

# **Consolidated Housing Master Plan (CHMP): Implementation Plan**

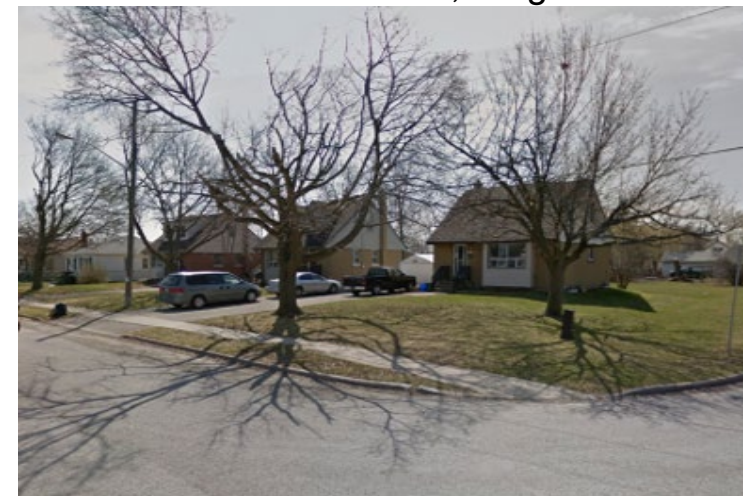
**Niagara Region's Committee of the Whole**

Thursday, May 1<sup>st</sup>, 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

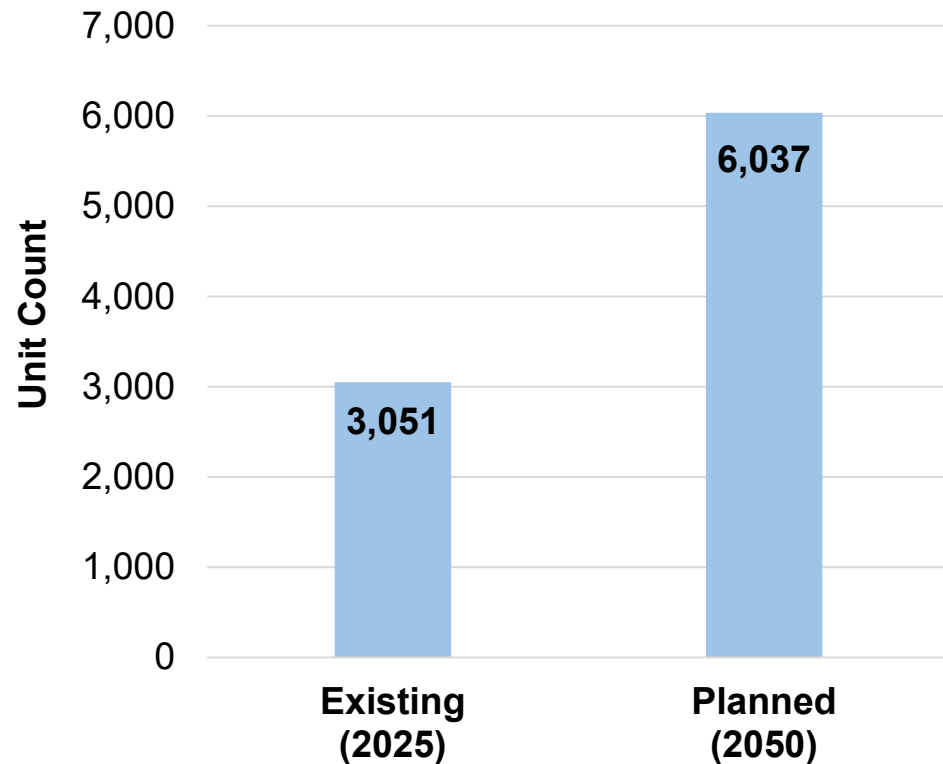
**Net new units:** newly constructed units that do not replace an existing unit

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

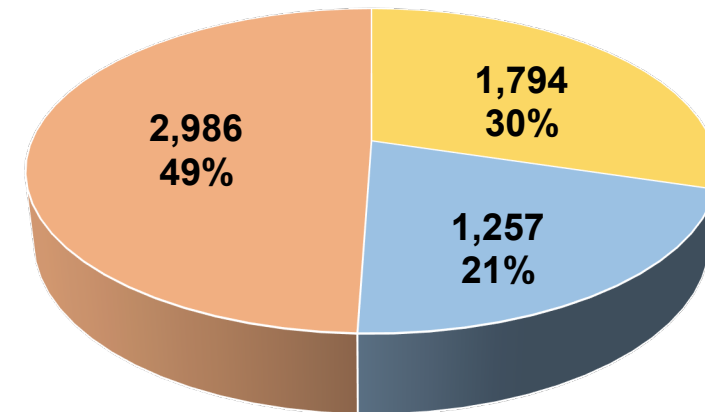
**Existing untouched units:** existing units that are not identified for demolition or redevelopment

