



COUNCIL INFORMATION PACKAGE

Friday, December 19, 2025

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MEMORANDUM

TO: Council

FROM: Melanie Steele, MBA CPA CA, City Treasurer

DATE: December 19, 2025

SUBJECT: Tax Receivable and Collection Update

This memo provides a response to questions from Councillors related to the present status of the City of Welland's property tax account receivables. While the City's tax receivables have increased during the year, revenue services staff have been focused on collection activities.

Present Status of the City's Collection Process

The Covid pandemic (of 2020-2022) negatively impacted most residents, and to meet the challenges faced at the time, the tax registration/tax sale actions were paused by many municipalities. In the City of Welland's case, this pause lasted up to late 2024 (mostly due to staff turnover). This pause in the collection process compounds the tax arrears issue as property owners who have fallen behind do not feel urgency in meeting their obligations.

However, this process has been re-initiated this year with a full revenue team complement in place. Staff have taken several actions to enhance collections, including sending collection letters to residents who will be subject to registration in 2026. Staff working with its outside agency (Real Tax) commenced the required legislative actions for properties that are subject to registration. These actions have resulted in enhanced

engagement with property owners, and in many cases, payments in full or payment arrangements have been initiated. These are positive outcomes that provide confidence that most of these accounts will avoid registration/tax sales.

Tax Receivables as of November 1, 2025

The chart below provides the Tax Receivable balances by related tax year.

Related Tax Year	Outstanding Balance November 1, 2025 (in millions)
2025	\$13.3 *
2024	\$4.7
2023	\$2.4
2022 & prior	\$2.7
Total	\$23.1

*There is currently \$2.8 million in tax payments that occurred in November for residents that are on scheduled monthly payment plans. These payments reduce the total taxes receivable to \$20.3 million. Additionally, tax payments continue to be received prior to our year-end.

Historical Tax Receivable Balance by Year

The chart below provides the tax receivable balances as of year-end (December 31) for the past 5 years. While the receivable balance on November 1, 2025, referenced above shows an increase, we do expect additional payments to be received by December 31st, 2025. The final tax receivable balance will be reported with our financial statements provided to Council in Q2 2026.

Year	Outstanding Balance as of December 31 (in millions)
2025	TBD
2024	\$13.7
2023	\$10.0
2022	\$8.0
2021	\$8.2
2020	\$16.0

Overview of Tax Billing

Property tax revenues are the largest source of revenue for the City in any budget year. In addition, the City has the additional responsibility to bill residents and collect property taxes on behalf of the Niagara Region and the local school boards. There are 2 tax billings performed each year. The interim tax bills are completed in February of each year. These bills are calculated at 50% of the levy in the previous year. Then, in June, the final billing is completed based on the final levy budgets of the City, Region, and school boards. The tax billings for 2025 have been completed. This billing process is outlined in the Municipal Act and associated legislation.

In addition, during the second half of the year, after the final bills are completed (July to November) additional tax bills are generated. These bills are known as supplemental tax bills and represent the taxation generated by assessment increases from construction and other property improvements that have been assessed by the Municipal Property Assessment Corporation (MPAC). All the supplementary tax billings for 2025 have been completed. This billing process is outlined in the Municipal Act and associated legislation.

Lastly, from time to time, other municipal charges are applied (transferred) to a property tax account. This collection step only happens when property owners fail to meet the required due dates on those invoices. Examples of items transferred to taxes are unpaid bylaw infractions, unpaid fire charges, and unpaid water charges. The authority to transfer unpaid balances to tax accounts is outlined in the Municipal Act and associated legislation.

Overview of Tax Collection

Collection of property taxes billed is essential to the City providing the services that are performed and expected by residents. Similarly, the Niagara Region and local school boards depend on the Local Area Municipalities (LAMS) like Welland, to provide the taxation revenue they require. In fact, the other government entities have specific due dates the City must meet, regardless of the success of collections. Therefore, the Municipal Act provides municipalities that bill and collect taxation some special authorities to assist in collection of taxes billed.

There are 2 main actions that billing municipalities have. Firstly, the charge of penalty on outstanding amounts, which is a significant driver that encourages residents not to fall behind on paying their obligations. Secondly, the Municipal Act provides municipalities with the authority to take additional collection activity on properties that persistently have unpaid taxation. This process, known as tax registration, affords several required actions by a municipality or an agency acting on behalf of the municipality to collect the outstanding charges. Ultimately, non-payment by property owners could lead to the property being registered for tax sale and then sold for the value of the accumulated outstanding charges. It should be noted that this process

takes approximately 18 months to complete and there is constant communication with property owners to allow them to meet their obligations in advance of the tax sale.

To assist residents with tax arrears, the City works with property owners to establish payment plans. Starting in 2026, the City will look to expand this offering with pre-authorized payment plans that property owners can set up to have amounts automatically debited from their bank account each month.

Summary

In general, tax receivables have increased during the year from the balances at the end of 2024. Given all the above background some key facts include:

- Total uncollected taxes for 2025 tax year as a percentage of taxes billed is 7.3%
- Supplemental tax bills (approximately \$1.1 million) and non-tax transfers (approximately \$1.6 million) are in arrears
- 2.9% of all residential accounts are in arrears
- 21 properties account for \$4.8 million of total arrears.
- At present time 11 accounts are registered for tax sale in 2026
- At present time 74 accounts have collection proceedings commenced

It should be noted that in most cases, the property owner pays the property tax arrears in full and avoids a tax sale. The City has re-initiated a fulsome tax collection process, and this is starting to show a positive trend. We will report to Council regularly on the City's tax arrears in 2026.

MEMORANDUM

TO: Welland City Council

FROM: Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer

Jen Croswell, BSc, C.E.T.
Water Compliance Supervisor

DATE: December 19, 2025

SUBJECT: 2025 Annual Water Quality Management System Update

Purpose:

This memorandum and Water Quality Management System Operational Plan (Water QMS Operational Plan, Appendix I) have been prepared to satisfy requirements of the Safe Drinking Water Act, 2002, and the Drinking Water Quality Management Standard.

Key Points:

- The Water QMS annual update is submitted to Council to report on the performance of the Water QMS and key milestones achieved in 2023-2025, as required by the Drinking Water Quality Management Standard and internal procedures.
- The Water Quality Management System continues to meet requirements of the Safe Drinking Water Act, 2002, and the Drinking Water Quality Management Standard.
- The Water QMS was last endorsed by Council on December 12, 2023, under ENG-2023-34, and remains in effect.

Background:

The *Safe Drinking Water Act, 2002* requires all Ontario municipalities to implement and maintain an accredited Water Quality Management System (Water QMS) that complies with the Drinking Water Quality Management Standard. Municipalities must report Water QMS outcomes—such as audit results, risk assessments, and management reviews—to Council, typically on an annual basis.

Council, as the Owner of the drinking water system, provides oversight and endorsement of the Water QMS, while designated senior staff are responsible for day-to-day operations and advising Council as needed. Council endorsement is required to maintain accreditation and must be renewed each term of Council or following significant changes; the Water QMS was last endorsed on December 12, 2023.

Under the Act's *Standard of Care* provisions, Council must act diligently, competently, honestly, and in good faith to protect public health and safety. The Water QMS and its annual updates support Council in fulfilling these responsibilities by ensuring drinking water services meet legislated requirements and internal policies.

Discussion:

Water Quality Management System Update

The 2025 Water QMS update describes activities conducted from January 2023 through November 2025 and recommends endorsement of the Water QMS (Appendix I).

Internal and External Audit

Audits serve critical functions for the Water QMS, they confirm the effectiveness of the Water QMS by assessing conformance with the DWQMS and strengthen system performance through identification of continual improvement opportunities.

External Audit Findings

To achieve and maintain accreditation to the Standard, the City uses the services of Intertek SAI Global for external audit and Water QMS accreditation services.

Accreditation of the Water QMS is a condition of the City's municipal drinking water licence; without continued accreditation, this licence would be revoked.

The last external audit was conducted in October 2025. The external accreditation body, Intertek SAI Global, confirmed the Water QMS meets DWQMS requirements and supports continued accreditation. No non-conformances were identified and two opportunities for improvement were suggested for consideration by staff.

Internal Audit Findings

Internal audits are completed by qualified consultants and/or City staff to confirm conformance of the Water QMS with the DWQMS and associated internal policies and procedures. Internal audits are typically more rigorous and thorough than external accreditation audits; the number of audit findings demonstrates this.

The 2025 internal audit was conducted by a qualified external consultant in September 2025. Findings indicate that the Water QMS meets DWQMS requirements and supports continued accreditation. Again, no non-conformances were identified and nine opportunities for improvement were suggested for consideration by staff.

Continual Improvement Findings

A summary of continual improvement finding types identified through Water QMS processes between 2021-2025 external audits is included below. These findings include findings generated from internal and external audits, risk assessment, management review, and other operational processes.

The implementation of continual improvement findings was prioritized based on available resources and include 2023-2025 audit findings noted above. Thirty-six findings remain open with six not started, 15 in progress, and one waiting for verification of effectiveness.

Risk Assessment

Risk assessment outcomes identify improvement opportunities and action plans for the continued mitigation of drinking water system risks. The DWQMS requires risk assessment to be conducted every three years and reviewed on an annual basis. Full risk assessments were completed in 2023 and 2024, and all risks were reviewed in 2025.

Critical control points and limits are identified and revised through the risk assessment process. These are points in the water distribution system where steps can be taken to prevent a water system emergency. One critical control point remains in effect, ensuring additional actions are taken when free chlorine is below 0.20 mg/L.

Since 2023, seven new potential risks for consideration in review of the distribution system have been added to the list as part of the risk assessment process. Existing control measures and/or risk action plans adequately address these risks and minimize their potential effect on service delivery.

Management Review

Members of Water QMS Top Management and the QMS Representative meet once per year to formally review components of the Water QMS including regulatory compliance, water quality, risk assessment, audit results, emergency response, operational performance, and action items to ensure effective quality management as required by the DWQMS.

Top Management meetings occurred in April 2023, December 2024, and March 2025 to review and evaluate the Water QMS for compliance, performance, and improvement opportunities. During these meetings, Top Management evaluates the continuing suitability, adequacy, and effectiveness of the Water QMS and identifies corrective actions and continual improvement opportunities to enhance the Water QMS and associated operations.

Top Management reviewed three open action items from previous reviews in 2023 and four in 2024. In 2023, two action items were closed, and two additional actions were identified. There were no new actions identified during the 2024 or 2025 management review.

Public Access

The Water QMS policy and third-party accreditation information are available to the public and service users on the City's external website. The most current approved version of the Operational Plan is available upon request via Public Works staff.

Water Quality Management System Operational Plan Revisions

While the previous endorsement of the Operational Plan is still valid, the Operating Authority has undertaken revisions to the quality management system documentation to incorporate administrative and continual improvement findings resulting from quality management system processes.

A summary of revisions to the Water QMS Operational Plan include:

- Removal of references to ISO 9001
- Administrative updates to reporting structure and position titles
- Administrative updates to improve clarity

Conclusion:

The Water Quality Management System continues to meet requirements of the Safe Drinking Water Act, 2002, and the Drinking Water Quality Management Standard.

