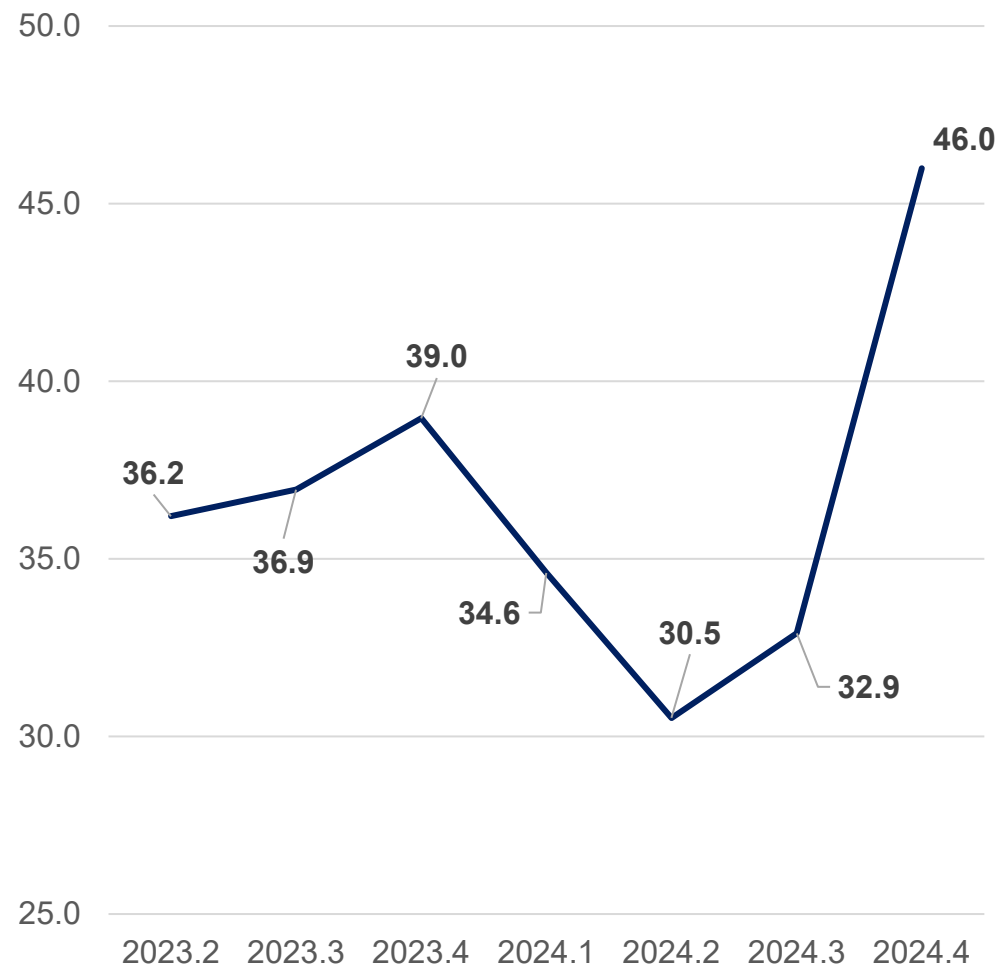


Source: Statistics Canada

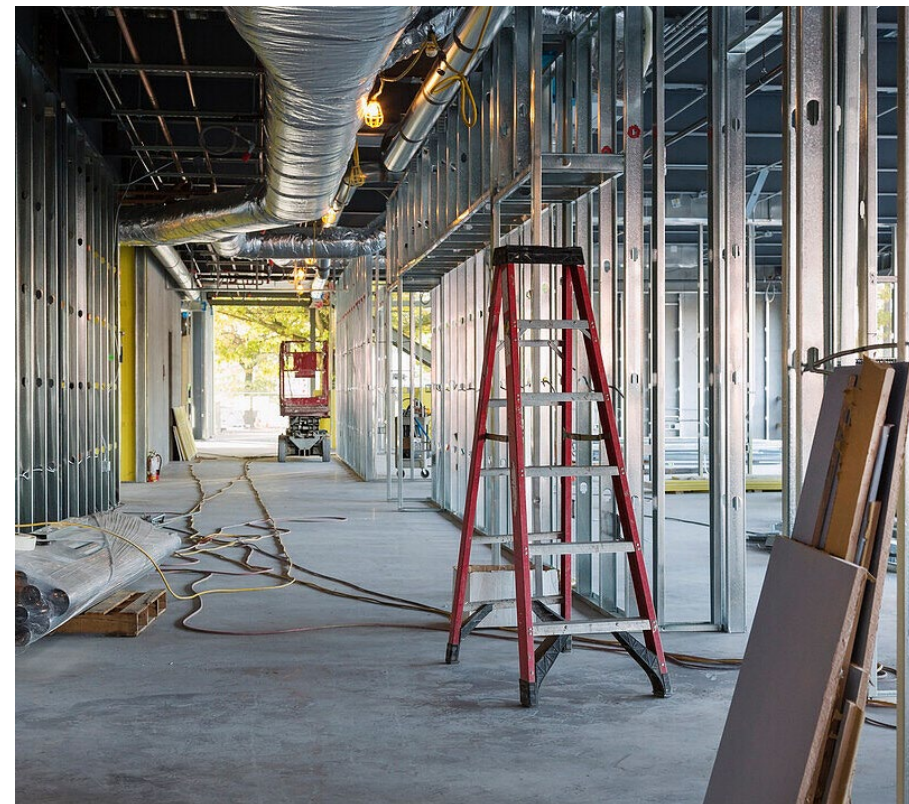
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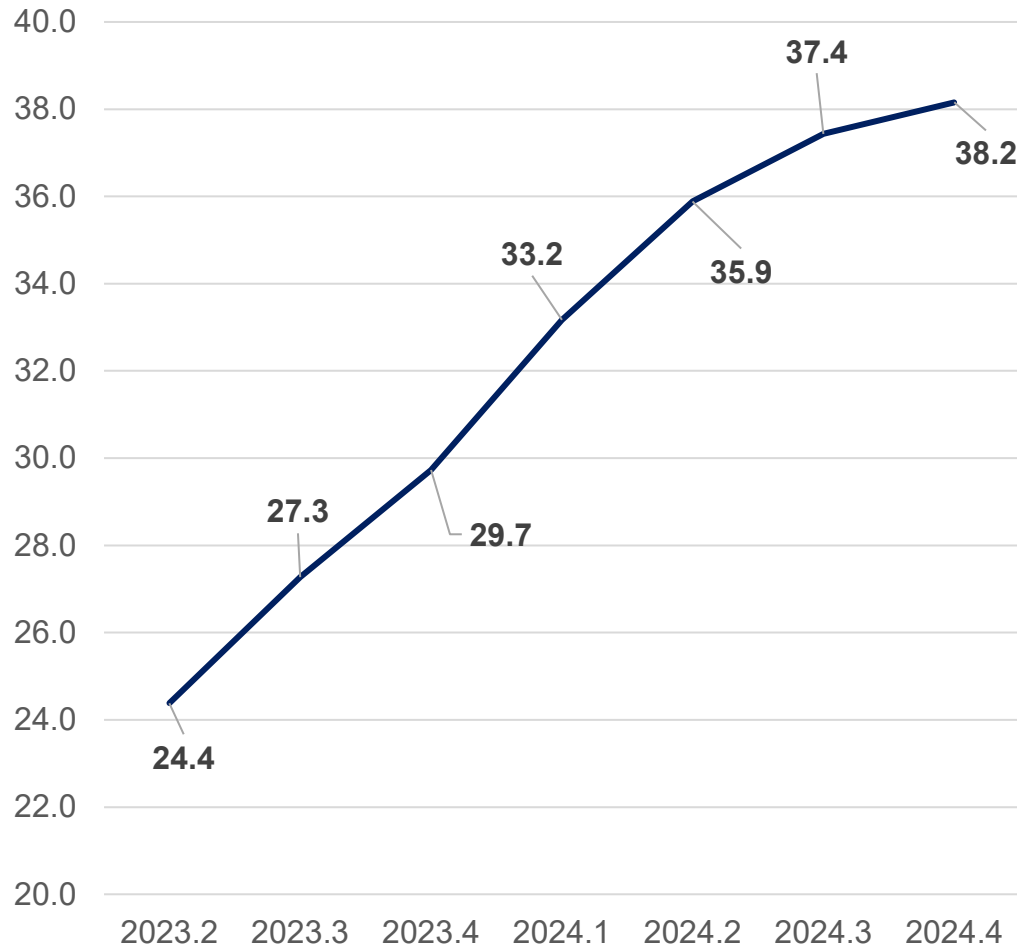
Construction Investment, Commercial (\$ Millions)



Source: Statistics Canada



Construction Investment, Industrial (\$ Millions)

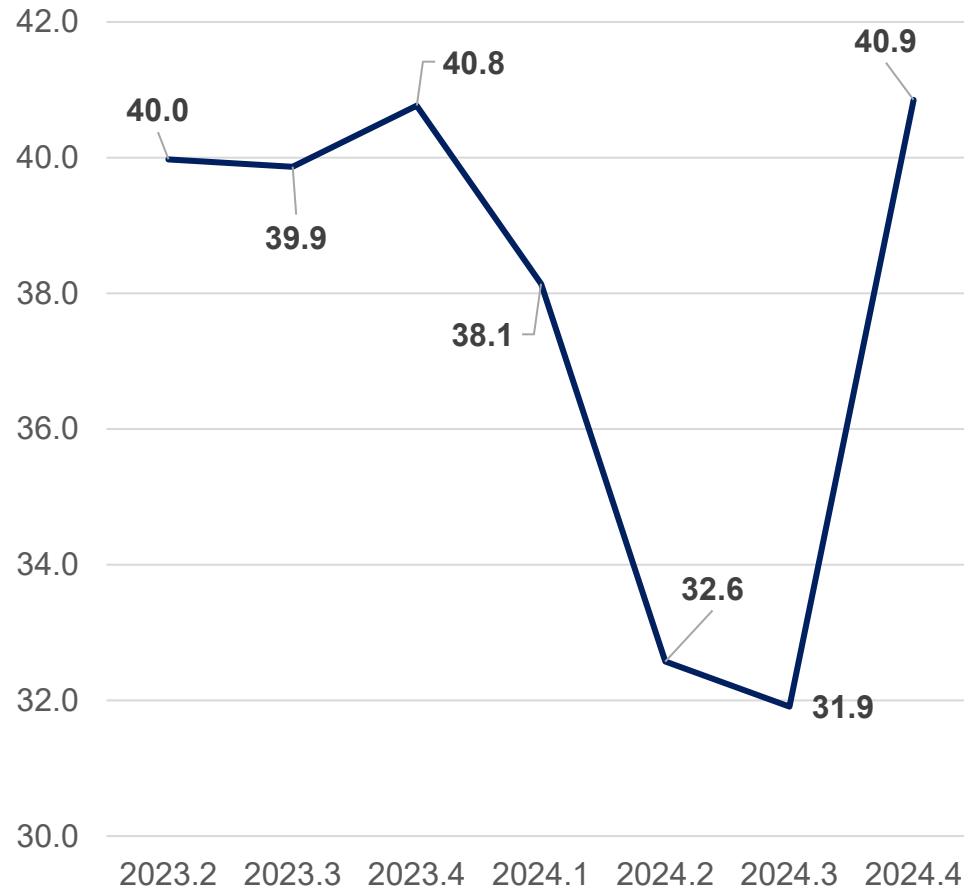


Source: Statistics Canada

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Investment In Construction, Institutional (\$ Millions)



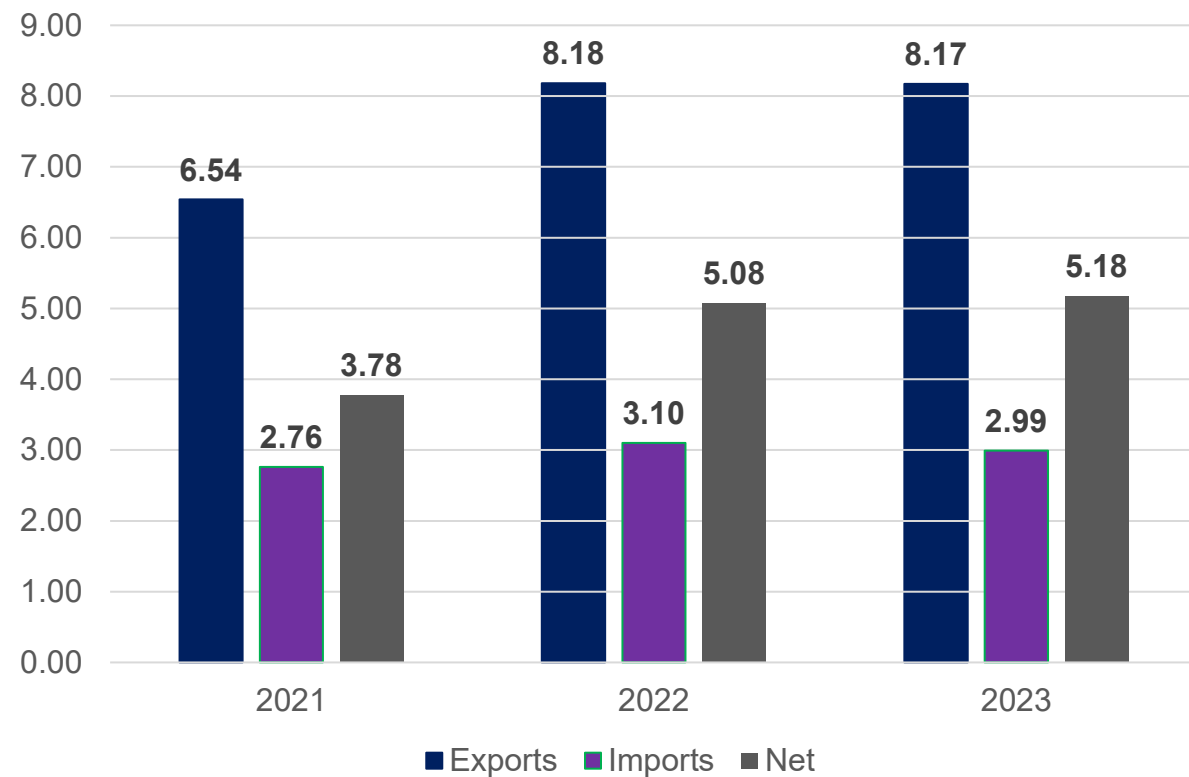
Source: Statistics Canada

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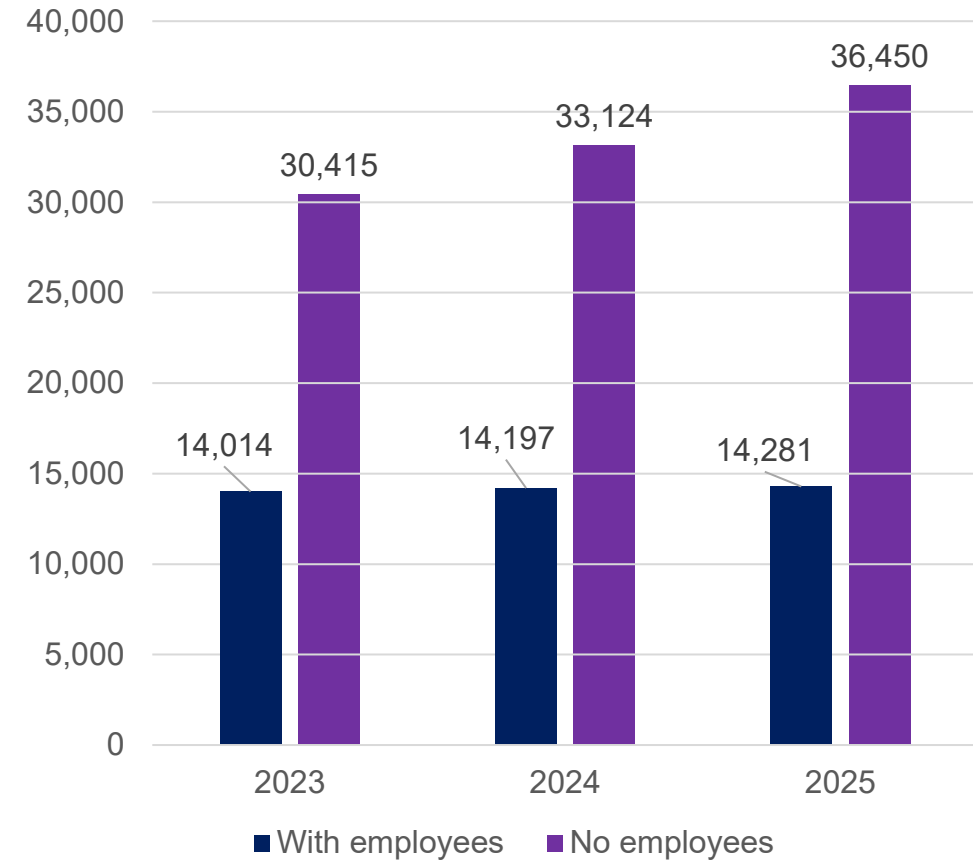


International Trade (\$ Billions)



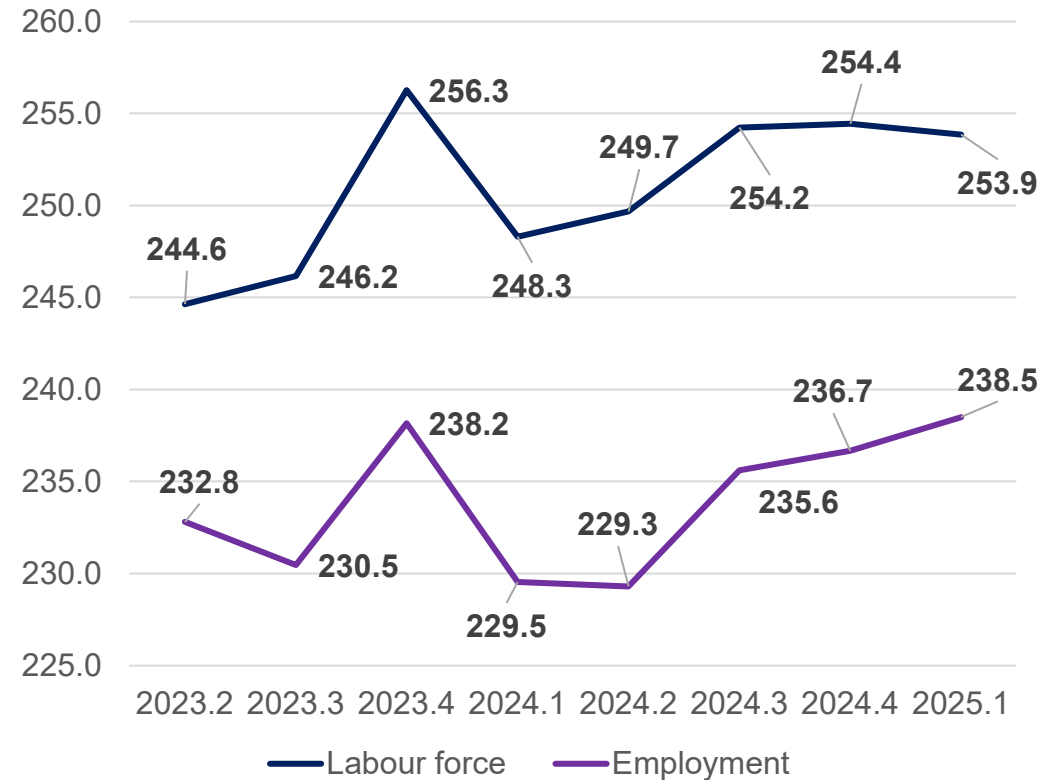
Source: Statistics Canada

Business Counts



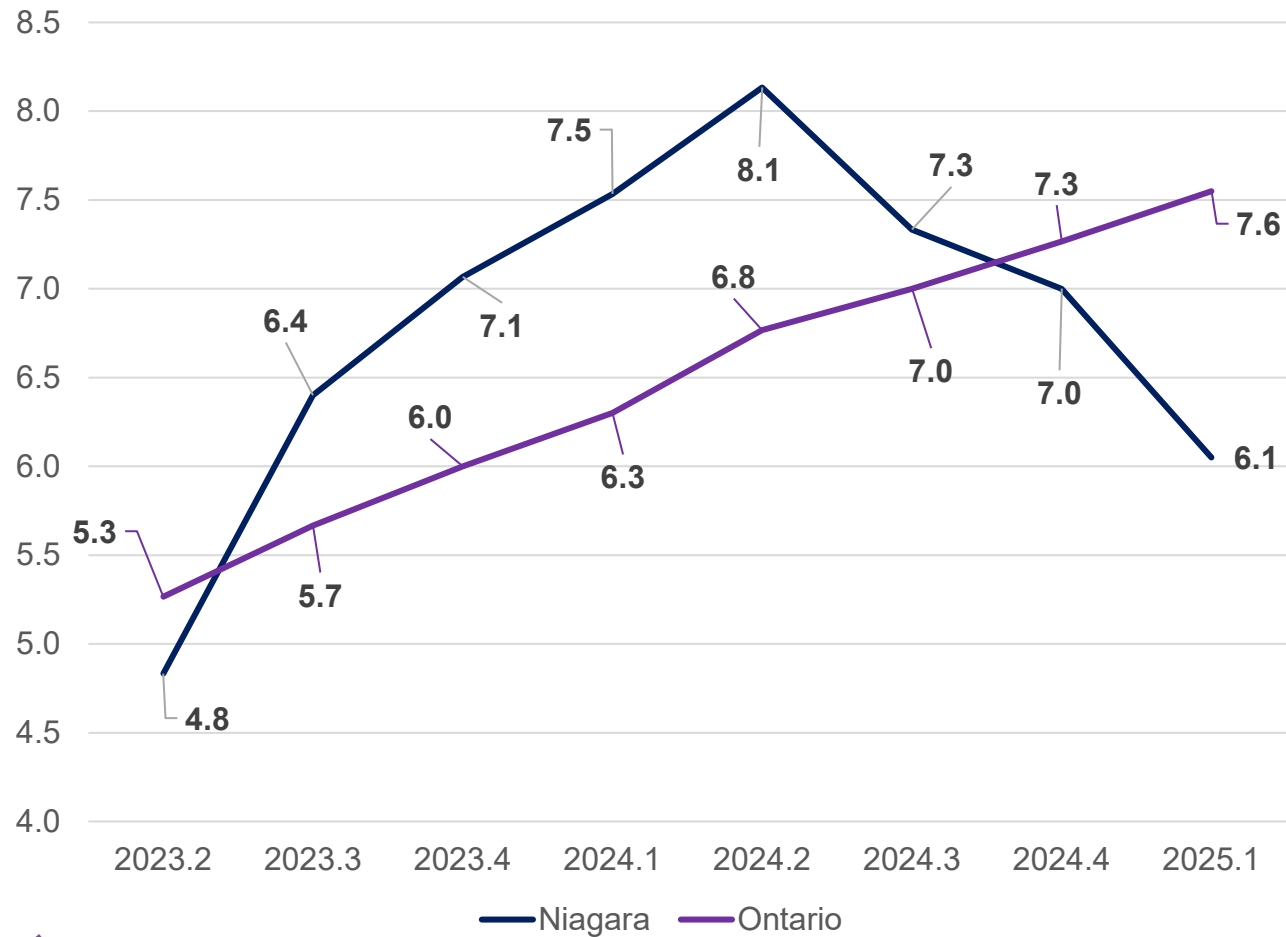
Source: Statistics Canada

Labour Force and Employment (Thousands)



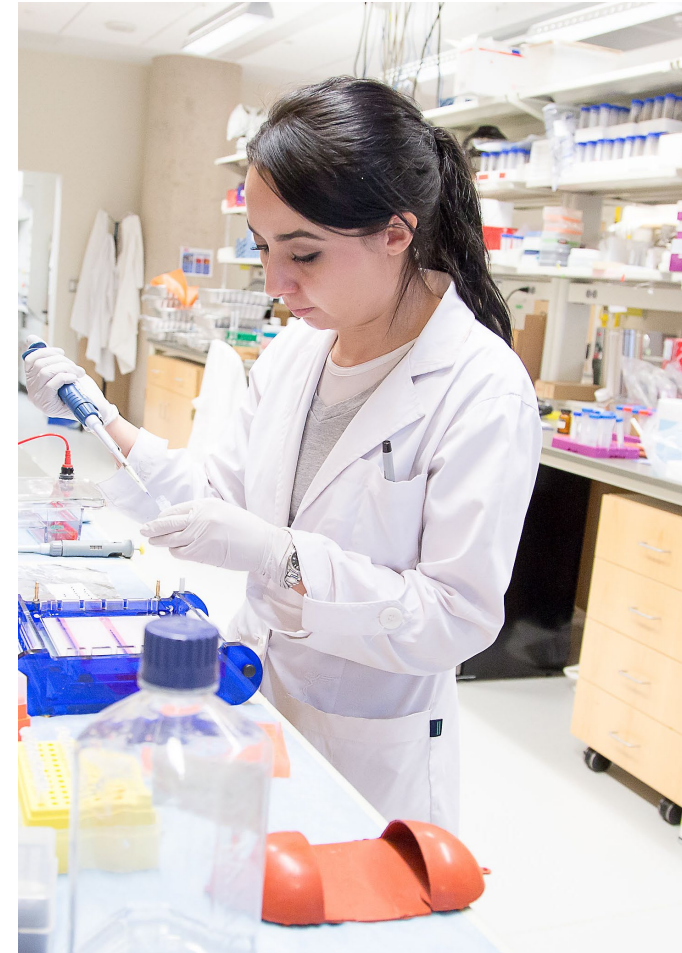
Source: Statistics Canada

Unemployment Rate (%)

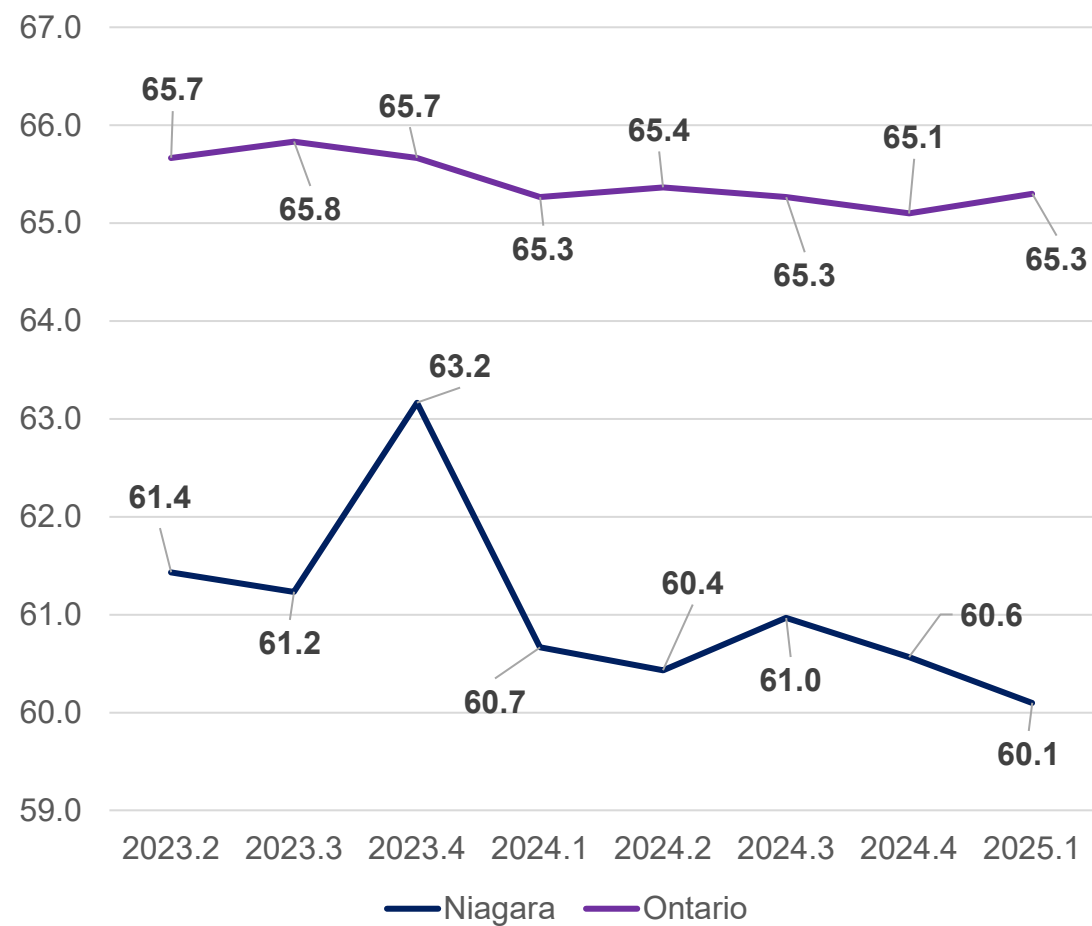


Source: Statistics Canada

705



Participation Rate (%)



Source: Statistics Canada



Thank You

Blake Landry, Ec.D.

Manager, Economic Research & Analysis

Economic Development

Niagara Region

Blake.Landry@niagararegion.ca

Subject: Niagara Economic Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That Report ED 4-2025 **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.
- Niagara's economy has slowed in recent years, primarily due to higher interest rates aimed at controlling inflation. With inflation now under control, Niagara was poised for economic growth. However, the potential tariffs from the US present a significant threat to future growth prospects.
- If the US proceeds with the current proposed tariffs and Canada maintains and implements further countermeasures, the Canadian economy could shrink by 5.4%, with 160,000 job losses by Q2 2025. Conversely, if US tariffs and Canadian countermeasures are lifted, the Canadian economy could grow by 3.9% by Q3 2025. Niagara would be disproportionately affected given a strong reliance on the US market.

Financial Considerations

The activities described in this report are accommodated within the Council approved 2025 Economic Development operating budget.

Analysis

Economic growth in Niagara has slowed considerably over the past two years, primarily due to a significant increase in interest rates by the Bank of Canada aimed at managing high inflation. While this measure successfully reduced inflation, Niagara was well poised for continued growth. However, other external challenges have emerged, including tariffs imposed by the United States, which threaten both national and regional economic stability.

It is important to note that the data and projections in this report reflect the economic situation as of March 7, 2025, when the data was published. Given the fluid nature of the tariff situation, these projections are likely to change.

The Conference Board of Canada (CBoC) has recently reported that if the tariffs and countermeasures remain in place, the Canadian economy could shrink by 5.4% on an annualized basis, with 160,000 potential job losses in Q2 2025 alone. Conversely, if the tariffs and countermeasures are removed by Q3 2025, a 3.9% economic expansion and increased hiring could be expected. Given Niagara's heavy reliance on cross-border trade, the region's economy is likely to feel these impacts acutely.

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

Population

Post-census population data shows that Niagara continues to grow at a fast pace. The population of Niagara reached 539,180 in 2024, marking a 10% increase compared to 2020. In comparison, Canada's population grew by 8.6%, and Ontario's population grew by 9.2% during the same period.

Consumer Price Index (CPI)

The CPI is a widely used measure of inflation. The Bank of Canada aims to keep inflation at the 2% midpoint of a 1% to 3% control range. Regional CPI has trended downward over the past two years, from 3.3% in Q2 2023 to 1.8% in Q2 2025. The CBoC predicts that regional inflation will rise to 2.6% by Q1 2026 before decreasing again in Q2 2026.

Gross Domestic Product (GDP)

Real GDP represents the total value of all goods and services produced in an economy, adjusted for inflation. A sustainable real GDP growth rate for an advanced economy is typically 2% to 3% per year. Both Niagara and Ontario have experienced relatively low real GDP growth over the past two years. Niagara's GDP growth was 0.8% from Q2 2023 to Q2 2024 and 1.3% from Q2 2024 to Q1 2025. Meanwhile, Ontario's GDP growth was 1.0% from Q2 2023 to Q2 2024 and 1.3% from Q2 2024 to Q2 2025.