**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



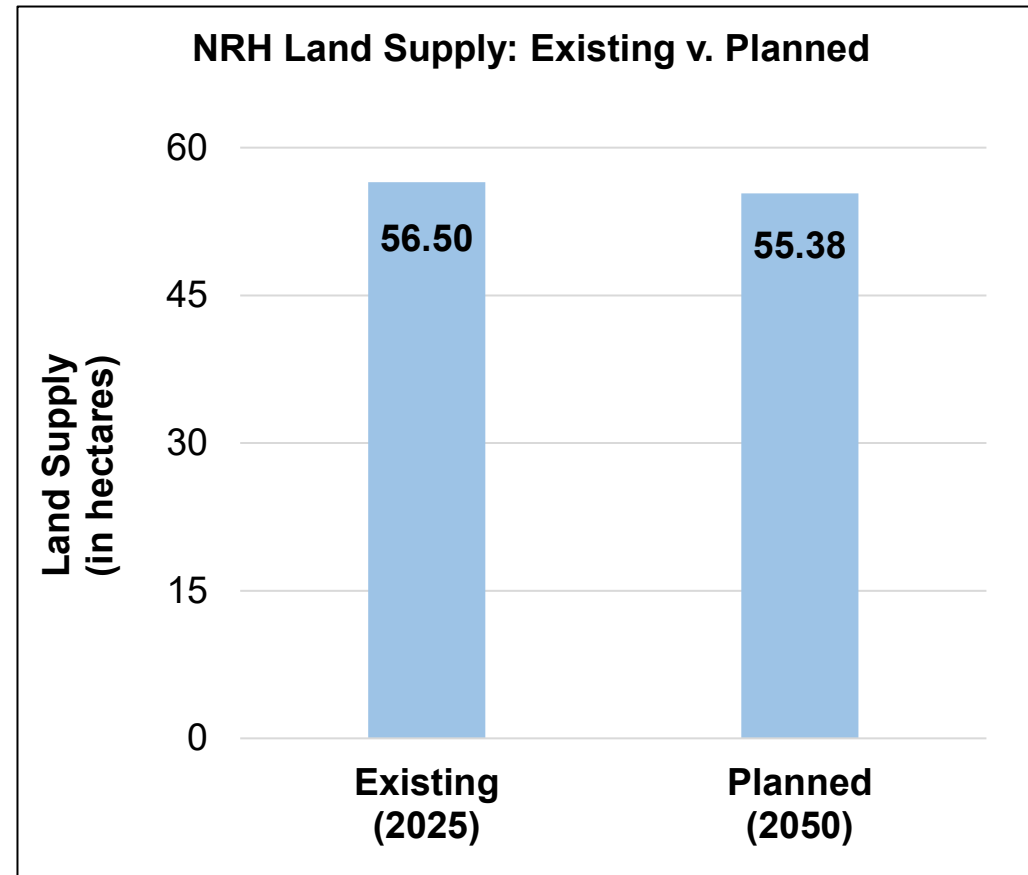
Composition of Total NRH Unit Supply by Envisioned Redevelopment (2050)



- Existing untouched units (not redeveloped)
- Existing units planned for redevelopment (replaced units)
- Planned net new units

# 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 Density<sup>1</sup>

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



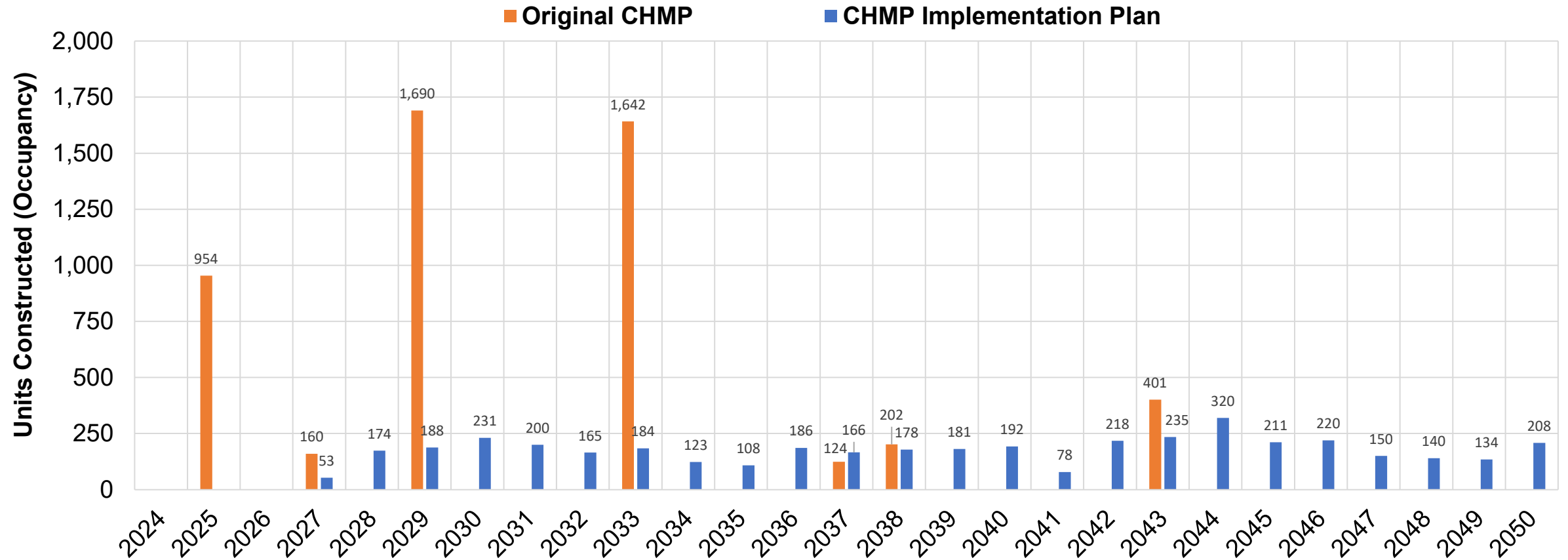
# NRH Forecasted Redevelopment Comparison: CHMP, 2022 v. Implementation Plan