Quality management processes have been summarized to meet regulated requirements and support the continued accreditation of the Water Quality Management System Operational Plan. The Water QMS was last endorsed by Council on December 12, 2023, under ENG-2023-34, and remains in effect.

Re-endorsement of the Water QMS Operational Plan will be recommended by the Operating Authority when there is a new term of Council or if significant modifications are made.

Attachments:

Appendix I – Water Quality Management System Operational Plan (QMS-ALL-WT-MAN-010, version 2)



Drinking Water Quality Management System Operational Plan

(QMS-ALL-WT-MAN-010)

For the Welland Distribution System

Effective Date: Council Endorsement Date

Version: 2

Owner: QMS Representative

Approver: Director Infrastructure Services

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Drinking Water Quality Management System Operational Plan

Document ID: QMS-ALL-WT-MAN-010

Effective Date: Council Endorsement Date

Version: 2

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1. Introduction

1.1. Scope

The City of Welland (City) is committed to establishing, documenting, implementing, and maintaining a Water Quality Management System (QMS) for the Welland Distribution System (drinking water system number 260003149) and to continually improve its effectiveness. The QMS acts as a framework that supports safe drinking water, regulatory compliance, established specifications, and consumer satisfaction.

The scope of the City's QMS is limited to the processes and positions that directly affect drinking water as defined within *Section 9: Organizational Structure, Roles, Responsibilities, and Authorities* and associated QMS procedures.

1.2. Drinking Water Quality Management Standard

The Municipal Drinking Water Licensing Program, created under the Safe Drinking Water Act (2002), requires municipalities to follow the Drinking Water Quality Management Standard (DWQMS). This standard uses a simple "PLAN-DO-CHECK-IMPROVE" approach and requires every municipal drinking water system to have a written Quality Management System (QMS) in an Operational Plan.

If a municipality does not have an approved QMS, it cannot maintain the licence to run the drinking water system, which affects its ability to provide safe water to the public. The City's QMS is explained in this Operational Plan and meets all DWQMS requirements.

2. Quality Management System Policy

A quality policy guides the QMS and shows the City's commitment to making quality management a key part of running the Welland Distribution System. This policy meets the requirements of the DWQMS, fits the City's purpose and situation, and supports the City's overall goals and direction.

2.1. Policy

Quality Statement: The City of Welland is committed to providing consumers with safe drinking water, and City Council commits to support the Quality Management System for the City of Welland's Drinking Water System (DWS).

The City of Welland is committed to:

- Safe and clean drinking water
- Adhering and exceeding legislative and customer requirements
- Frequently monitoring and evaluating DWS performance to ensure conformance and continual improvement with our policy commitments
- Ensuring staff competency to continually improve the distribution system

To support our commitments, the City of Welland recognizes the importance of:

- Maintaining and improving our infrastructure
- Involving our personnel
- Providing barrier-free municipal services in a professional, timely and courteous manner.

2.2. Access

Digital or hardcopy versions of the policy are controlled under Quality Management System Policy (QMS-ALL-WT-PL-020).

Text based or branded versions of the policy are available for staff or public access on the City's external website, posted at the City's Public Works facility at 99 Federal Road, and incorporated into staff training.

3. Commitment and Endorsement

3.1. Standard of Care

Standard of Care provisions under the Safe Drinking Water Act (2002) came into force on January 1, 2013.

These provisions require the System Owner, senior leadership, and every person who, on behalf of the municipality, oversees the accredited Operating Authority or exercises decision-making authority, to "exercise the level of care, diligence and skill that a reasonably prudent person would be expected to exercise in a similar situation" and "act honestly, competently and with integrity, with a view to ensuring the protection and safety of the users of the municipal drinking-water system."

Failure to do so could result in an offense under the Safe Drinking Water Act, 2002. A System Owner may rely on a report of an engineer, lawyer, accountant, or other person whose professional qualifications lend credibility to the report.

The Ministry of Environment, Conservation and Parks has prepared a guide for municipal councils with additional information related to standard of care: *Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils* (<https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils>).

3.2. Commitments

In support of the ~~Quality Management System Policy (Section 2)~~ and Standard of Care provisions, the City (Top Management and Owner representatives) is committed to establishing, documenting, implementing, and maintaining a QMS for the Welland Distribution System and to continually improve its effectiveness.

3.3. Top Management

Each member of Top Management pledges commitment to the QMS and endorses the Operational Plan through the signing of a Top Management Commitment and Endorsement (QMS-ALL-WT-F-030) form. The form includes Operational Plan endorsement and a pledge to ensure the implementation, maintenance, and continual improvement of the QMS.

Members of Top Management and relevant roles, responsibilities, and authorities are identified in *Section 9: Organizational Structure, Roles, Responsibilities, and Authorities*. When changes in Top Management occur, the QMS Representative ensures that a Top Management Commitment and Endorsement (QMS-ALL-WT-F-030) form is signed by the new member within two months.

3.4. System Owner

As the System Owner, Council shall ensure the implementation, maintenance, and continual improvement of the Water QMS as documented in the Operational Plan. *Section 9: Organizational Structure, Roles, Responsibilities, and Authorities* provides additional details for the roles, responsibilities, and authorities related to the role of System Owner.

3.5. System Owner Re-Endorsement and Revisions to the Operational Plan

The QMS Representative ensures that the Operational Plan is re-endorsed by the System Owner when a new term of Council is elected by providing a formal report and recommendations to Council. The timing for formal endorsement is determined on a case-by-case basis based on business needs. At meetings where the Operational Plan is presented for re-endorsement, the passing of a motion for endorsement by Council formalizes the re-endorsement as System Owner.

Operational Plan revisions following re-endorsement will be approved by the member of Top Management noted as the document owner. In the event the document owner is unable to approve the revised document, a member of Top Management higher in the reporting structure may provide approval. Document revisions are completed in accordance with *Section 5: Document and Records Control*.

Operational Plan revisions and QMS status are regularly communicated in the following ways:

- Top Management – Annual meeting (minimum) as per *Section 12: Communications* and *Section 20: Management Review*
- System Owner – Annual report to Council (minimum) as per *Section 12: Communications*

4. QMS Representative

Top Management has appointed the Water Compliance Supervisor as the QMS Representative for the QMS. If the Water Compliance Supervisor is unable to fulfil the duties of the QMS Representative, the Senior Supervisor Public Works will assume the role and responsibilities, and delegate as needed.

Changes to the appointed QMS Representative are communicated to staff via electronic or verbal communication and through training. The City will make its best efforts to inform staff of QMS Representative changes within one month.

The QMS Representative's responsibilities and authorities are outlined in *Section 9: Organizational Structure, Roles, Responsibilities, and Authorities*.

5. Document and Records Control

Document and records control are essential components of the QMS. Document and Records Control (QMS-ALL-WT-P-050) outlines how documents required by the QMS are kept current, legible, readily identifiable, retrievable, stored, protected, retained, and disposed of.

The procedure also documents how records required by the QMS are kept legible, readily identifiable, retrievable, stored, protected, retained, and disposed of.

6. Drinking Water Systems

6.1. Owner and Operating Authority

The City is the System Owner and Operating Authority for the Welland Distribution System. See *Section 9: Organizational Structure, Roles, Responsibilities, and Authorities* for specific positions or work groups that directly affect drinking water.

6.2. Description of Overall Drinking Water Distribution System

The water distribution system is supplied with wholesale drinking water, purchased from Niagara Region (Region), from the Welland Water Treatment Plant. The water treatment plant is located at 4 Cross Street North in Welland, Ontario. A Schedule C Director's Direction for Operations Plans – System Description has been completed and added to the Appendix to meet regulatory requirements.

The Welland Water Treatment Plant obtains source water indirectly from Lake Erie, via the Welland Canal and the Welland Recreational Waterway (Old Welland canal). The Welland Water Treatment Plant is a conventional surface water treatment plant and, though not used, can operate as a direct filtration plant. The water treatment process uses aluminum sulphate and primary disinfection is achieved using sodium hypochlorite with ultraviolet light as enhancement.

The City operates and maintains two water hauler stations (Federal Road and Doan's Ridge Road) and provides water to the City of Thorold and the Highlands Resident's Association distribution systems. Drinking water is conveyed to customers via City owned watermain and Niagara Region owned watermain, which range in size from 50 mm (2") to 750 mm (30") in size. In addition, the Town of Pelham indirectly provides water to the Welland Distribution System via Niagara Region owned transmission mains based on water demand throughout the system.

The City does not add additional chemicals within the distribution system for the purpose of primary or secondary disinfection. Secondary disinfection is maintained as described in *Section 15: Infrastructure Maintenance* and *Section 16: Sampling, Testing, and Monitoring*.

Distribution system components operated and maintained by the City are retrievable through internal GIS applications.

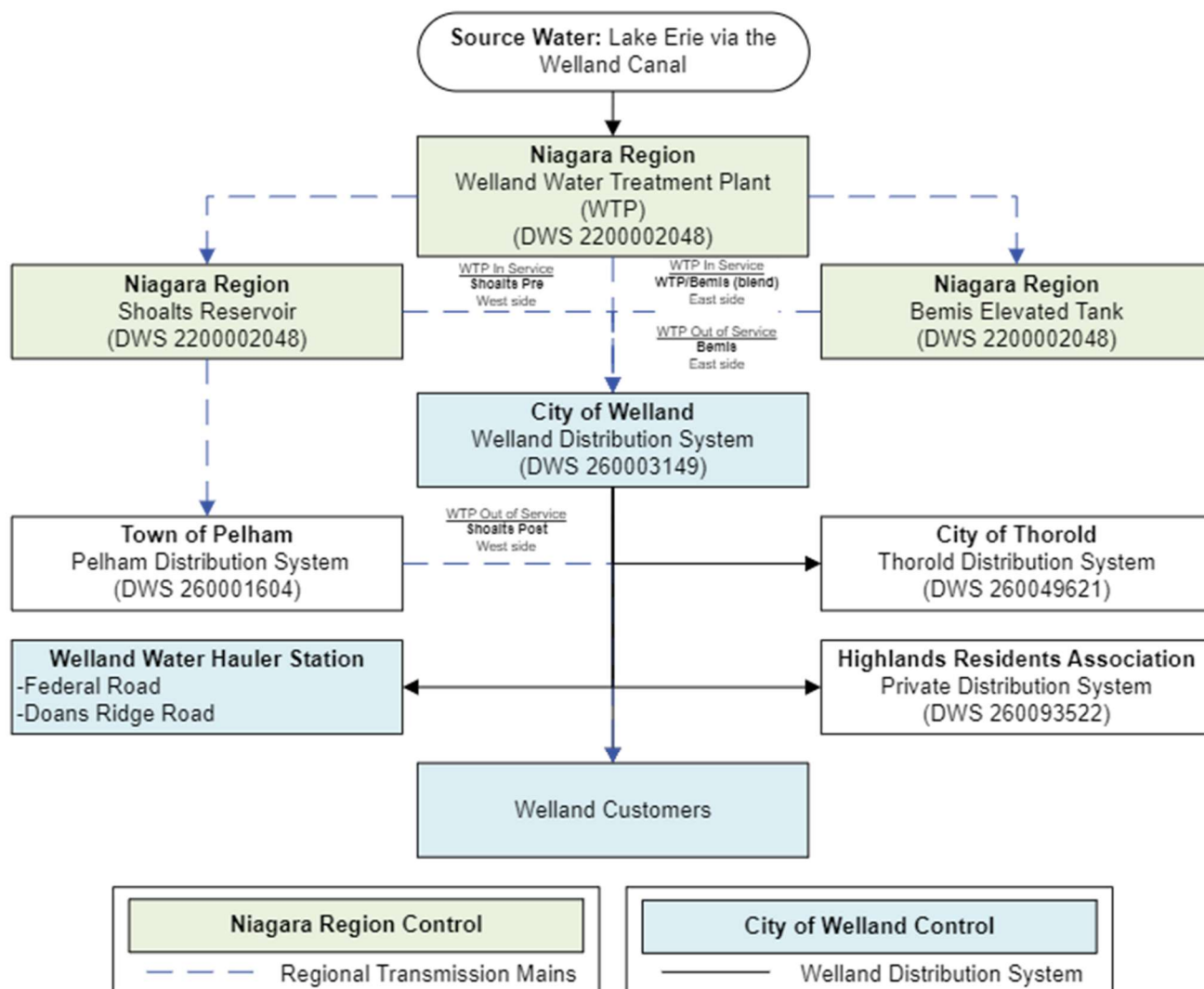
A summary of connected drinking water systems is provided in