GDP per capita, calculated by dividing total GDP by the population, is a commonly used indicator of economic productivity. Niagara has underperformed Ontario, with a GDP

per capita of \$41,309 compared to \$54,690 as of Q2 2025. From Q2 2023 to Q2 2025, Niagara's GDP per capita grew by 1.9%, compared to 2.5% for Ontario. However, the CBoC predicts that Niagara's GDP per capita will grow at 2.3%, compared to 2.1% for Ontario from Q2 2025 to Q2 2026.

Wages and Salaries

Wages and salaries per employee measure the average compensation (in the form of wages and salaries) received by employees. Niagara has lagged behind Ontario in this indicator, with average wages and salaries of \$55,407 in Q2 2025 compared to \$68,799 in Ontario. From Q2 2023 to Q2 2025, Niagara's average wages and salaries increased by 5.9%, slightly higher than Ontario's 5.7%. The CBoC also predicts that Niagara will grow at the same rate as Ontario, at 2.2% by Q2 2026, so it will continue to lag Ontario.

Income

Household disposable income per capita measures the income remaining after taxes and other mandatory deductions. It is commonly used to assess purchasing power. Niagara's household disposable income per capita has lagged behind Ontario, at \$35,700 compared to \$41,255 in Q2 2025. From Q2 2023 to Q2 2025, household disposable income per capita grew by 4.5% for Niagara, compared to 4.6% for Ontario. The CBoC predicts that from Q2 2025 to Q2 2026, Niagara's growth will be 2.7%, compared to 2.1% for Ontario.

House Prices

The House Price Index (HPI) is a tool that measures changes in the prices of residential properties over time. It is considered more stable than average or median prices because it accounts for factors such as property features and location, while also tracking changes in value. In Q1 2025, the HPI composite benchmark for Niagara was \$633,300, compared to \$859,350 for Ontario. The composite benchmark in Niagara grew by 1.3% from Q1 2024 to Q1 2025, while Ontario experienced a decline of 1.0%.

Retail Sales

Retail sales measure the total revenue generated by retail stores, both physical and online, from selling goods and services to consumers over a specific period. Retail sales in Niagara reached \$7.83 billion in Q2 2025. From Q2 2023 to Q2 2025, retail sales in Niagara grew by 1.7%, compared to 2.3% for Ontario. The CBoC predicts that from Q2

2025 to Q2 2026, retail sales will grow by 2.8% in Niagara, with the same growth forecast for Ontario.

Investment In Building Construction

Investment in building construction measures the total spending on construction activity by households, businesses, and governments, including both residential and non-residential building types, but excluding land value. Investment in residential building construction has been on a declining trend. In Q4 2024, investment in residential building construction totaled \$218.5 million, representing a 28% decrease from Q4 2023.

Investment in non-residential building construction was stronger compared to residential. Investment in industrial building construction reached \$38.2 million in Q4 2024, marking an increase of 28.4% over Q4 2023. Investment in commercial building construction was also strong, reaching \$46 million in Q4 2024, an increase of 18% over Q4 2023. Investment in institutional building construction remained stable, reaching \$40.1 million in Q4 2024, a slight decrease of 0.2% from Q4 2023.

International Trade

International trade data such as import and export values, provides insights into Niagara's economic activity, trade relationships, and global competitiveness. Although 2024 will not be available until May 2025, 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 or businesses that have annual revenues greater than \$30,000. In 2025, the number of businesses in Niagara with employees reached 14,281 and businesses with no employees reached 36,450. This was growth of 84 businesses (5.9%) with employees and 3,326 businesses (10%) without employees.

Labour

Labour indicators, including the labour force, employment, and unemployment rate for Niagara, were relatively strong in Q1 2025, while the participation rate remained stagnant. The labour force in Niagara reached 253,900, a 2.2% increase over Q1 2024, compared to 3.3% growth for Ontario. Employment in Niagara reached 238,500, a 4.0% increase, compared to 2.3% growth for Ontario.

In Q1 2025, Niagara's unemployment rate was 6.1%, a decrease of 1.5% from Q1 2024. In comparison, Ontario's unemployment rate was 7.6% in Q1 2025, a 1.3% increase from Q1 2024. Niagara's participation rate in Q1 2025 was 60.1%, a 0.6% decrease from Q1 2024, while Ontario's participation rate remained unchanged at 65.3%.

Conclusion

In conclusion, while Niagara's economy has faced significant challenges over the past two years, including the impact of rising interest rates and now the threat of US tariffs, the region has shown economic resilience. The region's economic outlook remains highly sensitive to external factors, particularly the potential continuation of trade tensions with the US. As the situation evolves, Niagara's economy could see further contraction. Or, if the tariffs and counter tariff measures are resolved the region could return to more robust growth. Moving forward, it will be essential for policymakers and business leaders in Niagara to stay attuned to these dynamics in order to adapt and capitalize on emerging opportunities while mitigating risks.

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 14-2024 Niagara Economic Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=01fb28b8-34a0-4140-ab8b-8a70c5fa09ff&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

Prepared by:

Blake Landry, Ec.D.
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Analysis
Economic Development

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

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

Appendices

None.

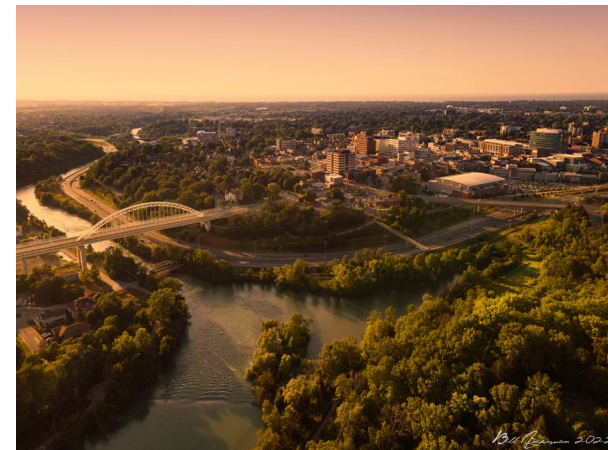
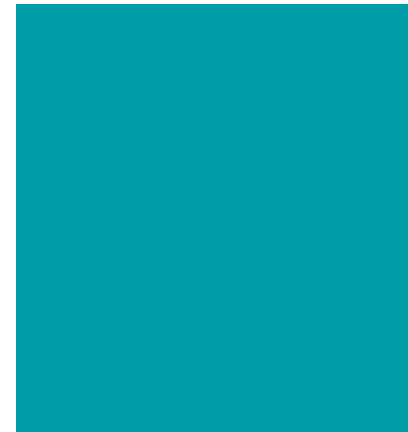
Niagara Economic Strategic Marketing Update

Presented by Katie Desharnais

May 7, 2025

Purpose

This presentation provides an update on the strategic marketing initiatives undertaken by Niagara Region Economic Development (NED), with a primary focus on international investment attraction. It also covers other efforts that support Niagara's business environment and growth.



Discover Niagara: Invest, Inspire, Grow Video

- **Purpose:** Showcase Niagara's business potential, emphasizing infrastructure, skilled workforce, and key sectors (electric mobility, advanced manufacturing, agriculture).
- **Storyline:** Follows a business executive and family relocating to Niagara, highlighting their transition.
- **Production:** Captured over six months to represent Niagara year-round.
- **Target Audience:** Aimed at global business leaders, focusing on decision-making factors for senior executives.

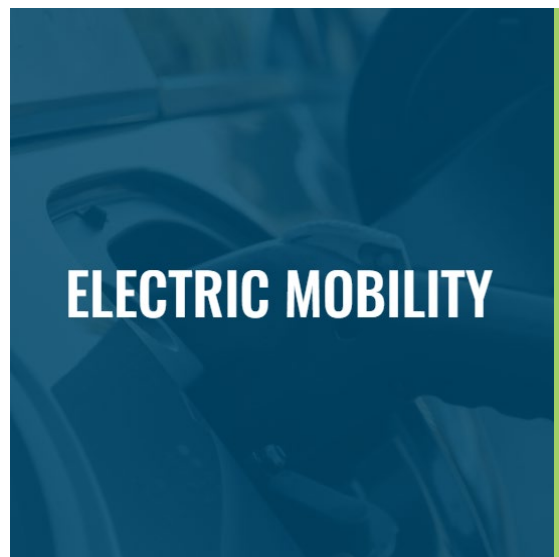


<https://vimeo.com/1068868957>

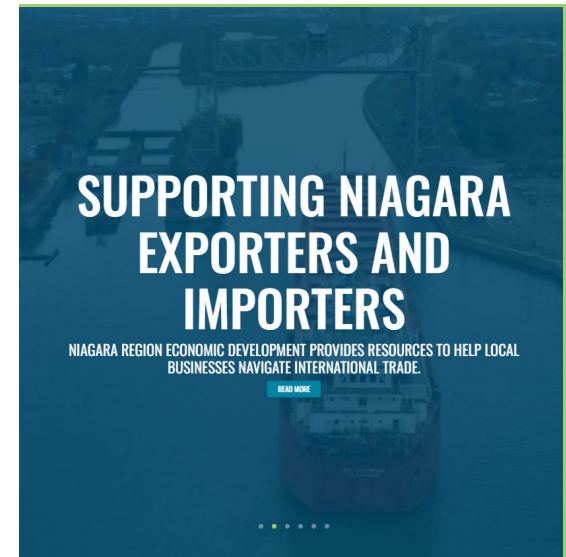
New Landing Pages



An interactive tool for connecting investors with local businesses and opportunities in Niagara.



Highlights Niagara's role as a hub for electric vehicles and mobility industries, featuring key advantages and local initiatives.



Offers resources for businesses navigating tariffs and trade challenges, with information on relief programs.

FOREIGN INTEREST BY COUNTRY

NIAGARACANADA.CA



NIAGARACANADA.CA

- Page visits have increased by 43% YOY
- Page visits have increased 43% in the last 30 days
- Most popular page: Niagara Business Directory

Shop, Support, Share Local Campaign

Purpose: Support local businesses and strengthen Niagara's economy by encouraging residents to engage with their community.

Campaign Overview: Launched on March 31 and runs for nine weeks. Targets Niagara residents to support businesses through purchases, reviews, and social media engagement.

Advertising and Media Coverage: Multi-platform campaign (social media, radio, print, digital). 85% of the spend focused on local media; 15% on social media. Rotating radio ads for each municipality ensure equal representation.

Campaign Materials: Stickers, window clings, and posters for businesses. Available digitally on Niagara Business Directory. Physical items can be picked up at Niagara Regional Headquarters and local municipal customer service desks.



Film and Media Industry Support

- **Goal:** Position Niagara as a prime location for film and media production, attracting investment and supporting local businesses.
- **Cannes Film Festival:**
 - Niagara will be featured in **World of Locations magazine**, distributed globally at major film events, starting at the Cannes Film Festival.
 - The magazine will also be shared at **Venice, Toronto, Sundance, Berlin, Hong Kong, MIPCOM**, and more.
 - Niagara will also appear in a **Cannes-exclusive glossy magazine**, mailed to over 10,000 recipients and showcased at the festival.
 - Both promotions will drive traffic to Niagara's Film Production page on the Economic Development website, which streamlines site locators' access to the best contacts at local area municipalities.



Sponsorship and Industry Engagement

- **Goal:** Support workforce development in the agri-food sector and foster the next generation of agricultural professionals.
- **Collaboration with OAFVC:**
 - NED partnered with the Ontario Agri-Food Venture Centre (OAFVC) to sponsor 54 students from Niagara College's School of Horticulture at a local conference.
 - The conference covered food processing, business expansion, and sustainable agricultural practices.
- **Agri-Food Workforce Development:**
 - This sponsorship reinforces NED's commitment to developing skilled professionals in the agri-food sector.
 - A one-page breakdown of Niagara's Agriculture Action Plan, "Grown in Niagara", outlines priorities and actions for growing the sector.



QUESTIONS & CONTACT

Katie Desharnais

**Strategic Marketing Manager | Economic Development | Niagara Region |
NiagaraCanada.com**

Katie.Desharnais@niagraregion.ca

Subject: Strategic Marketing Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 7, 2025

Recommendations

1. That Report ED 5-2025 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide an update on the activities of Niagara Region Economic Development (NED) related to strategic marketing efforts to promote Niagara as a prime destination for international investment attraction.
- NED continues to focus on marketing Niagara's strategic advantages and fostering international relationships to attract foreign direct investment, particularly in key emerging and core sectors such as electric mobility, life sciences, marine, film, agriculture and manufacturing.
- These marketing initiatives align with the 10-Year Economic Development Strategy (2022-2032) and aim to promote Niagara's robust economic environment, infrastructure, and growth opportunities to international business leaders.

Financial Considerations

The activities discussed in this report are in line with the Council-approved 2025 Economic Development operating budget.

Analysis

Niagara Region Economic Development (NED) has been actively working to strengthen the region's international presence through various targeted marketing strategies. These efforts have been designed to showcase Niagara's competitive advantages to global business leaders and investors.

1.1 Discover Niagara: Invest, Inspire, Grow Video

A new video was launched to highlight Niagara's business potential and its strategic advantages in the global market. The video emphasizes Niagara's strong infrastructure, skilled workforce, and key sectors such as electric mobility, advanced manufacturing, and agriculture. It showcases a business executive with his family moving to Niagara and what it might look like as they transition to the region. The video was developed over six months to capture all seasons, providing a comprehensive and visually engaging representation of life in Niagara year-round.

This video is aimed at global business leaders, showcasing the region as an ideal destination for investment and expansion. The focus is on the key factors that decision-makers prioritize when considering a location, particularly for senior executives.

2.0 Strategic Digital Marketing Campaigns

2.1 New Landing Pages

NED launched several new landing pages to further engage potential investors and businesses. These pages are integral to showcasing Niagara's advantages across various sectors:

- **Electric Mobility Sector Page:** Highlighting Niagara's positioning as a hub for the electric vehicle and mobility industries. The page outlines key advantages, infrastructure, and local initiatives that support this growing sector.
- **Tariff Support Page:** Offering resources for businesses seeking support with tariffs and trade challenges. This page provides information on available tariff relief programs and how Niagara can assist businesses in navigating international trade barriers.
- **Niagara Business Directory:** An interactive tool that helps potential investors connect with local businesses and discover opportunities across Niagara. This directory also serves as a valuable resource for businesses looking to network, find collaborators, and identify local suppliers.

These pages are part of the [Niagara Economic Development website Niagara Canada](https://niagaracanada.com) (<https://niagaracanada.com>) and are designed to be the go-to resource for businesses considering expansion into Niagara. The content is carefully curated to attract high-value investments in key sectors, while providing practical tools for businesses to engage with the local community.

2.2 Shop, Support, Share Local Campaign

NED in collaboration with all local area municipalities, local chambers of commerce, and the Niagara Industrial Association (Team Niagara), launched a campaign to support local businesses and encourage residents to engage with their community. This initiative aims to strengthen Niagara's local economy by increasing consumer spending within the region.

- **Campaign Overview:** The campaign officially launched on March 31 and runs for nine weeks. It targets Niagara residents, encouraging them to support local businesses not only through purchases, but also by writing reviews and engaging on social media.
- **Advertising and Media Coverage:** The campaign will run across multiple platforms, including social media, radio, print, and digital ads. Radio stations across Niagara will feature rotating ads for each municipality, ensuring all areas are represented equally. In line with the campaign's objectives, approximately 85% of the campaign spend was allocated to local media, while 15% was spent on traditional social media.

Additionally, NED has created a set of campaign materials, including stickers for businesses to hand out to customers to indicate they supported a local Niagara business, window clings, and posters. These materials are available digitally on the Niagara Business Directory. Physical items such as stickers, decals, and posters can be picked up at Niagara Regional Headquarters customer service and all local area municipalities' customer service desks, where applicable.

3.0 Film and Media Industry Support

As part of Niagara's broader economic diversification strategy, NED has focused on positioning the region as an ideal location for the film and media production industry. This aligns with Niagara's growing reputation as a film-friendly destination with competitive incentives, creating significant opportunities for local businesses and attracting external investments.

3.1 Cannes Film Festival Promotion

NED is leveraging high-profile international events to raise Niagara's visibility within the film industry. At the Cannes Film Festival, Niagara will be featured in the World of Locations magazine. This publication surveys the global production landscape and

provides essential insights into filming locations, production trends, and global incentives. The magazine will run for 12 months and is distributed at major film events worldwide, including Cannes, Venice, Toronto, Sundance, Berlin, Hong Kong, San Sebastian, Busan, MIPCOM, AFM, Red Sea, and more. This exposure aims to position Niagara as a prime filming location for international production companies.

Additionally, Niagara will be featured in a Film Festival-exclusive glossy magazine, which will be directly mailed to over 10,000 recipients and will also be the featured magazine at the Cannes Film Festival. Both promotions will drive traffic to Niagara's dedicated Film Production page on the Niagara Economic Development website, where potential clients can explore the region's offerings and request more information.

4.0 Sponsorship and Industry Engagement

NED collaborated with the Ontario Agri-Food Venture Centre (OAFVC) to support the development of the next generation of agricultural professionals. Fifty four (54) students from Niagara College's School of Horticulture attended a local conference organized by OAFVC, where they gained insights into food processing, business expansion, and sustainable agricultural practices. This sponsorship highlights NED's commitment to fostering workforce development in the agri-food sector.

Additionally, a one-page breakdown has been created for Niagara's Agriculture Action Plan strategic initiatives, "Grown in Niagara", which outlines the region's priorities and actions for growing the agri-food sector.

Alternatives Reviewed

None to report.

Relationship to Council Strategic Priorities

This report supports the Prosperous Region priority by helping to grow Niagara's economy and create a strong, healthy business environment. Through marketing campaigns, workforce development, and partnerships with local and international organizations, we are making Niagara an even more attractive place for businesses to invest and grow. These efforts not only help local businesses thrive, but also bring new opportunities, ensuring long-term success and prosperity for the region.

Other Pertinent Reports

None applicable.

Prepared by:

Katie Desharnais
Manager, Strategic Marketing
Economic Development

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

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

Appendices

Not applicable.

Minute Item 6.1

AC-C 4-2025

2024 Audited Consolidated Financial Statements

That Report AC-C 4-2025, dated May 20, 2025, respecting 2024 Audited Consolidated Financial Statements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the audited consolidated financial statements for the Regional Municipality of Niagara (the “Niagara Region”), including the sinking fund and trust fund financial statements, for the year ended December 31, 2024, presented in Appendix 1 to Report AC-C 4-2025, **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statements of the Niagara Region for the year ended December 31, 2024, presented in Appendix 2 to Report AC-C 4-2025, **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Minute Item 7

Consent Items for Information

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

AC-C 5-2025

2023 Canadian Award for Financial Reporting

AC-C 6-2025

Status Update on Internal Audit Engagements

AC-C 7-2025

2024 Niagara Peninsula Conservation Authority (NPCA) Financial Statements

AC-C 8-2025

Niagara Regional Housing 2024 Draft Audited Financial Statements

JBM-C 2-2025

Court Services 2024 Draft Audited Schedule of Revenues, Expenses and Funds Available for Distribution

**THE REGIONAL MUNICIPALITY OF NIAGARA
AUDIT COMMITTEE
MINUTES**

AC 2-2025

Tuesday, May 20, 2025

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

- Committee: Bradley (Regional Chair)*, Foster, Gale, Morocco*, Olson, Redekop, Rigby (Committee Vice Chair), Villella*, Whalen (Committee Chair)
- Staff: D. Carnegie, Acting Commissioner, Corporate Services/Treasurer, D. Gibbs, Regional Solicitor/Director, Legal and Court Services, R. Hill, Legislative Coordinator, A. Korchok, Chief of Staff, Governance, K. Lotimer, Deputy Clerk, B. Menage, Director, Procurement Services*, A.-M. Norio, Regional Clerk, M. Raquion, Director, Financial Management & Planning/Deputy Treasurer, M. Sergi, Deputy Chief Administrative Officer, M. Steele, Associate Director, Reporting & Analysis, R. Tripp, Chief Administrative Officer, H. Vemuri, Manager, Internal Audit, M. Vink, Associate Director, Court Services*
- Others Present: C. Alvarez, Partner, and M. Ciardelli, Audit Manager, KPMG; L. Gagnon, Director, Corporate Services*, and L. Lee Yates, Chief Administrative Officer/Secretary-Treasurer*, Niagara Peninsula Conservation Authority

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

1. CALL TO ORDER

Committee Chair Whalen called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Gale read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. **PRESENTATIONS**

There were no presentations.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 **AC-C 4-2025**

2024 Audited Consolidated Financial Statements

Melanie Steele, Associate Director, Reporting & Analysis, and Carlos Alvarez, Partner, KPMG, provided information respecting 2024 Audited Consolidated Financial Statements. Topics of the presentation included:

- Year-End Overview
- Consolidated Financial Statement Highlights
- Audit Findings Report
- Next Steps

Moved by Councillor Redekop
Seconded by Councillor Foster

That Report AC-C 4-2025, dated May 20, 2025, respecting 2024 Audited Consolidated Financial Statements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the audited consolidated financial statements for the Regional Municipality of Niagara (the “Niagara Region”), including the sinking fund and trust fund financial statements, for the year ended December 31, 2024, presented in Appendix 1 to Report AC-C 4-2025, **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statements of the Niagara Region for the year ended December 31, 2024, presented in Appendix 2 to Report AC-C 4-2025, **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Carried

Councillor Information Request(s):

Provide information respecting the current value of each of the Region's investments and the value of each investment at maturity. Councillor Redekop.

Provide information respecting the amount of current debt outstanding for each local area municipality. Councillor Redekop.

Provide a breakdown of the \$433 million of budgeted projects for which the Region has not yet had to borrow. Councillor Gale.

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Gale

Seconded by Councillor Morocco

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

AC-C 5-2025

2023 Canadian Award for Financial Reporting

AC-C 6-2025

Status Update on Internal Audit Engagements

AC-C 7-2025

2024 Niagara Peninsula Conservation Authority (NPCA) Financial Statements

AC-C 8-2025

Niagara Regional Housing 2024 Draft Audited Financial Statements

JBM-C 2-2025

Court Services 2024 Draft Audited Schedule of Revenues, Expenses and Funds Available for Distribution

Carried

8. OTHER BUSINESS

8.1 Investment Portfolio Performance

Councillor Redekop enquired about whether an audit of the performance of the Region's investment portfolio has ever been conducted. Melanie Steele, Associate Director, Reporting & Analysis advised that she is not aware of such an audit being conducted and explained that the Region reports on how the investment portfolio is managed compared to investment policy.

9. NEXT MEETING

The next meeting will be held on Monday, October 6, 2025, at 1:00 p.m. in the Council Chamber.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 1:53 p.m.

Tim Whalen
Committee Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

TWENTY24

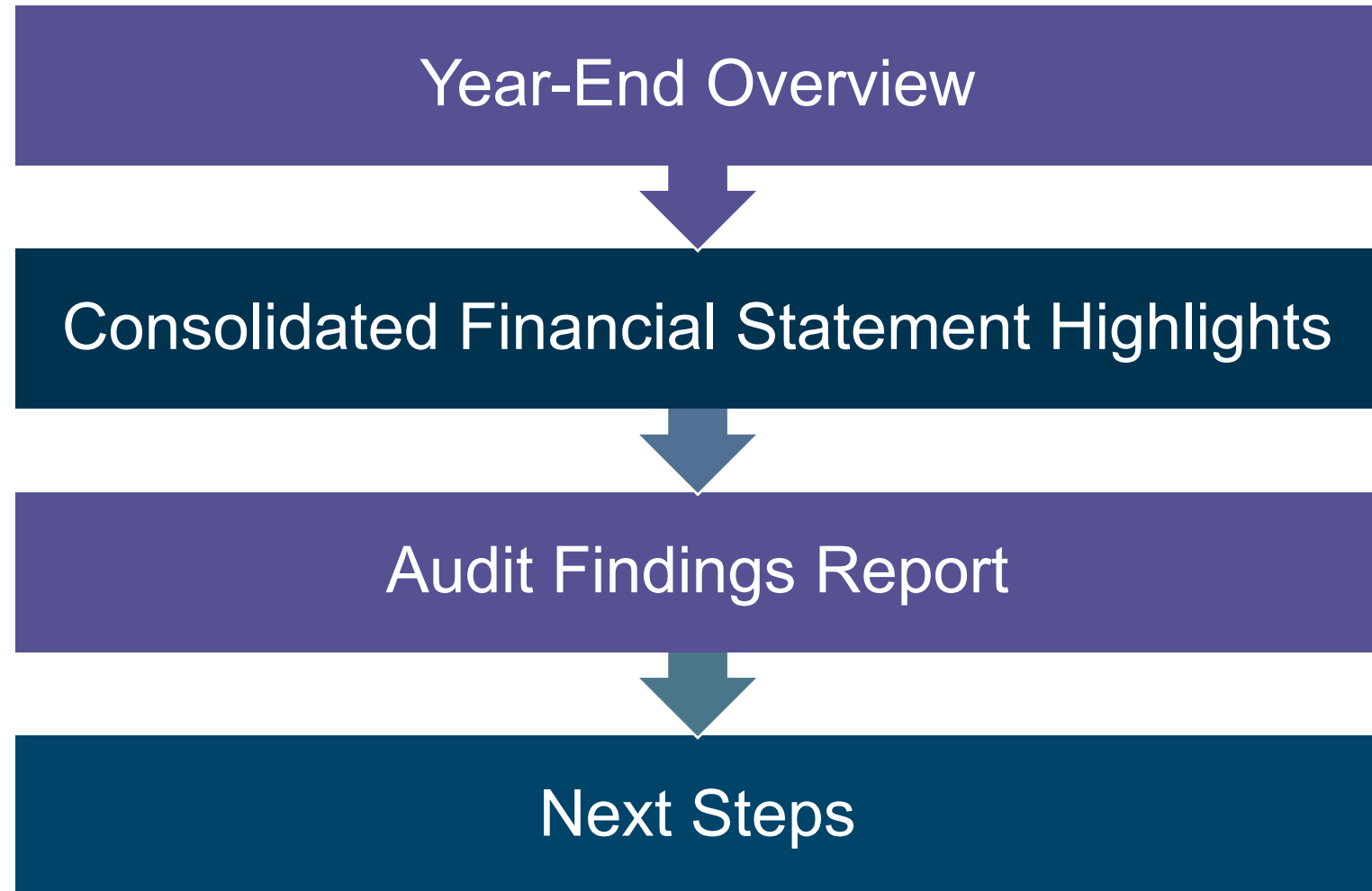
NIAGARA REGION

Consolidated Financial Statement Highlights

Audit Committee

May 20, 2025

Agenda



Year-End Overview

Recap of reports presented during the year

Activity	2024	2023
Audit Planning Report	AC – Dec. 9, 2024	AC – Sept. 18, 2023
Q2 Financial Update	CSC – Sept. 11, 2024 Council – Sept. 26, 2024	CSC – Sept. 13, 2023 Council – Sept. 21, 2023
Q3 Financial Update	CSC – Dec. 4, 2024 Council – Dec. 12, 2024	CSC – Dec. 6, 2023 Council – Dec. 14, 2023
Year-End Results and Transfer Report	CSC – Mar. 5, 2025 Council – Mar. 20, 2025	CSC – Mar. 6, 2024 Council – Mar. 21, 2024
Audit Committee Review of Audited Financial Statements	May 20, 2025	May 21, 2024
Council Review of Audited Financial Statements	May 22, 2025	May 23, 2024

Year-End Overview

2024 Statistics

818 active
Department IDs
managed across
18 Lines of
Business

**Journal
Entries
Approved**
2024 – 5,483
2023 – 5,400

**POs Greater
Than \$25k**
2024 – 1,919
2023 – 1,834

Invoices Paid
2024 – 121,752
2023 – 121,254

Basis for **25**
financial
statement audit
reports
(including
ABC's)

Year-End Overview

2024 Audit Plan Highlights

Risk Based Approach

- Significant risks were assessed and resulted in specific audit procedures

Materiality

- Level at which we consider a misstatement could reasonably be expected to influence the economic decisions of users.
 - Set at \$36 million - determined based off total revenues
- Audit misstatements greater than \$1.8 million would be reported to Audit Committee

Financial statements are free from material misstatements

Year-End Overview

Presentation Reconciliation

Key highlights between what you see in the Budget vs. Audited PSAS* Financial Statements

Budget Financials (Presented Quarterly)	Audited Financials (Presented Annually)
Goal: Setting taxes	Goal: Fairly state Region's consolidated financial position
Functional basis – General Levy, Special Levy, Rate, Capital	Canadian PSAS
Used for setting tax rates	Used for credit rating, annual report
Encumbrance accounting	Accrual accounting
Reserve accounting	Excludes reserve transfers
Excludes unfunded liabilities (i.e. employee future benefits, asset retirement obligations)	Includes all liabilities
Capital is based on funding sources	Capital is expensed through depreciation
Not consolidated	Consolidated
Budget created to manage at program level	Audited statements summarized at overall financial position

Reconciliation of Surplus

Reconciliation of differences between year-end results and audited financial statements.

A detailed surplus reconciliation is found in Appendix 3 to report AC-C 4-2025

(in millions)	2024	2023
Net operating surplus per Year-End Transfer Report CSD 8-2025	\$17.7	\$7.2
Net capital activity	(45.1)	36.4
Net funding activity	166.1	148.9
Change in unfunded liabilities	(10.2)	(8.7)
Audited financials (PSAS) surplus	\$ 128.5	\$183.8

Statement of Operations

Revenues

Budget to Actual (in millions)		Change
Budgeted revenues per financial statements		\$1,448.9
Significant changes:		
Levies on area municipalities	Supplemental tax and payment-in-lieu of taxes	4.3
User charges	Increased fees collected across multiple programs	4.2
Government transfers (ON)	Mainly due to higher than budgeted social assistance caseload	9.1
Development charges earned	Attributed to timing in combined sewer overflow program grants	(6.6)
Investment income	Adjustment in methodology for recording interest income allocation for principal protected notes	(8.9)
Other/Miscellaneous	Variances related to overall program delivery and timing of land sales	11.2
Actual Revenues		\$1,462.2

Statement of Operations

Expenses

Budget to Actual (in millions)		Change
Budgeted expenses per financial statements		\$1,344.1
Significant changes:		
General Government	Mainly driven by a reduction in tax write offs related to settled and accrued assessment appeals and reduction in legal liability	(18.0)
Environmental services	Largely attributable to timing in combined sewer overflow grants	(18.7)
Social and family services	Mainly driven by higher than budgeted social assistance caseload and benefit issuances	19.0
Social housing	Due to timing of spend related to Rapid Housing Initiative	(2.4)
Planning and development	Variances in DC grants and exemptions related to agriculture, industrial and brownfield	8.8
Other/Miscellaneous	Variances in various different programs	0.9
Actual Expenses		\$1,333.7

Statement of Financial Position

Employee Future Benefits (EFB) - Note 5) and Asset Retirement Obligations (ARO) - Note 7

(in millions)	2024			2023		
	EFB	ARO - Landfill	ARO – Asbestos and Leases	EFB	ARO - Landfill	ARO – Asbestos and Leases
Liability	\$ 151.4	\$ 131.1	\$9.2	\$ 141.0	\$ 140.4	\$10.7
Reserves	33.6	4.1	-	35.0	5.4	-
Funded Status	22%	3%	0%	25%	4%	0%

These liabilities are partially funded with reserves

2025 revised waste management reserve strategy validated adequacy of annual landfill liability reserve contributions over 212-year lifespan of landfills.

Statement of Financial Position

Long Term Liabilities (Note 9)

(in millions)	2024	2023	Change
Long-Term Liabilities			
Long-term debt	\$ 757.9	\$ 709.7	\$ 48.2
Less: Debt recoverable from LAMs	(365.5)	(343.5)	(22.0)
Net Region long-term liabilities	\$ 392.4	\$ 366.2	\$ (30.5)

(in millions)	Debt Issued in 2024	Debt Issued in 2023	Net Change
Region	\$ 60.3	\$ -	\$ 60.3
LAMs	57.0	43.2	13.8
Long-term liabilities	\$ 117.3	\$ 43.2	\$ 74.1

An additional \$433 million of debt is
approved but unissued

Next Steps

Financial Statement Approval and Annual Report

Consolidated Financial Statements

- Approved by Council
- Final audit report to be issued by KPMG

Program Financial Audits

- Sent to Audit Committee for information
- Statements approved by Committee which oversees operations

Annual Report

- To be published in June
- Submitted to GFOA: Canadian Award for Financial Reporting

Audit Findings Report

Presented by: Carlos Alvarez, Partner, KPMG

- Audit findings report included (Appendix 2)
- Unqualified audit opinion
- No material items to report

Questions?