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)
<b>Implementation Plan</b>	54 projects	1 project	55 projects	4,165 units	78 units	4,243 units
<b>CHMP, 2022</b>	10 projects	18 projects	28 projects	1,086 units	4,087 units	5,173 units
<b>Difference</b> (updated minus original)	<b>(+) 44 projects</b>	<b>(-) 17 projects</b>	<b>(+) 27 projects</b>	<b>(+) 3,079 units</b>	<b>(-) 4,009 units</b>	<b>(-) 930 units</b>



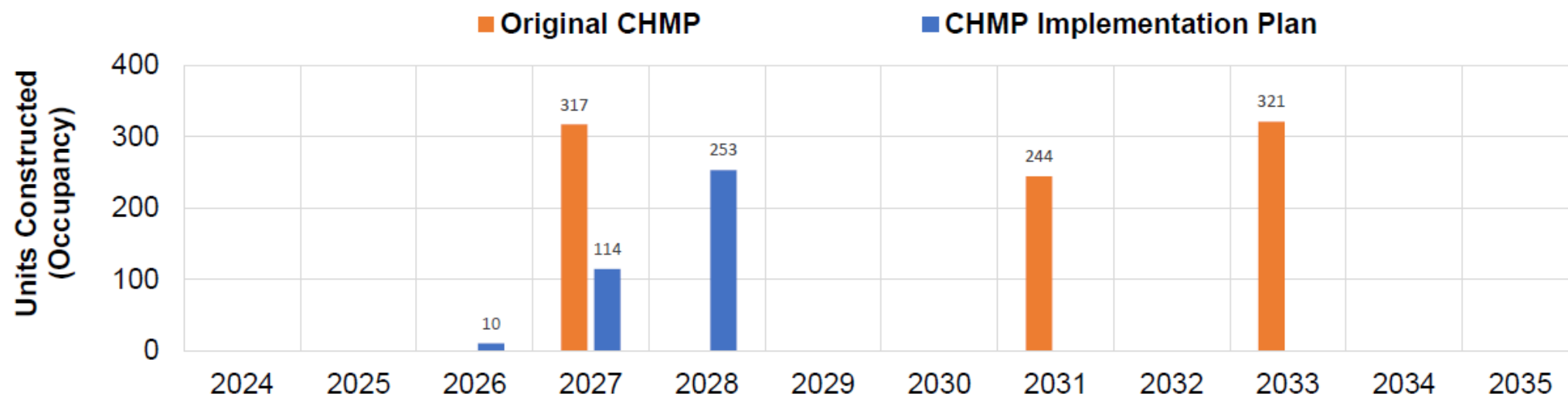
# Forecasted NRH Redeveloped Unit Comparison: CHMP, 2022 v. Implementation Plan



# 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

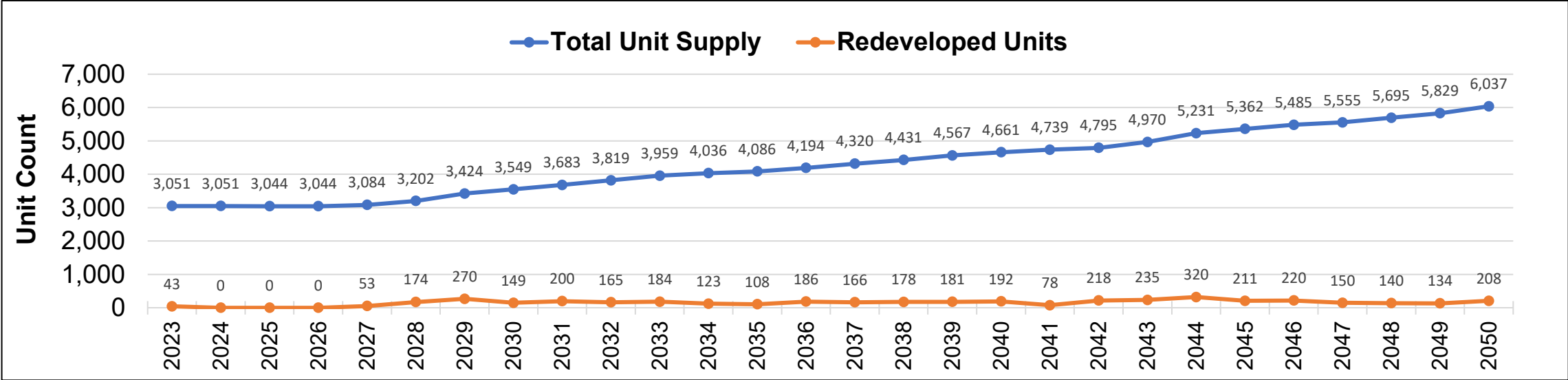
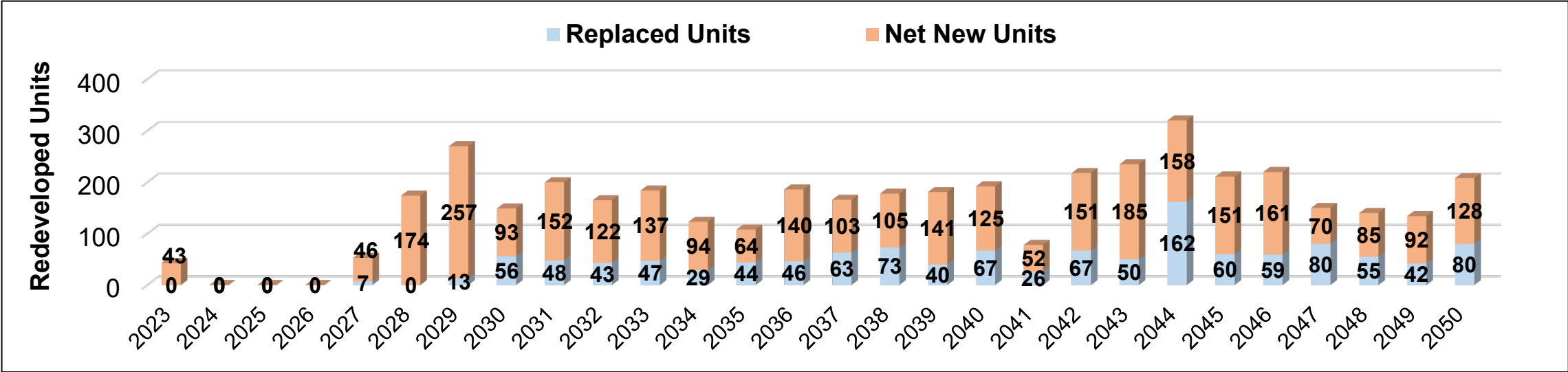
- Reviewing CHMP, 2022 recommendations
- Eligibility for public use exemption
- Verifying property ownership
- Considering possibility for partnerships
- Accommodating tenant displacement
- Forecasting estimates that are manageable for annual capital investment
- Phasing development to limit disruption
- 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)