Table A: Summary of Drinking Water Provision. For a high-level overview of source to customer drinking water supply, see *Figure 1: Drinking Water System Schematic*.

Table 1: Summary of Drinking Water Provision

Drinking Water System (DWS)	Owner	Operating Authority	Drinking Water System Type
Receives water from the Welland Drinking Water System	Niagara Region	Niagara Region	Large Municipal Residential - 2200002048
Receives water from the Pelham Distribution System (indirect)	Town of Pelham	Town of Pelham	Large Municipal Residential - 260001604
Provides water to the Thorold Distribution System	City of Thorold	City of Thorold	Large Municipal Residential - 260049621
Provides water to the Highlands Resident's Association	Highlands Resident's Association	Highlands Resident's Association	Private Non-Municipal Year-Round Residential - 260093522

Figure 1: Drinking Water System Schematic



6.3. Critical Upstream and Downstream Processes

The City undertakes source protection activities and initiatives required by the Clean Water Act, Niagara Peninsula Source Protection Plan, and Municipal Drinking Water Licence. These efforts contribute to the protection of source water for drinking water.

There are no critical downstream processes related to the Welland Distribution System.

7. Risk Assessment

The Risk Assessment (QMS-ALL-WT-P-070) outlines how the City ensures risk assessments are conducted as required. The procedure:

- Identifies potential hazardous events and associated hazards, including those required by the Ministry;
- Assesses the risks associated with the occurrence of hazardous events;
- Ranks the hazardous events according to their level of risk;
- Identifies control measures;
- Identifies critical control points (CCPs);
- Identifies a method to verify currency of information;
- Ensures a risk assessment is conducted at least once every thirty-six months; and
- Considers the reliability and redundancy of equipment.

8. Risk Assessment Outcomes

The Risk Assessment Outcomes (QMS-ALL-WT-T-080) table identifies hazardous events, associated risk scoring, control measures, CCPs and their respective CCLs, procedures for monitoring CCLs, procedures for responding to CCL deviations, and procedures for reporting and recording deviations.

As an output of the risk assessment exercises, CCPs for the City's drinking water system are identified as:

- Free chlorine < 0.20 mg/L

Individual procedures document how results and deviations from critical control limits are summarized and tracked.

9. Organizational Structure, Roles, Responsibilities, and Authorities

The organizational structure related to the QMS, including designation/appointment of key QMS roles are illustrated in *Figure A2: Organizational Structure – System Owner, Top Management, and Infrastructure Services* and *Figure A3: Organizational Structure – Public Works*.

Figure 2: Organizational Structure - System Owner, Top Management, and Infrastructure Services