Melanie Steele, CPA, CA
Associate Director, Reporting and Analysis
Corporate Services

Subject: 2024 Audited Consolidated Financial Statements

Report to: Audit Committee

Report date: Tuesday, May 20, 2025

Recommendations

1. That the audited consolidated financial statements for the Regional Municipality of Niagara (the “Niagara Region”), including the sinking fund and trust fund financial statements, for the year ended December 31, 2024, presented in Appendix 1 to Report AC-C 4-2025, **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statements of the Niagara Region for the year ended December 31, 2024, presented in Appendix 2 to Report AC-C 4-2025, **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Key Facts

- The purpose of this report is to comply with the Audit Committee Terms of Reference that the Audit Committee satisfy itself, on behalf of Regional Council, that Niagara Region’s annual consolidated financial statements are fairly presented in accordance with generally accepted accounting principles and to recommend to Council whether the annual financial statements should be approved.
- The requirement for an annual audit is established in the Municipal Act, 2001, S.O. 2001, c.25 paragraph 294.1.
- Niagara Region received an unqualified audit opinion which means that in the auditor’s opinion the financial statements present fairly, in all material respects, the financial position of the Niagara Region and the results of its operations.
- Year-end budget to actual results (funding surplus) were reported in CSD 8-2025, 2024 Year-End Results and Transfer Report, and are consistent with the results reported in the consolidated financial statements adjusted for accounting presentation required of Public Sector Accounting Standards (PSAS).
- The differences between the funding surplus and the financial statements surplus are reported to Committee and Council annually with the approval of the budget as required by Ontario Regulation, O. Reg 284/09.

Financial Considerations

The consolidated financial statements have been prepared in compliance with legislation and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada. A draft copy of the Niagara Region's financial statements for the year ended December 31, 2024, is attached in Appendix 1 to Report AC-C 4-2025.

The Niagara Region budget to actual results (funding surplus or deficit) are prepared and reported on a quarterly basis and used as a tool to manage funding requirements whereas, the consolidated financial statements are prepared to comply with Public Sector Accounting Standards (PSAS). Appendix 3 to Report AC-C 4-2025 reconciles the surplus per the audited Consolidated Statement of Operations to the funding surplus based on the budget approach previously presented in Report CSD 8-2025, 2024 Year-End Results and Transfer Report.

Analysis

The audit of the consolidated financial statements of the Niagara Region, including the sinking fund and trust fund financial statements, for the year ended December 31, 2024, have been audited by Niagara Region's external auditor (KPMG LLP). KPMG's full audit findings report can be found as Appendix 2 to Report AC-C 4-2025. KPMG has indicated that in their opinion, the financial statements present fairly, in all material respects, the financial position of the Niagara Region and the results of its operations.

The consolidated financial statements as of December 31, 2024, include:

- Consolidated Statement of Financial Position
- Consolidated Statement of Operations and Accumulated Surplus
- Consolidated Statement of Changes in Net Debt
- Consolidated Statement of Cash Flows
- Notes to the consolidated financial statements

The sinking fund financial statements:

- In June 2010, Niagara Region issued sinking fund debentures by way of by-law 76-2010. The first payment into the sinking fund occurred in June 2011. The Municipal Act, 2001, S.O. 2001, c.25 paragraph 409.6 requires the municipal auditor to certify the balance in the sinking fund each year.

The trust Fund financial statements:

- As per Ontario Regulation 79/10, section 241.(10) of the Long-Term Care Homes Act, 2007, every licensee of a long-term care home must have each resident account audited annually.

The consolidated financial statements are prepared using PSAS, making them comparable to other municipalities in Canada.

The consolidated financial statements reflect the assets, liabilities, revenues and expenses, as well as the accumulated surplus of the consolidated Niagara Region operations. This includes all organizations, committees and local boards accountable for the administration of their financial affairs and resources to Niagara Region and which are owned and controlled by the Region. These entities and organizations are wholly consolidated and include:

- Niagara Regional Housing
- Court Services
- Niagara Regional Police Services
- Niagara Transit Commission

Separate audited financial statements of Niagara Regional Housing and Court Services as required by the Housing Services Act and the Niagara Region Courts Inter-Municipal agreement were approved by their respective boards on April 17, 2025 and April 25, 2025 and have been provided to Audit Committee for information as separate reports as required by C-F-020 Financial Reporting and Forecasting Policy. The Niagara Regional Police Services and Niagara Transit Commission have no separate audit requirements and are audited as part of the consolidated financial statements presented.

The consolidated statements also reflect the proportionate consolidation of the Canada Games Park facility in which the Region holds a 25% ownership interest. The four-member consortium group consists of the Region, City of St. Catharines, City of Thorold and Brock University. The consortium partners management committee approved their separate audited financial statements on April 9, 2025 and these formed the basis for the Region's proportionate consolidation.

In accordance with Canadian Auditing Standards, the consolidated financial statements will be dated on the date in which the recognized authority with respect to the financial statements has approved the financial statements and all other procedures are complete. In the case of Niagara Region, this authority lies with Council, and as such, the signed Auditor's report will be received on the date when the financial statements are approved by Council. Until that approval is received, the consolidated financial statements are marked as draft.

Upon completion of the 2024 Annual Report, which contains the consolidated financial statements, the financial statements will be available to the public on the Niagara Region website:

Annual Reports

(<https://niagararegion.ca/government/budget/past-budgets/default.aspx>)

Alternatives Reviewed

The consolidated financial statements are prepared using PSAS and the annual audit is a requirement of the Municipal Act, therefore no alternatives were reviewed.

Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally responsible and sustainable core services.

Other Pertinent Reports

CSD 43-2024 Q2 2024 Financial Update

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a6c5e2bd-d88f-4811-ad69-4050055c83d4&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)

CSD 62-2024 Q3 2024 Financial Update

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=eaafe636-7b8e-4ce4-a2dd-a44dd3535c32&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

CSD 8-2025 2024 Year-End Results and Transfer Report

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=fcdaca46-5a21-4026-ad32-d0836ea36bef&Agenda=Agenda&lang=English&Item=14&Tab=attachments>)

Prepared by:

Melanie Steele, CPA, CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:

Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Cailyn McLean, Corporate Reporting Supervisor and Melissa Raquion, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

Appendix 1	Draft 2024 Consolidated Financial Statements
Appendix 2	2024 KPMG Audit Findings Report
Appendix 3	Annual Surplus Reconciliation 2024

Financial Statements

The Regional Municipality of Niagara

December 31, 2024

DRAFT

THE REGIONAL MUNICIPALITY OF NIAGARA

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THE REGIONAL MUNICIPALITY OF NIAGARA

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of The Regional Municipality of Niagara (the "Region") are the responsibility of the Region's management and have been prepared in accordance with Canadian Public Sector Accounting Standards. A summary of the significant accounting policies is described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Region's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The audit committee meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Region. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Region's consolidated financial statements.

Dan Carnegie,

Commissioner of Corporate Services/Treasurer

[Date]



KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Members of Council of the Regional Municipality of Niagara

Opinion

We have audited the consolidated financial statements of the Regional Municipality of Niagara (the "Region") which comprise:

- the consolidated statement of financial position as at December 31, 2024
- the consolidated statement of operations for the period ended December 31, 2024
- the consolidated statement of change in net debt for the period ended December 31, 2024
- the consolidated statement of cash flows for the period ended December 31, 2024
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements for the year-ended December 31, 2024 is prepared, in all material respects, in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Regional Municipality of Niagara as at and for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those financial statements on May 23, 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada

[Date]

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2024 (In thousands of dollars)

	2024	2023
FINANCIAL ASSETS		
Cash	\$ 157,703	\$ 107,166
Investments (note 3)	910,922	845,442
Accounts receivable (note 4)	138,902	125,519
Other assets	727	1,030
Debt recoverable from others (note 9(e))	365,485	343,472
	1,573,739	1,422,629
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	207,360	217,859
Employee future benefits and post-employment liabilities (note 5)	\$ 151,355	\$ 140,995
Deferred revenue (note 6)	\$ 456,306	386,326
Asset retirement obligations (note 7)	140,275	151,110
Contaminated sites liability (note 8)	3,563	576
Long-term liabilities (note 9)	\$ 757,934	709,742
Capital lease obligation (note 10)	4,018	4,082
	1,720,811	1,610,690
Net debt	(147,072)	(188,061)
NON-FINANCIAL ASSETS		
Tangible capital assets (note 11)	2,480,258	2,396,341
Inventory	12,928	13,702
Prepaid expenses	30,494	26,848
Other investment	1,575	875
	2,525,255	2,437,766
Accumulated surplus (note 12)	\$ 2,378,183	\$ 2,249,705

Commitments (note 14)

Contingent liabilities (note 15)

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31, 2024 (In thousands of dollars)

	2024 Budget	2024 Actual	2023 Actual
	(note 20)		
REVENUES (note 19)	blank	blank	blank
Taxation and user charges:			
Levies on area municipalities	\$ 604,734	\$ 609,064	\$ 568,943
User charges	241,625	245,793	232,699
	846,359	854,857	801,642
Government transfers (note 18):			
Government of Canada	40,685	42,121	42,855
Province of Ontario	464,032	473,148	439,613
Other municipalities	856	1,038	1,123
	\$ 505,573	516,307	483,591
Other:			
Development charges earned	42,215	35,602	51,512
Investment income	23,413	14,481	16,728
Provincial offences	9,909	11,791	8,111
Contributed tangible capital assets	6,629	6,633	78,106
Miscellaneous	14,813	22,490	25,245
	96,979	90,997	179,702
Total revenues	1,448,911	1,462,161	1,464,935
EXPENSES (note 19)			
General government	49,129	31,158	50,272
Protection to persons and property	248,018	251,378	228,939
Transportation services	162,917	159,784	150,912
Environmental services	188,706	169,979	182,434
Health services	137,716	138,094	141,821
Social and family services	433,006	452,008	401,646
Social housing	83,477	81,105	80,579
Recreation services	1,877	2,194	1,801
Planning and development	39,204	47,983	42,757
Total expenses	1,344,050	1,333,683	1,281,161
Annual surplus	104,861	128,478	183,774
Accumulated surplus, beginning of year	2,249,705	2,249,705	2,065,931
Accumulated surplus, end of year	\$ 2,354,566	\$ 2,378,183	\$ 2,249,705

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF CHANGE IN NET DEBT

For the year ended December 31, 2024 (In thousands of dollars)

	2024 Budget (note 20)	2024 Actual	2023 Actual
Annual surplus	\$ 104,861	\$ 128,478	\$ 183,774
Acquisition of tangible capital assets	(197,857)	(197,857)	(341,426)
Contributed tangible capital assets	(6,633)	(6,633)	(78,106)
Amortization of tangible capital assets	120,387	120,387	107,678
Loss on disposal/(Gain on sale) of tangible capital assets	111	111	(498)
Net proceeds on sale of tangible capital assets	75	75	13,165
Change in inventory	-	774	(3,135)
Change in prepaid expenses	-	(3,646)	(5,064)
Change in other investment	-	(700)	875
Change in net debt	20,944	40,989	(124,487)
Net debt, beginning of year	\$ (188,061)	(188,061)	(63,574)
Net debt, end of year	\$ (167,117)	\$ (147,072)	\$ (188,061)

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
OPERATING ACTIVITIES		
Annual surplus	\$ 128,478	\$ 183,774
Items not involving cash:		
Amortization of tangible capital assets	120,387	107,678
Loss on disposal/(Gain on sale) of tangible capital assets	111	(498)
Contributed tangible capital assets	(6,633)	(78,106)
(Abatement)/Accretion of asset retirement obligation	(2,670)	3,689
Change in employee future benefits and post-employment liabilities	\$ 10,360	9,089
Change in asset retirement obligations	(8,165)	-
Change in contaminated sites liability	2,987	-
Change in non-cash assets and liabilities (note 21)	43,529	55,861
Net change in cash from operating activities	288,384	281,487
CAPITAL ACTIVITIES		
Net proceeds on sale of tangible capital assets	75	13,165
Acquisition of tangible capital assets	(197,857)	(271,741)
Net change in cash used in capital activities	(197,782)	(258,576)
INVESTING ACTIVITIES		
Proceeds from disposals and redemptions of investments	227,188	18,375
Purchase of investments	(293,368)	(32,396)
Net change in cash used in investing activities	(66,180)	(14,021)
FINANCING ACTIVITIES		
Capital lease payments	(64)	(63)
Proceeds on long-term liabilities issued and assumed	60,299	6,258
Repayments of long-term liabilities	(31,450)	(34,167)
Increase in sinking fund assets	(2,670)	(2,498)
Net change in cash from (used in) financing activities	26,115	(30,470)
Net change in cash	50,537	(21,580)
Cash, beginning of year	107,166	128,746
Cash, end of year	\$ 157,703	\$ 107,166

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
Cash paid for interest	\$ 13,213	\$ 14,134
Cash received from interest	9,263	20,478
Investing and financing activities on behalf of others:		
Debt issued on behalf of others	57,000	43,159
Repayment made on behalf of others	34,806	35,108

The accompanying notes are an integral part of these consolidated financial statements.

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THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies:

The Regional Municipality of Niagara (the “Region”) is an upper-tier municipality in the Province of Ontario (the “Province”), Canada. The provisions of provincial statutes such as the Municipal Act, Municipal Affairs Act and related legislation guide its operations.

The consolidated financial statements of The Regional Municipality of Niagara are prepared by management in accordance with Canadian public sector accounting standards (“PSAS”) as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada (“CPA Canada”). A statement of remeasurement gains and losses has not been presented as there are no items to report.

Significant accounting policies adopted by the Region are as follows:

a) Basis of consolidation:

(i) Consolidated entities:

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations, committees, and local boards accountable for the administration of their financial affairs and resources to the Region and which are owned or controlled by the Region. These entities and organizations include:

Niagara Regional Police Services

Niagara Regional Housing

Court Services Operations

Niagara Transit Commission

Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

ii) Investment in Consortium:

The Region, together with the City of St. Catharines, City of Thorold and Brock University, participates in a consortium ownership arrangement in respect of the newly constructed Canada Games Park facility. Each of the four (4) consortium members have a twenty-five percent (25%) ownership interest in the facility; however, the Region only has financial participation in the capital costs of the facility. The consortium is accounted for under the proportionate consolidation method. The Region accounts for its interest in the consortium on a line-by-line basis in the financial statements and eliminates any inter-organizational transactions and balances.

iii) Trust funds:

Trust funds and their related operations administered by the Region are not included in these consolidated financial statements.

(b) Basis of accounting:

The Region follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(c) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Landfill and land improvements	3 – 50
Building and building improvements	3 – 60
Vehicles, machinery and equipment	- Vehicles 3 – 20
	- Machinery and equipment 3 – 60
Water and wastewater infrastructure	25 – 100
Roads infrastructure	- Base 40
	- Bridge and culvert 60
	- Surface 10
	- Other infrastructure 5 - 40

Landfill sites are amortized using the units of production method based upon capacity used during the year.

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction (work in progress) are not amortized until the asset is in service.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(c) Non-financial assets (continued):

(iii) Intangible assets:

Intangible assets and natural resources that have not been purchased are not recognized as assets in the consolidated financial statements.

(iv) Interest capitalization:

The Region's tangible capital asset policy does not allow for the capitalization of interest costs associated with the acquisition or construction of a tangible capital asset.

(v) Leases:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vi) Inventories:

Inventories held for consumption are recorded at the lower of cost and replacement cost.

(d) Reserves and reserve funds:

Certain amounts, as approved by Regional Council are set aside in reserves for future operating and capital purposes. Transfers to and/or from reserves are an adjustment to the respective reserve when approved. Reserves are presented on the consolidated statement of financial position in accumulated surplus.

(e) Government transfers:

Government transfers are recognized as revenue in the consolidated financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made, except when and to the extent that stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(f) Deferred revenue:

Deferred revenues represent development charges collected under the Development Charges Act (1997), grants, user charges and fees which have been collected but for which the related services have yet to be performed. These amounts are recognized as revenues in the fiscal year the services are performed.

(g) Taxation revenue:

Property tax revenue is recognized on an accrual basis when the tax is authorized by the passing of the tax levy by-law. Taxes are levied on properties listed on the assessment roll at the time the by-law is passed based on approved budget and tax rates. Supplementary taxation is recognized as additional billings are issued for properties that are added to the assessment roll during the year.

At year end, the Region evaluates the likelihood of having to repay taxes as a result of tax appeals or other changes and recognizes the liability if the amount can be reasonably estimated.

(h) Investment income:

Investment income earned on surplus current fund, capital fund, reserves and reserve funds are reported as revenue in the period earned. Investment income earned on deferred development charge and gas tax balances is added to forms part of the deferred development charge and gas tax balances.

(i) Municipal cost-sharing:

The Region acts as an intermediary to administer capital projects for the acquisition of assets belonging to local area municipalities. Funding received and expenses incurred relating to the local area municipalities share of these projects amounted to \$20,283 (2023 - \$14,738) and is not reflected in these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(j) Tangible capital assets held for sale:

Tangible capital assets which meet the criteria for financial assets are included in "Other assets" on the consolidated statement of financial position. Tangible capital assets held for sale are recorded at the lower of cost and net realizable value. Tangible capital assets held for sale are reasonably anticipated to be sold to a purchaser, external to the Region, within one year of the statement of financial position date.

(k) Employee future benefits and post-employment liabilities:

(i) The Region provides certain employee benefits which will require funding in future periods. These benefits are actuarially determined using management's best estimate of salary escalation, earned days accumulated for certain employees payable at retirement, health care cost trends, long term inflation rates and discount rates. For self-insured retirement and other employee future benefits that vest or accumulate over the periods of service provided by employees, the cost is actuarially determined using the projected benefits method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

(ii) For those self-insured benefit obligations that arise from specific events that occur from time to time, such as obligations for workers' compensation and life insurance and health care benefits for those on disability leave, the cost is recognized immediately in the period the events occur. Any actuarial gains and losses that are related to these benefits are recognized immediately in the period they arise.

(iii) The costs of multi-employer defined benefit pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period. OMERS has been accounted for as a defined contribution plan since it is a multi-employer plan.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(l) Asset retirement obligations:

Asset Retirement Obligations (“ARO”) represent the legal obligations associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use. The tangible capital assets (TCA) include but are not limited to assets in productive use, assets no longer in productive use, and leased tangible capital assets.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for the Region to incur costs in relation to a specific TCA, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized for underlying assets that have been recorded and reported within the TCA values presented in the consolidated financial statements. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to ensure that the time value of money is considered when recognizing outstanding liabilities at each reporting date. This is referred to as accretion. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates. In circumstances when the underlying asset is fully depreciated, the ARO will be amortized over the estimated future life until the cash disbursement is made in the future to settle the obligation.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(l) Asset retirement obligations (continued):

At remediation, the Region derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the ARO and corresponding estimates that were made and are recognized in the consolidated statement of operations.

(m) Financial Instruments

The Region's financial instruments include cash, accounts receivable, investments, other assets, accounts payable and accrued liabilities, and long-term liabilities. All financial asset instruments are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement remeasurement gains and losses. The measurement basis for cash, accounts receivable, accounts payable and accrued liabilities is cost. The measurement basis for investments and long-term liabilities is amortized cost.

(n) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for tax write-offs, accrued liabilities, asset retirement obligations, contaminated site liability, certain payroll liabilities and in performing actuarial valuations of employee future benefits and post-employment liabilities. Amounts recorded for amortization of tangible capital assets are based on estimates of useful service life. Actual results could differ from these estimates.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

2. Adoption of New Public Sector Accounting Standards:

On January 1, 2024, The Region adopted the following accounting standards:

PS 3400 – Revenue

Revenue establishes standards on how to account for and report on revenue, specifically differentiating between transactions that include performance obligations (i.e. the payor expects a good or service from the public sector entity), referred to as exchange transactions, and transactions that do not have performance obligations, referred to as non-exchange transactions.

PSG-8 – Purchased Intangibles

Purchased Intangibles provides guidance on the accounting and reporting for purchased intangible assets that are acquired through arm's length exchange transactions between knowledgeable, willing parties that are under no compulsion to act.

PS 3160 – Public Private Partnerships

Public Private Partnerships provides specific guidance on the accounting and reporting for public private partnerships between public and private sector entities where the public sector entity procures infrastructure using a private sector partner.

There was no significant impact on the consolidated financial statements of the Region as a result of the adoption of these standards.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

3. Investments:

Investments consist of bonds and money market notes and are reported on the consolidated statement of financial position at the lower of cost or at market value in the case of a permanent decline in value, as follows:

	2024		2023	
	Cost	Market Value	Cost	Market Value
Schedule I Canadian Banks	\$ 461,148	\$ 462,145	\$ 401,780	\$ 377,075
Canadian Municipalities	97,093	95,450	96,949	93,196
Provincial Governments	347,744	334,963	346,713	326,384
Federal Governments	4,937	4,971	-	-
Investments	\$ 910,922	\$ 897,529	\$ 845,442	\$ 796,655

The Region has purchased \$3,378 (2023 - \$3,378) of its own debentures issued on behalf of itself and local area municipalities which have not been cancelled. This investment in own debentures is included in investments on the consolidated statement of financial position. The Region's share of the gross outstanding amount of these debentures is \$19,492 (2023 - \$22,404). Coupon rates for these debentures ranged from 3.30% to 3.40%. Since the Region holds its investments to maturity, they have not been written down to market value which have declined due to increases in market interest rates.

4. Accounts receivable:

Accounts receivable are reported net of a valuation allowance of \$1,061 (2023 - \$1,033).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities:

The Region provides certain employee benefits which will require funding in future periods. These benefits include benefits under the Workplace Safety and Insurance Board ("WSIB") Act, sick leave, life insurance, extended health and dental benefits for early retirees.

	2024	2023
Workplace Safety & Insurance Board	\$ 78,353	\$ 69,759
Accumulated Sick Leave	6,434	7,464
Retiree benefits	48,006	45,640
Vacation pay	12,683	12,413
Other post-employment liabilities	\$ 5,879	5,719
Total employee future benefits and post-employment liabilities	\$ 151,355	\$ 140,995

Employee future benefits and post-employment benefits reported on the consolidated statement of financial position by entity consist of the following:

	2024	2023
Niagara Regional Police Services	\$ 77,319	\$ 74,240
Niagara Transit Commission	2,372	1,015
Niagara Region	71,664	65,740
Total	\$ 151,355	\$ 140,995

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

The Region has established reserves to mitigate the future impact of these obligations. These reserves were created under municipal by-law and do not meet the definition of a plan asset under PSAS PS3250 Retirement Benefits. Therefore, for the purposes of these consolidated financial statements, the plans are considered unfunded. These reserves are presented in the consolidated statement of financial position within accumulated surplus. Reserves relating to these liabilities are summarized by entity below:

	2024	2023
Niagara Regional Police Services	\$ 8,652	\$ 8,652
Niagara Transit Commission	489	1,595
Niagara Region	24,454	24,704
Total (note 12)	\$ 33,595	\$ 34,951

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Information about the Region's benefit plans is as follows:

2024				
	Niagara Regional Police	Niagara Transit Commission	Niagara Region	Total
Accrued benefit obligation:				
Balance, beginning of year	\$ 85,046	\$ 1,015	\$80,541	\$ 166,602
Current benefit cost	6,505	1,495	9,675	17,675
Interest	2,494	70	2,089	4,653
Benefits paid	\$ (7,161)	(208)	(7,428)	(15,097)
Net	86,884	2,372	84,577	173,833
Unamortized actuarial loss	(9,565)	-	(12,913)	(22,478)
Liability	\$ 77,319	\$ 2,372	\$ 71,664	\$ 151,355
2023				
	Niagara Regional Police	Niagara Transit Commission	Niagara Region	Total
Accrued benefit obligation:				
Balance, beginning of year	\$ 83,179	\$ -	\$77,485	\$ 160,664
Current benefit cost	6,504	55	8,540	15,099
Assumed from others	-	958	-	958
Interest	2,443	32	1,982	4,457
Benefits paid	(7,080)	(30)	(7,466)	(14,576)
Net	85,046	1,015	80,541	166,602
Unamortized actuarial loss	(10,806)	-	(14,801)	(25,607)
Liability	\$74,240	\$1,015	\$65,740	\$140,995

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Included in expenses is \$3,145 (2023 - \$3,131) for amortization of the actuarial loss. The unamortized actuarial loss is amortized over the expected average remaining service life as listed below:

Accumulated Sick Leave Benefit Plan entitlement	1 - 10 years
Retiree benefits	10 - 14 years
WSIB	7 – 10 years

The most recent actuarial valuation was completed as at December 31, 2021 with estimates to December 31, 2024.

Workplace Safety and Insurance Board (“WSIB”)

With respect to responsibilities under provisions of the Workplace Safety and Insurance Act the Region has elected to be treated as a Schedule 2 employer and remits payments to the WSIB as required to fund disability payments. An actuarial estimate of future liabilities of the Region under the provisions of the Workplace Safety and Insurance Act has been completed and forms the basis for the estimated liability reported in these financial statements.

The main actuarial assumptions employed for the valuation are as follows:

Discount rate

The obligation of the present value of future liabilities as at December 31, 2024 and the expense for the year ended December 31, 2024, were determined using a discount rate of 3.00% (2023 – 3.00%).

Administration costs

Administration costs were assumed to be 27% (2023 – 27%) of the compensation expense.

Compensation expense

Compensation costs include loss of earnings benefits, health care costs and non-economic loss awards, were assumed to increase at a rate of 1.25% per annum (2023 – 1.25%).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Accumulated sick leave

Under the accumulated sick leave benefit plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the Region's employment.

The main actuarial assumptions employed for the valuation are as follows:

Discount rate

The obligation as at December 31, 2024, of the present value of future liabilities and the expense for the year ended December 31, 2024, were determined using a discount rate of 3.25% (2023 – 3.25%).

Retiree benefits

The Region pays certain life insurance benefits on behalf of retired employees as well as extended health and dental benefits for early retirees to age 65 and Health Care Spending Accounts for certain retirees until the age of 70 or 75 depending on year of retirement. The Region recognizes these post-retirement costs in the period in which the employees rendered the services.

The main actuarial assumptions employed for the valuations are as follows:

Discount rate

The obligation as at December 31, 2024, of the present value of future liabilities and the expense for the year ended December 31, 2024, were determined using a discount rate of 3.25% (2023 - 3.25%).

Medical costs

Medical costs were assumed to increase at the rate of 3.42% (2023 – 3.42%) per year, reducing to 2.75% in 2025 and thereafter.

Dental costs

Dental costs were assumed to increase at the rate of 2.75% (2023 – 2.75%) per year.

Inflation

Inflation was assumed to be 1.75% (2023 – 1.75%) per year.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Other pension plans

The Region makes contributions to the Ontario Municipal Employees Retirement Fund ("OMERS"), which is a multi-employer plan. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The Region accounts for its participation in OMERS as a defined contribution plan. The OMERS Plan ended 2024 with a funding deficit of \$2.9 billion (2023 - \$4.2 billion). The funded ratio increased to 98% in 2024 (2023 - 97%). Unfunded liabilities may require additional increases in future contributions if actuarial surpluses are not available to offset the existing deficit.

The amount contributed to OMERS for 2024 was \$39,767 (2023 - \$37,350) for current service and is included as an expense on the consolidated statement of operations. Employees' contribution to OMERS in 2024 were \$39,735 (2023 - \$37,315).

Contributions for employees with a normal retirement age of 65 were being made at rate of 9.0% (2023 - 9.0%) for earnings up to the yearly maximum pensionable earnings of \$68.5 (2023 - \$66.6) and at a rate of 14.6% (2023 - 14.6%) for earnings greater than the yearly maximum pensionable earnings. For uniformed police officers with a normal retirement age of 60, those rates were 9.2% (2023 - 9.2%) and 15.8% (2023 - 15.8%) respectively.

6. Deferred revenue:

The Region records as deferred revenues funds received where Provincial and Federal legislation restricts how these funds may be used, and under certain circumstances, how these funds may be refunded.

Amounts related to development charges collected are recognized as revenue when the Region has approved and incurred the expenses for the capital works for which the development charges were raised. These funds have been set aside, as required by the Development Charges Act (1997), to defray the cost of growth-related capital projects associated with new development.

In 2008, Investing in Ontario approved a total funding of \$20,157 for capital infrastructure. Revenue is recognized as expenses are incurred. The remaining balance of \$10,617 has been set aside for the construction of the East Side Employment Lands Water and Wastewater servicing projects.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

6. Deferred revenue (continued):

The deferred revenues, reported on the consolidated statement of financial position, are comprised of the following:

	2024	2023
Development charges	\$ 344,665	\$ 272,981
Gas tax	67,889	62,991
	412,554	335,972
Investing in Ontario Grant	10,617	10,617
Other deferred revenue	33,135	39,737
Balance, end of year	\$ 456,306	\$ 386,326

The continuity of Development charges and Gas tax Deferred Revenue are summarized below:

Development charges:

	2024	2023
Balance, beginning of year	\$ 272,981	\$ 254,137
Assumed from others	-	2,994
Externally restricted inflows	96,479	62,155
Revenue earned	(37,357)	(51,512)
Investment income	12,562	5,207
Balance, end of year	\$ 344,665	\$ 272,981

Gas tax:

	2024	2023
Balance, beginning of year	\$ 62,991	\$ 50,554
Assumed from others	-	9,380
Externally restricted inflows	20,382	17,278
Revenue earned	(18,488)	(16,581)
Investment income	3,004	2,360
Balance, end of year	\$ 67,889	\$ 62,991

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

7. Asset Retirement Obligations:

The Asset Retirement obligations reported on the consolidated statement of financial position, are comprised of the following:

	2024	2023
Asbestos	\$ 5,955	\$ 7,480
Landfills	131,142	140,432
Leases	3,178	3,198
Balance, end of year	\$ 140,275	\$ 151,110

Asbestos:

The Region owns buildings which contain asbestos, and therefore, the Region is legally required to perform abatement activities upon renovation or demolition of these assets. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed. Undiscounted future cash flows expected are an abatement cost between 2025 and 2068 of \$8,160. The estimated total liability of \$5,955 (2023 - \$7,480) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 4.25 (2023 - 3.25%) and assuming annual inflation of 2.00% (2023 - 1.75%). The Region has not designated funds for settling the abatement activities.

Asbestos	2024	2023
Balance, beginning of year	\$ 7,480	\$ 7,245
Adjustment for updated assumptions	(1,691)	-
Accretion expense	166	235
Balance, end of year	\$ 5,955	\$ 7,480

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

7. Asset Retirement Obligations (Continued):

Landfills:

The Region owns and monitors 14 landfill sites, two of which are open and operating. The liability for 2024 for closure of operational sites and post-closure care has been recognized based upon the usage of the site's capacity during the year. Landfill closure and post-closure care are activities that are expected to occur in perpetuity and requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance.

Landfill closure and post-closure care requirements have been defined in accordance with The Environmental Management and Protection Act and include final covering and landscaping of the landfill, pumping of ground water, methane gas and leachate management, and ongoing environmental monitoring, site inspection and maintenance. The 2024 reported liability is based on estimates and assumptions with respect to events extending over a 212-year period using the best information available to management. Undiscounted future cash flows expected are an abatement cost between 2025 and 2236 of \$2,318,156. The estimated total liability of \$131,143 is based on the sum of discounted future cash flows for abatement activities using a discount rate of 4.25% (2023 - 3.25%) and assuming annual inflation of 2.00% (2023 - 1.75%). Future events may result in significant changes to the estimated total expense, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The Region has a landfill reserve which is dedicated for costs relating to settling closure and post-closure care liabilities. As of December 31, 2024 the reserve balance is \$4,116 (2023 - \$5,398).