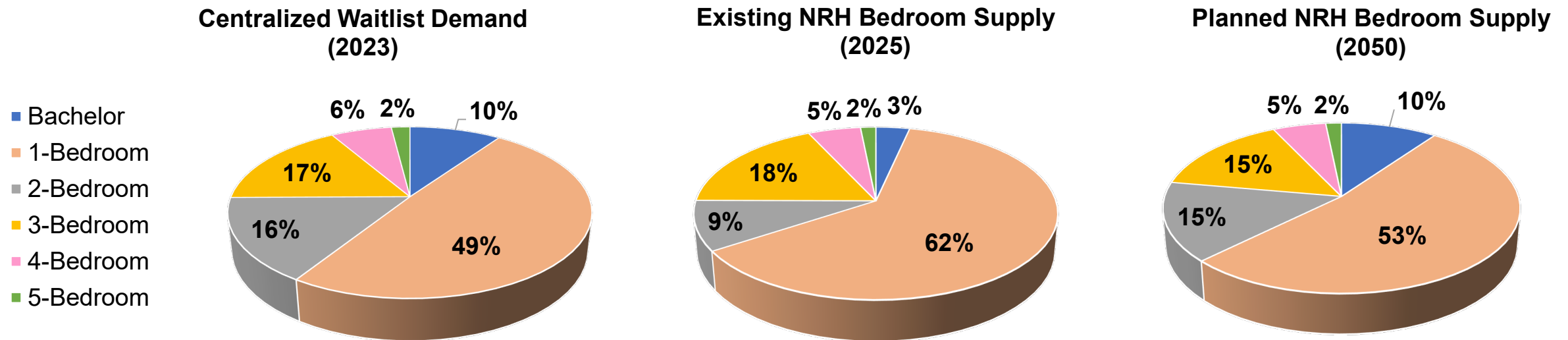
Project Number	Municipality	2024				2025				2026				2027				2028				2029				2030				2031				2032											
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
GROUP A: NRH																																													
1	St. Catharines	RSC				SP												104																											
2a	St. Catharines									OPA & ZA (NRH)								SP								49																			
2b	St. Catharines									OPA & ZA (NRH)								SP								49																			
2c	St. Catharines									OPA & ZA (NRH)								SP								32																			
3a	St. Catharines									OPA & ZA (NRH)																SP								32											
3b	St. Catharines									OPA & ZA (NRH)																SP								32											
4a	St. Catharines									OPA & ZA (NRH)																								SP											
4b	St. Catharines									OPA & ZA (NRH)																								SP											
5	St. Catharines																																					OPA & ZA (NRH)							
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7	Niagara Falls																																												
8	Niagara Falls																																												
9	Niagara Falls																																												
10a	Niagara Falls																																												
10b	Niagara Falls																																												
GROUP B: NRH																																													
1	St. Catharines					OPA, ZA & SD (NR)				SP								70																											
2	St. Catharines													OPA & ZA(NRH)				SP								19																			
3a	St. Catharines													OPA & ZA(NRH)												SP								26											

