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**Subject:** Supportive Housing Strategy Implementation Plan

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, April 14, 2026

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## Recommendations

1. That the recommended financial modeling scenario outlined in Appendix 1 to this report **BE ENDORSED** subject to the Niagara Region's annual budget approval process.

## Key Facts

- This report provides Committee and Council with Niagara's Supportive Housing Strategy Implementation Plan (the "Implementation Plan"). The Implementation Plan builds on the recommendations outlined in COM 31-2025, Niagara's Supportive Housing Strategy
- Most net-new supportive housing will be developed and operated by non-profit housing providers and health partners. Niagara Region's role will focus on system coordination, partnership development, site identification, and ensuring alignment with demonstrated need
- A financial modeling framework outlines the cost analysis, long-term financial projections and fiscal responsibility of the Implementation Plan, including designating funds for supportive housing operating costs
- The Region will pursue any provincial and federal funding opportunities for capital to develop net-new supportive housing
- Council has already approved an \$840,000 incremental levy allocation for budget year 2026

## Financial Considerations

Council has approved and included an incremental contribution of \$840,000 from the 2026 general levy to help fund the Implementation Plan and to demonstrate that Niagara Region is an invested partner in supportive housing alongside the provincial and federal governments. The forecasted incremental contributions relating to the recommended funding scenario are displayed in Appendix 2.

Assuming the general levy grows at an average of 5% per year, the incremental contributions represent a 0.196% increase annually. These modest annual increases compound over the 10-year project scope, aligning with expected unit delivery without significantly impacting any individual budget cycle.

All future incremental levy requirements relating to the Implementation Plan will be subject to approval through the annual budgeting process.

## **Analysis**

Niagara's Supportive Housing Strategy Implementation Plan builds on Niagara's Supportive Housing Strategy (COM 31-2025), which was prepared at Council's direction. The purpose of the Implementation Plan is to guide the development and expansion of supportive housing units with the express purpose of increasing suitable and sustainable exits from homelessness. The Implementation Plan is modeled after Niagara Regional Housing's Consolidated Housing Master Plan, which guides the delivery of community housing units, but differs in that the bulk of the development of net new units will be undertaken by non-profit housing and health service providers.

The outlined funding scenario below models a regional contribution to operating costs through an incremental levy contribution, where appropriate; however, the primary role of the Region will be system coordination, partnership development, site identification, and ensuring alignment with demonstrated need.

Niagara Region will actively pursue provincial and federal funding opportunities for capital to develop net-new supportive housing through clear planning, targeted advocacy, and coordination with non-profit housing and health service providers as well as local area municipalities.

## **Financial Modelling**

A financial modeling framework outlines the cost analysis, long-term financial projections and fiscal responsibility of the Implementation Plan. This framework allows for sequencing of projects, both those being developed independently by non-profit housing providers and those directly developed by Niagara Region. It also lets us understand when and how many units are expected to come online to forecast the need for operating dollars.

A viable funding scenario is for Niagara Region to phase in general-levy support so that, over a 10-year horizon, the levy funds 25% of net ongoing supportive housing operating

costs, recognizing that operating dollars are significantly harder to secure on a sustained basis while provincial and federal programs are more consistently available for capital investments. Establishing a predictable operating funding commitment also strengthens the Region's ability to unlock community partner-led unit development, since many proponents must demonstrate confirmed operating funding before they will proceed to build new units. Throughout the plan, the Region would continue to advocate to the Province and Federal government for both capital and operational funding, and if external operating dollars are secured, incremental levy contributions can be repurposed to support new unit construction. By making small, annual incremental levy contributions across the 10-year project scope, the Region minimizes the impact on any single budget cycle while deliberately building the base budget required to sustain 25% of net total supportive housing operations by the end of the period.

### **Progress to date**

Progress toward meeting the target of new supportive housing units is already underway with a Niagara Region led 49-unit supportive housing project due for occupancy in December 2026. Additionally, through the expression of interest (EOI) process, Niagara Region is coordinating with two non-profit housing providers on two additional supportive housing projects, both due to break ground in 2026 and projected to add an additional 86 units.

Due to the dynamic and adaptable nature of this implementation plan, Community Services will provide an annual update to the Public Health and Social Services committee regarding the ongoing progress.

This report will be forwarded to the Local Area Municipalities for information.

### **Alternatives Reviewed**

This report is initiated by staff to provide an update on the Implementation Plan to implement Niagara's Supportive Housing Strategy. Research consistently underscores that the implementation of supportive housing yields advantageous outcomes for individuals, systems, and communities alike.

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

This Implementation Plan relates to the Council Strategic Priority: Equitable Region, as it will guide the introduction of units affordable to those experiencing homelessness, while providing the appropriate level of supports.

## Other Pertinent Reports

- [COM 31-2025 Niagara's Supportive Housing Strategy](#)  
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5169cad9-1887-4ea5-b28f-7b1b4d7ffdb7&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)
- [COM-C 15-2025 – Councillor Bateman Motion – Prioritize Investment in Supportive Housing](#)  
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=ec5c7516-29fd-4be0-ac6b-0936cc1108d6&Agenda=Merged&lang=English&Item=30&Tab=attachments>)
- [COM 14-2025 – Consolidated Housing Master Plan: Implementation Plan](#)  
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=413c59d0-b036-4789-b3c2-6135474ecb6a&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)
- [BRC-C 30-2025 – Councillor Siscoe Motion – Enhanced Capital Financial for Supportive Housing](#)  
<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e699c477-4349-4eda-8f3a-3408947101fc&Agenda=Merged&lang=English&Item=18&Tab=attachments>
- [COM 1-2026 – Geneva Street Supportive Housing Operations](#)  
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=dce1b34e-6169-440d-9d53-a3a4da47d36a&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

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**Appendices**

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| Appendix 1 | Niagara's Supportive Housing Implementation Plan                |
| Appendix 2 | Incremental Levy Contributions Associated with Funding Scenario |