Landfill Obligation	2024	2023
Balance, beginning of year	\$ 140,432	\$ 137,079
Adjustment for updated assumptions	(6,444)	-
(Abatement)/Accretion expense	(2,846)	3,353
Balance, end of year	\$ 131,142	\$ 140,432

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

7. Asset Retirement Obligations (Continued):

Leases:

The Region has entered into lease agreements for land and facilities. Upon termination of the lease agreements, the Region must sever and remove all structures from the land or return the space to its original state. Undiscounted future cash flows expected are a demolition cost between 2031 and 2054 of \$3,500. The estimated total liability of \$3,178 (2023 - \$3,198) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 4.25% (2023 - 3.25%) and assuming annual inflation of 2.00% (2023 - 1.75%). The Region has not designated funds for settling the abatement activities.

Lease	2024	2023
Balance, beginning of year	\$ 3,198	\$ 3,096
Adjustment for updated assumptions	\$ (30)	-
Accretion expense	\$ 10	102
Balance, end of year	\$ 3,178	\$ 3,198

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

8. Contaminated site liability:

A liability for the remediation of a contaminated site is recognized as the best estimate of the amount required to remediate the contaminated site when the following criteria are met: contamination exceeding an environmental standard exists, the Region is either directly responsible or accepts responsibility for the remediation, it is expected that the future economic benefit will be given up, and a reasonable estimate of the amount is determinable. As there is no current legal obligation to remediate the site it is not considered an asset retirement obligation. If the likelihood of the Region's obligation to incur these costs is either not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

As at December 31, 2024, the Region has recognized a liability for a contaminated site of \$3,563 (2023 - \$576) in the consolidated financial statements. The liability was estimated by management based on the estimated costs required to remediate the contamination. These estimated costs include consultant fees, lab analyses costs, excavation, backfilling, and disposal costs. Design for the decommissioning of the site will be completed in 2025 and the remediation is planned to occur in 2028 or later and is subject to Council approval.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

9. Net long-term liabilities:

- (a) As well as incurring long-term liabilities for regional purposes, the Region also incurs long-term liabilities on behalf of the area municipalities. The responsibility for raising the amounts required to service this debt lies with the respective area municipalities.

The balance of net long-term liabilities reported on the consolidated statement of financial position is comprised of the following:

	2024	2023
Long-term liabilities incurred by the Region	\$ 786,191	\$ 735,328
Less: Sinking fund assets	(28,257)	(25,586)
Long-term debt	\$ 757,934	\$ 709,742
Debt recoverable from others net of sinking fund assets (long-term liabilities incurred by the Region for which other entities have assumed responsibility)	(365,485)	(343,472)
Net long-term debt, end of year	\$ 392,449	\$ 366,270

- (b) The long-term liabilities in (a) issued in the name of the Region have been approved by by-law. The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

9. Net long-term liabilities (continued):

- (c) The Region issued sinking fund debentures of \$78,079 payable on June 30, 2040 and bearing interest at the rate of 5.2% per annum. The sinking fund debentures are included in long-term liabilities in (a) and include \$9,333 borrowed on behalf of the City of St. Catharines and shown as debt recoverable from others. The City of St. Catharines share of the sinking fund assets have been removed from the debt recoverable from others in (a). Annual principal payments into the sinking fund of \$1,512 are due June 30 of each year. These payments are reflected as principal repayments in (e).
- (e) The Region is contingently liable for long-term liabilities with respect to debt issued for area municipalities, tile drainage and shoreline property assistance. The total amount outstanding as at December 31, 2024 is \$365,485 (2023 - \$343,472) and is reported on the consolidated statement of financial position as debt recoverable from others.
- (f) Principal payments to be funded by the Region, including sinking fund payments, due in each of the next five years are as follows:

	2024
2025	\$ 32,240
2026	28,152
2027	25,190
2028	23,863
2029	22,306
Thereafter	260,698
Principal payments	\$ 392,449

Total interest on net long-term liabilities which are reported on the consolidated statement of operations amounted to \$13,516 in 2024 (2023 - \$13,804). The long-term liabilities bear interest at rates ranging from 0.95% to 4.20%. The interest on long-term liabilities assumed by the municipalities or by individuals in the case of tile drainage and shoreline property assistance loans are not reflected in these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

10. Capital lease obligation:

In 2017, the Region entered into a lease agreement for the construction of land and building in Niagara Falls to be used for Public Health. Upon completion of the construction in 2019, the Region has accounted for the obligation as a capital lease. The amount of the obligation is calculated as the present value of payments required under the terms of the agreement. The discount rate used by the Region in determining the present value of the lease payments is 3.75% which was the discount rate at the initial recognition of the capital lease.

The payments under the lease agreement began in 2019 and the agreement requires monthly lease payments over a period of 30 years until 2049 in addition to balloon payment required in 2029.

Future annual lease payments under the agreement are as follows:

	2024
2025	\$ 216
2026	216
2027	216
2028	216
2029	382
Thereafter	4,979
Total minimum lease payments	\$ 6,225
Less: amount representing implicit interest at 3.75%	(2,207)
Capital lease obligation	\$ 4,018

In 2024, interest of \$152 (2023 - \$154) relating to the capital lease obligation has been reported in the consolidated statement of operations.

The cost of the leased tangible capital assets at December 31, 2024 is \$6,379 (Land - \$800, Building - \$5,579) and accumulated amortization of leased tangible capital assets at December 31, 2024 is \$767 (2023 - \$628). Amortization of the building is calculated using the straight-line method for a period of 40 years.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

11. Tangible capital assets:

2024								
	Land	Landfill and Land Improvements	Building and Building Improvements	Vehicles, Machinery and Equipment	Water and Wastewater Infrastructure	Roads Infrastructure	Work in progress	Total
Cost								
Balance, beginning of year	\$ 244,828	\$ 197,884	\$ 989,810	\$ 818,484	\$ 429,888	\$ 936,445	\$ 395,228	\$ 4,012,567
Additions/transfers	1,139	29,507	114,694	71,498	31,602	50,562	(86,382)	212,620
Asset retirement obligations	-	(6,454)	(1,708)	(3)	-	-	-	(8,165)
Disposals	-	-	(50)	(4,465)	-	-	-	(4,515)
Balance, end of year	245,967	220,937	1,102,746	885,514	461,490	987,007	308,846	4,212,508
Accumulated Amortization								
Balance, beginning of year	-	70,767	480,728	496,800	111,147	456,784	-	1,616,226
Disposals	-	-	(17)	(4,346)	-	-	-	(4,363)
Amortization expense	-	6,627	34,017	43,876	6,489	29,378	-	120,387
Balance, end of year	-	77,394	514,728	536,330	117,636	486,162	-	1,732,250
Net Book Value, end of year	\$ 245,967	\$ 143,543	\$ 588,018	\$ 349,184	\$ 343,854	\$ 500,845	\$ 308,846	\$ 2,480,258

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

11. Tangible capital assets (continued):

2023								
	Land	Landfill and Land Improvements	Building and Building Improvements	Vehicles, Machinery and Equipment	Water and Wastewater Infrastructure	Roads Infrastructure	Work in progress	Total
Cost								
Balance, beginning of year	\$ 237,154	\$ 128,391	\$ 933,461	\$ 728,754	\$ 424,419	\$ 913,262	\$ 280,584	\$ 3,646,455
Additions/transfers	11,401	9,708	55,295	119,414	5,469	33,915	114,644	349,846
Asset retirement obligations	-	61,346	8,021	351	-	-	-	69,718
Disposals	(4,157)	(1,561)	(6,967)	(30,035)	-	(10,732)	-	(53,452)
Balance, end of year	244,828	197,884	989,810	818,484	429,888	936,445	395,228	4,012,567
Accumulated Amortization								
Balance, beginning of year	-	65,456	453,227	486,030	104,962	439,626	-	1,549,301
Disposals	-	(1,216)	(4,003)	(24,802)	-	(10,732)	-	(40,753)
Amortization expense	-	6,527	31,504	35,572	6,185	27,890	-	107,678
Balance, end of year	-	70,767	480,728	496,800	111,147	456,784	-	1,616,226
Net Book Value, end of year	\$ 244,828	\$ 127,117	\$ 509,082	\$ 321,684	\$ 318,741	\$ 479,661	\$ 395,228	\$ 2,396,341

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

11. Tangible capital assets (continued):

(a) Work in progress

Work in progress of \$308,846 (2023 - \$395,227) has not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets

Contributed capital assets are recognized at fair market value at the date of contribution. Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category where nominal values were assigned. The value of contributed assets transferred to the Region during the year is \$6,633 (2023 -\$84,364).

(c) Works of art and historical treasures

No works of art or historical treasures are held by the Region.

(d) Write-downs of tangible capital assets

The Region had \$nil write-downs (2023 – \$nil) of tangible capital assets during the year.

The value of write-downs related to tangible capital assets is reported in the consolidated statement of operations.

(e) Assets held for sale

Included in other assets are tangible capital assets held for sale in the amount of \$400 (2023 - \$400).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

12. Accumulated Surplus:

Accumulated surplus consists of balances as follows:

	2024	2023
Surplus:		
Invested in tangible capital assets	\$ 2,083,791	\$ 2,025,989
Capital fund – unexpended capital financing	308,908	255,276
Operating fund	(9,657)	(10,524)
Canada summer games park	24,281	24,416
Unfunded		
Asset retirement obligations	(140,275)	(151,110)
Contaminated sites	(3,563)	(576)
Employee future benefits and post-employment liabilities	(149,843)	(139,546)
Total surplus	2,113,642	2,003,925
Reserves set aside by Council:		
Circle route initiatives	1,133	1,133
Hospital contribution	14,965	12,750
Employee benefits	33,595	34,951
Encumbrances	11,851	14,358
General capital levy	17,405	27,292
Niagara Regional Housing	11,706	16,837
Court Services facilities renewal	4,301	4,101
Public liability self-insurance	2,270	2,270
Taxpayer relief reserve	38,537	36,602
Waste management	38,269	32,139
Wastewater	27,659	14,221
Water	48,447	34,466
Landfill liability	4,116	5,398
Niagara Transit Commission	5,258	3,547
Other reserves	5,029	5,715
Total reserves	264,541	245,780
Total accumulated surplus	\$ 2,378,183	\$ 2,249,705

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

13. Trust funds:

Trust funds administered by the Region amounting to \$1,212 (2023 - \$1,021) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations. The financial position and activities of the trust funds are reported separately in the trust fund financial statements.

14. Commitments:

- (a) The Region has outstanding contractual obligations of approximately \$418,755 (2023 - \$352,587) for capital projects. These costs include holdbacks. The holdbacks related to work completed as of December 31, 2024 have been accrued. Regional council has authorized the financing of these obligations.
- (b) The Region is committed to paying principal and interest payments on provincial debentures issued to finance the properties transferred to Niagara Regional Housing from Ontario Housing Corporation. The debentures are outstanding in the amount of \$702 (2023 - \$1,806). Annual payments of \$397 (2023 - \$1,216) have been charged to current operations.
- (c) The Region enters into various service contracts and other agreements in the normal course of business, which have been approved by the appropriate level of management or by Council but which have not been reported as commitments.
- (d) Minimum annual operating lease payments:

The Region has commitments under various building, land and equipment lease agreements with minimum annual operating lease payments as follows:

	2024
2025	\$ 1,827
2026	1,176
2027	721
2028	405
2029	427
Thereafter	471
	\$ 5,027

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

14. Commitments (continued):

(e) The Region has agreed to administer a capital fund on behalf of the Canada Games Park Consortium agreement. At December 31, 2024 funds of \$3,644 are being held by the Region on behalf of the 3 other partners and invested through the Region's investment portfolio. At the request of the partners and in alignment with the agreement, these funds could be returned on demand.

15. Contingent liabilities:

At December 31, 2024, the Region has been named defendant or co-defendant in a number of outstanding legal actions. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. A provision of \$2,654 (2023 - \$8,720) has been made for those claims not expected to be covered by insurance.

16. Public Liability Insurance:

The Region has undertaken a portion of the risk for public liability as a means of achieving efficient and cost effective risk management. The Region is self-insured for public liability claims up to \$1,000 for any individual claim and \$1,000 for any number of claims arising out of a single occurrence. Outside coverage is in place for claims in excess of these amounts up to \$25,000 per occurrence for all Public Health Units, EMS and all health operations including; care homes, seniors services, community services, homeless shelters, and police services, and \$50,000 per occurrence for all other claims.

The Region has a reserve for allocated self-insurance claims which as at December 31, 2024 amount to \$2,270 (2023 - \$2,270) (note 12) and is reported on the consolidated statement of financial position under accumulated surplus. An amount of \$nil (2023- \$nil) has been transferred from this reserve fund in the current year.

Recoveries applied against operations in the current year amounted to \$4,698 (Payments charged 2023 - \$1,455).

17. Self-funded employee benefit plans:

The Region provides a group health and dental plan for certain employees and has assumed the full liability for payment of benefits under this plan.

Payments charged against operations in the current year amounted to \$29,644 (2025 - \$25,247).

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

18. Government transfers:

The government transfers reported on the consolidated statement of operations are as follows:

	Budget	2024	2023
Revenue:			
Government of Canada:			
General government	\$ 140	\$ 140	\$ -
Transportation services	16,914	16,647	16,919
Environmental services	786	786	280
Social and family services	6,739	9,379	4,257
Social housing	15,905	14,991	21,411
Planning and development	201	178	(12)
	40,685	42,121	42,855
Province of Ontario:			
General government	789	790	1,515
Protection to persons and property	13,919	14,328	11,051
Transportation services	4,852	3,237	7,356
Environmental services	982	982	123
Health services	80,894	84,112	88,582
Social and family services	353,683	361,346	322,933
Social housing	8,913	8,353	8,078
Planning and development	-	-	(25)
	464,032	473,148	439,613
Other municipalities:			
General government	206	392	119
Protection to persons and property	354	322	350
Environmental services	-	28	-
Social housing	-	-	380
Recreation services	246	246	227
Planning and development	50	50	47
	856	1,038	1,123
Total revenues	\$ 505,573	\$ 516,307	\$ 483,591

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

19.Segmented information:

Segmented information has been identified based upon functional areas by the Region.

The functional areas have been separately disclosed in the segmented information as follows:

(i) General government:

General government consists of the general management of the Region, including adopting by-laws and policy, levying taxes, issuing debentures and providing administrative, technical, facility management, and financial services.

(ii) Protection to persons and property:

Protection to persons and property is comprised of Police Services and Court Services. The mandate of Police Services is to ensure the safety of the lives and property of citizens, preserve peace and good order, prevent crimes from occurring, detect offenders and enforce the law. Court Services is responsible for administering and prosecuting Provincial Offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor License Act and other provincial legislation, municipal by-laws and minor federal offences. Court Services governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals.

(iii) Transportation services:

Transportation services is responsible for the planning, design, operation and maintenance of the roadway system, the maintenance of parks and open space, and street lights. Transportation also includes public transportation services provided within the Region by the Niagara Region Transit.

(iv) Environmental services:

Environmental services is responsible for the engineering and operation of the water and wastewater systems and waste management. Waste management encompasses solid waste collection and disposal and Niagara Recycling.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

19. Segmented information (continued):

(v) Health services:

The Public Health Department offers a range of programs related to health services that includes protection and promotion, disease and injury prevention and also oversees the Emergency Services Division (“ESD”) that encompasses both Land Ambulance (“Paramedic”) Services and Land Ambulance Communications (“Dispatch”) Services.

(vi) Social and family services:

The Community Services department is responsible for providing public services that sustains and supports individuals, families and communities. Programs and services are delivered through Senior Services, Children’s Services, Social Assistance and Employment Opportunities and Homelessness Services and Community Engagement.

(vii) Social housing:

Social housing is responsible for providing and advocating for secure, affordable housing in the Region.

(viii) Recreation Services:

The amounts reported reflect the Region’s participation in the consortium for the operations of Canada Summer Games Park

(ix) Planning and development:

The Planning and Development department provides information to Council and the community through working with partners and community groups to support planning initiatives in the region, providing information to residents about Region programs and services. The planning and development department also supports the Region special initiatives.

Certain allocation methodologies are employed in the preparation of segmented information. Taxation and payments-in-lieu of taxes are not allocated and reported in general government and environmental services. User charges and other revenue have been allocated to the segments based upon the segment that generated the revenue. Government transfers have been allocated to the segment based upon the purpose for which the transfer was made. Development charges earned and developer contributions received are allocated to the segment for which the charge was collected.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

19. Segmented information (continued):

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

2024										
	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Social housing	Recreation services	Planning and development	Total
Revenues:										
Levies on area municipalities	\$ 504,146	-	\$ 59,015	\$ 45,903	-	-	-	-	-	\$ 609,064
User charges	1,202	8,125	24,734	162,515	652	26,726	19,412	509	1,918	245,793
Government transfers	1,323	14,649	19,883	1,796	84,112	370,725	23,345	246	228	516,307
Development charges earned	4,981	632	12,732	15,801	416	-	666	-	374	35,602
Investment income	14,168	-	-	-	-	-	313	-	-	14,481
Provincial offenses	-	11,791	-	-	-	-	-	-	-	11,791
Miscellaneous	12,934	1,439	5,846	5,756	389	1,805	799	68	87	29,123
Total revenues	538,754	36,636	122,210	231,771	85,569	399,256	45,535	823	2,607	1,462,161
Expenses:										
Salaries, wages and employee benefits	6,669	204,837	67,724	37,911	114,171	162,162	7,715	352	7,904	609,445
Operating expenses	629	24,286	49,037	94,662	19,486	142,631	24,236	465	2,175	357,607

2024										
	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Social housing	Recreation services	Planning and development	Total
External transfers	3,912	11,079	62	2,170	-	140,435	36,735	-	37,904	232,297
Debt services	13,364	-	-	-	153	-	-	-	-	13,517
Amortization	6,584	11,138	42,936	35,233	4,246	6,780	12,419	1,051	-	120,387
Miscellaneous	-	38	25	3	38	-	-	326	-	430
Total expenses:	31,158	251,378	159,784	169,979	138,094	452,008	81,105	2,194	47,983	1,333,683
Annual surplus (deficit)	\$ 510,006	\$ (214,742)	\$ (39,248)	61,056	\$ (52,525)	\$ (52,752)	\$ (36,570)	\$ (1,371)	\$ (45,376)	\$ 128,478

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2023 (In thousands of dollars)

2023										
	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Social housing	Recreation services	Planning and development	Total
Revenues:										
Levies on area municipalities	\$ 464,341	-	\$58,603	\$45,999	-	-	-	-	-	\$ 568,943
User charges	883	7,433	22,635	151,775	737	28,191	18,750	448	1,847	232,699
Government transfers	1,632	11,401	24,275	403	88,582	327,191	29,870	227	10	483,591
Development charges earned	9,795	-	28,255	11,923	694	-	582	-	263	51,512
Investment income	16,302	-	-	-	-	-	426	-	-	16,728
Provincial offenses	-	8,102	4	-	5	-	-	-	-	8,111
Miscellaneous	3,955	1,217	79,447	10,626	550	1,501	5,793	49	213	103,351
Total revenues	496,908	28,153	213,219	220,726	90,568	356,883	55,421	724	2,333	1,464,935
Expenses:										
Salaries, wages and employee benefits	5,341	186,569	61,028	36,330	116,539	146,841	7,400	300	7,040	567,388
Operating expenses	15,140	22,169	51,689	108,491	21,060	125,389	24,698	452	2,511	371,599

2023										
	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Social housing	Recreation services	Planning and development	Total
External transfers	10,545	9,365	1,524	3,858	18	125,100	36,513	-	33,206	220,129
Debt services	13,649	-	-	-	154	-	-	-	-	13,803
Amortization	5,596	10,836	36,132	33,731	4,050	4,316	11,968	1,049	-	107,678
Miscellaneous	1	-	539	24	-	-	-	-	-	564
Total expenses:	50,272	228,939	150,912	182,434	141,821	401,646	80,579	1,801	42,757	1,281,161
Annual surplus (deficit)	\$ 448,337	\$ (200,786)	\$ 61,437	\$ 37,461	\$ (51,253)	\$ (44,763)	\$ (25,158)	\$ (1,077)	\$ (40,424)	\$ 183,774

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

20. Budget data:

The budget amounts presented in these consolidated financial statements are based upon the 2024 operating and capital budgets approved by Council on February 23, 2024. The chart below reconciles the approved budget to the budget amounts reported in these consolidated financial statements. Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried out over one or more years. Where amounts were budgeted for on a project-oriented basis, the budget amounts used are based on actual projects that took place during the year to reflect the same basis of accounting that was used to report the actual results. In addition, to ensure comparability of expenses, the allocation of program support costs completed for actual reporting was also applied to the budget amounts.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

20. Budget data (continued):

	Budget Amount
REVENUES	
Operating	
Approved budget	\$ 1,345,007
Budget adjustments and amendments	55,822
Revenues classified as expenses	(231)
Share of Canada Games Park Consortium revenue	823
Capital:	
Development charges	33,147
Grants and subsidies	31,911
Other contributions	7,813
Less:	
Loss on disposal of tangible capital assets	(410)
Transfers from reserves	(24,898)
Proceeds on sale of tangible capital assets	(73)
Total revenue	1,448,911
EXPENSES	
Operating	
Approved budget	\$ 1,345,007
Budget adjustments and amendments	55,822
Revenues classified as expenses	(231)
Share of Canada Games Park Consortium expense	1,121
Add:	
Capital project cost resulting in operating expenses	6,097
Amortization	120,387
Employee future benefits	10,330
Less:	
Abatement expense	(2,670)
Operating expenses resulting in tangible capital assets	(2,902)
Transfers to reserves, including capital	(136,515)
Debt principal payments	(52,396)
Total expenses	1,344,050
Annual surplus	\$ 104,861

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

21. Change in Non-Cash Assets and Liabilities:

The following is a breakdown of the change in the non-cash assets and liabilities showing on the consolidated statement of cash flows:

	2024	2023
Accounts receivable	(\$ 13,383)	(\$ 20,363)
Other current assets	303	375
Accounts payable and accrued liabilities	(10,498)	36,871
Deferred revenue	69,979	47,177
Inventory	774	(3,135)
Prepaid expenses	(3,636)	(5,064)
Net Change in Non-Cash Assets and Liabilities	\$ 43,529	\$ 55,861

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

22. Financial Instrument Risks

The fair value of the Region's financial instruments that are comprised of cash, accounts receivable and accounts payable and accrued liabilities approximate their carrying value due to their short-term nature and are measured at cost or amortized cost in the statement of financial position. The fair value of investments is disclosed in note 3. It is management's opinion that the Region is not exposed to significant risk arising from these financial instruments and there have been no significant changes to these risk exposures from 2023.

Credit Risk

The Region is exposed to credit related losses through cash, accounts receivable, development charges receivable and investments in the event of non-performance by counterparties to the financial instruments. Credit risk is minimized by dealing with reputable financial institutions including many government organizations.

Liquidity risk

Liquidity risk is the risk that the Region will be unable to meet all cash outflow obligations as they come due. Liquidity risk is minimized by monitoring cash activities and through cash flow forecasting including a ladder investment maturity approach to match large cash outflows.

Market risk

Market risk is the risk that changes in market price such as foreign exchange rates, interest rates and other price risks will affect the annual surplus or the fair value of financial instruments. Monetary assets and liabilities denominated in foreign currencies are translated at the prevailing rates of exchange at year end. Revenue and expenses are translated at the exchange rate prevailing on the transaction date. Exchange gains and losses are included in the statement of operations. Interest rate risk is minimized through a diversified investment portfolio held in accordance with the Region's investment policy. Long-term debt has interest rates fixed at the time of issuance. The Region manages its exposure on new debt by issuing in the capital markets to get the best possible rate and issuing semi-annually.

23. Comparative figures:

Certain prior year figures have been reclassified to conform to the consolidated financial statement presentation adopted in the current year.



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INDEPENDENT AUDITORS' REPORT

To the Members of Council of the Regional Municipality of Niagara

Opinion

We have audited the financial statements of the Sinking Funds of the Regional Municipality of Niagara (the "Entity") which comprise:

- the statement of financial position as at December 31, 2024
- the statements of operations and change in net financial assets for the period ended December 31, 2024
- the statement of cash flows for the period ended December 31, 2024
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements for the year-ended December 31, 2024 is prepared, in all material respects, in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Sinking Funds of the Regional Municipality of Niagara as at and for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those financial statements on May 23, 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada

[Date]

THE REGIONAL MUNICIPALITY OF NIAGARA

SINKING FUND STATEMENT OF FINANCIAL POSITION

As at December 31, 2024 (In thousands of dollars)

	2024	2023
FINANCIAL ASSETS		
Cash	\$ 1,279	\$ 817
Interest receivable	937	605
Investments (note 3)	24,040	22,164
	28,256	25,586
LIABILITIES		
Accounts payable and accrued liabilities	5	4
Due to operating fund	182	74
Sinking fund requirements		
City of St. Catharines	3,252	2,964
The Regional Municipality of Niagara	23,952	19,833
	27,391	24,875
Accumulated surplus and net financial assets	\$ 865	\$ 711

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

SINKING FUND STATEMENT OF OPERATIONS AND CHANGE IN NET FINANCIAL ASSETS AND ACCUMULATED SURPLUS

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
REVENUES		
Contributions	\$ 1,512	\$ 1,512
Investment Income	1,053	953
Total revenues	2,565	2,465
EXPENSES		
Professional fees	5	4
Provision for sinking fund requirements	2,406	2,325
Total expenses	2,411	2,329
Annual surplus and net change in financial assets for the year	154	136
Accumulated surplus, beginning of year	711	575
Accumulated surplus, end of year	\$ 865	\$ 711

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

SINKING FUND STATEMENT OF CASH FLOWS

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
OPERATING ACTIVITIES		
Annual surplus	\$ 154	\$ 136
Change in non-cash working capital balances		
Interest receivable	(332)	(284)
Due to operating fund	108	37
Accounts payable	1	-
Net change in cash used in operating activities	(69)	(111)
INVESTING ACTIVITY		
Purchase of investments	(1,876)	(1,822)
Net change in cash used in investing activity	(1,876)	(1,822)
FINANCING ACTIVITY		
Increase in sinking fund requirements	2,406	2,325
Net change in cash from financing activity	2,406	2,325
Net change in cash	461	393
Cash, beginning of year	817	424
Cash, end of year	\$ 1,279	\$ 817

The accompanying notes are an integral part of these financial statements

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO SINKING FUND FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies:

The financial statements of sinking funds of The Regional Municipality of Niagara (the "Region") are the representation of management prepared in accordance with Canadian public sector accounting standards.

A statement of remeasurement gains and losses has not been presented as there are no items to report.

The sinking fund is a separate fund maintained for the purpose of providing for the repayment of all sinking fund debt when it becomes due. The Region issued sinking fund debentures of \$78,079 payable on June 30, 2040 and bearing interest at the rate of 5.2% per annum. Included in the sinking fund debenture is \$9,333 borrowed on behalf of the City of St. Catharines, representing a proportionate share of 11.95%. Annual interest payments on the sinking fund debt are \$4,060.

Significant accounting policies adopted by the Region for the sinking funds are as follows:

(a) Basis of accounting:

The Region's sinking fund follows the accrual method of accounting for revenues and expenses.

(b) Sinking fund requirements:

The requirements of the sinking fund represent the amounts required which, together with interest compounded annually, will be sufficient to retire the related debentures at maturity. The requirements were calculated using a rate of 3.5% per annum.

(c) Revenue recognition:

Contributions are recognized as revenue in the year receivable.

Interest income is recognized as revenue in the period earned. Investment income includes interest income and realized gains and losses, net of bank service charges.

(d) Investments

Investments are measured at cost and consist mainly of government and corporate bonds and guaranteed investment certificates. Where there is a permanent loss in value, the investment value is written down to recognize the loss.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO SINKING FUND FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies (continued):

(e) Financial instruments and fair value hierarchy

The Sinking Fund's financial assets and liabilities are all measured at cost or amortized cost.

All financial instruments must be classified in accordance with the significance of the inputs used in making fair value measurements. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- (i) Level 1 – Derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- (ii) Level 2 – Derived from quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- (iii) Level 3 – Derived using discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The fair value of the Sinking Funds' investments as at December 31, 2024 and 2023, are Level 1.

2. Adoption of new accounting standards:

On January 1, 2024, the Sinking Fund adopted Canadian public sector accounting standard PS 3400 Revenue. The new accounting standard establishes a single framework to categorize revenue to enhance consistency of revenue recognition and its measurement. The Sinking Fund also adopted PSG – 8 Purchased Intangibles and PS 3160 – Public Private Partnerships. The adoption of these new standards did not have a material impact on the amounts presented in the financial statements.

3. Investments:

At December 31, 2024 the investments have a market value of \$23,628 (2023 - \$21,289)



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INDEPENDENT AUDITORS' REPORT

To the Members of Council of the Regional Municipality of Niagara

Opinion

We have audited the financial statements of the Trust Funds of the Regional Municipality of Niagara (the "Entity") which comprise:

- the statement of financial position as at December 31, 2024
- the statements of financial activities and change in fund balance for the period ended December 31, 2024
- the statement of cash flows for the period ended December 31, 2024
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements for the year-ended December 31, 2024 is prepared, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Trust Funds of the Regional Municipality of Niagara as at and for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those financial statements on May 23, 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada

[Date]

THE REGIONAL MUNICIPALITY OF NIAGARA

TRUST FUNDS STATEMENT OF FINANCIAL POSITION

As at December 31, 2024 (In thousands of dollars)

	2024	2023
ASSETS		
Cash	\$ 306	\$ 317
Due from Regional Municipality of Niagara	906	704
Fund balance	\$ 1,212	\$ 1,021

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

TRUST FUNDS STATEMENT OF OPERATIONS AND CHANGE IN FUND BALANCE

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
REVENUE		
Deposits from residents	\$ 538	\$ 524
Donations	296	183
	834	707
EXPENSES		
Expenditures for the benefit of residents	643	715
	643	715
Excess (deficiency) of revenues over expenses	191	(8)
Fund balance, beginning of year	1,021	1,029
Fund balance, end of year	\$ 1,212	\$ 1,021

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

TRUST FUNDS STATEMENT OF CASH FLOWS

For the year ended December 31, 2024 (In thousands of dollars)

	2024	2023
OPERATING ACTIVITIES:		
Excess (deficiency) of revenues over expenses	\$ 191	\$ (8)
Change in non-cash assets and liabilities		
Due from Regional Municipality of Niagara	(202)	45
Net change in cash (used in) operating activities	(11)	37
Cash, beginning of year	317	280
Cash, end of year	\$ 306	\$ 317

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO TRUST FUNDS FINANCIAL STATEMENTS

For the year ended December 31, 2024 (In thousands of dollars)

1. Significant accounting policies:

These financial statements reflect the financial position, financial operations, and cash flows of funds held in trust by The Regional Municipality of Niagara ("the Region") for residents of the eight long-term care homes:

- Gilmore Lodge
- Upper Canada Lodge
- Deer Park Villa
- Woodlands of Sunset
- Linhaven
- Rapelje Lodge
- Northland Point
- Meadows of Dorchester

These financial statements are the representation of management and are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations, and reflect the following policies:

(a) Basis of Accounting:

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenue.

Expenses are recorded in the period the goods and services are acquired and a liability is incurred, or transfers are due.

(b) Uses of Estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from these estimates.

Regional Municipality of Niagara

Audit Findings Report for the year ending December 31, 2024

KPMG LLP

Prepared as of May 2, 2025 for presentation on May 22, 2025

kpmg.ca/audit



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The purpose of this report is to assist you, as a member of Council, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management and Council, and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Audit highlights

We have completed the audit of the consolidated financial statements (“financial statements”), with the exception of certain remaining outstanding procedures, which are highlighted on the ‘Status’ slide of this report.

- No significant changes to communicate.
- Management Override of Controls
- Post employment Benefits
- Obligatory Reserve Fund Revenue, Developer Charges & Deferred Revenue
- Tangible Capital Assets and Asset Retirement Obligations

**Policies and
practices
&
Specific topics**

New standards:

- PS 3400 Revenue
- PSG-8 Purchased Intangibles
- PS 3160 Public Private Partnerships

Audit highlights

Misstatements - uncorrected

- No uncorrected misstatements to report.