# 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

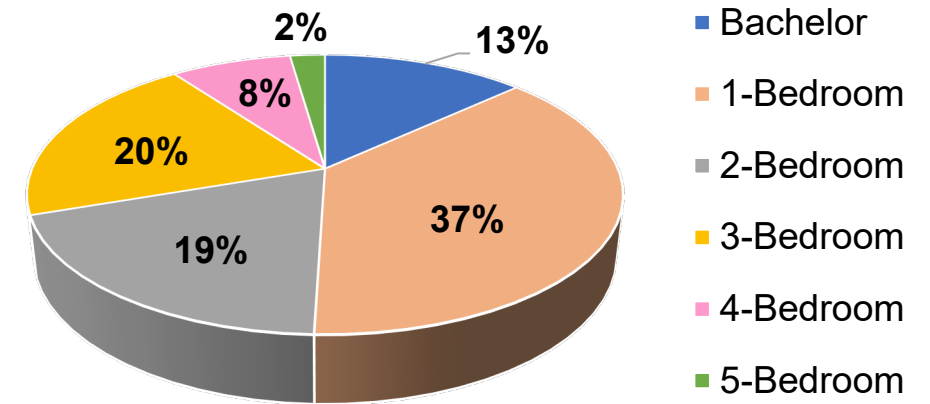




# NRH Bedroom Supply: 2025 to 2050

	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

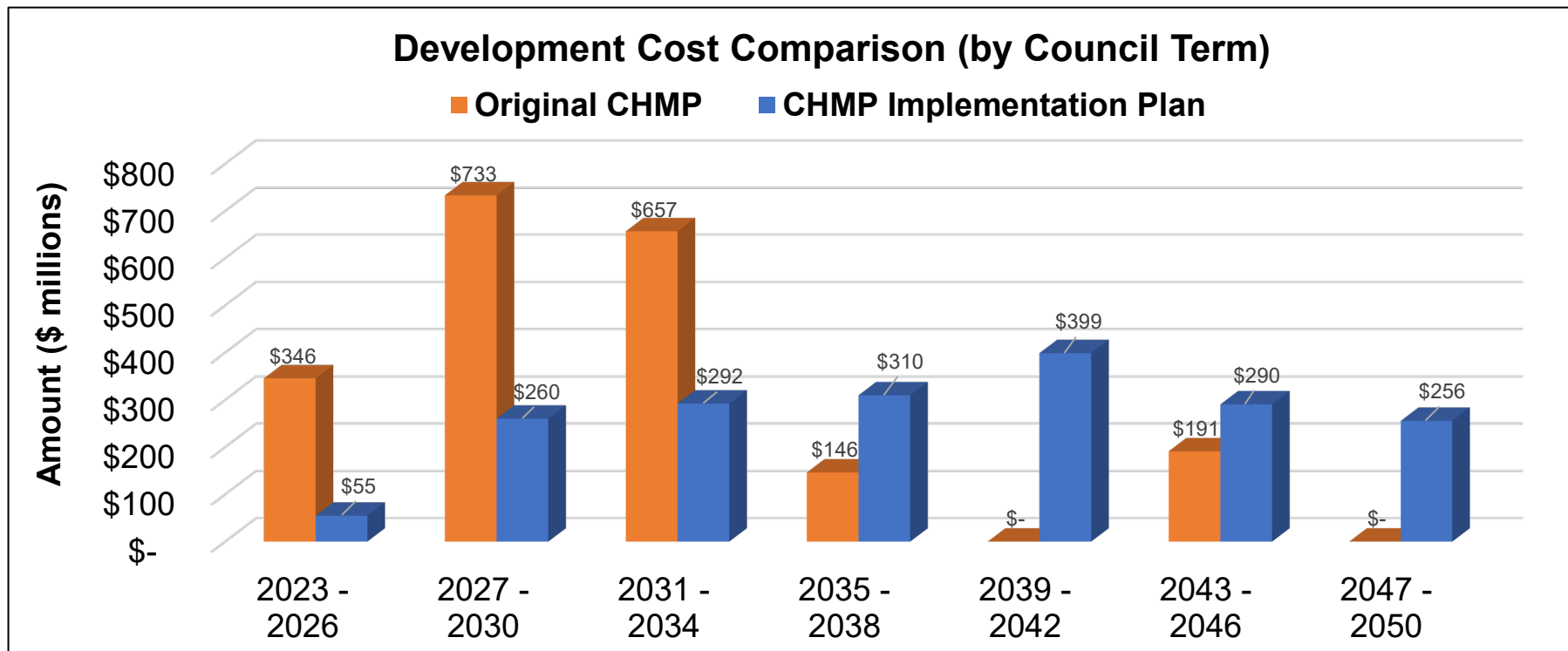
- Build a “living” financial model
- Balance housing stock growth with resource allocation
- Focuses on accurate cost analysis, long-term financial impacts, and fiscal responsibility
- Identify potential funding strategies