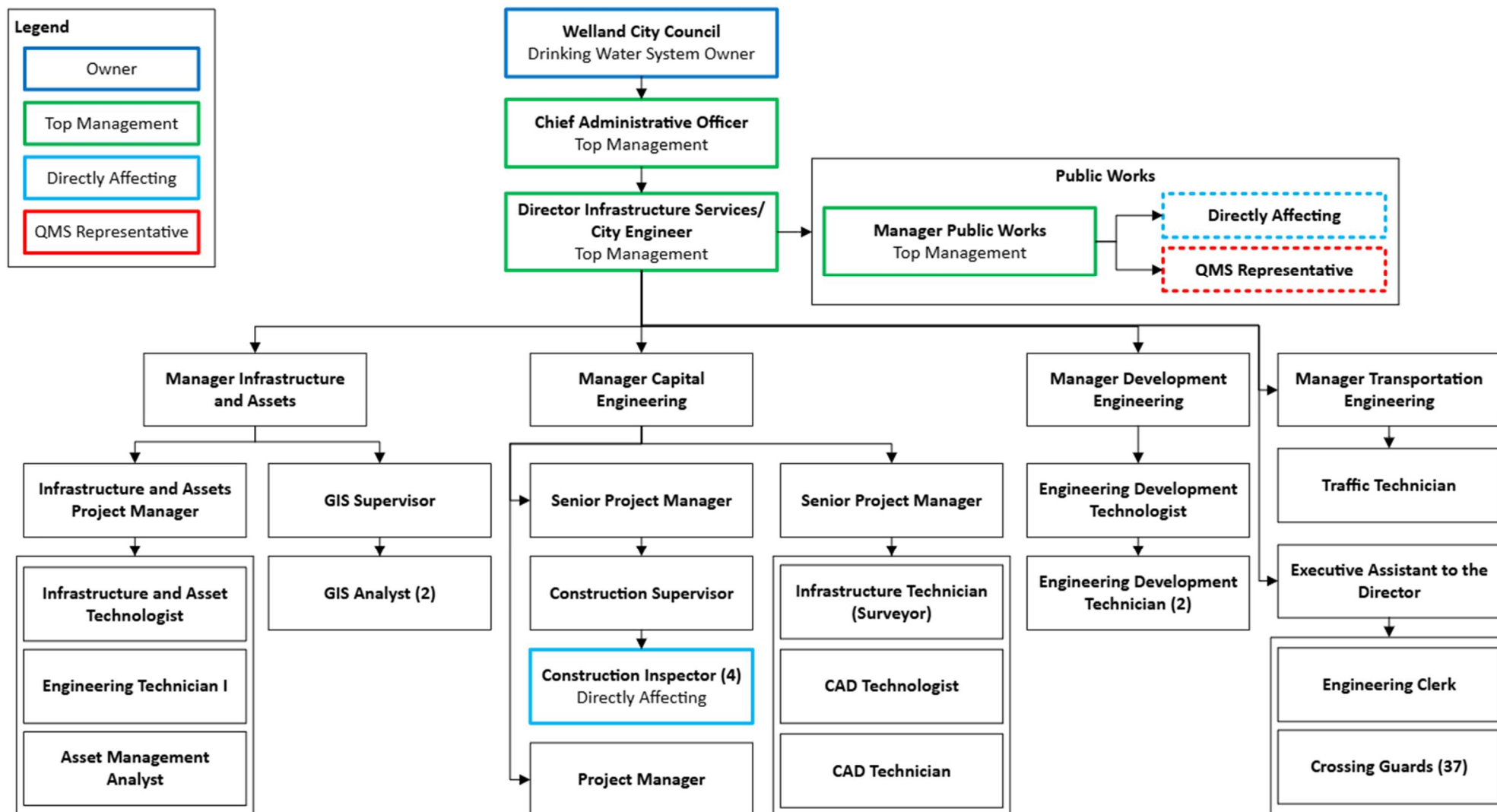


Figure 3: Organizational Structure - Public Works

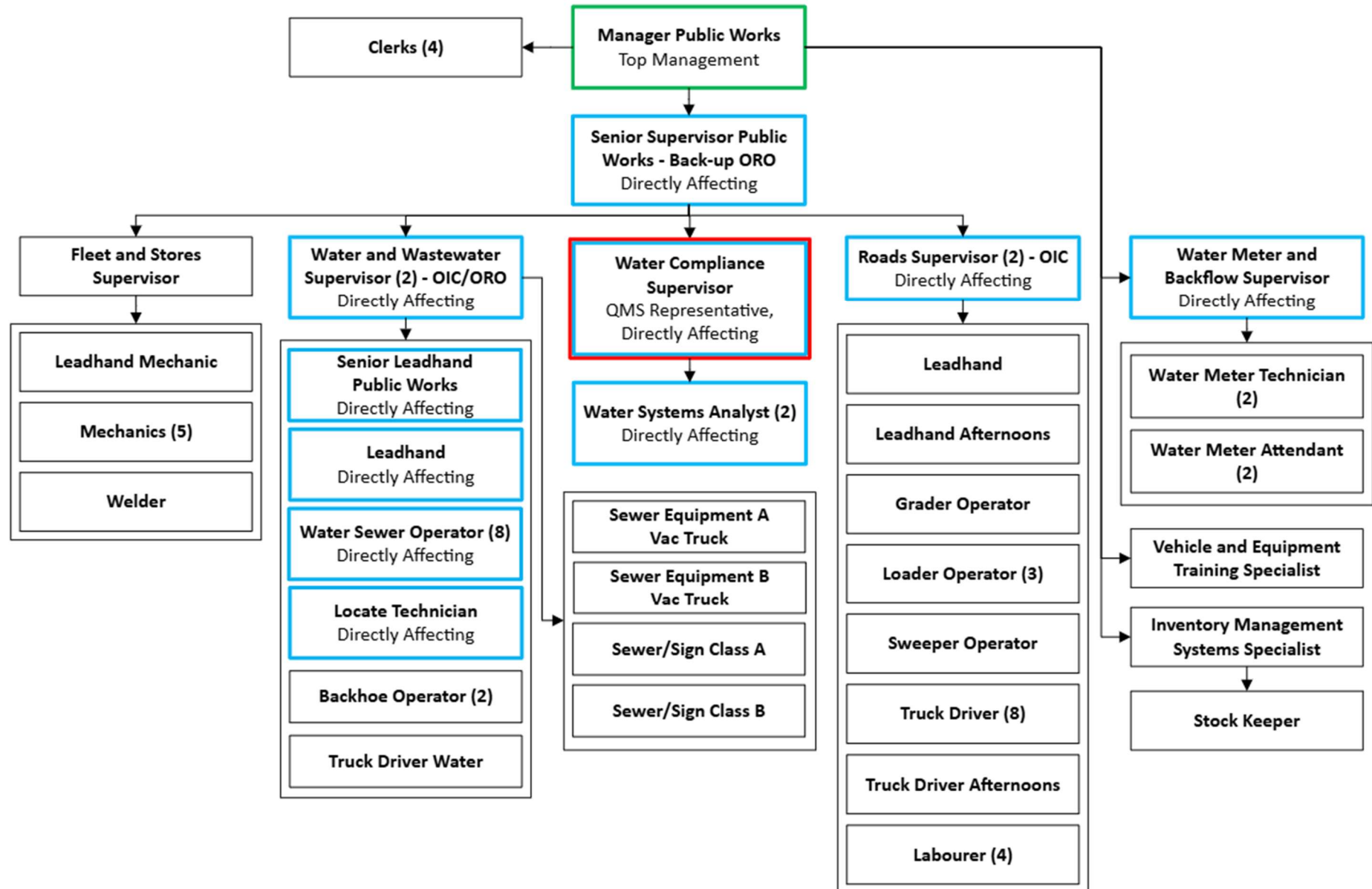


Table 2: Roles, Responsibilities, and Authorities

Role	Responsibilities	Authorities
Welland City Council (System Owner)	<ul style="list-style-type: none"> ▪ Maintain Standard of Care provisions under the Safe Drinking Water Act, ensuring adequate resources for the provision of safe drinking water, including but not limited to s.11 of the Act ▪ Ensure compliance and proper accreditation according to the requirements of the Safe Drinking Water Act, associated regulations, and DWQMS ▪ Pledge commitment and endorse the QMS ▪ Ensure the QMS is implemented, maintained, and continuously improved 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Financial and administrative authority relating to the distribution of safe drinking water
Chief Administrative Officer (Top Management)	<ul style="list-style-type: none"> ▪ Pledge commitment and endorse the QMS ▪ Act as a link between the system Owner and the Operating Authority ▪ Maintain Standard of Care provisions under the Safe Drinking Water Act, including requesting and providing adequate resources for the provision of safe drinking water, including but not limited to s.11 of the Act ▪ Oversee budget and procurement processes ▪ Participate in management review and auditing processes ▪ Consider the results of the management review and identify deficiencies and actions items to address the deficiencies ▪ Oversee and/or implement management review and continual improvement action items as assigned ▪ Ensure the integrity of the QMS is implemented, maintained, and continuously improved as changes to the organization, regulated requirements, or industry best practices occur 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Financial and administrative authority relating to the distribution of safe drinking water ▪ Delegate ▪ Suggest continual improvements

Role	Responsibilities	Authorities
Director Infrastructure Services – City Engineer (Top Management)	<ul style="list-style-type: none"> ▪ Pledge commitment and endorse the QMS ▪ Act as a link between the system Owner and the Operating Authority ▪ Maintain Standard of Care provisions under the Safe Drinking Water Act, including requesting and providing adequate resources for the provision of safe drinking water, including but not limited to s.11 of the Act ▪ Establish Divisional priorities; control budget, cost, quality ▪ Oversee budget and procurement processes ▪ Participate in communications, infrastructure review, management review, and auditing processes ▪ Consider the results of the management review and identify deficiencies and actions items to address the deficiencies ▪ Oversee and/or implement management review and continual improvement action items as assigned ▪ Ensure the integrity of the QMS is implemented, maintained, and continuously improved as changes to the organization, regulated requirements, or industry best practices occur 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Financial and administrative authority relating to the distribution of safe drinking water ▪ Make engineering decisions ▪ Approve purchases in accordance with approved budget, policies, and procedures ▪ Discipline and deal with major personnel matters ▪ Delegate ▪ Suggest continual improvements

Role	Responsibilities	Authorities
Manager Public Works (Top Management)	<ul style="list-style-type: none"> ▪ Pledge commitment and endorse the QMS ▪ Act as a link between the system Owner and the Operating Authority ▪ Maintain Standard of Care provisions under the Safe Drinking Water Act, including requesting and providing adequate resources for the provision of safe drinking water, including but not limited to s.11 of the Act ▪ Establish Department priorities; control budget, cost, quality ▪ Oversee budget and procurement processes ▪ Participate in communications, risk assessment, infrastructure review, management review, and auditing processes ▪ Consider the results of the management review and identify deficiencies and actions items to address the deficiencies ▪ Oversee and/or implement management review and continual improvement action items as assigned ▪ Ensure the integrity of the QMS is implemented, maintained, and continuously improved as changes to the organization, regulated requirements, or industry best practices occur 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Financial and administrative authority relating to the distribution of safe drinking water ▪ Approve purchases in accordance with approved budget, policies, and procedures ▪ Discipline and deal with major personnel matters ▪ Suggest modifications to systems and make changes during construction ▪ Recommend purchase of equipment or services involving major expenditures ▪ Delegate ▪ Suggest continual improvements

Role	Responsibilities	Authorities
Senior Supervisor Public Works – ORO (back-up) (Directly Affecting)	<ul style="list-style-type: none"> As designated: Oversee the daily operations of the drinking water system, serving as Operator-in-Charge (OIC) and the Overall-Responsible-Operator (ORO), fulfilling the responsibilities in O. Reg. 128/04 as defined for the OIC and ORO roles Ensure the drinking water system is operated in accordance with all applicable legislation and regulations Act as backup QMS Representative when extended vacancies occur Monitor and maintain personal and staff operator certification in collaboration with staff and the Water Compliance Supervisor Monitor and verify staff competencies in accordance with the requirements of the QMS and standard operating procedures Oversee and perform operational functions in accordance with standard operating procedures Monitor and maintain written and computer based daily records Participate in communications, risk assessment, management review, and auditing processes Oversee and/or implement management review and continual improvement action items as assigned 	<ul style="list-style-type: none"> Perform listed responsibilities Financial and administrative authority relating to the distribution of safe drinking water Delegate Discipline and deal with minor personnel matters Suggest continual improvements OIC and ORO authority as described in O. Reg 128/04

Role	Responsibilities	Authorities
Water Compliance Supervisor (QMS Representative, Directly Affecting)	<ul style="list-style-type: none"> Ensure that the QMS conforms to DWQMS and ISO 9001 requirements Carryout QMS Representative responsibilities required by DWQMS and ISO 9001: <ul style="list-style-type: none"> Administer the QMS by ensuring that processes and procedures needed for the QMS are established and maintained, and delivering their intended outputs Report to Top Management on the performance of the QMS and any need for improvement Ensure that current versions of documents required by the QMS system are being used at all times Ensure that personnel are aware of all applicable legislative, regulatory, and customer requirements that 	<ul style="list-style-type: none"> Perform listed responsibilities Delegate Discipline and deal with minor personnel matters Suggest continual improvements

Role	Responsibilities	Authorities
	<p>pertain to their duties for the operation of the subject system</p> <ul style="list-style-type: none"> ▪ Promote awareness of the QMS throughout the Operating Authority ▪ Oversee the hand-held instrument calibration, risk assessment, auditing, accreditation, management review, and continual improvement processes ▪ Oversee operator certification and relevant training processes in collaboration with Supervisors and certified staff ▪ Monitor and verify staff competencies in accordance with the requirements of the QMS and standard operating procedures ▪ Oversee the water quality program collection and testing of water samples to monitor/maintain relevant parameters and following maintenance activities, taking appropriate action where required ▪ Oversee and perform functions in accordance with standard operating procedures ▪ Monitor and maintain written and computer based daily records 	

	Responsibilities	Authorities
Water and Wastewater Supervisor – OIC/ORO (Directly Affecting)	<ul style="list-style-type: none"> As designated: Oversee the daily operations of the drinking water system, serving as Operator-in-Charge (OIC) and the Overall-Responsible-Operator (ORO), fulfilling the responsibilities in O. Reg. 128/04 as defined for the OIC and ORO roles Monitor and maintain personal and staff operator certification in collaboration with staff and the Water Compliance Supervisor Monitor and verify staff competencies in accordance with the requirements of the QMS and standard operating procedures Oversee and perform operational functions in accordance with standard operating procedures Monitor and maintain written and computer based daily records Oversee routine inspections and maintenance activities (planned and emergency response) of distribution system components Oversee the collection and testing of water samples to monitor/maintain relevant parameters and following maintenance activities, taking appropriate action where required Assist with and participate in risk assessment, management review, and auditing processes when requested As delegated - Serve as Overall-Responsible-Operator (ORO) and fulfill the responsibilities in O. Reg. 128/04 as defined for the ORO role 	<ul style="list-style-type: none"> Perform listed responsibilities Delegate Discipline and deal with minor personnel matters Suggest continual improvements OIC and ORO authority as described in O. Reg 128/04
Roads Supervisor – OIC (Directly Affecting)	<ul style="list-style-type: none"> Perform Water and Wastewater Supervisor responsibilities and authorities when on-call or overseeing work requiring a certified operator in accordance with the <u>Personnel Coverage (QMS-ALL-WT-P-110)</u> procedure 	<ul style="list-style-type: none"> See Water and Wastewater Supervisor

Role	Responsibilities	Authorities
Water Meter and Backflow Supervisor (Directly Affecting)	<ul style="list-style-type: none"> ▪ Monitor and maintain staff operator certification in collaboration with staff and the Water Compliance Supervisor ▪ Monitor and verify staff competencies in accordance with the requirements of the QMS and standard operating procedures ▪ Oversee and perform operational functions in accordance with standard operating procedures ▪ Monitor and maintain written and computer based daily records ▪ Oversee the backflow prevention program ▪ Assist with and participate in risk assessment, management review, and auditing processes when requested 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Delegate ▪ Discipline and deal with minor personnel matters ▪ Suggest continual improvements

Role	Responsibilities	Authorities
Senior Leadhand Water and Leadhand Water (Directly Affecting)	<ul style="list-style-type: none"> ▪ Maintain operator certification in collaboration with the Water Compliance Supervisor ▪ Monitor and verify staff competencies in accordance with the requirements of the QMS and standard operating procedures ▪ Oversee and perform operational functions in accordance with standard operating procedures ▪ Oversee and perform routine inspections and maintenance activities (planned and emergency response) of distribution system components ▪ Oversee and perform the collection and testing of water samples to monitor/maintain relevant parameters and following maintenance activities, taking appropriate action where required ▪ Monitor and maintain written and computer based daily records ▪ Participate in risk assessment and auditing processes when requested ▪ Daily - Serve as Operator-In-Charge (OIC) and fulfill the responsibilities in O. Reg. 128/04 as defined for the OIC role 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Suggest continual improvements

Role	Responsibilities	Authorities
Water Sewer Operator – OIC and Water Quality Analyst – OIC (Directly Affecting)	<ul style="list-style-type: none"> ▪ Maintain operator certification in collaboration with the Water Compliance Supervisor ▪ Perform operational functions in accordance with standard operating procedures ▪ Maintain written and computer based daily records ▪ Perform routine inspections and maintenance activities of distribution system components ▪ Collect and test water samples to monitor/maintain relevant parameters and following maintenance activities, taking appropriate action where required ▪ Participate in risk assessment and auditing processes when requested ▪ Serve as Operator-In-Charge (OIC) and fulfill the responsibilities in O. Reg. 128/04 as defined for the OIC role as directed by the ORO ▪ An Operator-in-Training must perform some responsibilities at the direction of System Operator, as required by O. Reg. 128/04. When an OIT is performing operational functions, the Lead hand or Supervisor will be designated as OIC and oversee their work. 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Suggest continual improvements

	Responsibilities	Authorities
Construction Inspector (Directly Affecting)	<ul style="list-style-type: none"> ▪ Maintain operator certification in collaboration with the Water Compliance Supervisor ▪ Perform operational functions in accordance with standard operating procedures ▪ Maintain written and computer based daily records ▪ Perform routine inspections and maintenance activities of newly constructed distribution system components ▪ Collect and test water samples to monitor/maintain relevant parameters and following construction activities, taking appropriate action where required ▪ Serve as Operator-In-Charge (OIC) and fulfill the responsibilities in O. Reg. 128/04 as defined for the OIC role as directed by the ORO 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Suggest continual improvements
Utility Locator (Directly Affecting)	<ul style="list-style-type: none"> ▪ Perform infrastructure locate functions in accordance with standard operating procedures ▪ Maintain written and computer based daily records 	<ul style="list-style-type: none"> ▪ Perform listed responsibilities ▪ Suggest continual improvements

10. Competencies

City staff performing duties directly affecting drinking water must understand the importance of their actions. In addition, they must be competent in their jobs and have appropriate education, training, skills, and/or experience.