Misstatements - Corrected

- No corrected misstatements to report.

Control deficiencies

- Refer to slide 13. No matters to report.

Audit Quality

- Refer to slide 15.

Independence

- Refer to Slide 17. We confirm we remain independent of the Region in all respects.

Materiality

- There were no changes to our materiality. Our audit misstatement posting threshold remained at \$1,800,000.

Status

As of May 2, 2025, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:

- Final completion and sign-off procedures
- Subsequent event procedure up to the audit report date
- Receipt of legal letter responses regarding litigation and claims and updated inquiries to the reporting date
- Completing our discussions with Council
- Obtaining evidence of the Council's approval of the consolidated financial statements
- Receipt of the signed management representation letter

We will update you on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

A draft of our auditor's report is provided attached to the draft consolidated financial statements within the meeting package.



Significant risks and results

We highlight our significant findings in respect of **significant risks**.

Management Override of Controls

Significant risk	Estimate?	Our response
On all financial statement audits, there is a risk of a material misstatement due to fraud resulting from management override of controls. As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk.	No	<ul style="list-style-type: none">• Our procedures included:<ul style="list-style-type: none">• We tested the design and implementation of controls surrounding the review of journal entries, and the business rationale for significant entries.• In responding to risks of fraud and management override of controls, we set specific criteria to isolate high risk journal entries and adjustments in order to analyze for further insights into our audit procedures and findings. We focused on journal entries that could possibly be related to override activities.• Using our KPMG Clara Journal Entry Analysis Tool, we obtained 100% of the journal entries posted during the year and selected journal entries to test.• No issues were noted in the performance of the above procedures.

Other risks of material misstatement and results

We highlight our significant findings in respect of **other risks of material misstatement**.

Post-employment benefit liabilities



Other risk of material misstatement	Estimate?
By nature, this liability represents an estimate which requires management's judgment in order to compute. Management utilizes a third party independent actuarial specialist to assist with preparation of the estimate. The specialist's report involves the use of several assumptions.	Yes

Our response

- Our procedures included:
 - We obtained the report prepared by management's actuarial specialists, which was prepared in 2021 and extrapolated for fiscal 2024.
 - We observed that the actuary continued to use similar assumptions as 2023, the prior comparative period.
 - We assessed the discount rate used in calculating the employee future benefits in 2024, which we considered to be appropriate for use, and is consistent with appropriate benchmarks.
 - We ensured the census data provided to the actuary to prepare their report was complete and accurate.
- No issues were noted in the performance of the above procedures.
- We note a new full valuation is generally required every three years and management has noted that the Region is currently in the process of completing the full actuarial valuation as at December 31, 2024 and the report is expected to be completed and available in 2025.



Other risks of material misstatement and results

We highlight our significant findings in respect of **other risks of material misstatement**.

Obligatory Reserve Fund Revenue, Developer Charges and Deferred Revenue

Other risk of material misstatement	Estimate?
<p>Obligatory reserve fund revenue and deferred revenue</p> <p>This represents an area of focus which is material to the financial statements in each year based on significance of the amounts. Our areas of focus include recognition of revenue from reserve funds as well as amounts received from other levels of government and developer</p> <p>Our response</p> <ul style="list-style-type: none">• Our procedures included:<ul style="list-style-type: none">• We identified and evaluated the design and implementation of internal controls over the identification of development charge funding projects and allocation of related expenses.• We performed substantive testing over amounts being recognized as revenue.• We assessed grant revenue to determine if it was recognized as revenue or deferred until expenditures have been incurred.• We obtained a sample of costs that related to development charge revenue to ensure they were appropriate and were allocated to the appropriate project.• We assessed the appropriateness of the accounting for deferred development charges.• We agreed annual taxation amounts to approved by-laws.• No issues were noted in the performance of the above procedures.	<p>No</p>



Other risks of material misstatement and results

We highlight our significant findings in respect of **other risks of material misstatement**.

Tangible Capital Assets and Asset Retirement Obligations

Other risk of material misstatement	Estimate?
<p>Tangible Capital Assets represent a material balance on the financial statements each year by nature and thus represent an area of audit focus.</p> <p>Asset Retirement Obligations represent a material estimate for future liabilities, and is required to be reassessed annually after its initial implementation in 2023.</p>	Yes
Our response	
<ul style="list-style-type: none">• Our procedures included:<ul style="list-style-type: none">• We obtained the asset continuity schedule and ensured it accurately rolled forward from prior period.• We recalculated amortization and ensured it was applied in line with the Region’s accounting policy.• We sampled a series of capital asset additions, including additions previously classified as work-in-progress to ensure they met the criteria for capitalization in line with public sector accounting standards.• We sampled disposals to ensure they were appropriately derecognized and proceeds upon disposal were accurately accounted for.• We reviewed the Region’s annual updates to the Asset Retirement Obligation to ensure the changes had valid rationale, including benchmarking the revised discount rate for appropriateness.• We audited costs incurred during the year and observed the obligation was adjusted for them appropriately.	
<ul style="list-style-type: none">• We have no significant issues to report on these matters.	

Accounting and Auditing Standards Changes

Newly effective accounting standards (effective for fiscal 2024)

PS 3400 – Revenue: Previous standards provided guidance for revenue recognition on primary revenue streams such as taxation revenue and government grants. The new standard provides general recognition guidance to provide consistency for other streams not previously covered by existing public sector standards.

PSG-8 – Purchased Intangibles: This standard governs recognition of intangible assets which were acquired through an exchange transaction, namely an arm's length exchange between two willing parties (as opposed to inter-entity transfers, which are excluded).

PS 3160 – Public Private Partnerships: Public private partnerships ("P3s") are an alternative procurement and finance model where public sector entities purchase infrastructure using a private sector partner.

- We note that each of the above were implemented by management as required and did not have a material impact on the consolidated financial statements.

Other financial reporting matters

We also highlight the following:

Financial statement presentation - form, arrangement, and content

No matters to report, consistent with prior period and in line with public sector requirements. We provided management with suggested wording on accounting policy notes and other disclosures, which were adopted by management.

Concerns regarding application of new accounting pronouncements

No matters to report, see previous slide.

Specific topics

We have highlighted the following that we would like to bring to your attention:

Matter	Finding
Illegal acts, including noncompliance with laws and regulations, or fraud (identified or suspected)	No matters to report.
Other information in documents containing the audited financial statements	No matters to report.
Significant difficulties encountered during the audit	No matters to report.
Difficult or contentious matters for which the auditor consulted	No matters to report.
Management’s consultation with other accountants	No matters to report.
Disagreements with management	No matters to report.
Related parties	No matters to report.
Significant issues in connection with our appointment or retention	No matters to report.
Other matters that are relevant matters of governance interest	No matters to report.

Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Region's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

Control deficiencies

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

Results

We have not identified any deficiencies in internal controls, either significant or otherwise. We have no matters to bring to your attention based on the results of our procedures, including those over IT-related control processes.

Required inquiries of Regional Council

Should members of Regional Council be aware of any matters related to the items below which may impact our financial statement audit, we request that we be notified for further discussion, if necessary.

Inquiries regarding fraud, illegal acts or subsequent events

- Prior to the completion of our audit, we are required to inquire with Council and obtain confirmation of any acts of fraud, illegal activity or material subsequent events that have not previously been communicated to us to date.
- Should you have any matters to report to us, please bring to our attention at this time.

How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

We define 'audit quality' as being the outcome when:

- audits are executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality management; and
- all of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.

Independence

**Audit
services**

Detailed description of service

**Potential effects of the proposed
service on independence**

Audit of the consolidated financial statements of the Region as of December 31, 2024 in accordance with Public Sector Accounting Standards.

Audit of the financial statements and special reports of the related entities noted in our audit plan as of December 31, 2024 in accordance with Public Sector Accounting Standards (or applicable framework for those special reports which are required to report in line with terms of various funding agreements).

Such services are provided by the auditor pursuant to statutory or regulatory requirements and are permitted under CPA Code and ESBA independence rules.

We have not identified any services within our agreed upon scope which would infringe on our independence as external auditors.

We confirm that we remain independent of the Region and have not provided any services which would infringe on our independence as external auditors. We have remained independent throughout the audit process and since our appointment.

Appendices

A Regulatory
communications

B Draft auditor’s
report

C Insights

Appendix A: Other required communications

Engagement terms

A copy of the engagement letter is available to Council.

CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- CPAB Regulatory Oversight Report: 2023 Annual Inspections Results
 - <https://cpab-ccrc.ca/docs/default-source/inspections-reports/2023-annual-inspections-results-en.pdf>
- CPAB Audit Quality Insights Report: 2024 Interim Inspections Results
 - <https://cpab-ccrc.ca/docs/default-source/inspections-reports/2024-interim-inspections-en.pdf>
- CPAB Regulatory Oversight Report: 2024 Annual Inspections Results
 - <https://cpab-ccrc.ca/docs/default-source/inspections-reports/2024-annual-inspections-results-en.pdf>

Appendix B: Draft auditor's report

A copy of our draft auditor's report is attached to the draft consolidated financial statements in the meeting package.

Appendix C: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, Councils and management. Of particular note are Lean process reviews, fraud prevention and cyber penetration testing, which are services currently sought after to help strengthen organizations.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

<https://kpmg.com/ca/en/home/insights/2021/05/audit-assurance-insights.html>

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

<https://kpmg.com/ca/en/home/market-insights/board-leadership.html>

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

<https://kpmg.com/ca/en/home/insights/2020/11/current-developments.html>

Appendix C: Audit and assurance insights

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

<https://home.kpmg/ca/en/home/insights/2021/11/audit-committee-guide-canadian-edition.html>

Accelerate 2024

The key issues driving the audit committee agenda in 2024.

<https://kpmg.com/ca/en/home/insights/2023/11/accelerate.html>

Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

<https://kpmg.com/ca/en/home/services/environmental-social-and-governance/reporting/cssb-sustainability-reporting.html>

Government and Public Sector

We have a wealth of thought leadership to help public sector organizations grow and advance.

<https://kpmg.com/ca/en/home/industries/government-public-sector.html>

Appendix 3: Annual Surplus Reconciliation

<i>(in thousands)</i>	<u>Approved Budget</u>	<u>2024</u>	<u>2023</u>
Based on budget approach			
Water & Wastewater surplus (deficit)	\$ -	\$ 2,287	\$ (3,461)
Waste Management surplus	-	3,719	3,534
Niagara Transit Commission surplus	-	1,541	2,087
General Levy surplus	-	10,107	4,988
Operating Surplus Total	-	17,654	7,148
PSAS Presentation			
Adjustments: Capital			
Recognize amortization	(120,387)	(120,387)	(107,678)
Recognize accretion	2,670	2,670	(3,689)
Recognize in-year capital program revenues	66,238	66,257	86,742
Recognize capital fund expenditures resulting in operating expenses	(6,097)	(3,031)	(7,154)
Recognize operating fund expenditures resulting in capital assets	2,902	2,902	2,270
Recognize transfer and contribution of tangible capital assets	6,633	6,633	78,604
Recognize proceeds & loss on disposal of assets	(483)	(153)	(12,699)
Capital Subtotal	(48,524)	(45,109)	36,396
Funded			
Remove principal debt repayments	52,396	31,450	34,167
Remove net transfers to reserves (including interest allocation)	111,617	132,445	114,060
Remove sinking fund activity	-	2,211	702
Funded Subtotal	164,013	166,106	148,929
Unfunded			
Recognize change in landfill liability	-	-	-
Recognize power dams liability	-	422	422
Recognize change in unfunded employee future benefits liability	(10,330)	(10,297)	(9,089)
Recognize share of Canada Summer Games Park operations	(298)	(298)	(32)
Unfunded Subtotal	(10,628)	(10,173)	(8,699)
Annual surplus per PSAS consolidated financial statements	\$ 104,861	\$ 128,478	\$ 183,774

Appendix 3: Annual Surplus Reconciliation

A balanced operating budget, developed for the purposes of setting tax rates and user fees, was approved by Council on December 14, 2023. The operating surplus presented at the top of the chart represents the actual financial results of the Region compared to the operating budget. Since the Region is required to report its annual surplus using Public Sector Accounting standards (PSAS), a number of adjustments are required in order for the financial results to conform with PSAS. For example, in the operating budget, capital projects are recognized when funding is allocated; however, in order to conform with PSAS, an adjustment is required as capital projects should be expensed over time through amortization rather than immediately.

Memorandum

AC-C 5-2025

Subject: 2023 Canadian Award for Financial Reporting

Date: May 20, 2025

To: Audit Committee

From: Melanie Steele, Associate Director, Reporting and Analysis

The Government Finance Officers Association of the United States and Canada (GFOA) recently awarded the Canadian Award for Financial Reporting to the Niagara Region for its annual financial report for the year ended December 31, 2023. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs. For 2023 the Region's annual report can be found at the link below:

[2023 Annual Report](https://niagararegion.ca/government/budget/past-budgets/default.aspx)

(<https://niagararegion.ca/government/budget/past-budgets/default.aspx>)

Staff are currently preparing the 2024 annual report for release in June and plan for it to continue to conform to the program requirements. We will be submitting it to GFOA to determine its eligibility for another award.

Respectfully submitted and signed by

Melanie Steele MBA, CPA CA
Associate Director, Reporting & Analysis

Appendices

Appendix 1 2023 GFOA Award for Financial reporting

Memorandum

AC-C 6-2025

Subject: Status Update on Internal Audit Engagements

Date: May 20, 2025

To: Audit Committee

From: Hari Vemuri, Manager, Internal Audit

As part of our commitment to transparency and accountability, this memorandum provides a comprehensive update on the status of internal audit engagements. The objective is to ensure the Audit Committee remains informed about the audits conducted in previous years, the status of audits currently underway, and the approved audit plan for the upcoming years.

This report includes a summary of completed audits, highlights ongoing and planned engagements, and outlines key strategic priorities guiding our internal audit function. These updates reflect our continuous effort to assess risks, enhance controls, and support effective governance across Niagara Region's operations.

Status of Audit Engagements Approved for 2025

For 2025, several key audits have been initiated, covering financial management, procurement practices, contractor performance, and policy compliance. The following table provides an update on the progress of these engagements:

Audit Engagement	Current Status	Auditor
Value-For-Money (VFM) Audit Services for Region Operated Childcare Centres	Fieldwork complete; reporting in progress. Final report to be presented to Public Health Committee and Audit Committee.	Deloitte
Whistleblower Policy Implementation and Benchmarking Analysis	Fieldwork is in progress	Manager, Internal Audit
Waste Management Contractor Performance and Compliance Evaluation	RFP process is ongoing	To Be Determined

Audit Engagement	Current Status	Auditor
Non-competitive Procurement Audit	RFP process is ongoing	To Be Determined
Revenue Audit – Licensing Division	Audit planning underway; fieldwork in Q3; reporting in Q4 2025	Manager, Internal Audit
Travel and Expense Policy and Procedures	Audit fieldwork in underway; reporting expected in Q3 2025	Manager, Internal Audit
Psychological Wellness Programs	Scheduled to begin in Q4 2025	Manager, Internal Audit
Control Reviews for Brownfield Tax Increment Grant Program	Scheduled to begin in Q4 2025	Manager, Internal Audit

Other Requests

Request	Status Update	Timeline
Audit Plan for 2027–2029	External scan and auditable unit review in progress. Proposed plan will be circulated to Councillors for feedback.	Q1 2026
Comparative Review of Internal Audit Structures (Hamilton, Ottawa, Toronto)	Data collection is in progress	Q3 2025
Complaints received in last 2 years	Report preparation is in progress	Q3 2025

Audit Plan for 2026

Looking ahead, the 2026 audit plan has been structured to address emerging risks and strategic priorities, with a focus on value-for-money assessments, governance reviews, and financial oversight. External professional firms will be engaged for specialized audits, while internal audit resources will be allocated for targeted reviews and consulting engagements.

Engagement	Auditor	Type of Engagement
Competitive Bidding Process	External Firm	Audit
Homelessness Service Providers Audit	External Firm	Audit
Cyber planning, management framework and response recovery strategies	External Firm	Audit
Value for Money Audit on the Niagara Region's biosolids program	External Firm	Audit
Value for Money Audit of the On-Demand and Specialized Transit Services	Manager, Internal Audit	Audit
Assessment of Strategic Transformation Office: Evaluating Efficiency, Alignment, and Value for Money in Shared Services Implementation	Manager, Internal Audit	Consulting Engagement
Performance metrics of the Niagara Region Transit Commission	Manager, Internal Audit	Consulting Engagement

Note: For audits conducted by external firms, RFP or scope development is currently underway.

Audits Conducted in the Past

The table below summarizes the audits completed in recent years, outlining the scope of each engagement, the responsible auditor, and the presentation date. These audits have provided valuable insights into procurement practices, financial controls, cybersecurity, vendor management, and operational efficiencies.

Year	Internal Audit	Auditor	Report Presentation Date
2020	Procurement Audit	Manager, Internal Audit	20 th January 2020
2020	Non-Competitive Procurement Audit (Internal)	Manager, Internal Audit	20 th January 2020
2020	Non-Competitive Procurement Audit (KPMG)	KPMG	7 th December 2020
2021	Purchasing Card Follow-up Audit	Manager, Internal Audit	1 st November 2021
2022	Cybersecurity Assessment of Technologies and Controls	KPMG	14 th February 2022
2023	eBond Procedure	Manager, Internal Audit	13 th February 2023
2023	Court Services - Quality Control Procedures	Manager, Internal Audit	15 th May 2023
2023	Cash Handling Procedures	Manager, Internal Audit	18 th September 2023
2023	Follow-up Audit of Non-Competitive Procurement	Manager, Internal Audit	4 th December 2023
2024	Controlled Medication Management in Niagara Region Long Term Care Homes - Phase 1 & 2	Manager, Internal Audit	Phase 1 21 st May 2024 Phase 2 9 th December 2024
2024	Vendor Performance Management for Tier 1 Contracts	KPMG	9 th December 2024

Year	Internal Audit	Auditor	Report Presentation Date
2024	Vendor Governance and Relationship Management for Consulting Services	KPMG	9 th December 2024
2024	P-Card Audit (2017) – Follow up Audit	Manager, Internal Audit	9 th December 2024
2024-25	Purchase and Operation of Vacuum Truck	Manager, Internal Audit	Status presented in-camera on Mar 24, 2025. Additional updates pending further information.

The Internal Audit Department remains dedicated to delivering independent and objective assessments that enhance operational efficiency, mitigate risks, and ensure compliance with best practices. We appreciate the continued support of the Audit Committee in advancing a robust internal audit framework that strengthens accountability across Niagara Region. Regular updates will be provided to the Audit Committee as engagements progress.

Respectfully submitted and signed by

Hari Vemuri, CPA, CISA
Manager, Internal Audit

Memorandum

AC-C 7-2025

Subject: 2024 NPCA Financial Statements

Date: May 20, 2025

To: Audit Committee

From: Melanie Steele, Associate Director Reporting & Analysis

In alignment with Audit Committee's terms of reference, the audited financial statements of the Niagara Region's boards, agencies and committees are to be received for information purposes to assist committee members with their overall assessment of the Region's internal controls and financial reporting.

The Niagara Peninsula Conservation Authority (NPCA) have completed their 2024 audited financial statements process and have provided them to Audit Committee as Appendix 1 to AC-C 7-2025. In addition, NPCA management have provided management analytics to help explain these statements as Appendix 2 to AC-C 7-2025.

Respectfully submitted and signed by

Melanie Steele MBA, CPA CA
Associate Director, Reporting & Analysis

Appendices

Appendix 1 2024 NPCA Financial Statements

Appendix 2 NPCA Management Analytics

Financial Statements of

**NIAGARA PENINSULA
CONSERVATION AUTHORITY**

And Independent Auditors' Report thereon

Year ended December 31, 2024



KPMG LLP

Commerce Place
21 King Street West, Suite 700
Hamilton, ON L8P 4W7
Canada
Tel 905-523-8200
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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Niagara Peninsula Conservation Authority

Opinion

We have audited the financial statements of Niagara Peninsula Conservation Authority (the Entity), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statements of cash flows for the years then ended
- and notes to the financial statements, including a summary of significant material policy information

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2024, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Page 2

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with , and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

April 25, 2025



Statement of Financial Position

As at December 31, 2024, with comparative information for 2023

	2024	2023
Financial assets		
Cash and cash equivalents	\$ 1,403,597	\$ 3,348,225
Investments	3,642,384	4,636,276
Accounts receivable	1,000,653	744,574
	<u>6,046,634</u>	<u>8,729,075</u>
Liabilities		
Accounts payable and accrued liabilities	981,251	936,062
Employee future benefits (note 2)	159,800	186,300
Deferred revenue (note 3)	1,209,351	2,423,667
Long-term financing (note 4)	767,709	-
	<u>3,118,111</u>	<u>3,546,029</u>
Net financial assets	2,928,523	5,183,046
Non-financial assets		
Prepaid expenses	258,167	210,152
Tangible capital assets (note 5)	33,473,993	27,941,777
	<u>33,732,160</u>	<u>28,151,929</u>
Accumulated surplus (note 6)	<u>\$ 36,660,683</u>	<u>\$ 33,334,975</u>

See accompanying notes to financial statements

John Metcalfe, Chair

Leilani Lee-Yates, CAO/Secretary -Treasurer



Statement of Operations and Accumulated Surplus

Year ended December 31, 2024, with comparative information for 2023

	Budget (note 9)	2024 Actual	2023 Actual
Revenues:			
Government transfers			
Province of Ontario	540,660	688,861	623,554
Government of Canada	212,323	598,599	942,096
Municipal levies:			
General	7,040,886	7,040,886	6,947,104
Special	2,305,211	2,290,550	2,087,776
Authority generated:			
User fees, sales and admissions	3,322,447	3,394,767	3,046,338
Administration fees	754,800	886,992	785,211
Interest	82,000	248,743	219,922
Other	1,350,053	3,974,929	1,297,545
OPG - Welland river watershed	—	178,399	72,357
	15,608,380	19,302,726	16,021,903
Expenses:			
CAO and Administration	1,508,054	1,453,255	1,206,266
Watershed	5,259,895	5,384,717	4,374,494
Corporate Services	3,473,153	4,193,220	3,210,335
Conservation Areas	4,690,548	4,945,826	4,430,000
	14,931,650	15,977,018	13,221,095
Annual surplus	676,730	3,325,708	2,800,808
Accumulated surplus, beginning of year	33,334,975	33,334,975	30,534,167
Accumulated surplus, end of year	\$34,011,705	\$36,660,683	\$33,334,975

See accompanying notes to financial statements



Statement of Change in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Annual surplus	\$ 3,325,708	\$ 2,800,808
Acquisition of tangible capital assets	(7,218,423)	(2,419,674)
Amortization of tangible capital assets	1,628,481	1,336,281
Proceeds on disposal of tangible capital assets	84,346	85,693
Gain on disposal of tangible capital assets	(26,620)	(26,379)
Increase in prepaid expenses	(48,015)	(10,662)
	(2,254,523)	1,766,067
Net financial assets, beginning of year	5,183,046	3,416,979
Net financial assets, end of year	\$ 2,928,523	\$ 5,183,046

See accompanying notes to financial statements



Statement of Changes in Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 3,325,708	\$ 2,800,808
Item not involving cash:		
Amortization of tangible capital assets	1,628,481	1,336,281
Gain on disposal of tangible capital assets, net	(26,620)	(26,379)
Employee future benefits	(26,500)	83,000
Accrued interest on investments	(151)	8,216
Change in non-cash operating working capital:		
Accounts receivable	(256,079)	(137,829)
Prepaid expenses	(48,015)	(10,662)
Accounts payable and accrued liabilities	45,189	110,664
Deferred revenue	(1,214,316)	73,425
	3,427,697	4,237,524
Capital activities:		
Purchases of tangible capital assets	(7,218,423)	(2,419,674)
Proceeds from disposal of tangible capital assets	84,346	85,693
	(7,134,077)	(2,333,981)
Investing activities:		
Proceeds from sale of investments	4,636,427	4,544,293
Purchases of investments	(3,642,384)	(4,636,276)
	994,043	(91,983)
Financing activities:		
Proceeds from long-term financing	829,131	-
Repayment of long-term financing	(61,422)	-
	767,709	-
Net change in cash and cash equivalents	(1,944,628)	1,811,560
Cash and cash equivalents, beginning of year	3,348,225	1,536,665
Cash and cash equivalents, end of year	\$ 1,403,597	\$ 3,348,225

See accompanying notes to financial statements



Notes to Financial Statements

Year ended December 31, 2024

The Niagara Peninsula Conservation Authority ("the Authority") is established under The Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources within the watershed boundary established for the Authority.

1. Significant accounting policies:

The financial statements of Niagara Peninsula Conservation Authority (the "Authority") are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"). Significant accounting policies adopted by the Authority are as follows:

(a) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand, balances with banks and guaranteed investment certificates that mature within three months.

(c) Investments:

Investments consist of term deposits and are recorded at amortized cost. Investments held by the Authority have a market value that approximates cost given their fixed interest rate nature and maturity date within one year. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. Investment income earned on investments are reported as revenue in the period earned.

(d) Deferred revenue:

Deferred revenues represent government transfers and user fees which have been collected but for which performance obligations have not been met. These amounts will be recognized as revenues in the fiscal year the services are performed.

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. Tangible capital assets have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

i) Tangible capital assets:

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset. The Authority does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

Cost, less residual value of tangible capital assets are amortized on a straight-line basis over their estimated useful life. Land is considered to have an infinite life without amortization. Full year amortization is charged in the year of acquisition. Work-in-progress assets are not amortized until the asset is available for productive use.

Amortization is based on the following classifications and useful lives:

Asset	Useful Life - Years
Land Improvements	20 years
Buildings	30 years
Dams	15 to 100 years
Gauge stations	15 to 30 years
Leasehold Improvements	10 years
Equipment	10 years
Vehicles	5 years
Office equipment	5 years

Contributed tangible capital assets are capitalized at their estimated fair value upon acquisition and recognized as revenue in the year of contribution.

(g) Revenue recognition:

i) Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except when, and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

ii) Municipal levies

Municipal levies are recognized as revenue in the year in which they meet the definition of an asset, the levy is authorized, and the levy event has occurred.

1. Significant accounting policies (continued):

(g) Revenue recognition (continued):

iii) Authority generated

User fees, sales and admissions and other income are reported as revenue in the period earned.

(h) Employee future benefits:

The Authority provides certain employee benefits which will require funding in future periods. These benefits include extended health and dental benefits for early retirees to age 65. The employee future benefits represent management's best estimates of the cost of premiums on benefits up to the date of retirement.

(i) Asset retirement obligation:

A liability is recognized where there is a legal obligation to incur costs associated with the retirement of a tangible capital asset. Such costs increase the carrying amount of the related tangible capital asset and are expensed in a rational and systematic manner, while asset retirement costs associated with an asset no longer in productive use are expensed. A liability for an asset retirement obligation is recognized when all the following criteria are met:

- there is a legal obligation to incur retirement costs;
- a transaction or event gives rise to a liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

Initial measurement of the liability is based on management's best estimate of the amount required to retire a tangible capital asset as at the date of the Statement of Financial Position. Changes in the subsequent measurement of the liability are recorded as a change in the carrying amount of the related tangible capital asset, or an expense, depending on the nature of the remeasurement or whether the asset remains in productive use.

(j) Use of estimates:

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in future. Significant estimates include assumptions used in the estimation of employee future benefits.

(k) Adoption of new accounting standards:

On January 1, 2024, the Authority adopted Public Accounting Standard PS 3400 – Revenue. This standard was adopted prospectively from the date of adoption. This new standard provides requirements for the recognition, measurement, presentation, and disclosure of revenue transactions.

The implementation of this standard did not require the Authority to reflect any adjustments in the financial statements.

2. Employee future benefits:

The Authority provides extended life, health, and dental benefits to a closed group of early retirees to age 65 which will require funding in future periods. The Authority recognizes these retirement benefit costs in the period in which the service is rendered. The accrued benefit liability at December 31, 2024 was estimated by management to be \$159,800 (2023 - \$186,300). Information about the Authority's benefit plan is as follows:

	2024	2023
Accrued benefit obligation:		
Balance, beginning of year	\$186,300	\$ 103,300
Current benefit (recovery) cost	(15,236)	89,700
Benefits paid	(11,264)	(6,700)
Accrued benefit obligation, end of year	\$159,800	\$ 186,300

3. Deferred revenue:

Deferred revenues consist of the following:

	Balance at December 31, 2023	Externally restricted inflows	Revenue earned	Balance at December 31, 2024
User fees	\$ 372,986	\$215,940	\$ (308,595)	\$280,331
District School Board of Niagara	1,000,000	–	(910,501)	89,499
Government grants	346,603	120,469	(153,230)	313,842
Welland river watershed- Ontario Power Generation ("OPG")	704,078	–	(178,399)	525,679
Total	\$ 2,423,667	\$336,409	\$ (1,550,725)	\$ 1,209,351

4. Long-term financing:

Unsecured variable rate term loan requiring monthly principal payments of \$10,237 plus interest. The principal payments of the long-term financing obligation due in the next 5 years are as follows: 2025 - \$122,844; 2026 - \$122,844; 2027 - \$122,844; 2028 - \$122,844; 2029 - \$122,844, \$153,489 thereafter.

5. Tangible capital assets:

Cost	Balance at December 31, 2023	Additions	Transfers/ Disposals	Balance at December 31, 2024
Land	\$10,831,810	\$3,452,572	\$ —	\$14,284,382
Land improvements	8,075,810	2,054,439	—	10,130,249
Buildings	7,106,443	211,254	—	7,317,697
Dams	5,273,518	—	—	5,273,518
Gauge stations	403,351	65,831	—	469,182
Leasehold Improvements	—	836,891	—	836,891
Equipment	4,944,431	896,017	(153,938)	5,686,510
Vehicles	48,757	—	—	48,757
Office equipment	1,221,836	215,576	—	1,437,412
Work-in-progress	1,710,751	7,218,423	(7,732,580)	1,196,594
Total	\$39,616,707	\$14,951,003	\$ (7,886,518)	\$46,681,192

Accumulated Amortization	Balance at December 31, 2023	Additions	Transfers/ Disposals	Balance at December 31, 2024
Land	\$ —	\$ —	\$ —	\$ —
Land improvements	3,390,274	498,601	—	3,888,875
Buildings	3,077,610	239,116	—	3,316,726
Dams	2,067,690	69,223	—	2,136,913
Gauge stations	302,199	25,074	—	327,273
Leasehold Improvements	—	83,689	—	83,689
Equipment	1,889,440	540,054	(96,212)	2,333,282
Vehicles	48,757	—	—	48,757
Office equipment	898,960	172,724	—	1,071,684
Total	\$11,674,930	\$1,628,481	\$ (96,212)	\$13,207,199

5. Tangible capital assets (continued):

	Net Book Value December 31, 2023	Net Book Value December 31, 2024
Land	\$10,831,810	\$ 14,284,382
Land improvements	4,685,536	6,241,374
Buildings	4,028,833	4,000,971
Dams	3,205,828	3,136,605
Gauge stations	101,152	141,909
Leasehold Improvements	—	753,202
Equipment	3,054,991	3,353,228
Vehicles	—	—
Office equipment	322,876	365,728
Work-in-progress	1,710,751	1,196,594
Total	\$27,941,777	\$33,473,993

Work-in-process, having a value of \$1,196,594 (2023 - \$1,710,751) has not been amortized. Amortization of these assets will commence when the asset is brought into service.

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The fair value of contributed assets received during the year is \$nil (2023 - \$nil). Tangible capital assets recognized at nominal value include land used in the operations and conservation management. There were no amounts recognized at nominal value during the year, or 2023.

During the year, the Authority disposed of assets in the normal course of operations, recognizing a gain on disposal of \$26,620 (2023 - \$26,379).