## 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

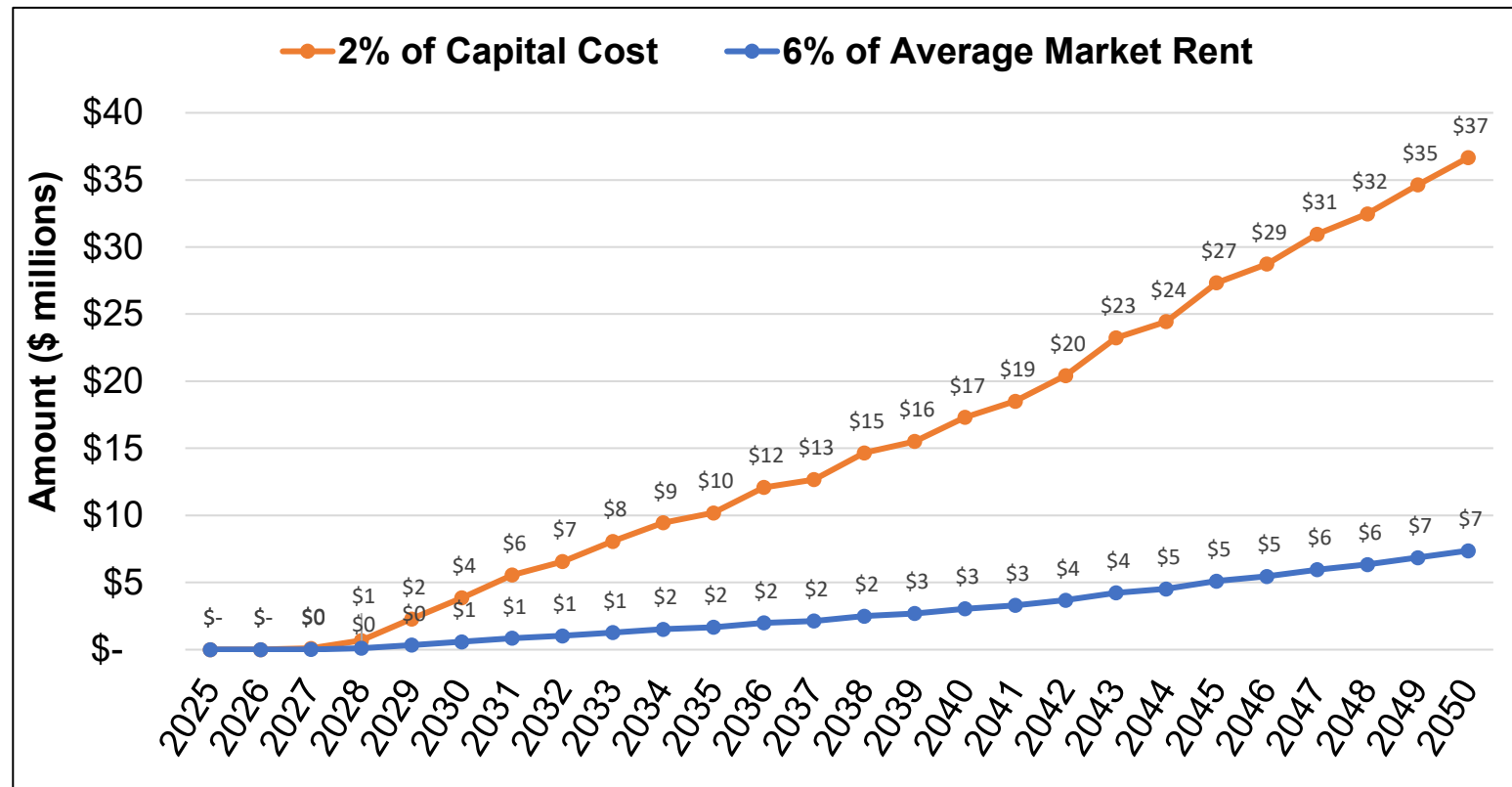


Original CHMP  
**\$2.1 billion**

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 million<sup>1</sup>  
(1%)