The Competencies – Certification and Training Table (QMS-ALL-ALL-T-101) documents competencies required for Public Works and Community Services staff, including those identified as directly affecting drinking water in *Section 9: Organizational Structure, Roles, Responsibilities, And Authorities*.

The Competencies – Certification and Training Requirements (QMS-ALL-WWW-P-100) procedure documents activities to develop and maintain the required competencies for staff. The procedure also documents activities to ensure that all Operating Authority staff are aware of the relevance of their duties.

The Monitoring and Maintaining Water and Wastewater Certification (QMS-ALL-WWW-P-102) procedure documents how water and wastewater certifications are monitored and maintained.

11. Personnel Coverage

The City ensures that sufficient staff, meeting identified competencies, are available for duties that directly affect drinking water as documented in Personnel Coverage (QMS-ALL-WT-P-110).

12. Communications

Effective communication is essential to ensuring a successful QMS. Communications (QMS-ALL-WT-P-120) describes how relevant aspects of the QMS are communicated between Top Management and the Owner, Operating Authority personnel, Suppliers, and the Public.

13. Essential Supplies and Services

The City requires a number of essential supplies and services to maintain safe drinking water. A general overview of essential supplies and services, methods to ensure their procurement, and procedures for quality assurance is provided in Essential Supplies and Services (QMS-ALL-WT-P-130).

14. Review, Rehabilitation, and Renewal of Infrastructure

Review and Provision of Infrastructure (QMS-ALL-WT-P-140) describes how the City reviews the adequacy of infrastructure necessary to operate and maintain the Welland Distribution System. It also details how infrastructure rehabilitation and renewal projects that are funded from the capital budget are initiated, approved, and communicated to the Owner.

15. Infrastructure Maintenance

The City has implemented and maintains a maintenance program for Welland Distribution System assets. The maintenance program includes planned and unplanned infrastructure maintenance, renewal, and rehabilitation activities typically funded from the current operating budget.

Maintenance (QMS-ALL-WT-P-150) describes the maintenance program, long-term maintenance, rehabilitation, and renewal plans, the means to monitor maintenance effectiveness, and how maintenance programs are communicated to the Owner.

16. Sampling, Testing, and Monitoring

Sampling, testing, and monitoring activities are essential to confirm water quality and to maintain compliance with legislation and regulations. The Sampling, Testing, and Monitoring (QMS-ALL-WT-P-160) procedure described these activities and how results are recorded and shared.

The Sampling, Testing, and Monitoring Table (QMS-ALL-WT-T-161) outlines the sampling, testing, and monitoring activities undertaken by the City.

17. Measurement and Recording Equipment Calibration and Maintenance

The measurement and recording equipment used in the City's drinking water system is calibrated and maintained according to the Measurement and Recording Equipment Calibration and Maintenance (QMS-ALL-WT-P-170) procedure.

18. Emergency Management

Emergency preparedness is achieved by following the Water Emergency and Contingency Response Plan (ERP-ALL-ALL-MAN-001). The plan includes response and recovery procedures for potential emergencies that could impact drinking water quality. Each procedure includes action steps and clearly notes responsibilities of those involved.

Required training for QMS process, including emergency management, are identified in *Section 10: Competencies*. Emergency Management testing will be conducted, at minimum, once every five years. A real emergency event that has been debriefed will satisfy testing requirements.

19. Internal Audits

Internal audits add value to the City's operations by providing feedback about the QMS and its effectiveness. The Internal Auditing (QMS-ALL-WT-P-190) procedure describes:

- How to evaluate the conformity of the City's QMS with the requirements of the DWQMS;
- Audit criteria, frequency, scope, methodology and record keeping requirements;
- How previous internal and external audit results are considered; and
- How corrective actions are identified and initiated (see *Section 21: Continual Improvement*).

20. Management Review

Management review is performed to ensure the continuing suitability, adequacy, and effectiveness of the QMS. The Management Review (QMS-ALL-WT-P-200) procedure documents minimum review requirements including topics, participants, timing, and how action items are monitored and reported.

21. Continual Improvement

The City maintains and continuously improves its QMS through annual internal and external audits, management review, implementation of best management practices, process optimization, and staff development.

Continual Improvement (QMS-ALL-WT-P-210) describes the processes for maintaining and improving the QMS including corrective and preventive actions, best practices (opportunities for improvement), and staff suggestions.

22. Table of Revision

Revision Number	Date	Description of Revision	Updated By
1	2023-12-12	Replaces previous quality manual. New document IDs and general organization. Incorporates audit and QMS process findings and contributes to continual improvement 2021-CI-001, 2021-CI-002, 2021-CI-003, 2022-CI-012, 2022-CI-013, 2022-CI-014, 2022-CI-015, 2022-CI-023, 2022-NC-001	Jen Croswell
2	Council Endorsement Date	Removed references related to ISO 9001 (2024-MR-001), updated critical control point based on risk assessment outcomes (2025-CI-009), ensure all directly affecting staff in the org chart are reflected in the roles and responsibilities table (2025-CI-002), administrative revisions related to position titles and general clarification (2024-NC-008)	Jen Croswell

MEMORANDUM

TO: Welland City Council

FROM: Mayor Frank Campion

DATE: December 16, 2025

SUBJECT: Follow Up: Bail Reform - A Call to Action: Ensuring Justice and Protection for Ontario's Children

Our community was profoundly shaken by an unthinkable act in August 2025: the brutal sexual assault of a three-year-old child. This tragic event has horrified residents, leaving families in grief and disbelief, and forcing us, as leaders, to confront the harsh reality that our justice system is failing to adequately protect our most vulnerable.

As a follow up to sending letters to the Prime Minister and Premier of Ontario - I have sent letters to the all Ontario MP's and MPP's, all Mayors across Ontario, all Ontario Police Chiefs, all Justices of the Peace, and Crown Prosecutors, urging them to join me in calling on provincial and federal governments to take immediate and decisive action.

I have done this in order to bring our message that Canadians must have confidence that our justice system places public safety - particularly the safety of children - above all else. Communities like ours cannot continue to bear the weight of knowing that legislative gaps may allow dangerous offenders to reoffend.

The recipients of these letters have authority, influence and ability to work towards meaningful change in our current laws and their application.

Together, we can create a unified wave of leadership that demands justice and refuses complacency. Protecting children transcends politics and geography; it is a shared obligation that defines us as a nation.

Attachments:

Letters to Mayor's of Ontario

Letters to Members of Parliament

Letters to Members of Provincial Parliament

Letters to Ontario Chiefs of Police

Letters to Justices of the Peace

Letters to Crown Prosecutors



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November 20, 2025

Subject: A Call to Action: Strengthening Canada's Laws to Protect Our Children

Dear Members of Parliament,

I write to you today not only as the Mayor of Welland, but as a representative of a community that has been deeply shaken by an unthinkable act that occurred in August 2025: the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, left families in grief and disbelief, and compelled all of us in public service to confront the painful truth that our justice system is failing to adequately protect our most vulnerable citizens.

While no legislation can erase the trauma this child and their family will endure, this horrific crime demands action. This is a moment for leadership, leadership that rises above partisanship, that puts the protection of children ahead of politics, and that restores the faith of Canadians in the system meant to safeguard them.

I am calling on you, as Members of Parliament representing the people of Ontario, to take immediate and decisive steps to strengthen our federal laws and ensure that justice in Canada reflects the gravity of crimes against children. I urge you to consider and champion the following measures:

- Ensure the full and expedited implementation of recent federal bail and sentencing reforms, so that new provisions designed to protect the public—particularly victims of violent sexual crimes—are applied swiftly and consistently across all jurisdictions.
- Continue to strengthen bail and sentencing provisions so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- Ensure parole eligibility for sexual offences against children reflects the full gravity of these crimes, limiting conditional or early release for offenders who pose ongoing risks to community safety.
- Continue strengthening and enforcing the National Sex Offender Registry, including improved data sharing and notification systems so police and communities are promptly informed of offenders in their jurisdictions.

Canadians must be able to trust that our justice system prioritizes public safety, especially the safety of children, above all else. Communities like Welland cannot bear the anguish of knowing that systemic gaps or lenient provisions might allow such offenders to harm again.

I am asking you, as federal representatives, to:

1. Bring this issue to the floor of the House of Commons through debate, question period, or private members' legislation that seeks to strengthen protections for children and survivors of violent crime.
2. Collaborate across party lines to ensure new bail, sentencing, and parole measures close remaining gaps in public safety.
3. Work with provincial and municipal governments to ensure consistent enforcement, communication, and prevention measures across all jurisdictions.

4. Invest in community-level prevention and victim support programs, recognizing that protection and healing must go hand in hand.

Together, we can create a justice system that truly reflects the values of Canadians, one that protects the innocent, supports victims, and holds those who commit the most egregious crimes fully accountable.

Thank you for your attention to this urgent and deeply human issue. I would welcome the opportunity to work with your offices, and with all levels of government, to advance these reforms and ensure that no child in Canada is left unprotected.

With respect,

A handwritten signature in cursive script, appearing to read "Frank Campion".

Frank Campion
Mayor of Welland



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November 20, 2025

Subject: A Call to Action: Strengthening Ontario's Laws to Protect Our Children

Dear Members of Provincial Parliament,

I write to you today not only as the Mayor of Welland, but as a representative of a community that has been deeply shaken by an unthinkable act that occurred in August 2025: the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, leaving families in grief and disbelief, and compelling all of us in public service to confront the painful truth that our justice system is failing to adequately protect our most vulnerable.

While no policy can undo the trauma this child and their family will endure, this horrific crime demands that we act. This moment requires leadership, the kind that transcends party lines and prioritizes the safety of children above all else.