6. Accumulated surplus:

Accumulated surplus consists of the following:

	2024	2023
Invested in tangible capital assets	\$ 33,473,993	\$ 27,941,777
Reserves set aside by the Board of the Authority for specific purpose	3,346,490	5,579,498
Unfunded employee future benefits liability	(159,800)	(186,300)
	\$ 36,660,683	\$ 33,334,975

6. Accumulated surplus (continued):

Reserves set aside by the Board of the Authority for specific purpose consists of the following:

	2024	2023
General capital	\$ 708,890	\$ 1,257,909
Operating reserve	528,273	1,552,830
Flood protection	270,380	261,141
Levy differential	–	33,367
Land acquisitions	1,514,402	2,159,360
Restoration	324,545	314,891
	\$3,346,490	\$ 5,579,498

7. Credit facility:

The Authority's credit facility includes an overdraft lending account of \$765,000 bearing interest at prime less 2%. As at December 31, 2024, \$nil (2023 - \$nil) was drawn on this facility. As at December 31, 2024, \$11,667 (2023 - \$11,667) was issued by way of a letter of credit to a municipality for which the Authority receives levies in exchange for construction work on-going within the municipal boundaries.

8. Pension plan:

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the 87 (2023 – 83) members of its staff. The plan is a defined benefit plan that specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Authority does not recognize any share of the pension plan deficit of \$2.9 billion (2023 - \$4.2 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2024 calendar year at rates ranging from 9.0% to 14.6% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the Statement of Operations. Employer contributions to OMERS for 2024 current and past service was \$706,869 (2023 - \$554,138) and were matched by employee contributions.

9. Budget data:

The budget data presented in these financial statements is based upon the 2024 operating budget approved by the Board of the Authority on October 20, 2023, and capital budget approved October 20, 2023. Amortization was not incorporated in the development of the budget and, as such, was not provided on the statement of changes in net financial assets. The chart below reconciles the approved budget to the budget figures reported in these financial statements:

	Budget Amount
Revenues	
Operating	
Approved budget	\$ 13,303,169
Capital	
Approved budget	2,305,211
Total revenues	\$ 15,608,380
Expenses:	
Operating	
Approved budget	\$ 13,303,169
Capital	
Approved budget	2,305,211
Add:	
Amortization	1,628,481
Less:	
Tangible capital assets included in operating expense	(2,305,211)
Total expenses	14,931,650
Annual surplus	\$ 676,730

10. Asset retirement obligation

Throughout the year the Authority reviews all assets recorded on the tangible capital asset listing to determine if there are any legal obligations to incur costs in the future associated with the retirement of an asset. Examples of such costs are the remediation of asbestos, lead and mold, the closure of dams or monitoring wells. Currently, there are no known assets that fall within the scope of this obligation, and as a result, no liability has been recognized.

The Authority's ongoing efforts to assess asset retirement obligations may result in future liabilities, any changes will be accrued in the year in which they are assessed as likely and reasonably estimable.

11. Contingencies:

The Authority is involved from time to time in litigation, which arises in the normal course of business. The exact outcome of these actions is not determinable as at the date of reporting. In respect of certain outstanding claims, the Authority believes that insurance coverage is adequate, and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the accompanying financial statements.

12. Related party transactions:

During the year, the Authority incurred \$26,406 (2023 - \$20,255) in expenditures for per diems, honorariums, and mileage which was paid to and on behalf of members of the Board of Directors for the Authority.

13. Contractual rights:

The Authority has contractual rights under contract with various Ministry agencies to receive funds in exchange for services to be provided under those contracts. The Authority is expecting up to \$355,125 in future revenues based on anticipated services to be performed.

14. Contractual obligations and commitments:

- i) The Authority has entered into a contract for provision of reservation and park system services until December 2025, with an annual financial requirement of \$30,000. This will be financed by the Authority's operating budget.
- ii) The Authority has entered into a long-term lease for office space, which expires February 28th, 2031, with a three-year option to renew. The total lease commitment is \$2,169,146, annual minimum lease payments are as follows: 2025 - \$226,740; 2026 - \$226,740; 2027 - \$233,038; 2028 - \$234,298; 2029 - \$234,298, \$1,014,032 thereafter.

15. Segmented information:

The Authority provides a wide range of services which are categorized by department. Certain departments that have been separately disclosed in the segmented information along with the services they provide are as follows:

Corporate Administration

Corporate administration services are comprised of the administration services of the Authority.

Watershed

The watershed department is the umbrella for three divisions dedicated to monitoring, regulating, protecting, and improving the health and safety of our watersheds.

Corporate Services

The corporate services department covers costs to manage the authority and support staff. The main activities include finance and accounting, information management, fleet, facilities and asset management.

Conservation Areas

The conservation areas department is the umbrella for two divisions dedicated to conservation land management and conservation land programming. Conservation land management is the administration department for the conservation areas. Conservation land programming and development is responsible for maintenance and improvements to the conservation areas.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Municipal levies have been allocated to the segments based upon budgeted levies for the segment. Interest earned from investments has been allocated among the various segments.



Notes to Financial Statements (continued)

Year ended December 31, 2024

15. Segmented information (continued):

2024					
	Corporate Administration	Watershed	Corporate Services	Conservation Areas	2024 Total
Revenues:					
Government transfers	15,200	966,646	285,614	20,000	1,287,460
Municipal levies	1,374,804	3,756,624	2,984,421	1,215,587	9,331,436
User fees, sales and administration	-	-	1,480	3,393,287	3,394,767
Administration fees	-	886,992	-	-	886,992
Interest	-	-	248,743	-	248,743
Other	43	897,795	2,094,671	955,800	3,948,309
Gain on disposal	-	-	26,620	-	26,620
OPG-Welland River Watershed	-	178,399	-	-	178,399
Total revenues	1,390,047	6,686,456	5,641,549	5,584,674	19,302,726
Expenses:					
Salaries and benefits	1,209,162	4,190,209	1,583,459	2,820,074	9,802,904
Materials and supplies	49,881	348,716	542,848	1,062,017	2,003,462
Contracted services	-	154,167	37,324	-	191,491
Professional fees	41,078	629,321	69,233	-	739,632
Rent and financial expenses	-	-	923,514	-	923,514
Debt service	-	-	40,010	-	40,010
Marketing and promotion	77,260	8,963	561,301	-	647,524
Amortization	75,874	53,341	435,531	1,063,735	1,628,481
Total expenses	1,453,255	5,384,717	4,193,220	4,945,826	15,977,018
Annual surplus	\$ (63,208)	\$ 1,301,739	\$ 1,448,329	\$638,848	\$ 3,325,708

2023					
	Corporate Administration	Watershed	Corporate Services	Conservation Areas	2023 Total
Revenues:					
Government transfers	29,489	574,808	203,226	758,127	1,565,650
Municipal levies	1,361,703	3,091,833	3,030,187	1,551,157	9,034,880
User fees, sales and administration	-	-	-	3,046,338	3,046,338
Administration fees	-	785,211	-	-	785,211
Interest	-	-	219,922	-	219,922
Other	10,755	599,019	544,744	77,110	1,231,628
Gain on disposal	-	-	26,379	-	26,379
Gain on insurance proceeds	-	-	39,538	-	39,538
OPG-Welland River Watershed	-	72,357	-	-	72,357
Total revenues	\$1,401,947	\$5,123,228	\$4,063,996	\$5,432,732	\$16,021,903
Expenses:					
Salaries and benefits	919,908	3,472,935	1,156,562	2,551,420	8,100,825
Materials and supplies	42,121	326,773	480,698	960,925	1,810,517
Contracted services	-	245,553	27,620	-	273,173
Professional fees	87,088	270,275	90,107	-	447,470
Rent and financial expenses	-	-	616,398	-	616,398
Marketing and promotion	56,565	14,747	565,119	-	636,431
Amortization	100,584	44,211	273,831	917,655	1,336,281
Total expenses	1,206,266	4,374,494	3,210,335	4,430,000	13,221,095
Annual surplus	\$ 195,681	\$ 748,734	\$ 853,661	\$1,002,732	\$ 2,800,808



Notes to Financial Statements (continued)

Year ended December 31, 2024

16. Comparative Figures:

Certain comparative figures included in these financial statements have been reclassified to conform with the presentation adopted for the current year.

NIAGARA PENINSULA CONSERVATION AUTHORITY

Management Analytics - Statement of Operations and Accumulated Surplus
Year ended December 31, 2024, with comparative information for 2023

	2024 Budget	2024 Actual	2023 Actual	Year-over-Year Variance	Comments
Revenues:					
Government transfers					
Province of Ontario - MNR	\$ 90,000	\$ 90,083	\$ 90,083	\$ -	No variance to report
Province of Ontario – Other	\$ 450,660	\$ 598,778	\$ 533,471	\$ 65,307	Increases in the Niagara River Remedial Action Plan (RAP) and Drinking Source Water Protection Programs
Government of Canada	\$ 212,323	\$ 598,599	\$ 942,096	-\$ 343,497	2023 CCRF grant not repeated in 2024, offset by increased funding for 2B Trees and RAP
Municipal levies:					
General	\$ 7,040,886	\$ 7,040,886	\$ 6,947,104	\$ 93,782	Approved general levy increase
Special	\$ 2,305,211	\$ 2,290,550	\$ 2,087,776	\$ 202,774	Small increases to capital funding for Niagara and Haldimand; Hamilton largest portion (\$178K)
Authority generated:					
User fees, sales and admissions	\$ 3,322,447	\$ 3,394,767	\$ 3,046,338	\$ 348,429	Increased revenues in day use, camping, educational programming, filming and 3rd party agreements
Administration fees	\$ 754,800	\$ 886,992	\$ 785,211	\$ 101,781	Increases in plan review and compliance fees
Interest	\$ 82,000	\$ 248,743	\$ 219,922	\$ 28,821	Higher daily balances in 2024
Other	\$ 1,350,053	\$ 3,974,929	\$ 1,297,545	\$ 2,677,384	Land securement funding (\$1.53M) and capital funding (\$1.14M)
OPG - Welland river watershed	\$ -	\$ 178,399	\$ 72,357	\$ 106,042	Recognition of deferred revenue from OPG for approved project (land acquisition)
	\$ 15,608,380	\$ 19,302,726	\$ 16,021,903	\$ 3,280,823	

	2024 Budget	2024 Actual	2023 Actual	Year-over- Year Variance	Comments
Expenses:					
CAO and Administration	\$ 1,508,054	\$ 1,453,255	\$ 1,206,266	-\$ 246,989	Compensation review and recruitment expenses
Watershed	\$ 5,259,895	\$ 5,384,717	\$ 4,374,494	-\$ 1,010,223	Grant funding activity (offset by incremental revenue), compensation review
Corporate Services	\$ 3,473,153	\$ 4,193,220	\$ 3,210,335	-\$ 982,885	Compensation review, amortization, occupancy and relocation (with revenue offsets)
Conservation Areas	\$ 4,690,548	\$ 4,945,826	\$ 4,430,000	-\$ 515,826	Compensation review and amortization
	\$ 14,931,650	\$ 15,977,018	\$ 13,221,095	-\$ 2,755,923	
Annual surplus/(deficit)	\$ 676,730	\$ 3,325,708	\$ 2,800,808		
Accumulated surplus, beginning of year	\$ 33,334,975	\$ 33,334,975	\$ 30,534,167		
Accumulated surplus, end of year	\$ 34,011,705	\$ 36,660,683	\$ 33,334,975		

NIAGARA PENINSULA CONSERVATION AUTHORITY
Management Analytics - Statement of Operations and Accumulated Surplus
Year ended December 31, 2024, with comparative information for 2023

	2024 Actual	Comments
Reconciliation - Annual Surplus to Operating Position, 2024		
2024 Annual Surplus - Statement of Operations	\$ 3,325,708	Per audited financial statements for fiscal year 2024 (above)
Less:		Eliminate the impact of disbursements not captured in operations (land securement, capital)
Capital Funding - Special Levy	\$ 2,200,583	Capital expenditures are not flowed to the Statement of Operations
Capital Funding - Other Sources	\$ 1,218,119	Capital expenditures are not flowed to the Statement of Operations
Federal Funding - Land Acquisitions	\$ 1,903,024	Land acquisition expenditures are not flowed to the Statement of Operations
Donation - Land Acquisition	\$ 130,000	Land acquisition expenditures are not flowed to the Statement of Operations
OPG - Land Acquisition	\$ 178,399	Land acquisition expenditures are not flowed to the Statement of Operations
Sub Total	\$ 5,630,125	
Add:		
Amortization	\$ 1,628,482	Non-cash expense - annual depreciation of tangible capital assets over their useful lives
2024 OPERATING DEFICIT	-\$ 675,935	
Reserve Support (Board approved and budgeted)	\$ 675,935	Reserve transactions do not flow to the Statement of Operations
Restated 2024 Annual Surplus/(Deficit)	\$ -	

Accumulated Surplus		
Accumulated Surplus consists of the following:		
Investesd in tangible capital assets	\$ 33,473,993	
Reserves	\$ 3,346,490	
Unfunded employee future benefits liability	-\$ 159,800	
Accumulated Surplus as at December 31, 2024	\$ 36,660,683	



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May 6, 2025

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

Dear Ms. Norio,

At their April 25, 2025 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 4-2025:

Recommendations

1. That the draft audited financial statements of Niagara Regional Housing as attached in Appendix 1 to report 25-231-4.1, for the year ended December 31, 2024 **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information.

Your assistance is requested in moving report NRH 4-2025 through proper channels to the Region's Audit Committee for information.

Sincerely,

Councillor Mat Siscoe
Chair

Subject: 2024 Draft Audited Financial Statements

Report to: Board of Directors of Niagara Regional Housing

Report date: Friday, April 25, 2025

Recommendations

1. That the draft audited financial statements of Niagara Regional Housing as attached in Appendix 1 to report 25-231-4.1, for the year ended December 31, 2024 **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval for the 2024 draft audited financial statements of Niagara Regional Housing (Appendix 1 to report 25-231-4.1).
- The requirement for an annual audit is established in the Housing Services Act and the Corporations Act for non-profit corporations.
- Niagara Regional Housing (NRH) received an unqualified audit opinion, which indicates that in KPMG's opinion, the financial information presented, in all material respects, is in accordance with Public Sector Accounting Standards (PSAS).
- KPMG has communicated that based on their audit procedures and assessment of significant audit risks, there were no adjustments required or material findings.
- Year-end funding surplus results were reported in report 25-230-4.3 in February 2025 and are consistent with the results reported in these audited financial statements adjusted for accrual accounting presentation required by PSAS.
- As per Financial Reporting and Forecasting Policy (C-F-020), financial statements and/or schedules prepared for Agencies, Boards or Commissions (ABC) will be approved by the governing board of the ABC. Upon NRH Board approval, the NRH CEO and Treasurer will be authorized to sign the auditors' representation letter to obtain the auditors' signed final report. The approved schedule will then be forwarded to Audit Committee for information.

Financial Considerations

The draft financial statements have been prepared in compliance with legislation and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada.

This report is presenting historical financial information. Niagara Regional Housing's budget is prepared and reported on a quarterly basis, whereas the audited financial statements are prepared using PSAS. Appendix 2 to report 25-231-4.1 reconciles the surplus per the audited Statement of Operations to the funding surplus based on the budget approach.

Analysis

The draft financial statements of Niagara Regional Housing for the year ended December 31, 2024, attached in Appendix 1 to report 25-231-4.1, have been audited in accordance with Canadian PSAS. The external auditor (KPMG) has indicated that in their opinion, the financial statements present fairly, in all material respects, the statement of financial position of Niagara Regional Housing as at December 31, 2024 and the statements of operations and accumulated surplus, changes in net debt, and cash flows for the year then ended. The financial statements are prepared using PSAS, making them comparable to other public sector organizations in Canada.

KPMG performed their audit in accordance with the master service agreement dated November 25, 2024, including safeguards and procedures to eliminate threats to independence. Significant audit risks were identified and assessed, and sufficient audit evidence was obtained to conclude that there are no material misstatements or adjustments required, and there were not any material uncertainties related to events or conditions that may cast significant doubt upon NRH's ability to continue operations. For the purpose of this assessment, materiality was determined as a misstatement that could reasonably be expected to influence the economic decisions of users and was estimated at 2.0% of total assets, or approximately \$4.4 million, in line with KPMG's standard methodology and guidance for entities which maintain significant tangible capital assets but without a focus on profit.

Alternatives Reviewed

The requirement for an annual audit is established in the Housing Services Act and the Corporations Act for non-profit corporations and therefore no other alternatives are available.

Relationship to NRH and/or Council Strategic Priorities

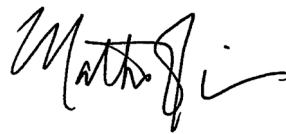
Providing formal financial reporting to the NRH Board, Council and the public supports the Council Strategic Priority of Effective Region.

Other Pertinent Reports

25-230-4.3	2024 Year-End Transfer Report
CSD 8-2025	2024 Year-End Results and Transfer Report



Submitted by:
Cameron Banach
Chief Executive Officer



Approved by:
Mathew Siscoe
Chair

This report was prepared by Sara Mota, Senior 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	Draft 2024 Audited Financial Statements
Appendix 2	2024 Surplus Reconciliation

Financial Statements of

Niagara Regional Housing

And Independent Auditor's Report thereon

Year ended December 31, 2024

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Niagara Region Housing

Opinion

We have audited the financial statements of Niagara Regional Housing (the "Entity") which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations for the period ended December 31, 2024
- the statement of changes in net assets for the period ended December 31, 2024
- the statement of cash flows for the period ended December 31, 2024
- and notes and schedules to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements for the year-ended December 31, 2024 is prepared, in all material respects, in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Schedule**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of Niagara Regional Housing as at and for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those statements on April 19, 2024.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation and fair presentation of the schedule in accordance with Canadian public sector reporting standards, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the schedule.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Region Housing' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

[Date]

Niagara Regional Housing

Statement of Financial Position

As at December 31, 2024

	2024	2023
FINANCIAL ASSETS		
Cash	\$ 3,708,389	\$ 2,639,791
Accounts receivable	6,037,241	4,762,521
Due from Niagara Region	11,480,006	18,167,232
Total financial assets	21,225,636	25,569,544
FINANCIAL LIABILITIES		
Deferred revenue (note 4)	8,464,688	12,490,077
Mortgages and debentures (note 5)	27,890,927	33,252,693
Asset retirement obligations (note 6)	3,589,413	5,047,147
	39,945,028	50,789,917
Net debt	(18,719,392)	(25,220,373)
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	201,365,910	191,299,899
Prepaid expenses and deposits	-	58,878
	201,365,910	191,358,777
Commitments (note 9)		
Accumulated surplus (note 8)	\$ 182,646,518	\$ 166,138,404

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Operations

For the year ended December 31, 2024

	2024 Budget (note 10)	2024 Actual	2023 Actual
REVENUES			
Rental revenue	\$ 18,890,956	\$ 19,318,494	\$ 18,615,058
Subsidies			
Niagara Region	35,826,818	36,443,842	34,405,578
Federal and Provincial Government	7,287,445	7,287,445	11,575,505
Investment income	54,000	251,996	368,792
Contributed tangible capital assets	-	-	5,308,950
Development charge revenue	666,855	666,855	582,465
Sundry revenue	227,843	264,338	287,926
	62,953,917	64,232,970	71,144,274
Transferred to Niagara Region and reserves	(3,917,286)	(3,917,286)	(6,738,117)
	59,036,631	60,315,684	64,406,157
EXPENSES			
Property taxes	6,532,822	6,587,587	6,342,161
Support services – Niagara Region	7,055,113	7,144,340	7,998,145
Amortization	12,415,162	12,415,162	11,965,464
Accretion (Note 6)	144,419	144,419	158,869
Bad debts	157,500	233,845	270,558
Wages, salaries and benefits	367,480	382,106	373,602
Utilities	5,869,191	5,753,899	5,448,356
Materials and services	7,638,540	8,753,059	7,868,620
Interest on debenture and mortgage payments	780,077	772,237	877,528
Debenture payments (note 9)	396,959	396,959	1,215,971
Administration	923,911	908,221	1,461,389
Supplies and equipment	183,843	242,793	195,684
Government land lease	63,500	72,943	62,530
	42,528,517	43,807,570	44,238,877
Annual surplus	16,508,114	16,508,114	20,167,280
Accumulated surplus, beginning of year	166,138,404	166,138,404	145,971,124
Accumulated surplus, end of year	\$182,646,518	\$182,646,518	\$166,138,404

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Change in Net Debt

For the year ended December 31, 2024

	2024 Budget (note 10)	2024 Actual	2023 Actual
Annual surplus	\$ 16,508,114	\$ 16,508,114	\$ 20,167,280
Acquisition of tangible capital assets, net of disposals	(22,481,173)	(22,481,173)	(30,235,657)
Amortization of tangible capital assets	12,415,162	12,415,162	11,965,464
Change in prepaid expenses	-	58,878	(58,878)
Change in net debt	6,442,103	6,500,981	1,838,209
Net debt, beginning of year	(25,220,373)	(25,220,373)	(27,058,582)
Net debt, end of year	\$ (18,778,270)	\$ (18,719,392)	\$ (25,220,373)

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Changes in Cash Flows

For the year ended December 31, 2024

	2024	2023
OPERATING ACTIVITIES		
Annual surplus	\$ 16,508,114	\$ 20,167,280
Items not involving cash:		
Amortization of tangible capital assets	12,415,162	11,965,464
Contributed tangible capital assets	-	(5,308,950)
Accretion expense	144,419	158,869
Change in non-cash assets and liabilities:		
Accounts receivable	(1,274,720)	1,591,076
Deferred revenue	(4,025,389)	9,298,542
Prepaid expenses	58,878	(58,878)
Net change in cash from operating activities	23,826,464	37,813,403
CAPITAL ACTIVITY		
Cash used to acquire tangible capital assets	(24,083,326)	(20,038,429)
FINANCING ACTIVITIES		
Mortgage and debenture repayments	(5,361,766)	(5,508,872)
Change in due from Niagara Region	6,687,226	(14,389,227)
Net change in cash from financing activities	1,325,460	(19,898,099)
Net change in cash	1,068,598	(2,123,125)
Cash, beginning of year	2,639,791	4,762,916
Cash, end of year	\$ 3,708,389	\$ 2,639,791
Cash paid for interest	\$ 772,237	\$ 877,528

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

1. Description of operations

Niagara Regional Housing (the “Corporation” or “NRH”) was incorporated on December 17, 2001 under the laws of the Province of Ontario to perform all the duties and powers of an administrator under Section 15 of the Social Housing Reform Act.

On May 30, 2021, the Corporation transferred Program Manager responsibilities back to the Regional Municipality of Niagara (“Niagara Region”). NRH continues to be responsible for duties including, but not limited to, ownership and management of a real estate portfolio consisting of 3,051 apartments and houses and the power to purchase, construct or make alterations to a housing project.

2. Significant accounting policies

The financial statements of NRH are prepared by management in accordance with Canadian public sector accounting standards (“PSAS”) as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada (“CPA Canada”). A statement of remeasurement gains and losses has not been prepared as there are no items to report. Significant accounting policies adopted by the Corporation are as follows:

Accrued basis of accounting

The Corporation follows the accrual method of accounting for revenues and expenses. Rental revenue is recognized at the time the service is provided. Other revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

2. Significant accounting policies (continued)

Tangible capital assets

Tangible capital assets ("TCA") are recorded at cost which include amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, are amortized on a straight-line basis over their estimated useful lives as follows:

Land Improvements	5 – 50 years
Buildings	5 – 40 years
Equipment	15 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Work in progress assets are not amortized until the asset is available for productive use.

Asset retirement obligations

Asset Retirement Obligations ("ARO") represent the legal obligations associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use. The tangible assets include but are not limited to assets in productive use, assets no longer in productive use, and leased tangible capital assets.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for NRH to incur costs in relation to a specific TCA, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the applicable reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized for underlying assets that have been recorded and reported within the TCA values

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

presented in the financial statements. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to reflect accretion expenses incurred in the current period. This expense ensures that the time value of

2. Significant accounting policies (continued)

Asset retirement obligations (continued)

money is considered when recognizing outstanding liabilities at each reporting date. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates. In circumstances when the underlying asset is fully depreciated, the ARO will be amortized over the estimated future life until the cash disbursement is made in the future to settle the obligation.

At remediation, NRH derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the liability and corresponding estimates that were made and are recognized in the statement of operations.

Interest capitalization

The Corporation's tangible capital asset policy does not allow for the capitalization of interest costs associated with the acquisition or construction of a tangible capital asset.

Leases

Leases are classified as operating or capital leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except, when and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

2. Significant accounting policies (continued)

Use of estimates

The preparation of financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Amounts requiring significant estimates include accrued liabilities and useful lives of tangible capital assets. Actual results could differ from these estimates.

3. Adoption of Public Sector Accounting Standards

On January 1, 2024, the Corporation adopted Canadian public sector accounting standard PS 3400 Revenue. The new accounting standard establishes a single framework to categorize revenue to enhance consistency of revenue recognition and its measurement. The adoption of this new standard did not have a material impact on the amounts presented in the financial statements.

4. Deferred revenue

Deferred revenues reported on the statement of financial position is made up of the following:

	2024	2023
Canada Mortgage and Housing Corporation	7,924,602	11,950,217
Other	540,086	539,860
Balance, end of year	\$ 8,464,688	\$ 12,490,077

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

5. Mortgages and debentures

Amounts consist of mortgages secured by the income producing properties of the Corporation. As at December 31, 2024, the unpaid balances of these mortgages and debentures are as follows:

	2024	2023
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 3.30% due in 2024	\$ -	281,198
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.15% to 2.80% due in 2025	\$ 322,000	635,000
Debenture for Niagara Regional Housing capital program bearing interest at 2.25% due in 2025	\$ 120,399	238,131
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 2.40% due in 2026	\$ 1,202,486	1,784,405
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 2.45% due in 2027	\$ 546,651	721,009
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 2.05% to 3.15% due in 2028	\$ 2,930,000	3,611,000
Ontario Infrastructure and Lands Corporation amortization debenture for Niagara Regional Housing capital program bearing interest at 3.74% due in 2042	\$ 3,264,407	3,389,622
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 2.00% to 2.40% due in 2029	\$ 8,004,166	9,489,138
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 0.6% to 1.6% due in 2030	\$ 2,129,800	2,423,510

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

5. Mortgages and debentures (continued)

	2024	2023
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 0.4% to 2.1% due in 2031	\$ 5,840,000	6,630,000
Mortgage payable, secured by a rental property, a general assignment for rent and a chattel mortgage, interest at a rate of 4.31%, due in 2029	\$ 1,631,747	1,946,224
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 3.4% to 4.2% due in 2032	\$ 1,899,271	2,103,456
	\$ 27,890,927	\$ 33,252,693

The annual principal payments are as follows:

Year	Amount
2025	\$ 5,200,777
2026	4,922,687
2027	4,417,426
2028	4,334,940
2029	3,559,646
Thereafter	5,455,451
Total principal payments	\$ 27,890,927

Niagara Regional Housing
Notes to the Financial Statements
For the year ended December 31, 2024

6. Asset Retirement Obligations

Asbestos

NRH owns buildings which contain asbestos, and therefore, NRH is legally required to perform abatement activities upon renovation or demolition of these assets. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed. Undiscounted future cash flows expected are an abatement cost between 2027 and 2059 of \$4,948,450. The estimated total liability of \$3,327,469 (2023 - \$4,743,365) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 4.25% (2023 – 3.25%) and assuming annual inflation of 2.00% (2023 – 1.75%). The Region has not designated funds for settling the abatement activities.

	2024	2023
Balance, beginning of year	\$ 4,743,365	\$ 4,594,058
Adjustment for updated assumptions	(1,549,636)	-
Accretion expense	133,740	149,307
Balance, end of year	\$3,327,469	\$4,743,365

Lease

NRH entered into a lease agreement, expiring March 31, 2041, for land on which a 40-unit apartment building was built. Although NRH is not expecting to terminate the lease, upon termination, NRH must sever and remove all structures from the land. If NRH were to terminate the lease, undiscounted future cash flows expected are a demolition cost in 2041 of \$372,132. The estimated total liability of \$261,944 (2023 - \$303,782) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 4.25% (2023 – 3.25%) and assuming annual inflation of 2.00% (2023 – 1.75%). The Region has not designated funds for settling the abatement activities.

	2024	2023
Balance, beginning of year	\$ 303,782	\$ 294,220
Adjustment for Updated Assumptions	(52,517)	-
Accretion expense	10,679	9,562
Balance, end of year	\$261,944	\$303,782

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

7. Tangible capital assets

	2024					
	Land	Land Improvements	Building	Equipment	Work in progress	Total
Cost						
Balance, beginning of year	\$49,093,343	\$12,985,717	\$242,258,251	\$5,565,530	\$7,816,044	\$317,718,885
Additions	-	3,202,310	23,308,935	178,794	(2,606,713)	24,083,326
Asset retirement obligations	-	-	(1,602,153)	-	-	(1,602,153)
Disposals	-	-	-	(365,839)	-	(365,839)
Balance, end of year	\$49,093,343	\$16,188,027	\$263,965,033	\$5,378,485	\$5,209,331	\$339,834,219
Accumulated Amortization						
Balance, beginning of year	-	\$3,394,311	\$120,583,423	\$2,441,252	-	\$126,418,986
Disposals	-	-	-	(365,839)	-	(365,839)
Amortization expense	-	706,117	11,328,313	380,732	-	12,415,162
Balance, end of year	-	\$4,100,428	\$131,911,736	\$2,456,145	-	\$138,468,309
Net Book Value, end of year	\$49,093,343	\$12,087,599	\$132,053,297	\$2,922,340	\$5,209,331	\$201,365,910

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

7. Tangible capital assets (continued)

	2023					
	Land	Land Improvements	Building	Equipment	Work in progress	Total
Cost						
Balance, beginning of year	\$42,731,007	\$11,278,974	\$217,494,530	\$5,695,293	\$11,330,374	\$288,530,178
Additions	6,362,336	2,155,388	19,875,444	468,542	(3,514,330)	25,347,380
Asset retirement obligations	-	-	4,888,277	-	-	4,888,277
Disposals	-	(448,645)	-	(598,305)	-	(1,046,950)
Balance, end of year	\$49,093,343	\$12,985,717	\$242,258,251	\$5,565,530	\$7,816,044	\$317,718,885
Accumulated Amortization						
Balance, beginning of year	-	\$3,257,697	\$109,577,711	\$2,665,064	-	\$115,500,472
Disposals	-	(448,645)	-	(598,305)	-	(1,046,950)
Amortization expense	-	585,259	11,005,712	374,493	-	11,965,464
Balance, end of year	-	\$3,394,311	\$120,583,423	\$2,441,252	-	\$126,418,986
Net Book Value, end of year	\$49,093,343	\$9,591,406	\$121,674,828	\$3,124,278	\$7,816,044	\$191,299,899

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

7. Tangible capital assets (continued)

Assets under construction

Assets under construction at December 31, 2024 valued at \$5,209,331 (2023 - \$7,816,044) have not been amortized. Amortization of these assets will commence when the asset is put into service.

Contributed tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution.

Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category where nominal values were assigned.

Write-down of tangible capital assets

The write-down of tangible capital assets during the year was \$nil (2023 - \$nil).

8. Accumulated Surplus

Accumulated surplus consists of individual fund surplus as follows:

	2024	2023
Invested in tangible capital assets	\$ 173,474,982	\$ 158,047,206
Capital fund: Unexpended capital financing	12,608,227	12,985,623
Operating fund	152,722	152,722
Unfunded Asset Retirement Obligation	(3,589,413)	(5,047,147)
Total accumulated surplus	\$ 182,646,518	\$ 166,138,404

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

9. Commitments

The Corporation is committed to paying principal and interest payments on provincial debentures issued to finance the properties owned and operated by the Corporation. These debentures amount to \$701,996 (2023 - \$1,805,838) and payments during the year of \$396,959 (2023 – \$1,215,971) have been charged to current operations.

Draft

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

10. Budget data

The budget data presented in these financial statements is based upon the 2024 operating and capital budgets approved by the NRH Board on October 20, 2023. Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried out over one or more years. Where amounts were budgeted for on a project-oriented basis, the budget amounts used on actual projects that took place during the year to reflect the same basis of accounting that was used to report the actual results.