**General Levy**



Incremental  
amount to be  
determined



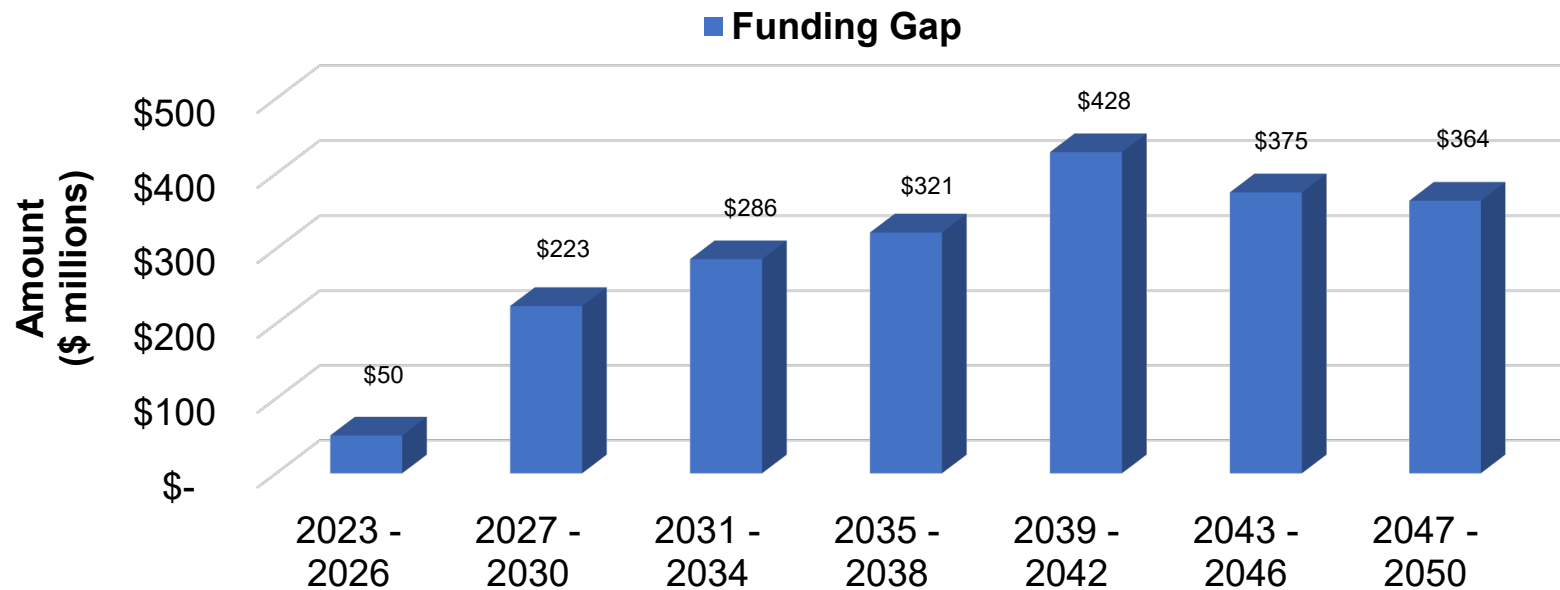
**Government Grants**



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

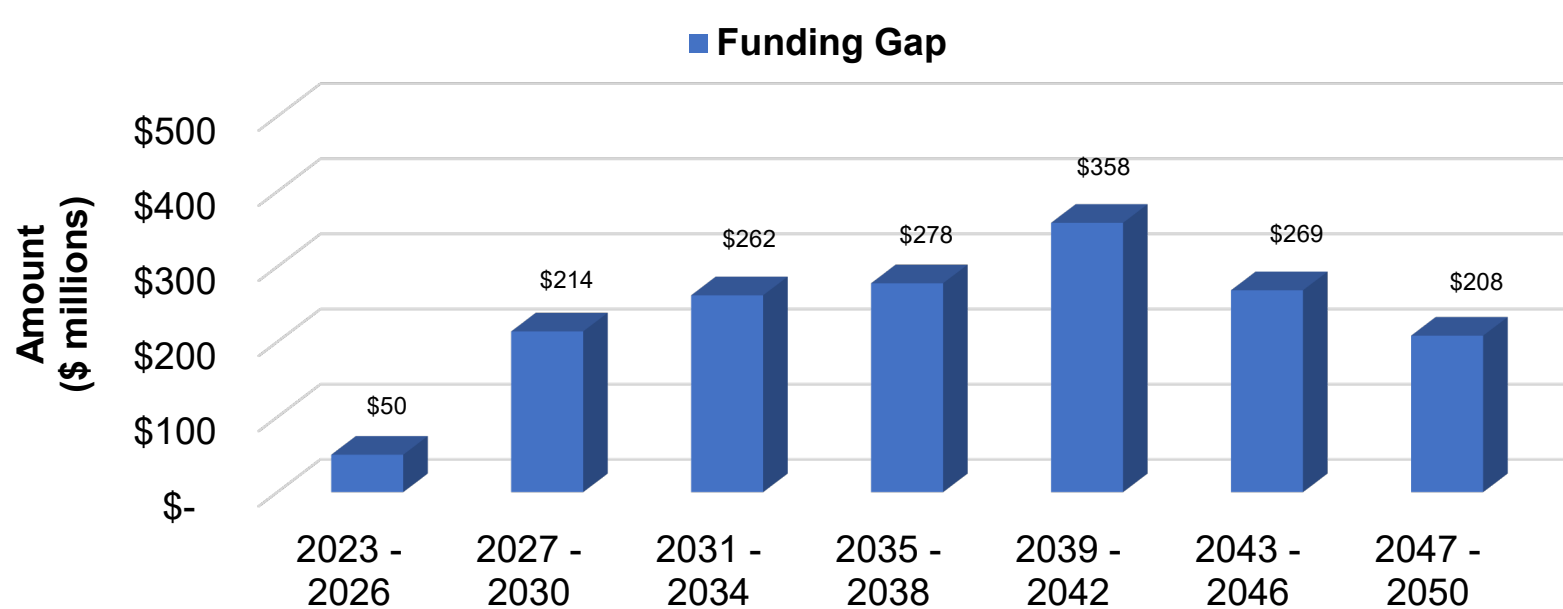


Council  
Investment  
**\$137.5 million**

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



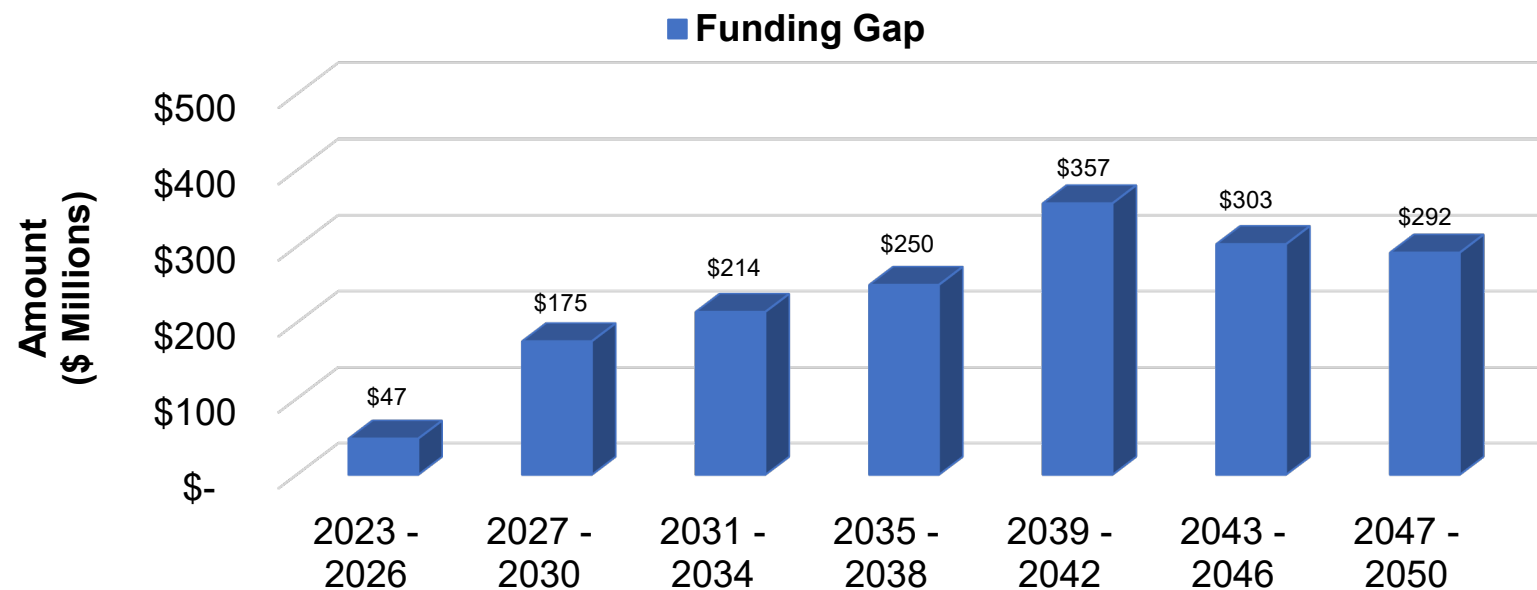
Council  