I am calling on you, as Members of Ontario's Legislature, to take immediate and decisive steps to strengthen our laws and restore public trust in our justice system. I urge you to consider the following actions:

- The full and expedited implementation of recent federal bail and sentencing reforms within Ontario's justice system, so that new provisions designed to protect the public—particularly victims of violent sexual crimes—are applied swiftly and consistently in Ontario courts and correctional settings.
- Strengthening provincial policies and procedures governing bail supervision, sentencing recommendations, and offender monitoring so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- That parole eligibility for sexual offences against children reflects the full gravity of these crimes, limiting conditional or early release for offenders who pose ongoing risks to community safety.
- Strengthening the National Sex Offender Registry through improved intergovernmental cooperation and timely information-sharing, ensuring municipalities and police services have the data they need to protect residents.

Ontarians must be confident that their justice system places the safety of children and communities above all else. Municipalities like Welland cannot bear the anguish of knowing that gaps in legislation or enforcement may allow such offenders to harm again.

I am asking you, as leaders and lawmakers, to:

1. Bring this issue forward in the Legislature through debate, statements, and private members' bills aimed at reforming bail, sentencing, and parole policies.
2. Work collaboratively across party lines to build a united front for child protection and justice reform.
3. Engage your federal counterparts to ensure that Ontario's call for reform is echoed nationally and reflected in federal law.

4. Support local governments and police services through enhanced resources for prevention, monitoring, and victim support programs.

Together, we can ensure that Ontario becomes a leader in child protection and that no community ever again faces such horror without the full strength of the law behind them.

Thank you for your attention to this urgent matter. I would welcome the opportunity to work with your offices and your government to move these reforms forward.

With respect,

A handwritten signature in black ink, appearing to read "Frank Campion". The signature is fluid and cursive, with a small horizontal line at the end.

Frank Campion
Mayor of Welland



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FRANK CAMPION
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December 2, 2025

Subject: A Call to Action: Standing Together for Justice and the Protection of Canada's Children

Dear Fellow Mayors,

I write to you today not only as the Mayor of Welland, but as a member of a community that has been deeply shaken by an unthinkable act in August 2025: the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, leaving families in grief and disbelief, and compelling us as leaders to confront the uncomfortable truth that our justice system is failing to adequately protect our most vulnerable.

While no policy can erase the trauma this child and their family will endure, we have a moral obligation to act. This moment demands leadership from all of us, to raise our collective voices and ensure that meaningful reform takes place.

I urge you to join me in calling on provincial and federal governments to take immediate and decisive action by advancing the following measures:

- The full and expedited implementation of recent federal bail and sentencing reforms, so that new provisions designed to protect the public—particularly victims of violent sexual crimes—are applied swiftly and consistently across all jurisdictions.
- Strengthening bail and sentencing provisions so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- That parole eligibility for sexual offences against children reflects the full gravity of these crimes, limiting conditional or early release for offenders who pose ongoing risks to community safety.
- Strengthening the National Sex Offender Registry, providing communities and police with timely, accurate information and effective tools to safeguard residents.

Canadians must be able to trust that our justice system prioritizes public safety—especially the safety of children—above all else. Communities like ours cannot bear the weight of knowing that legislative gaps may allow dangerous offenders to harm again.

I am calling on you, my colleagues in municipalities across Canada, to:

1. Pass council resolutions urging your respective provincial governments to review and strengthen laws protecting children from violent offenders.
2. Collaborate through FCM and provincial municipal associations to bring a united municipal voice to Ottawa and all legislatures across the country, advocating for the timely implementation and continued enhancement of justice reforms.
3. Engage your local MPs, MPPs/MLAs, and their governments to advocate for continued legislative and judicial reform.

4. Support awareness and prevention efforts within your communities to reinforce the safety and well-being of every child.

Together, we can create a wave of leadership that demands justice and refuses complacency. The protection of children transcends politics and geography; it is a shared duty that defines who we are as a nation.

Thank you for standing with us in this urgent cause. I would welcome the opportunity to coordinate efforts with you and your councils to move this national call forward.

With respect and solidarity,

A handwritten signature in cursive script, appearing to read "Frank Campion".

Frank Campion

Mayor of Welland



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December 2, 2025

Subject: A Call to Action: Protecting Ontario's Children and Strengthening Public Safety

Dear Chiefs of Police,

I write to you today not only as the Mayor of Welland, but as the representative of a community that has been deeply shaken by an unthinkable act that occurred in August 2025, the brutal sexual assault of a three-year-old child. This appalling crime has horrified residents, shattered families, and left our entire city demanding answers. It has also forced us to confront a painful truth: our current systems are not doing enough to protect our most vulnerable, our children.

While no action can undo the trauma endured by this child and their family, this tragedy must serve as a turning point. It compels every one of us, from municipal leaders to law enforcement and legislators, to take stronger, coordinated action to prevent such atrocities from ever happening again.

As leaders entrusted with the safety of our communities, you and your officers stand on the front lines of justice. You see the consequences of systemic failures firsthand, and you know better than anyone that the stakes could not be higher. I urge you to join me in calling for, and leading, decisive reforms to strengthen child protection across Ontario.

Specifically, I ask that you and your organizations:

- Support the full and expedited implementation of recent federal bail and sentencing reforms, ensuring that new provisions designed to protect victims of violent sexual crimes are applied consistently and effectively across Ontario's policing and judicial systems.
- Continue to advocate for further strengthening of bail and sentencing laws so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- Strengthen enforcement and coordination related to the National Sex Offender Registry, maintaining accurate, up-to-date records and ensuring timely communication between police services, municipalities, and correctional agencies regarding offender residency and movement.
- Enhance inter-agency collaboration among police, victim services, and community organizations to identify risks earlier and provide more effective intervention and protection.
- Promote community education and prevention initiatives focused on awareness, reporting, and child safety—reinforcing public trust, vigilance, and confidence in law enforcement.

The people of Ontario, and especially the children we are sworn to protect, must be able to trust that every tool of our justice system and law enforcement is being used to its fullest capacity. Communities like Welland cannot bear the heartbreak of knowing that procedural gaps or insufficient communication could allow another tragedy to occur.

Chiefs, your leadership and your collective voice carry enormous weight in shaping policy and public will. I am asking you to stand with us, with victims, with families, and with every community that demands justice and protection. Together, we can ensure that the safety of children is not merely a principle but a living priority in every jurisdiction across this province.

Thank you for your continued service, courage, and dedication to the people of Ontario. I would welcome the opportunity to work with the Ontario Association of Chiefs of Police and local services to advance these urgent reforms.

With respect,

A handwritten signature in black ink, appearing to read "Frank Campion". The signature is fluid and cursive, with a long horizontal stroke at the end.

Frank Campion
Mayor of Welland



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December 2, 2025

Subject: A Call to Action: Upholding Justice and Protecting Ontario's Children

Dear Justices of the Peace,

I write to you today not only as the Mayor of Welland, but as a representative of a community that has been deeply shaken by an unthinkable act that occurred in August 2025, the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, leaving families in grief and disbelief, and compelling all of us who serve the public to confront a painful truth: our justice system, as it stands, is not adequately protecting our most vulnerable.

While no policy or proceeding can undo the trauma this child and their family have endured, this horrific crime underscores the urgent need for every part of our justice system to act with vigilance, compassion, and resolve. The people of Ontario are demanding assurance that justice will not only be done but seen to be done, firmly, fairly, and without hesitation.

I recognize and deeply respect the vital role that Justices of the Peace play in safeguarding both individual rights and community safety. Your authority in bail hearings, judicial reviews, and pretrial decisions carries immense influence over public confidence in our justice system. In moments like this, that confidence is fragile, and rebuilding it depends on the integrity and prudence with which justice is applied.

With that in mind, I urge you to consider the following within your judicial discretion and professional advocacy:

- Exercise the utmost caution and consistency in bail determinations involving individuals charged with violent or sexual offences, particularly those against children, ensuring that community safety remains the paramount consideration, consistent with the enhanced federal bail provisions now in effect.
- Support continued review and refinement of bail and sentencing frameworks through your judicial associations and professional forums, to help identify and address any provisions that may inadvertently place the public at risk in cases of extreme violence.
- Encourage and participate in improved use of the National Sex Offender Registry and related information-sharing mechanisms, helping to strengthen coordination between courts, police, and municipalities in protecting communities from repeat offenders.
- Champion trauma-informed judicial practices and interagency collaboration that enhance child protection, promote fairness, and minimize re-traumatization for victims throughout the judicial process.

Ontarians must have confidence that every arm of justice—legislative, executive, and judicial—stands united in protecting children and ensuring that the most heinous acts are met with the full measure of law.

I ask you, as respected guardians of justice, to continue exercising your duties with the courage, care, and moral clarity this moment demands. Communities like Welland, and indeed every community across Ontario, depend on your leadership to ensure the balance of justice leans unwaveringly toward the safety and security of the innocent.

Thank you for your service, your integrity, and your continued commitment to justice for all Ontarians.

With respect,

A handwritten signature in cursive script, appearing to read "Frank Campion".

Frank Campion
Mayor of Welland



OFFICE OF THE MAYOR
FRANK CAMPION
60 East Main Street
Welland, Ontario
L3B 3X4
Phone: 905-735-1700
Fax: 905-735-1543

December 2, 2025

Subject: A Call to Action: Ensuring Justice and Protection for Ontario's Children

Dear Crown Prosecutors of Ontario,

I write to you today not only as the Mayor of Welland, but as the voice of a community devastated by an unthinkable act that occurred in August 2025, the brutal sexual assault of a three-year-old child. This horrific crime has left our residents horrified, grieving, and searching for answers. It has also laid bare an uncomfortable truth: that despite our shared commitment to justice, our system continues to leave children vulnerable to those who would do them harm.

No sentence or statute can erase the trauma this child and their family will carry. But this tragedy compels us, at every level of public service, to re-examine how our justice system responds to the most violent and predatory acts. Crown prosecutors stand at the heart of that system. Your decisions, your advocacy, and your pursuit of justice shape how communities perceive both accountability and safety.

As you continue your vital work, I ask that you consider the following priorities, both within your prosecutorial discretion and through your professional associations:

- Pursue the strongest possible charges and sentences in cases of violent sexual offences, especially those involving children, ensuring that all relevant aggravating factors are fully presented to the court.
- Seek limited or denied bail in cases where public safety is at significant risk, consistent with the enhanced bail provisions now in effect, emphasizing the protection of victims and community safety.
- Advocate against early release and exercise caution in parole-related recommendations for cases involving extreme brutality, ensuring that offenders serve the full measure of their sentences when warranted.
- Support improved information-sharing and enforcement of the National Sex Offender Registry, helping ensure that police services and municipalities have timely, accurate data to protect their residents.
- Champion trauma-informed prosecution practices that protect victims, minimize re-traumatization, and promote trust in the justice process.

The people of Ontario must be able to trust that their justice system protects them, especially their children, with unwavering determination. When gaps in enforcement, sentencing, or parole allow repeat offenders to re-enter communities, the consequences are devastating and irreversible.