The chart below reconciles the approved budget to the budget figures reported in these financial statements, in accordance with PSAS.

	Budget Amount
REVENUES	
Operating	
Approved Operating Revenue	\$ 37,646,253
Capital	25,307,664
Less:	
Surplus transferred to Niagara Region and transferred to reserves	(3,917,286)
Total revenue	59,036,631
EXPENSES	
Operating	
Approved Operating Expenses	37,646,253
Add:	
Amortization	12,415,162
Accretion	144,419
Expenditures included in capital fund	273,494
Less:	
Transfers to reserves	(2,589,045)
Transfers to capital	-
Debt principal payments	(5,361,766)
Total expenses	42,528,517
Annual surplus	\$ 16,508,114

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2024

11. Risks

Credit risk

The Corporation is subject to credit risks from its tenants as a result of counterparty default. This risk is mitigated by prudent monitoring procedures.

Interest rate risk

The Corporation is subject to interest rate fluctuations on its mortgages and long-term debt. The Corporation current does not use any hedging strategies to mitigate this interest rate exposure.

Draft

Niagara Regional Housing

Schedule of Financial Activities – Operating Fund

For the year ended December 31, 2024

This schedule is an operating statement that reflects the results of operations that flow through the Operating Fund and therefore exclude capital activities.

	2024 Budget	2024 Actual	2023 Actual
REVENUES			
Rental revenue	\$18,890,956	\$19,318,494	\$18,615,058
Subsidies			
Niagara Region	18,076,495	18,498,213	18,771,060
Federal and Provincial Government	396,959	396,959	1,215,971
Investment income	54,000	251,996	368,792
Sundry revenue	227,843	264,338	287,926
	37,646,253	38,730,000	39,258,807
EXPENSES			
Property taxes	6,532,822	6,587,586	6,315,568
Support services – Niagara Region	7,055,113	7,144,340	7,998,145
Bad debts	157,500	233,845	270,558
Wages, salaries and benefits	367,480	382,106	373,602
Utilities	5,865,300	5,750,009	5,448,356
Materials and services	7,755,403	8,869,922	7,838,703
Interest on debenture and mortgage payments	780,077	772,237	877,528
Debenture payments (note 7)	396,959	396,959	1,215,971
Administration	545,037	529,348	471,257
Supplies and equipment	176,251	235,200	173,332
Government land lease	63,500	72,943	62,530
	29,695,442	30,974,495	31,045,550
Annual surplus	7,950,811	7,755,505	8,213,257
FINANCING AND TRANSFERS			
Transfer to reserves	(2,589,045)	(2,589,045)	(2,989,045)
Transfer from Niagara Region	-	195,306	284,660
Debt principal payments	(5,361,766)	(5,361,766)	(5,508,872)
	(7,950,811)	(7,755,505)	(8,213,257)
Operating fund balance, end of year	\$ -	\$ -	\$ -

The accompanying notes to the financial statements are an integral part of this financial statement.

Appendix 2: 2024 Surplus Reconciliation

	<u>Approved Budget</u>	<u>2024</u>	<u>2023</u>
Based on budget approach			
Niagara Regional Housing Operating Surplus(Deficit) per CSD 8-2025	\$ -	\$ (195,306)	\$ (284,660)
Year-end Transfer from Niagara Region per CSD 8-2025	-	195,306	284,660
Budget Approach Subtotal	-	-	-
PSAS Presentation Adjustments:			
Capital			
Recognize amortization	(12,415,162)	(12,415,162)	(11,965,464)
Recognize in year capital program revenues	25,307,664	25,307,664	31,600,808
Recognize expenditures included in capital fund	(273,494)	(273,494)	(1,068,995)
Capital Subtotal	12,619,008	12,619,008	18,566,349
Funded			
Remove principal debt repayments	5,361,766	5,361,766	5,508,872
Remove net transfers to reserves	(1,328,241)	(1,328,241)	(3,749,072)
Funded Subtotal	4,033,525	4,033,525	1,759,800
Unfunded			
Recognize accretion on Asset Retirement Obligation	(144,419)	(144,419)	(158,869)
Unfunded Subtotal	(144,419)	(144,419)	(158,869)
Annual surplus per PSAS financial statements	\$ 16,508,114	\$ 16,508,114	\$ 20,167,280

A balanced operating budget was approved by Council on December 14, 2023. The operating surplus presented at the top of the chart represents the actual financial results of Niagara Regional Housing compared to the operating budget. Since Niagara Regional Housing is required to report its annual surplus using Public Sector Accounting standards (PSAS), a number of adjustments are required in order for the financial results to conform with PSAS. For example, in the operating budget, capital projects are recognized when funding is allocated; however, in order to conform with PSAS, an adjustment is required as capital projects should be expensed over time through amortization, rather than immediately.

Subject: Court Services 2024 Draft Audited Schedule of Revenues, Expenses and Funds Available for Distribution

Report to: Joint Board of Management

Report date: Thursday, April 17, 2025

Recommendations

1. That the draft audited Schedule of Revenues, Expenses and Funds Available for Distribution for the year ended December 31, 2024, for The Regional Municipality of Niagara Court Services (Court Services) as presented in Appendix 1 to Report JBM-C 2-2025 **BE APPROVED**;
2. That staff **BE DIRECTED** to coordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee and to the Ministry of the Attorney General as per the Memorandum of Understanding, for information as required.

Key Facts

- The purpose of this report is to formally present and seek Joint Board of Management (JBM) approval of the 2024 draft audited Schedule of Revenues, Expenses and Funds Available for Distribution (the schedule) attached as Appendix 1 to Report JBM-C 2-2025.
- Court Services received an unmodified audit opinion which indicates that in KPMG's opinion the financial information presented, in all material respects, is in accordance with the financial reporting provisions in the Niagara Region Courts Inter-Municipal Agreement dated April 26, 2000, and Amending Agreement dated October 13, 2022.
- As per Financial Reporting and Forecasting Policy C-F-020, financial statements and/or schedules prepared for Agencies, Boards, or Commissions (ABCs) are required to be approved by the governing board of the ABC and then referred to Audit Committee for information.
- As Court Services is an ABC of the Niagara Region, the Court Services operating results included in the schedule are incorporated into the Niagara Region's consolidated financial statements. Niagara Region's consolidated financial

statements will be presented to Audit Committee on May 20, 2025, and recommended for approval at Council on May 22, 2025.

Financial Considerations

The draft audited schedule has been prepared in compliance with legislation and in accordance with the financial reporting provisions in the Niagara Region Courts Inter-Municipal Agreement dated April 26, 2000, as amended.

A copy of the draft audited schedule for the year ended December 31, 2024, is attached as Appendix 1 to Report JBM-C 2-2025.

The schedule is prepared specifically for the purposes of meeting the requirements outlined in the Niagara Region Courts Inter-Municipal Agreement, as amended, and may not be suitable for other purposes.

Analysis

The Region's external auditors, KPMG, completed the audit of the financial information in the schedule. The auditors have indicated that, in their opinion, the financial information for the year ended December 31, 2024, is prepared, in all material respects, in accordance with the financial reporting provisions in the Niagara Region Courts Inter-Municipal Agreement dated April 26, 2000, as amended.

This report is fully aligned with JBM-C 3-2025 2024 Year End Report for Provincial Offences Court which outlines the financial results and distributions to municipalities of the program.

Alternatives Reviewed

The draft audited schedule of revenues, expenses and funds available for distribution is prepared in accordance with the Niagara Region Courts Inter-Municipal Agreement dated April 26, 2000, as amended, and the Financial Reporting and Forecasting Policy C-F-020. Therefore, no alternative is available.

Relationship to Council Strategic Priorities

This report supports the Effective Region Council Strategic Priority through the delivery of fiscally responsible services, in accordance with the Intermunicipal Agreement.

Other Pertinent Reports

JBM-C 3-2025 2024 Year End Report for Provincial Offences Court

Prepared by:

Melanie Steele, MBA, CPA, CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:

Dan Carnegie
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Adam Niece, Program Financial Specialist and Miranda Vink, Associate Director, Court Services, and reviewed by Renee Muzzell, Manager, Program Financial Support and Donna Gibbs, Director, Legal and Court Services.

Appendices

Appendix 1 2024 Draft Schedule of Revenues, Expenditures and Funds Available for Distribution

Schedule of revenues, expenses and funds available for
distribution

The Regional Municipality of Niagara Court Services

December 31, 2024

The Regional Municipality of Niagara Court Services December 31, 2024

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Draft

Independent Auditors' Report

To those charged with governance of The Regional Municipality of Niagara Court Services

Opinion

We have audited the accompanying schedule of revenues, expenses and funds available for distribution of The Regional Municipality of Niagara Court Services (the "Court Services") for the year-ended December 31, 2024 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule for the year-ended December 31, 2024 is prepared, in all material respects, in accordance with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Schedule**" section of our auditor's report.

We are independent of the Court Services in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to Note 1 in the schedule, which describes the applicable financial reporting framework and the purpose of the schedule.

As a result, the schedule may not be suitable for another purpose.

Our opinion is not modified as a result of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation and fair presentation of the schedule in accordance with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Court Services' financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the schedule.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Court Services' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

[Date]

The Regional Municipality of Niagara Court Services

Schedule of Revenue, Expenditures & Funds Available for Distribution

Year ended December 31, 2024, with comparative figures for 2023

	2024 Budget	2024 Actual	2023 Actual
	\$	\$	\$
Revenue (schedules 1 & 2):			
Offence receipts and other revenue	9,910,228	11,797,805	8,103,408
	9,910,228	11,797,805	8,103,408
Controllable Expenditures (schedules 1 & 2):			
Salaries and benefits	2,996,620	2,562,147	2,072,922
Program support costs (note 4)	1,254,298	1,273,910	1,345,204
Collection charges	180,000	146,770	177,017
Legal	50,000	38,026	32,442
Call in prosecution	160,000	-	-
Payment processing costs	140,976	196,949	103,631
Telephone	8,300	9,148	6,768
Office and administration	122,836	116,595	66,249
	4,913,030	4,343,545	3,804,233
Uncontrollable Expenditures (schedules 1 & 2):			
Revenue collected on behalf of other municipalities/provinces	80,000	194,453	129,894
Victim fine surcharge	1,530,020	1,875,581	1,299,721
Adjudication	475,930	251,361	203,916
Dedicated fines	20,000	89,925	99,363
Other provincial expenditures	430,446	311,576	203,009
	2,536,396	2,722,896	1,935,903
Total expenditures	7,449,425	7,066,441	5,740,136
Excess of revenue over expenditures	2,460,803	4,731,365	2,363,272
Change in employee benefits and other liabilities	-	20,996	(65,711)
Transfer to Niagara Region (note 2)	(2,297,212)	(1,454,103)	(971,089)
Funds available for distribution (note 3)	163,592	3,298,258	1,326,472

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

1 Significant accounting policies

The schedule of revenues, expenses and funds available for distribution of The Regional Municipality of Niagara Court Services has been prepared by management in accordance with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000 (the “agreement”).

Significant accounting policies are as follows:

Revenues

Revenues are recorded on a cash basis.

Expenses

Court Services follows the accrual method of accounting for controllable expenses. Controllable expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Uncontrollable expenses are recorded on a cash basis.

Capital assets

Capital assets and amortization of capital assets are not reported as expenses on the schedule of revenue and expenses and funds available for distribution.

Transfers to reserves

Transfers to reserves are based on approval by the Board, as provided for in section 8.6 of the agreement.

Employee future benefits

Court Services provides certain employee benefits which will require funding in future periods. These benefits include sick leave, life insurance, extended health, and dental benefits for early retirees.

The costs of sick leave, life insurance, extended health and dental benefits are actuarially determined using management’s best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long term inflation rates and discount rates. The cost is actuarially determined using the projected benefits method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

2 Transfer to Niagara Region

Transfers Related to Base Operations:

Court Services transferred \$200,000 (2023 - \$200,000) to the Niagara Region in 2024. In addition, \$200,000 was transferred to the Court Services Facility Renewal reserve.

The following represents the transactions through the Court Services Facility Renewal reserve:

	2024	2023
	\$	\$
Reserve held by the Niagara Region, beginning of year	4,101,104	3,901,104
Transfers during the year to reserve from operating budget	200,000	200,000
Reserve held by the Niagara Region, end of year	4,301,104	4,101,104

Transfers Related to Automated Enforcement Operations:

As permitted in the Intermunicipal Agreement, Court Services has transferred Automated Enforcement net revenues of \$1,254,103 (2023 - \$771,089) to the Niagara Region's Transportation Services division to recover its Automated Enforcement program related costs.

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

3 Distribution to area municipalities

Court Services net revenue distribution (net expenditure recovered) by municipality is as follows:

	Budget	2024	2023
	\$	\$	\$
Region of Niagara	81,796	1,649,129	663,236
Niagara Falls	15,753	317,586	128,385
Port Colborne	2,534	51,095	20,603
St. Catharines	19,614	395,457	160,964
Thorold	3,882	78,265	30,008
Welland	6,795	137,001	54,322
Fort Erie	5,370	108,272	42,682
Grimsby	6,423	129,496	52,146
Lincoln	5,577	112,431	45,426
Niagara-on-the-Lake	7,342	148,017	59,892
Pelham	3,893	78,478	31,158
Wainfleet	1,505	30,346	12,200
West Lincoln	3,108	62,685	25,450
	163,592	3,298,258	1,326,472

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

3 Distribution to area municipalities (continued)

Distribution to area municipalities for 2024 net revenues:

	Excluding Automated Enforcement	Automated Enforcement Only
	\$	\$
Region of Niagara	150,780	1,498,349
Niagara Falls	29,037	288,549
Port Colborne	4,672	46,423
St. Catharines	36,157	359,300
Thorold	7,156	71,109
Welland	12,526	124,475
Fort Erie	9,899	98,373
Grimsby	11,840	117,656
Lincoln	10,280	102,151
Niagara-on-the-Lake	13,533	134,484
Pelham	7,175	71,303
Wainfleet	2,775	27,571
West Lincoln	5,730	56,955
	301,560	2,996,698

4 Program support costs

Court Services records direct operating expenses to their respective activity. The Regional Municipality of Niagara has a consolidated cost allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR) guidelines. The methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

4 Program support costs (continued)

Program support costs which have been allocated are:

	Budget	2024	2023
	\$	\$	\$
Finance services	158,888	175,557	133,807
Human resources services	59,081	60,790	48,981
Information technology services	144,012	153,074	218,212
Legal services	57,448	59,912	53,039
Insurance costs	2,225	1,859	2,598
Printing costs	371	777	470
Mail costs	8,474	9,445	8,187
Communications costs	1,081	949	1,919
Facilities costs	822,718	811,547	877,991
	1,254,298	1,273,910	1,345,204

Program Support Costs Excluding Automated Enforcement:

	Budget	2024	2023
	\$	\$	\$
Finance services	143,044	155,535	133,767
Human resources services	57,475	49,007	44,370
Information technology services	132,085	117,926	206,490
Legal services	57,448	59,912	53,039
Insurance costs	2,155	1,795	2,598
Printing costs	371	777	470
Mail costs	8,474	9,445	8,187
Communication costs	1,081	949	1,919
Facilities costs	822,718	811,547	877,992
	1,224,850	1,206,893	1,328,831

The Regional Municipality of Niagara Court Services

Notes to the Schedule

December 31, 2024

4 Program support costs (continued)

Program Support Costs for Automated Enforcement Only:

	Budget	2024	2023
	\$	\$	\$
Finance services	15,844	20,021	40
Human resources services	1,606	11,783	4,611
Information technology services	11,927	35,148	11,722
Insurance costs	70	64	0
	29,447	67,017	16,373

Draft

The Regional Municipality of Niagara Court Services

Schedule 1

Court Services Schedule of Revenues, Expenses & Funds Available for Distribution (excluding Automated Enforcement)

For the year ended December 31, 2024

	2024 Budget	2024 Actual	2023 Actual
Revenues:			
Offence receipts and other revenue	\$ 5,190,800	\$ 5,635,258	\$ 6,867,533
Total revenues	5,190,800	5,635,258	6,867,533
Controllable Expenditures:			
Salaries and benefits	2,100,507	2,079,224	1,883,650
Program support costs (note 4)	1,224,850	1,206,893	1,328,831
Collection charges	180,000	142,853	177,017
Legal	50,000	38,026	32,442
Payment processing costs	81,000	96,815	91,431
Telephone	8,300	7,673	6,768
Office and administration	86,932	87,059	63,624
	3,731,589	3,658,543	3,583,763
Uncontrollable Expenditures:			
Revenue collected on behalf of other municipalities/provinces	80,000	194,583	129,894
Victim fine surcharge	519,120	821,757	1,085,861
Adjudication	250,000	228,414	203,916
Dedicated fines	20,000	81,367	99,363
Other provincial expenditures	226,500	170,159	172,553
	1,095,620	1,496,150	1,691,587
Total expenditures	4,827,208	5,154,694	5,275,350
Excess of revenue over expenditures	363,592	480,564	1,592,183
Change in employee benefits and other liabilities	-	20,996	(65,711)
Transfer to Niagara Region (note 2)	(200,000)	(200,000)	(200,000)
Funds available for distribution (note 3)	\$ 163,592	\$ 301,560	\$ 1,326,472

The Regional Municipality of Niagara Court Services

Schedule 2

Court Services Schedule of Revenues, Expenses & Funds Available for Distribution (Automated Enforcement)

For the year ended December 31, 2024

	2024 Budget	2024 Actual	2023 Actual
Revenues:			
Offence receipts and other revenue	\$ 4,719,428	\$ 6,162,547	\$ 1,235,874
Total revenues	4,719,428	6,162,547	1,235,874
Controllable Expenditures:			
Salaries and benefits	896,113	482,922	189,272
Program support costs (note 4)	29,447	67,017	16,373
Collection charges	-	3,917	-
Call in prosecution	160,000	-	-
Payment processing costs	59,976	100,134	12,200
Telephone	-	1,475	-
Office and administration	35,904	29,536	2,625
	1,181,440	685,001	220,470
Uncontrollable Expenditures:			
Victim fine surcharge	1,010,900	1,053,824	213,860
Adjudication	225,930	22,947	-
Dedicated fines	-	8,558	-
Other provincial expenditures	203,946	141,417	30,456
	1,440,776	1,226,746	244,316
Total expenditures	2,622,216	1,911,746	464,786
Excess of revenue over expenditures	2,097,212	4,250,801	771,089
Transfer to Niagara Region (note 2)	(2,097,212)	(1,254,103)	(771,089)
Funds available for distribution (note 3)	\$ -	\$ 2,996,698	\$ -

Subject: Proposed 2025 Association of Municipalities of Ontario Delegations

Report to: Regional Council

Report date: Thursday, May 22, 2025

Recommendations

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

Key Facts

- The purpose of this report is to present Council with proposed delegation requests for the 2025 Association of Municipalities of Ontario (AMO) conference taking place August 17 – 20 in the City of Ottawa.
- The submission deadline for delegation requests is May 30, 2025.
- Proposed AMO delegations were identified through consultation with department leaders. They align with the Region's 2025 provincial pre-budget submission, provincial priorities and Council's Strategic Priorities, including building resilient infrastructure to support growth, improving access to attainable and affordable housing, enhancing access to transit and exploring opportunities to improve service delivery through shared services,
- Staff will also explore opportunities for bringing forward non-Niagara specific requests during the conference.
- Any Area Municipalities wishing to explore joint delegation opportunities with Niagara Region (or support from Regional staff in delegation participation) are encouraged to contact the Regional Chair's Office or Office of the Deputy CAO.

Background

The AMO conference is an annual event hosted by the association. It provides municipal leaders with an opportunity to engage provincial ministers and senior officials on local priorities.

The last AMO conference took place from August 18 to 21 in the City of Ottawa. Niagara Region took part in seven delegations and supported two joint delegations in partnership with Area Municipalities.

Proposed Delegations

To support the advancement of core growth-related Regional priorities, the AMO delegations provided below will introduce requests going forward during Niagara Week as set out below. This work will allow Council and senior staff to provide provincial officials with updates on each initiative and share that subsequent meeting requests will be forthcoming to support in-depth follow-up discussions for each item.

Topic and Relevant Ministries	Ask
South Niagara Wastewater Treatment Solution Project <ul style="list-style-type: none"> Ministry of Infrastructure 	Renew the Municipal Housing Infrastructure Program and expand the funding envelope to prioritize large-scale, high value water and wastewater projects that promote economic growth, job creation and productivity.
Affordable Housing Strategy <ul style="list-style-type: none"> Ministry of Municipal Affairs and Housing 	Increase the supply of affordable housing units by partnering in the next scheduled CHMP development projects.
Two-way, all day GO Service <ul style="list-style-type: none"> Ministry of Transportation 	Discuss immediate next steps for GO train service expansion between Union Station and Niagara.
Building Services Review <ul style="list-style-type: none"> Ministry of Red Tape Reduction Ministry of Municipal Affairs and Housing 	Provide key deliverables, progress, and workplan update, outlining opportunities for provincial partnership in Q4 2025.

*Please note, the list is subject to change based on provincial announcements or key updates that may occur prior to the conference.

AMO delegations will also support advocacy for department-specific priorities, as provided below. Bringing these requests forward will allow delegates to recommend policy and program changes that need to take place once the Ontario Legislature resumes in September.

Topic and Relevant Ministries	Ask
Improve Access to Primary Care <ul style="list-style-type: none"> Ministry of Health Ministry of Rural Affairs 	Update on Niagara's Physician Recruitment Roundtable and advance recommended advocacy actions (e.g. increase Family Health Teams, awareness of Niagara approach).

Topic and Relevant Ministries	Ask
Canada Wide Early Learning and Child Care (CWELCC) <ul style="list-style-type: none"> Ministry of Education 	Increase Niagara's CWELCC allocations to support economic growth.
Addressing the Complexities of Homelessness <ul style="list-style-type: none"> Ministry of Municipal Affairs and Housing 	Discuss opportunities to support seniors experiencing homelessness.
Supplementary funding for Ontario Works Rates <ul style="list-style-type: none"> Ministry of Children, Community and Social Services 	Provide supplementary funding to support Ontario Works, accounting for inflation.

*Please note, the list is subject to change based on provincial announcements or key updates that may occur prior to the conference.

Regional staff will continue to work with sector partners to advance non-Niagara specific requests. Examples include working with the Mayors and Regional Chairs of Ontario (MARCO), AMO and municipal counterparts to highlight the importance of updating the provincial-municipal funding framework.

Staff will also be proactive in identifying opportunities for joint delegations in partnership with area municipalities.

Councillor Delegation Attendance

As is standing practice, the Chair's Office will manage which Councillors will be attending delegations on behalf of the Region. The Chair's Office will reach out to those Councillors who are registered for the conference with an expression of interest.

There is an expectation that Councillors will be well briefed on the material for which they are advocating. To support this work, Regional Councillors attending delegations will receive a package containing briefing notes and other materials. A Councillor pre-brief session will also be held to discuss approaches and answer questions about positioning.

Relationship to Council Strategic Priorities

The advocacy issues outlined in this report address a number of key Council Strategic Priorities, collectively touching each of the four Strategic Pillars. Participating in the AMO conference specifically supports Council's 2023-2026 Strategic Priority of creating a Prosperous Region, Objective 4.4: Be an effective and unified voice to advocate with senior government on behalf of Niagara. It also builds effective collaboration with the Area Municipalities on areas of mutual government relations interests, while leveraging effective partnerships with the provincial government – both supporting a key guiding principle of Council's Strategic Plan.

Prepared by:

Rachael Ball-Condron
Government Relations Program
Manager
Partnerships and Communication

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 Andrew Korchok, Chief of Staff, Regional Chair's Office.

Consolidated 2026 General Levy Rate

Seconded: Councillor Foster

Whereas, according to the Municipal Act, one of the responsibilities of Regional Council is to maintain the financial integrity of the municipality;

Whereas we are confronted with unprecedented economic and financial challenges;

Whereas the consolidated 2025 General Levy inclusive of ABCs, Capital Financing and Program Changes increased approximately \$46 million or 9.6% after assessment growth; and

Whereas the consolidated general levy inclusive of ABCs, Capital Financing and Program Changes in 2025, and previous years, has placed a heavy, unaffordable and an unsustainable tax burden on property taxes for both residents and local businesses.

NOW THEREFORE BE IT RESOLVED:

1. That the consolidated 2026 General Levy inclusive of ABCs, Capital Financing and Program Changes **BE ESTABLISHED** at 3.5%;
2. That all regional departments **BE DIRECTED** to achieve this guidance rate; and
3. That all Agencies, Boards and Commissions, **BE ADVISED** of this guidance rate.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 89-2000 BEING A BY-LAW TO PROVIDE FOR THE REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS – STOPPING PROHIBITION ON REGIONAL ROAD 43 (BRIDGE STREET) IN THE CITY OF NIAGARA FALLS

WHEREAS on the 20th day of April, 1989, the Council of The Regional Municipality of Niagara did pass By-law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways;

WHEREAS it is necessary from time to time to amend said by-law;

WHEREAS on the 23rd day of July, 2020, Council of The Regional Municipality of Niagara passed By-law 2020-47 being a by-law to delegate authority to the Director of Transportation Services to request the preparation of an amending by-law to make routine and administrative changes to the schedules of Traffic and Parking By-law 89-2000 in accordance with the Delegation of Authority Respecting Traffic and Parking By-law 89-2000 Matters Policy; and,

WHEREAS a memorandum dated May 7, 2025, has been received from the Director of Transportation Services in accordance with said Policy requesting the Clerk to prepare and present to Council an amending by-law to amend By-law 89-2000 for purposes of a Stopping Prohibition on Regional Road 43 Bridge Street in the City of Niagara Falls.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule “A” of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule "A"

Stopping Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	Crysler Avenue	River Road	Anytime, Buses Exempt

2. That Schedule "A" of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule "A"

Stopping Prohibition

HIGHWAY	SIDE	FROM	TO	TIMES/DAYS
Regional Road 43 (Bridge Street)	North	Crysler Avenue	38 meters east of Erie Avenue	Anytime
Regional Road 43 (Bridge Street)	North	38 meters east of Erie Avenue	River Road	Anytime, Buses Exempt

3. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON
INSTALMENT DEBENTURES IN THE AGGREGATE
PRINCIPAL AMOUNT OF \$13,693,000.00 (10 YEAR
INSTALMENT DEBENTURES IN THE AGGREGATE
PRINCIPAL AMOUNT OF \$11,953,000.00 AND 20
YEAR INSTALMENT DEBENTURES IN THE
AGGREGATE PRINCIPAL AMOUNT OF
\$1,740,000.00) FOR CAPITAL WORKS OF THE
TOWNS OF LINCOLN AND NIAGARA-ON-THE-LAKE
AND THE CITY OF WELLAND

WHEREAS the *Municipal Act, 2001*, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS section 403 of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law and subsection 403 (7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 of the Act are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Council of The Regional Municipality of Niagara (the “Upper-tier Municipality”) received requests of the respective Councils of The Corporation of the

Town of Lincoln, The Corporation of the Town of Niagara-on-the-Lake and The Corporation of the City of Welland (individually a “Lower-tier Municipality”, collectively the “Lower-tier Municipalities”) to borrow money for the respective capital works and the respective classes of works of the Lower-tier Municipalities (individually a “Capital Work”, collectively the “Capital Works”) set out in Column (1) of Schedule “A” attached hereto and forming part of this By-law (“Schedule “A””) and to issue debentures for the Capital Works in the respective principal amounts specified in Column (8) of Schedule “A”;

AND WHEREAS before authorizing its respective Capital Works and before authorizing any additional cost amounts and any additional debenture authorities in respect thereof, if any, the Council of each Lower-tier Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation. Prior to the Council of the respective Lower-tier Municipality exercising its powers in respect of each of its Capital Works, each such additional cost amount and each such additional debenture authority, if any, the respective Treasurer determined that the estimated annual amount payable in respect of each of its Capital Works, each such additional cost amount and each such additional debenture authority, if any, would not cause the relevant Lower-tier Municipality to exceed its updated limit and that the approval of each Capital Work, each such additional cost amount and each such additional debenture authority, if any, by the Ontario Land Tribunal pursuant to such regulation was not required;

AND WHEREAS to provide long-term financing for the Capital Works it is now deemed to be expedient to borrow money by the issue and sale of instalment debentures of the Upper-tier Municipality in the aggregate principal amount of \$13,693,000.00 (10 year instalment debentures in the aggregate principal amount of \$11,953,000.00 and 20 year instalment debentures in the aggregate principal amount of \$1,740,000.00) payable at the times and bearing interest at the rates hereinafter set forth, as agreed to by the Upper-tier Municipality on May 9, 2025.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. For the Capital Works, the borrowing upon the credit of the Upper-tier Municipality at large of the aggregate principal amount of \$13,693,000.00 (10 year instalment debentures in the aggregate principal amount of \$11,953,000.00 and 20 year instalment debentures in the aggregate principal amount of \$1,740,000.00) and the issue of instalment debentures therefor within the terms

of years set out in Column (1) of Schedule “A” in denominations of \$1,000.00 and any integral multiples thereof, as hereinafter set forth are hereby authorized.

2. The Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of instalment debentures in the aggregate principal amount of \$13,693,000.00, as described in section 1 above, (the “Debentures”) payable in annual instalments of principal (May 28) with semi-annual instalments of interest thereon (November 28 and May 28, commencing on November 28, 2025) to be issued for such amounts of money as may be required for the Capital Works in global and definitive forms, not exceeding in total the said aggregate principal amount of \$13,693,000.00. The Debentures shall bear the Upper-tier Municipality’s municipal seal and the signatures of the Regional Chair and of the Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs. The Debentures shall initially be issued in global fully registered form as one certificate in the aggregate principal amount of \$13,693,000.00, substantially in the form attached as Schedule “B” hereto and forming part of this By-law (the “Global Debenture”). The Global Debenture shall initially be issued in the name of CDS & CO. as nominee of CDS Clearing and Depository Services Inc. (“CDS”) and shall provide for payment of principal and interest electronically in final and irrevocable same-day funds in accordance with the applicable requirements of CDS, so long as the Global Debenture is held by CDS.
3. (1) The Debentures shall all be dated the 28th day of May, 2025, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall mature within the terms of years set out in Column (1) of Schedule “A” and the respective amounts of interest or of principal and interest payable in each of the years during the currency of the Debentures shall be as set forth in Schedule “C” attached hereto and forming part of this By-law (“Schedule “C””). The Debentures maturing (principal payable) in the year 2026 shall bear interest at the rate of 2.70% per annum, the Debentures maturing (principal payable) in the year 2027 shall bear interest at the rate of 2.75% per annum, the Debentures maturing (principal payable) in the year 2028 shall bear interest at the rate of 2.85% per annum, the Debentures maturing (principal payable) in the year 2029 shall bear interest at the rate of 3.00% per annum, the Debentures maturing (principal payable) in the year 2030 shall bear interest at the rate of 3.15% per annum, the Debentures

maturing (principal payable) in the year 2031 shall bear interest at the rate of 3.35% per annum, the Debentures maturing (principal payable) in the year 2032 shall bear interest at the rate of 3.55% per annum, the Debentures maturing (principal payable) in the year 2033 shall bear interest at the rate of 3.70% per annum, the Debentures maturing (principal payable) in the year 2034 shall bear interest at the rate of 3.85% per annum, the Debentures maturing (principal payable) in the year 2035 shall bear interest at the rate of 4.00% per annum, the Debentures maturing (principal payable) in the year 2036 shall bear interest at the rate of 4.10% per annum, the Debentures maturing (principal payable) in the year 2037 shall bear interest at the rate of 4.25% per annum, the Debentures maturing (principal payable) in the year 2038 shall bear interest at the rate of 4.30% per annum, the Debentures maturing (principal payable) in the year 2039 shall bear interest at the rate of 4.40% per annum, the Debentures maturing (principal payable) in the year 2040 shall bear interest at the rate of 4.45% per annum, the Debentures maturing (principal payable) in the year 2041 shall bear interest at the rate of 4.55% per annum, the Debentures maturing (principal payable) in the year 2042 shall bear interest at the rate of 4.55% per annum, the Debentures maturing (principal payable) in the year 2043 shall bear interest at the rate of 4.60% per annum, the Debentures maturing (principal payable) in the year 2044 shall bear interest at the rate of 4.65% per annum and the Debentures maturing (principal payable) in the year 2045 shall bear interest at the rate of 4.70% per annum.