Investment  
**\$546 million**

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



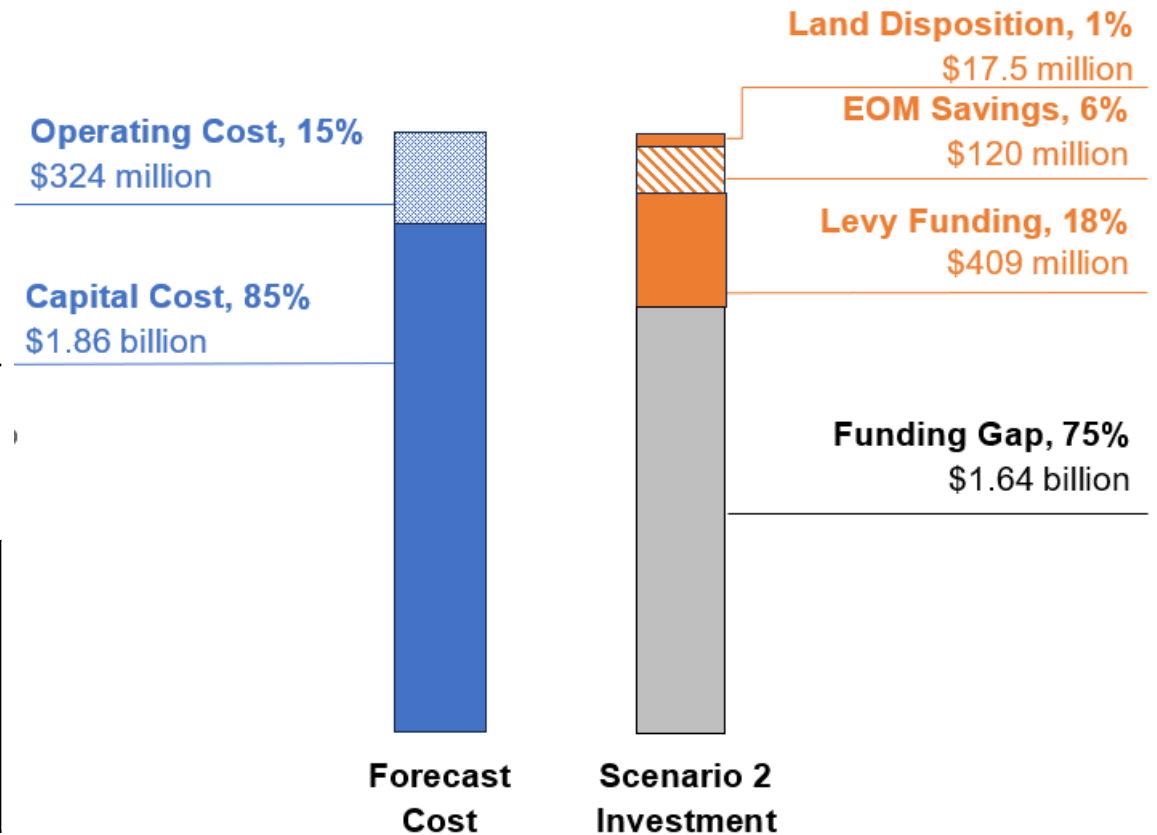
Council  
Investment  
**\$546 million**

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?

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**NRH Redevelopment Project:**  
527 Carlton Street, St. Catharines



**Before**



**After**