I urge you to continue leading with conviction, compassion, and courage. Your work defines how justice is lived out in our courtrooms and our communities. Together, we can ensure that the most vulnerable among us, our children, are never left unprotected.

Thank you for your ongoing service, your commitment to fairness, and your dedication to upholding the principles of justice on behalf of all Ontarians.

With respect,

Frank Campion
Mayor of Welland



MEMORANDUM

TO: Welland City Council

Cc: Corporate Leadership Team

FROM: Lina DeChellis, Director of Economic Development & Strategic Initiatives
Lisa Allen, Manager of Economic Development
Julia Ciolfi, Economic Development Officer

DATE: December 17, 2025

SUBJECT: Quarterly Economic Development Brief

The Economic Development staff team is pleased to announce the release of the sixth issue of the *Economic Development Quarterly Brief* on December 17, 2025. Published on a quarterly basis, this report provides updates on recent investments in the city, highlights key community initiatives, and features a business spotlight section to showcase local achievements and emerging opportunities.

The publication schedule for the *Economic Development Quarterly Brief* is as follows:

- **December 2025** (Current Issue)
- **March 2026** (Upcoming)
- **June 2026** (Upcoming)
- **September 2026** (Upcoming)

We are excited to share this latest edition and remain committed to fostering Welland's economic growth.

Quick Facts

Average home price: (November 2025): \$503,500

Total Population: 63,874 (2024 post census annual population estimate – Stats Canada)

Total Building Permits Issued: 620 (as of November 2025)

Community Initiatives and Updates

Made in Welland Magazine – Women Leading Welland

For more than 15 years, Made in Welland has been the flagship publication of the City's Economic Development office, telling the evolving story of a city on the rise. Each edition highlights Welland's strengths, opportunities, and people. The 2025 edition marked a bold new direction, spotlighting inclusion, innovation, and the women whose contributions continue to shape Welland's growth story.

Addressing workforce shortages and building a stronger future means unlocking the full potential of our community. The newest edition of Made in Welland celebrates women who are doing exactly that, redefining industries, breaking barriers, and driving growth across every sector.

It celebrates the leadership, talent, and impact of women shaping Welland's future across diverse sectors including sport, healthcare, skilled trades, tourism, hospitality, and industry showing that when women lead, entire communities thrive.

This publication has also earned international recognition, receiving a Platinum Award—the highest honour—in the 2025 MarCom Awards, an annual global competition that celebrates outstanding achievement in marketing and communication.

ICSC Success: Connecting Opportunities, Businesses, and the Community – Powered by Welland Economic Development and Seaway Mall!

Welland Economic Development and Doral Holdings participated the International Council of Shopping Centers (ICSC) trade show at the Metro Toronto Convention Centre. Representing

Welland alongside the Seaway Mall, the team hosted a dynamic networking event that attracted dozens of businesses and investors from the GTHA and beyond.

With a dedicated booth on the tradeshow floor, the team showcased Welland's strategic advantages, growing economy, and commercial investment opportunities, fostering connections with industry leaders and prospective partners. This event highlighted Welland's vibrant commercial landscape and emphasized its readiness to support business growth and innovation.

GNCC Small Business Launch Event – Boost Your Business

Welland Economic Development, in partnership with the Greater Niagara Chamber of Commerce, proudly celebrated Small Business Week with a launch event at the Welland International Flatwater Centre. This event, entitled Boost Your Business, featured inspiring, invigorating power talks, with topical sessions, networking, resources, that showcased innovation, resilience, and dedication to the community.

With over 150 attendees from across Niagara – themes included leveraging artificial intelligence and enhancing digital strategies, readying small business for the economic revolution and the importance of mission, vision and values for companies.

Welland at the Toronto Global Forum: Connecting, Innovating, and Building a Stronger Future!

A member of staff was present at the prestigious Toronto Global Forum, a key event that gathers global leaders, business executives, and influencers to discuss economic development and growth opportunities. This event provided an excellent platform for Welland to network with potential investors, share insights about the City's strategic initiatives, and explore new opportunities for collaboration. The team engaged with key stakeholders, showcased Welland's business-friendly environment, and reinforced the city's position as an attractive destination for investment, all while aligning with the city's broader economic goals.

Driving Regional Prosperity: Welland at the 2025 GNCC Economic Summit, Navigating Global Shifts: Niagara's Moment to Lead

Staff attended the 2025 Greater Niagara Chamber of Commerce (GNCC) Economic Summit, an important event that brought together regional leaders, entrepreneurs, and decision-makers to discuss economic opportunities and challenges.

The key themes discussed were Supply Chain Sovereignty, Innovation & Infrastructure for Economic Security, Labour and Talent and Cross-Border Trade in an Age of Uncertainty. This

summit enabled Welland to engage with key stakeholders, exchange ideas, and explore strategies for fostering regional collaboration.

The team focused on positioning Welland as a hub for investment, innovation, and growth within the Niagara region, reinforcing the City's commitment to economic prosperity and community development. It was an excellent opportunity to build relationships that will help drive Welland's future success and strengthen its role in the broader regional economy.

Unlocking the Future: Welland at Highway H20, Advancing Seaway Capacity and Sustainable Development

Staff recently attended the 20th annual Highway H20 conference, themed *Capacity & Competitive Edge: Moving the Seaway Forward*. This event brought together industry leaders that shared their success stories and outlined a path to overcoming obstacles to drive growth and innovation in the Great Lakes maritime landscape.

Themes focused on moving the Seaway forward in a climate of economic uncertainty, trade pressures and ongoing environmental change. Through insightful presentations, panel discussions, and networking, attendees engaged in strategy and solutions-based programming that highlighted successes across the Seaway network.

This annual event provides a marquee platform for networking, knowledge-sharing and collaboration, time to connect one-on-one with peers, engage with program speakers and forge new connections.

Canadian Manufacturing Technology Show

The Canadian Manufacturing Technology Show (CMTS) is the national stage for manufacturing innovation — where technology, talent, and opportunity converge. It's more than an exhibition; it's where the people shaping Canadian manufacturing come to connect, learn, and build the future together. Showcasing the best in machine tools, automation, robotics, additive manufacturing, digital transformation, and smart factory solutions, CMTS is where manufacturers discover what's next, compare technologies, and find the partners that help them move from concept to production.

Manufacturing Matters

In early October, a member of staff attended the Manufacturing Matters event, hosted by the Excellence in Manufacturing Consortium (EMC Canada) and the London Economic Development Corporation. This event, attended by nearly 1,000 industry experts, pioneering manufacturers,

community leaders and visionary thinkers, broached topics including breakthrough technologies, sustainable practices and forging of new partnerships.

Auto Mayors Roundtable

In early November, the Ontario Auto Mayors organization hosted a meeting in Cambridge. The Auto Mayors work collaboratively at the provincial and federal levels to promote awareness, advocacy and strategic policy initiatives to further strengthen the Canadian economy through advancements and investments in the automotive sector.

The automotive sector is a key driver of employment and innovation across Canada and the Ontario Auto Mayors collectively advocate for government incentives to ensure Canada remains competitive with other auto jurisdictions. The November event discussed the best practices and philosophies of Toyota Motor Manufacturing Canada Inc., Technology Adoptions and Innovation in Automotive Supply Chains and Digital Twin Technology that aligns with the Future of Manufacturing.

CMC Day on the Hill, Niagara College Showcase and Government Relations

Staff travelled to Ottawa in early November to meet with various levels of government including Transport Canada, Global Affairs Canada, Canada Lands Corporation and Members of Parliament, to discuss opportunities related to the City of Welland.

The day concluded with the Chamber of Marine Commerce's Marine Day on the Hill Reception and the Niagara College Showcase, bringing together industry leaders and experts and providing valuable opportunities for dialogue, collaboration, and relationship building.

Commercial Familiarization Tour

City of Welland staff, in partnership with the City of St. Catharines Economic Development team, hosted a Commercial Property Familiarization Tour in both cities. This Fam Tour provided a chance for investors and developers to explore prime commercial spaces in both communities while getting to know about the local commercial real estate market and growth opportunities.

Key locations were visited in each city, including:

- Downtown St. Catharines
- West St. Catharines commercial district
- Pen Centre
- Brock University and Canada Games Park

- Downtown Welland
- Niagara Street Commercial Corridor
- Plaza REIT property
- 980 East Main Street Redevelopment
- Various Mixed use and residential development opportunities in Welland

Physician Pop-Ups

Welland's Physician Recruitment Incentive Program has brought 16 new physicians to the community; each receiving tailored support to open a practice or take over an existing one. These efforts have strengthened local healthcare access and ensured more residents can find care close to home.

To continue to provide support to these new physicians by filling their rosters, Economic Development staff held three targeted community engagement pop-ups to encourage residents to find a family doctor through the **Connect to Care** and **Find a Doctor** resources on the Niagara Region website. These Find a Doctor Pop-Ups took place at the Welland Public Library – Main Branch, the Welland Community Centre and Seaway Mall. The updated [Find a Doctor](#) webpage helps residents locate and register with three dozen available family doctors in Niagara. The webpage features:

- A list of doctors and clinics in Niagara by municipality
- Contact details and locations for each clinic

Niagara Business Leadership Series with Paul Moyer

The Greater Niagara Chamber of Commerce (GNCC) hosted their latest Niagara Business Leadership Series featuring Paul Moyer, founder of Moyer's Apple Products and Clean Works. Paul shared his insights on innovation and entrepreneurship in the agri-tech industry. His commitment to innovation and sustainability has driven the success of his companies and led to groundbreaking advancements in food safety and agricultural technology.

Paul Moyer, founder of Moyer's Apple Products and Clean Works, is a ninth-generation Niagara fruit farmer and innovative agri-tech leader whose work has earned national and international recognition for advancing food safety and sustainability. His award-winning companies have pioneered groundbreaking technologies in agriculture and food sanitization, positioning Paul as a driving force in Canada's agri-food innovation sector.

Great Lakes Economic Development Council Conference

The Great Lakes Economic Development Council (GLEDC) was conceived by a group of local economic development practitioners who had a desire to see the regional economy restored and strengthened for future generations, while at the same time, protecting the sustainability of the region's vast natural resources. It seeks to unite its professional economic development members in the two Canadian provinces of Ontario and Quebec and the eight United States of Minnesota, Wisconsin, Illinois, Indiana, Michigan, Ohio, Pennsylvania and New York in working together to maintain the region's economic competitiveness.



This premier gathering of GLEDC members explored strategies to drive investment, innovation, and economic growth across the bi-national Great Lakes region. Through expert-led sessions, panel discussions, and networking opportunities, attendees gained insights into key issues such as workforce development, infrastructure, site selection, and the region's competitive advantages in water and energy resources.

Tracking Our Progress: Welland Shares Strategic Plan Updates



As part of our commitment to accountability and transparency, staff continue to advance the City's 2023–2026 Strategic Plan. Quarterly progress updates were provided in September and are now available on the public dashboard

<https://www.welland.ca/StrategicPlan/strategicPlanDashboard.asp> highlighting the ongoing work being done to achieve Council's priorities and deliver meaningful results for the community.