- (2) Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario are not authorized or obligated by law or executive order to be closed (a "Business Day") and if any date for payment is not a Business Day, payment shall be made on the next following Business Day and no further interest shall be paid in respect of the delay in such payment.
4. Interest shall be payable to the date of maturity of the Debentures and on default shall be payable both before and after default and judgment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days, if applicable.

5. In limited circumstances (as agreed to by both the Upper-tier Municipality and CDS) the Global Debenture shall be exchangeable for certificated Debentures in definitive fully registered form in authorized denominations upon surrender of the Global Debenture to the Treasurer of the Upper-tier Municipality provided that there is at least one definitive Debenture which matures in each of the remaining years of the currency of the Global Debenture. The definitive Debentures shall aggregate the same principal amount as the principal outstanding balance of the Global Debenture as of the record date for such exchange in accordance with the provisions of the Global Debenture, shall bear the same interest rates and maturity dates, shall bear all unmatured interest obligations and shall have the same benefits and be subject to the same terms and conditions as the Global Debenture (except insofar as they specifically relate to the Global Debenture). In issuing definitive Debentures no change shall be made in the amount which would otherwise be payable in each year under the Global Debenture. The definitive Debentures shall be in fully registered form, payable as to principal and outstanding interest in lawful money of Canada at maturity upon presentation and surrender thereof at any specified branch in Canada of the Upper-tier Municipality's bank designated in the definitive Debentures. Prior to maturity, the definitive Debentures shall be payable as to interest by cheque sent by mail to the registered addresses of the registered holders or, if authorized in writing, by electronic transfer.
6. (1) In each year in which a payment of an instalment of interest or of principal and interest becomes due in respect of the Debentures, there shall be raised as part of the general upper-tier levy the amounts of interest or of principal and interest payable in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, each of the Lower-tier Municipalities shall pay its respective portion of the aforesaid yearly amounts required to be paid to the Upper-tier Municipality by the Lower-tier Municipalities in respect of its Capital Works described in Schedule "A", as set out in Schedule "D" attached hereto and forming part of this By-law ("Schedule "D'") to the Upper-tier Municipality one Business Day before the date payment is due. The amounts required to be paid to the Upper-tier Municipality in accordance with Schedule "D" shall constitute a debt of the respective Lower-tier Municipality to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier

Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

- (2) If any Lower-tier Municipality fails to make any payment or portion of it as provided in this By-law, such Lower-tier Municipality shall pay interest to the provided in this By-law, such Lower-tier Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.
 - (3) There shall be raised, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by any one or more of the Lower-tier Municipalities to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.
7. The Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
8. The Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
9. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures, including the Global Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the

joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

10. The Debentures are transferable or exchangeable at the office of the Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Treasurer of the Upper-tier Municipality shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
11. The Regional Chair and the Treasurer of the Upper-tier Municipality shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity dates and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen, destroyed or dematerialized, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen, destroyed or dematerialized) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debenture in respect of which new Debentures are to be issued in substitution.
12. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity dates and, subject to the provisions of this By-law, shall be subject to the same terms and

conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

13. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange as directed by the registered holder; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange and (d) in the case of a transfer, enter in the registry the name of the registered holder as directed by the transferor.
14. Subject to an agreement that the Upper-tier Municipality may enter into to the contrary, reasonable fees may be imposed by the Upper-tier Municipality for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen, destroyed or dematerialized and for the replacement of any of the interest cheques that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
15. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if it is in writing and a copy of such notice is mailed or otherwise delivered, including delivery by electronic means, to the registered address of such registered holder.
16. (1) The Regional Chair and the Treasurer of the Upper-tier Municipality are hereby authorized to cause the Debentures to be issued, the execution of a purchase letter in respect of the Debentures, dated as at May 9, 2025, by the Acting Commissioner of Corporate Services/Treasurer is hereby ratified, confirmed and approved. One or more of the Treasurer of the Upper-tier Municipality and the Regional Clerk are hereby authorized to generally do all things and to execute all other documents and papers in the name of the Upper-tier Municipality in order to carry out the sale of the

Debentures through CDS's book entry only system and such Treasurer or the Regional Clerk is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

(2)The money received by the Upper-tier Municipality from the sale of the Debentures, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to The Corporation of the Town of Lincoln, The Corporation of the Town of Niagara-on-the-Lake and The Corporation of the City of Welland, as the case may be, on the basis that each such lower-tier municipality shall apportion and apply such money to its respective Capital Works, as applicable, in accordance with this By-law, and to no other purpose except as permitted by the Act.

17. The Upper-tier Municipality reserves the right to issue additional instalment debentures of the same maturities, interest rates and terms and conditions.
18. Subject to the Upper-tier Municipality's statement of investment policies and goals and the applicable legislation, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.
19. This by-law shall come into force and take effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued
						\$	\$	\$
	The Corporation of the Town of Lincoln							
	<u>Term 1-10 Year Instalment Debenture</u>							
	Capital costs in connection with the:							
1	2023 Pumper Truck project	202125	2023-15			1,100,000.00	-	1,100,000.00
2	2024 Fleet Street Sweeper project	202573	2023-69			429,000.00	-	429,000.00
3	Fire Truck - Mini-Rescue project	202230	2023-69			550,000.00	-	550,000.00
	Total – Town of Lincoln					\$2,079,000.00	-	\$2,079,000.00

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council \$	Debentures Previously Issued \$	Debentures Now Being Issued \$
The Corporation of the Town of Niagara-on-the-Lake								
<u>Term 1-20 Year Instalment Debenture</u>								
Capital costs in connection with:								
1	Irvine Road Roads Construction project	C01966	5379-21			430,000.00	-	400,000.00
2	Glendale Streetscape project	C02055	5500-23			400,000.00	-	237,000.00
3	Line 3 Road Reconstruction project – Four Mile Creed Road to Concession 6 Road (Phase 2)	CO2053	5500-23			1,058,665.00	92,105.82	353,000.00
4	Dorchester Street Culvert project	C02157	2024-009			750,000.00	-	750,000.00
Total – Town of Niagara-on-the-Lake						\$2,638,665.00	\$92,105.82	\$1,740,000.00

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued
						\$	\$	\$
	The Corporation of the City of Welland							
	<u>Term 1-10 Year Instalment Debenture</u>							
	Capital costs in connection with the:							
1	2023 Road Reconstruction project	10-320-23168/ 10-327-23168	2023-11 2025-28			2,504,300.00	1,600,000.00	904,000.00
2	2023-301 Infrastructure Renewals project – phase 1	10-320-23715/ 10-316-23715/ 10-327-23715	2023-11 2025-28			3,455,000.00	-	3,455,000.00
3	2024 Road Resurfacing project	10-320-24169/ 10-327-24169	2023-163 2025-28			866,800.00	-	866,000.00
4	Sidewalks- condition related replacements and missing links project	10-316-24102	2023-163 2025-28			275,000.00	-	275,000.00
5	2024 Road Reconstruction project – phase 2	10-327-24168	2023-163 2025-28			205,000.00	-	205,000.00
6	Sanitary Sewer Lining project	10-330-24707	2023-163			100,000.00	-	100,000.00

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued
						\$	\$	\$
			2025-28					
7	2023-303 Infrastructure Renewals project - phase 2 of 2	10-330-24745	2023-163 2025-28			528,850.00	-	528,000.00
8	Fleet Capital Replacement project	10-323-25300	2024-115 2025-28			2,200,000.00	-	1,100,000.00
9	Training Truck (2003 Suburban) Replacement project	10-210-25051	2024-115 2025-28			75,000.00	-	75,000.00
10	Pre-Approved Water Meter Replacements project	10-330-25751/ 10-910-25751	2024-115 2025-28			2,366,000.00	-	2,366,000.00
	Total - City of Welland					\$12,576,750.00	-	\$9,874,000.00

Schedule "A"

Unless this certificate is presented by an authorized representative of CDS Clearing and Depository Services Inc. ("CDS") to The Regional Municipality of Niagara or its agent for registration of transfer, exchange or payment, and any certificate issued in respect thereof is registered in the name of CDS & CO., or in such other name as is requested by an authorized representative of CDS (and any payment is made to CDS & CO. or to such other entity as is requested by an authorized representative of CDS), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL since the registered holder hereof, CDS & CO., has a property interest in the securities represented by this certificate herein and it is a violation of its rights for another person to hold, transfer or deal with this certificate.

\$13,693,000.00

No.GR2025-01

C A N A D A

Province of Ontario

THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED GLOBAL INSTALMENT DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the "Issuer"), for value received, hereby promises to pay to

CDS & CO.

as nominee of CDS or registered assigns, subject to the Conditions attached hereto which form part hereof (the "Conditions"), by the final maturity date of this global debenture (May 28, 2045), the principal amount of

Thirteen Million, Six Hundred Ninety-Three Thousand Dollars

----- (\$13,693,000.00) -----

by annual payments on the 28th day of May in each of the years 2026 to 2045, both inclusive, in the amounts set forth in the Schedule on the second page hereof (the "Schedule") in lawful money of Canada, and to pay interest thereon until the final maturity date of this global debenture in like money in semi-annual payments from May 28, 2025, or from the last date on which interest has been paid on this global debenture, whichever is later, at the rates of interest set forth in the Schedule, in arrears on the 28th day of May and the 28th day of November, commencing on November 28, 2025, in each year (each, a "Payment Date") in the manner provided in the Conditions. Subject to the Conditions, interest shall be paid on default at the applicable rate set out in the Schedule both before and

Schedule "A"

after default and judgment. The applicable interest rate, the payments of principal and interest and the principal balance outstanding in each year are shown in the Schedule.

This global debenture is subject to the Conditions.

DATED at the Region of Niagara the 28th day of May, 2025.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2025-22 of the Issuer duly passed on the 22nd day of May, 2025 (the "Debenture By-law"), this global debenture is sealed with the municipal seal of the Issuer and signed by the Regional Chair and by the Treasurer thereof.

Date of Registration: May 28, 2025

Regional Chair

(seal)

Treasurer

This global debenture is also signed by the Regional Clerk pursuant to the Issuer's internal requirements.

Regional Clerk

Schedule "A"

Year	CUSIP No.	ISIN No.	Interest Rate %	Semi-annual Interest		Principal May 28 \$	Total Annual Payment \$	Principal Balance Outstanding May 28 \$
				May 28 \$	Nov 28 \$			
2025				---	233,971.75	---	233,971.75	13,693,000.00
2026	65355DV44	CA65355DV440	2.700	233,971.75	219,081.25	1,103,000.00	1,556,053.00	12,590,000.00
2027	65355DV51	CA65355DV515	2.750	219,081.25	203,502.50	1,133,000.00	1,555,583.75	11,457,000.00
2028	65355DV69	CA65355DV697	2.850	203,502.50	186,915.50	1,164,000.00	1,554,418.00	10,293,000.00
2029	65355DV77	CA65355DV770	3.000	186,915.50	168,960.50	1,197,000.00	1,552,876.00	9,096,000.00
2030	65355DV85	CA65355DV853	3.150	168,960.50	149,540.75	1,233,000.00	1,551,501.25	7,863,000.00
2031	65355DV93	CA65355DV937	3.350	149,540.75	128,234.75	1,272,000.00	1,549,775.50	6,591,000.00
2032	65355DW27	CA65355DW273	3.550	128,234.75	104,893.50	1,315,000.00	1,548,128.25	5,276,000.00
2033	65355DW35	CA65355DW356	3.700	104,893.50	79,696.50	1,362,000.00	1,546,590.00	3,914,000.00
2034	65355DW43	CA65355DW430	3.850	79,696.50	52,534.75	1,411,000.00	1,543,231.25	2,503,000.00
2035	65355DW50	CA65355DW505	4.000	52,534.75	23,214.75	1,466,000.00	1,541,749.50	1,037,000.00
2036	65355DW68	CA65355DW687	4.100	23,214.75	21,472.25	85,000.00	129,687.00	952,000.00
2037	65355DW76	CA65355DW760	4.250	21,472.25	19,602.25	88,000.00	129,074.50	864,000.00
2038	65355DW84	CA65355DW844	4.300	19,602.25	17,624.25	92,000.00	129,226.50	772,000.00
2039	65355DW92	CA65355DW927	4.400	17,624.25	15,512.25	96,000.00	129,136.50	676,000.00
2040	65355DX26	CA65355DX263	4.450	15,512.25	13,287.25	100,000.00	128,799.50	576,000.00
2041	65355DX34	CA65355DX347	4.550	13,287.25	10,898.50	105,000.00	129,185.75	471,000.00
2042	65355DX42	CA65355DX420	4.550	10,898.50	8,396.00	110,000.00	129,294.50	361,000.00
2043	65355DX59	CA65355DX594	4.600	8,396.00	5,751.00	115,000.00	129,147.00	246,000.00
2044	65355DX67	CA65355DX677	4.650	5,751.00	2,961.00	120,000.00	128,712.00	126,000.00
2045	65355DX75	CA65355DX750	4.700	<u>2,961.00</u>	---	<u>126,000.00</u>	<u>128,961.00</u>	-
				<u>1,666,051.25</u>	<u>1,666,051.25</u>	<u>13,693,000.00</u>	<u>17,025,102.50</u>	

Schedule “B”

LEGAL OPINION

We have examined the Debenture By-law of the Issuer authorizing the issue of instalment debentures in the aggregate principal amount of \$13,693,000.00 dated May 28, 2025 and maturing in ten (10) instalments of principal of varying amounts on the 28th day of May in each of the years 2026 to 2045, both inclusive.

The Debenture By-law has been properly passed and is within the legal powers of the Issuer. The Global Debenture issued under the Debenture By-law in the within form (the “Global Debenture”) is a direct, general, unsecured, unsubordinated, joint and several obligation of the Issuer and of its lower-tier municipalities (the “Lower-tier Municipalities”). The Global Debenture is enforceable against the Issuer and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Ontario Land Tribunal over defaulting municipalities under the *Municipal Affairs Act*, as amended. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter delivered on the date of the Global Debenture.

Toronto, May 28, 2025

WeirFoulds LLP

Schedule "B"

CONDITIONS OF GLOBAL DEBENTURE

Form, Denomination, Ranking and Beneficial Interests in Global Debenture

1. The debentures issued pursuant to the Debenture By-law (individually a "Debenture", collectively the "Debentures") are issuable as fully registered Debentures without coupons in denominations of \$1,000.00 and any integral multiples thereof.
2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Issuer and of the Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Issuer except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is a Global Debenture registered in the name of the nominee of CDS and held by CDS. Beneficial interests in this Global Debenture are represented through book entry accounts, to be established and maintained by CDS, on its records for CDS's participants (the "Participants") in accordance with its participant agreement and rules and procedures which are posted on CDS's website.
4. Except in the limited circumstances described herein, owners of beneficial interests in this Global Debenture will not be entitled to have Debentures registered in their names, will not receive or be entitled to receive physical delivery of Debentures and will not be considered registered holders of Debentures under the Conditions. The Issuer does not have any responsibility or liability for maintaining, supervising or reviewing any records of CDS or Participants relating to payments made or to be made by CDS or any Participant on account of beneficial ownership interests in this Global Debenture.

Certificated Debentures

5. This Global Debenture is exchangeable, in whole but not in part, for certificated Debentures in definitive form registered in the name of a person other than CDS or its nominee only upon the occurrence of any of the following events: (a) upon 30 days notice by CDS to the Issuer, CDS may discontinue the eligibility of this Global Debenture on deposit, or cease to hold this Global Debenture in respect of the Debentures; or (b) if CDS ceases to be a recognized clearing agency under applicable Canadian or provincial securities legislation and a successor is not appointed; or (c) if the Issuer gives CDS appropriate notice that it is unable or unwilling to continue to have CDS hold this Global Debenture as a book entry only security or that it desires or has processed an entitlement requiring a withdrawal of this Global Debenture, and the Issuer has all right, power, capacity and authority to do so.

Schedule "B"

6. Debentures issued in exchange for this Global Debenture shall be issued as certificated Debentures in definitive form in authorized denominations, shall have the same benefits and be subject to the same terms and conditions as this Global Debenture (except insofar as they specifically relate to this Global Debenture as such), shall be registered in such names and in such denominations as CDS shall direct and shall be delivered as directed by the persons in whose names such definitive Debentures are to be registered.
7. Upon the exchange of certificated Debentures in definitive form for this Global Debenture, the Issuer shall receive and cancel this Global Debenture, shall reduce the holdings of CDS & CO. on the registry to nil and shall issue or cause to be issued in exchange for this Global Debenture certificated Debentures in definitive form in an aggregate principal amount equal to and in exchange for the Participants' proportionate interests in this Global Debenture as of the record date for such exchange, as directed by CDS. On or after any such exchange, but only to the extent reasonably practicable in the circumstances, the Issuer shall make all payments in respect of such certificated Debentures in definitive form to the registered holders thereof, notwithstanding such exchange occurred after the record date for any payment and prior to such payment date.

Registration

8. The Issuer will keep at its designated office in the Region of Niagara a registry in which shall be entered the names and addresses of the registered holders of Debentures and particulars of the Debentures held by them respectively and in which transfers, exchanges and substitutions of Debentures may be registered.

Title

9. The Issuer shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Issuer shall deem and treat registered holders of Debentures, including this Global Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Issuer on the Debentures to the extent of the amount or amounts so paid.

Payments of Principal and Interest

10. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date, including a maturity date. Principal of and interest on the Debentures are payable by the Issuer to the persons registered as holders in the registry on the relevant record date. The Issuer shall not be required to register

Schedule "B"

- any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.
11. The Issuer shall make all payments in respect of annual principal (May 28) and semi-annual interest (May 28 and November 28) on the Debentures on the Payment Dates commencing with a payment of semi-annual interest on November 28, 2025 electronically in final and irrevocable same-day funds in accordance with the applicable requirements of CDS, so long as this Global Debenture is held by CDS.
 12. In the case that certificated Debentures in definitive form are issued, the Issuer shall make all payments in respect of principal and outstanding interest in lawful money of Canada at maturity upon presentation and surrender thereof at any specified branch in Canada of the Issuer's bank designated in the definitive Debentures, and prior to maturity, shall make payments of interest, by cheque sent by mail to the registered addresses of the registered holders or, if authorized in writing, by electronic transfer.
 13. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days, if applicable.
 14. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Business Day"), and if any date for payment is not a Business Day, payment shall be made on the next following Business Day and no further interest shall be paid in respect of the delay in such payment.
 15. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Issuer.
 16. In the case of the death of one or more joint registered holders, despite sections 9 and 15 of the Conditions, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Issuer.

Transfers, Exchanges and Substitutions

17. Debentures are transferable or exchangeable at the office of the Treasurer of the Issuer upon presentation for such purpose accompanied by an instrument of

Schedule "B"

transfer or exchange in a form approved by the Issuer and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.

18. The Issuer shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity dates and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft, destruction or dematerialization, provided that the applicant therefor shall have: (i) paid such costs as may have been incurred in connection therewith; (ii) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen, destroyed or dematerialized Debenture) furnished the Issuer with such evidence (including evidence as to the certificate number of the Debenture in question) and indemnity in respect thereof satisfactory to the Issuer in its discretion; and (iii) surrendered to the Issuer any mutilated or defaced Debenture in respect of which new Debentures are to be issued in substitution.
19. Each Debenture executed and delivered upon any registration of transfer or exchange for or in substitution for any Debenture or part thereof shall carry all the rights to interest, if any, accrued and unpaid which were carried by such Debenture or part thereof and shall be so dated.
20. Subject to an agreement that the Issuer may enter into to the contrary, the Issuer shall not impose any fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the issue of new Debentures in substitution for Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen, destroyed or dematerialized or for the issue of new cheques, in substitution for interest cheques that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed.

Purchases

21. Subject to the investment policies and goals of the Issuer and the applicable legislation, the Issuer may, if not in default under the Debentures, at any time purchase Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Issuer may in its discretion determine.

Schedule “B”

Additional Debentures

22. The Issuer reserves the right to issue additional instalment debentures of the same maturities, interest rates and terms and conditions.

Notices

23. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if it is in writing and a copy of such notice is mailed or otherwise delivered, including delivery by electronic means, to the registered address of such registered holder. If the Issuer or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day then such notice may be given on the next following Business Day.

Time

24. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

25. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Schedule "C"

REPAYMENT SCHEDULE

Year	Maturity	Principal \$	Interest		Interest \$	Annual
		28-May	Rate %	28-May	28-Nov	Payments \$
2025		---		---	233,971.75	233,971.75
2026	05/28/26	1,103,000.00	2.700	233,971.75	219,081.25	1,556,053.00
2027	05/28/27	1,133,000.00	2.750	219,081.25	203,502.50	1,555,583.75
2028	05/28/28	1,164,000.00	2.850	203,502.50	186,915.50	1,554,418.00
2029	05/28/29	1,197,000.00	3.000	186,915.50	168,960.50	1,552,876.00
2030	05/28/30	1,233,000.00	3.150	168,960.50	149,540.75	1,551,501.25
2031	05/28/31	1,272,000.00	3.350	149,540.75	128,234.75	1,549,775.50
2032	05/28/32	1,315,000.00	3.550	128,234.75	104,893.50	1,548,128.25
2033	05/28/33	1,362,000.00	3.700	104,893.50	79,696.50	1,546,590.00
2034	05/28/34	1,411,000.00	3.850	79,696.50	52,534.75	1,543,231.25
2035	05/28/35	1,466,000.00	4.000	52,534.75	23,214.75	1,541,749.50
2036	05/28/36	85,000.00	4.100	23,214.75	21,472.25	129,687.00
2037	05/28/37	88,000.00	4.250	21,472.25	19,602.25	129,074.50
2038	05/28/38	92,000.00	4.300	19,602.25	17,624.25	129,226.50
2039	05/28/39	96,000.00	4.400	17,624.25	15,512.25	129,136.50
2040	05/28/40	100,000.00	4.450	15,512.25	13,287.25	128,799.50
2041	05/28/41	105,000.00	4.550	13,287.25	10,898.50	129,185.75
2042	05/28/42	110,000.00	4.550	10,898.50	8,396.00	129,294.50
2043	05/28/43	115,000.00	4.600	8,396.00	5,751.00	129,147.00
2044	05/28/44	120,000.00	4.650	5,751.00	2,961.00	128,712.00
2045	05/28/45	<u>126,000.00</u>	4.700	<u>2,961.00</u>	---	<u>128,961.00</u>
Total		<u>13,693,000.00</u>		<u>1,666,051.25</u>	<u>1,666,051.25</u>	<u>17,025,102.50</u>

Schedule "D"

Year	Lincoln	Niagara-on-the-Lake	Welland
	\$	\$	\$
2025	34,624.00	34,923.00	164,424.75
2026	247,804.50	129,036.00	1,179,212.50
2027	247,803.50	130,359.75	1,177,420.50
2028	247,524.25	130,567.25	1,176,326.50
2029	247,847.50	130,636.00	1,174,392.50
2030	246,711.00	130,544.25	1,174,246.00
2031	247,028.75	130,268.25	1,172,478.50
2032	246,694.00	129,783.25	1,171,651.00
2033	246,716.00	129,100.00	1,170,774.00
2034	246,106.00	129,211.00	1,167,914.25
2035	245,820.00	130,069.50	1,165,860.00
2036	---	129,687.00	---
2037	---	129,074.50	---
2038	---	129,226.50	---
2039	---	129,136.50	---
2040	---	128,799.50	---
2041	---	129,185.75	---
2042	---	129,294.50	---
2043	---	129,147.00	---
2044	---	128,712.00	---
2045	---	128,961.00	---
	2,504,679.50	2,625,722.50	11,894,700.50

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO PROVIDE FOR THE REGULATION OF
TRAFFIC ON REGIONAL HIGHWAYS (DESIGNATION
OF COMMUNITY SAFETY ZONES)

WHEREAS section 214(1) of the Highway Traffic Act, R.S.O. 1990, c.H.8, as amended, provides that the Council of a municipality may by by-law designate a part of a highway under its jurisdiction as a community safety zone if, in the council's opinion, public safety is of special concern on that part of the highway;

WHEREAS Regional Council passed By-law 2023-56 on August 17, 2023, designating specific community safety zones; and

WHEREAS Regional Council deems it advisable to designate additional community safety zones and to have one by-law designating Community Safety Zones in The Regional Municipality of Niagara.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule "A" of By-law 2025-23 is hereby approved designating parts of highways within The Regional Municipality of Niagara as Community Safety Zones.
2. That By-law 2025-12 and the associated schedule be hereby repealed.
3. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule A
Community Safety Zone Designations

HIGHWAY	FROM	TO	Length (kilometer)
Regional Road 3 (Garrison Road)	Rose Hill Road	Spears Road	2.30
Regional Road 5 (Killaly Street West)	West Side Road	King Street	1.10
Regional Road 14 (Station Street)	Regional Road 20 (West Street)	Spring Creek Road	1.00
Regional Road 14 (Townline Road)	Harvest Gate	Regional Road 14 (Canborough Street)	0.75
Regional Road 18 (Mountain Street)	Edleheim Road	Beam Street	1.70
Regional Road 20 (Lundy's Lane)	Kalar Road	Regional Road 98 (Montrose Road)	1.05
Regional Road 20 (Lundy's Lane)	Brookfield Avenue	Main Street	1.70
Regional Road 20 (Highway 20 East)	Rice Road	Lookout Street	1.90
Regional Road 24 (Victoria Avenue)	Frederick Avenue	Regional Road 81 (King Street)	1.20
Regional Road 48 (Niagara Street)	Regional Road 83 (Carlton Street)	Scott Street	1.15
Regional Road 49 (McLeod Road)	Oakwood Drive	Drummond Road	1.65
Regional Road 54 (Prince Charles Drive North/Rice Road)	Lacy Avenue	First Avenue	1.65
Regional Road 54 (Rice Road)	Quaker Road	Regional Road 41 (Woodlawn Road)	1.00
Regional Road 55 (Niagara Stone Road)	Concession 6 Road	Regional Road 100 (Four Mile Creek Road)	1.50
Regional Road 56 (Collier Road South)	Highway 58 Ramp	St. David's Road	1.65
Regional Road 57 (Thorold Stone Road)	Rolling Acres Drive	Regional Road 102 (Stanley Avenue)	2.30

Schedule A
Community Safety Zone Designations

HIGHWAY	FROM	TO	LENGTH (Kilometer)
Regional Road 69 (Pelham Road)	Regional Road 89 (Glendale Avenue)	First Street Louth	2.50
Regional Road 72 (Louth Street)	Regional Road 69 (Pelham Road)	Rykert Street	1.00
Regional Road 81 (Main Street East)	Regional Road 14 (Bartlett Avenue)	Cemetery Road	2.10
Regional Road 81 (Main Street East)	Lawrence Avenue	Durham Road	1.15
Regional Road 81 (York Road)	Queenston Road	Concession 3 Road	1.1
Regional Road 87 (Main Street)	Regional Road 38 (Martindale Road)	Johnson Street	1.1
Regional Road 87 (Lakeshore Road)	Bradmon Drive	Read Road	2.20
Regional Road 89 (Glendale Avenue)	Regional Road 69 (Pelham Road)	Caroline Street	1.80
Regional Road 98 (Montrose Road)	Regional Road 20 (Lundy's Lane)	Watson Street	0.78
Regional Road 124 (Central Avenue)	Regional Road 19 (Gilmore Road)	Bertie Street	0.80
Regional Road 512 (Livingston Avenue)	Roberts Road	Patton Street	1.80

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW 2020-79 BEING A BY-LAW TO PROHIBIT AND REGULATE DESTRUCTION OR INJURING OF TREES IN THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS Section 135(2) of the Municipal Act, 2001, S.O. 2001, c. 25, (the “Act”), as amended, provides that Regional Council may by bylaw prohibit or regulate the destruction or injuring of trees in woodlands designated in the by-law;

WHEREAS Section 135(7) of the Municipal Act provides that the by-law may require that a permit be obtained to injure or destroy trees in woodlands as designated in the by-law and impose conditions on a permit, including conditions relating to the manner in which destruction occurs and the qualification of persons authorized to injure or destroy trees;

WHEREAS Regional Council deems it desirable to enact a by-law for the purposes of:

- conserving and improving the Woodlands in the Regional Municipality of Niagara through Good Forestry Practices;
- promoting Good Forestry Practices that sustain healthy Woodlands and related natural habitats and environments;
- Ensuring the long- term health and productivity of Woodlands;
- regulating and controlling the removal, maintenance and protection of trees in Woodlands;
- protecting, promoting and enhancing the values of Woodlands;
- contributing to human health, recreation, enjoyment and quality of life through the maintenance of Woodland cover;
- enhancing biodiversity and forest resilience to help our communities adapt to climate change;

WHEREAS on October 22, 2020 By-law No. 2020-79 was passed by Regional Council and this By-law has been in place to prohibit or regulate the destruction or injuring of trees in Woodlands in the Region; and

WHEREAS Regional Council deems it desirable to amend By-law 2020-79 being a By-law to Prohibit or Regulate the Destruction or Injuring of Trees in The Regional Municipality of Niagara.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Section 1.1 of By-Law No. 2020-79 be deleted and be replaced with the following:
 - 1.1 "Agricultural Use" means the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated onfarm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment.
2. That Section 1.14 of By-Law No. 2020-79 be deleted.
3. That Section 1.26a of By-Law No. 2020-79 be deleted and be replaced with the following:
 - 1.26a Within a Provincially Significant Wetland, Provincial Life Sciences Area of Natural Scientific Interest, or Significant Woodland, as those terms are defined in the Regional Official Plan, or, in the case where there is no Regional Official Plan, as defined in the Official Plan of the relevant Area Municipality; or
4. That Section 4.15 of By-Law No 2020-79 be deleted and be replaced with the following:

The Harvesting, Injuring or Destruction of Trees by a Farmer that involves the clearing of all or part of a Woodland for Agricultural Use on land that is owned by the Farmer doing the clearing, provided that:

 - 4.15.a The land upon which the clearing is to occur is part of a farm operation or farm corporation that has existed for at least three (3) years prior to such clearing;
 - 4.15.b the land that is cleared is put into Agricultural Use within three (3) years of the date on which such clearing commences;

- 4.15.c prior to the clearing, the Farmer advises the Officer of the proposed clearing. For the purposes of this section the marking of Trees, a Forest Management Plan or a Silvicultural Prescription, a fee and a Permit are not required;
- 4.15.d the land being cleared for Agricultural Use is:
- (i) outside the Urban Area; and
 - (ii) is designated and zoned for Agricultural Use, with no Environmental Overlays,
- in the Official Plan and Zoning By-law of the Area Municipality, and, where applicable, in the Niagara Escarpment Plan; and
- 4.15.e the Injuring or Destruction of Trees does not involve a Sensitive Natural Area.
5. That the following wording be added to Section 4 of By-Law No. 2020-79 following Section 4.15 as a new section.
- 4.16 The Injuring or Destruction of Trees as a result of a 'Normal Farm Practice' carried on as part of an 'Agricultural Operation' as such terms are defined in the *Farming and Food Production Protection Act*, 1998, S.O. 1998, c.1, as amended, or any successor legislation;
6. That Section 5.4 of By-Law No. 2020-79 be deleted and be replaced with the following:
- 5.4 Notwithstanding Sections 5.2 and 5.3, a Good Forestry Practices Permit may be issued where an exclusion provision under the *Professional Foresters Act* 2000, c.18, as amended, applies and a qualified member of the Ontario Professional Foresters Association provides an opinion that the Harvesting of Trees is consistent with Good Forestry Practices.
7. That Section 9.4 of By-Law No. 2020-79 be deleted.

8. That Section 9.5 of By-Law No. 2020-79 be deleted.
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 ADOPT, RATIFY AND CONFIRM THE
ACTIONS OF REGIONAL COUNCIL AT ITS MEETING
HELD MAY 22, 2025

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, May 22, 2025, 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: < >