New Business

 <p>Life's Empowerment Solutions Life Skills Learning Hub</p>	<p><i>Life's Empowerment Solutions – Life Skills Learning Hub</i> <i>3 Cross Street, Unit 302</i></p> <p>Life's Empowerment Solutions offers services and life skills programs that are grounded in strength-based planning and practical skill-building. Each program is designed to increase independence, build capability, and create lasting success for both individuals and the teams around them. We focus on planning with purpose and living with confidence. Our approach is rooted in believing that every person has strengths worth building on, no matter their diagnosis or current situation.</p>
	<p><i>Reflect Reset Renew</i> <i>165 Plymouth Road</i></p> <p>Reflect Reset Renew offers inclusive, accessible care for individuals, couples, families, parents, and neurodiverse clients. As a trauma-informed practice, we provide a safe, supportive space to work through life's challenges with compassion and understanding. Their goal is to help clients build resilience, deepen self-awareness, and create stronger connections—making mental health care approachable and stigma-free.</p>

	<p><i>The Blue Dot</i> <i>Various Locations</i></p> <p>A locally run coffee trailer that offers hot, cold and kid-friendly beverages across the city. From classic iced latte to rich hot chocolate, this trailer is Welland’s go-to for seasonal comfort drinks. Visit their Facebook page to find out where in the community they will be.</p>
	<p><i>The Crispy Corner</i> <i>57 West Main Street</i></p> <p>Crispy Corner – the new spot in downtown Welland for crispy, tasty bites. Serving up fresh flavours, street food vibes, and comfort you’ll love. Come for the crunch, stay for the flavour.</p>
	<p><i>Firehouse Subs</i> <i>425 King Street</i></p> <p>Firehouse Subs is part of the new plaza development at 425 King Street alongside other fast-food spots (Mary Brown’s and TacoTime). This locations offers hot subs, takeout, delivery, and catering, known for steaming meats and cheeses on toasted rolls.</p>

 <p>NAILS PLUS <i>Professional Nails & Spa Services</i></p>	<p><i>Nails Plus</i> <i>810 Ontario Road</i></p> <p>This nail spa is a full-collection service that caters to all your spa beauty needs. It is the perfect spa option for those looking for more than just a good spa day. From nails to full body massage, they handle everything clients could possibly want or need. The goal of this nail spa is to provide our customers with relaxing solutions they need after a long, hectic day.</p>
	<p><i>Mary Brown's Chicken</i> <i>425 King Street</i></p> <p>Mary Brown's Chicken is a popular Canadian fast-food chain, founded in Newfoundland in 1969, known for its hand-breaded, made-fresh fried chicken and signature Taters, using Canadian ingredients and emphasizing Canadian hospitality. The newest location, located at 425 King Street, brings real, wholesome comfort food to Welland, made fresh daily.</p>
	<p><i>Proudly joining Welland's flavourful community</i> <i>– Everest Rasoi</i> <i>871 Niagara Street</i></p> <p>Introducing authentic Indian, Indo-Hakka and Nepalese cuisines crafted with bold flavours and traditional spices served fresh. “Rasoi” means kitchen in Hindi and represents a place where tradition, family and flavour come together. The chefs draw on time-honoured recipes and regional techniques to create a dining experience that is both genuine and memorable.</p>

	<p><i>Missy's Café</i> <i>236 Burgar Street</i></p> <p>Missy's Café is a new, local queer-friendly café with a "witchy vibe," focused on quality coffee. Offering locally roasted coffee from Fenwick Coffee Roasters and baked goods from Bomb Bish Bakery – they also act as a gallery space for local artists creating a welcoming community hub.</p>
	<p><i>The Hub – Where Good Food meets Great Vibes</i> <i>190 Maple Avenue</i></p> <p>The Hub is more than a restaurant and bar — it's a place to gather, connect, and unwind. They have transformed a familiar space into something fresh and vibrant, designed with Welland in mind. It has a menu that balances comfort with creativity, cocktails crafted with care, and an atmosphere that invites you to stay a little longer. With 50 seats, a full bar, pool table, and 7 big screens, The Hub is your spot for catching the game, sharing laughs with friends, or simply enjoying a night out.</p>
	<p><i>Ma's Soups & Sandwiches</i> <i>601 Southworth Street, Unit 4</i></p> <p>Ma's Soups & Sandwiches is a popular, relatively new spot in Welland, known for homemade comfort soups (like Chicken Noodle, Lasagna, Cheeseburger Soup) and artisan sandwiches (Original Salami, Pesto Turkey) at 601 Southworth Street, offering fresh, quality food, often available for takeout with friendly service. Specials change daily while focussing on fresh ingredients and homemade goodness.</p>

	<p><i>Osmow's Shawarma</i> <i>15 Rice Road</i></p> <p>Osmow's Shawarma is a fast casual restaurants with over 200 locations featuring a modern taste of the Mediterranean. The newest location in Welland is located at 15 Rice Road offering generous portions of popular options like chicken or lamb shawarma wraps/plates with customizable heat levels and sauces, available for online ordering, delivery and takeout.</p>
	<p><i>TacoTime</i> <i>425 King Street</i></p> <p>TacoTime has always been about real food. They're proud to serve bold, authentically TacoTime dishes made fresh in-store daily using Canadian-sourced ingredients.</p> <p>The company opened their first store in 1978 in Lethbridge, Alberta. Since then have grown to 125 locations, coast-to-coast.</p>
	<p><i>Kung Fu Tea</i> <i>30 Rice Road</i></p> <p>A new bubble tea shop known for its wide array of made-to-order, high-quality, and innovative tea, milk, and fruit-based beverages. The establishment emphasizes freshness, brewing tea every three hours and cooking tapioca pearls (boba) every two hours.</p> <p>The shop provides a cozy and vibrant environment with an inviting decor, making it a welcoming destination for friends and families.</p>

	<p><i>Inkspired by Tee</i> <i>603 East Main Street</i></p> <p>"Inkspired by Tee" is a tattoo studio that emphasizes fine line work, meaningful designs, and custom pieces that tell personal stories. The artist often uses descriptive text on social media to explain the meaning behind their work.</p>
	<p><i>Essentials Organic Juice</i></p> <p>High-quality, pure, cold-pressed organic juices (like Just Juice brand) sold at local health stores (like Health Wise in Seaway Mall), focusing on nutrient-dense, additive-free drinks made from fresh fruits/veggies for health-conscious locals seeking natural energy, detoxification, or wellness boosts in the Niagara region.</p>

Business Spotlight

Blue Star Restaurant is a beloved fixture on King Street that has served as a gathering place for the Welland community since 1947. Over the decades, it has become more than just a restaurant but a true institution where generations of families share meals, memories, and milestones.

What fuels the Blue Star's lasting success is a powerful mix of tradition, warmth, and adaptability. Its signature broasted chicken, classic pierogies, cabbage rolls, lasagna, burgers and daily-baked pies have kept regulars coming back. People who first sat in its booths as kids are now bringing their own children.

Through the years the owners have refreshed the menu to include new and low-carb options and updated the interior, while keeping the spirit and recipes that built its reputation intact. In September 2025 the Blue Star was sold to new owners who intend to continue operations with extended hours, food delivery and pick-up options and an updated point-of-sale system.

Blue Star adds vibrancy to Welland by being a communal touchpoint — a place where locals pop in for hearty comfort food, meet old friends, or celebrate simple occasions over familiar dishes. Its vast menu, inviting atmosphere, and friendly staff make it a welcoming spot for a wide cross section of the community.

The legacy of the Blue Star is woven into the very fabric of Welland. It stands as a testament to the value of local, family-run businesses that endure through decades by staying attuned to their neighbourhood. As it continues serving old favourites and new additions alike, Blue Star carries forward a tradition of comfort, hospitality, and community connection that few other places can match.



PENDING MOTION REFERRAL/DEFERRAL SUMMARY AS OF DECEMBER 2, 2025					
CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
02-85 16-26	Infrastructure Services	July 19, 2016	Draft Sidewalk Policy that focuses on the creation of new sidewalks and the improvement and maintenance of existing sidewalks.	Status: In progress To Complete: Quarter 4, 2024	
99-99	Community Services	May 3, 2016	Report regarding potential alternatives to expand the use of waterway by the general public. Defers Report R&C-2017-08: Public Consultation Process - 'Go Quiet By-law' & Alternative Uses of the Waterway to the General Committee meeting on September 26, 2017.	Status: In progress To Complete: R&C-2017-06 - October 4, 2017 was received for information.	
17-2	Planning & Development Services Traffic & By-laws	September 19, 2017	Refers back to staff for report regarding Section 8 Schedule 3 Food Vehicle, Section 7 Schedule 2 Food Premises and Exemption Section 10 Schedule 4 Hawker and Peddler from By-law 2011-173. Went to the May 15th Council Meeting to be deferred to staff for a report to a General Committee meeting.	Status: In progress To Complete: Report coming back July 2024.	
09-152 18-2	Planning & Development Services and Fire Department	June 5, 2018	Report on an education strategy to the public, tenants and landlords regarding rental housing.	Status: In progress To Complete: Fire and Planning to provide an update report in 2024.	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
19-28	Planning & Development Services	March 5, 2019	Request for a Community Teaching Garden to staff for study and review.	Status: In progress To Complete: To be brought to the Green Advisory Committee for consideration in 2024.	
19-88	CAO	July 9, 2019	Create a "Downtown Vacancy Mitigation Action Plan" between the City, Business, Community and applicable stakeholders that addresses vacancy rates in our downtown areas.	Status: In progress To Complete: To be included in the upcoming Downtown Revitalization Strategy 2024 work.	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
17-19	Planning & Development Services	September 17, 2019	Staff to consult with public, agencies and other stakeholders regarding tree preservation.	Status: Staff in process of drafting the guidelines. To Complete:	
19-103	Planning & Development Services	September 17, 2019	Report on possible enhancements to the public notification process for Committee of Adjustment hearings. Went to the October 1, 2019 Council meeting requesting that subsequent report be provided outlining costs for the two options provided.	Status: In progress To Complete: 3 rd Quarter in 2024	
08-48	Planning & Development Services	February 18, 2020	Refers back to staff a report regarding an Occupancy Standards By-law.	Status: In progress To Complete: 2 nd Quarter 2024.	
19-94	Planning & Development Services	February 18, 2020	Refers back to staff matter regarding the petition from residents from 155 Gadsby Avenue, there be no change to the zoning, which is currently zoned as open space, in order to protect wild life.	Status: In progress To Complete: Ontario Land Tribunal matter at this time.	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
20-77	Infrastructure Services	June 16, 2020	WHEREAS due to the recent pandemic the City of Welland is not able to provide services that they normally would perform do to the safety of its employees; and further WHEREAS if residents did in fact require a service that is normally provided by the City, in this case being a sewer related service and had to act immediately and contact an outside contractor and in resolving the issue a fee was paid. NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CITY OF WELLAND directs staff to create a report to reimburse part or all of the fee paid by the owner (with guidelines similar to the rodent control program to be adhered to) and the amount be capped and for a certain period to time.	Status: In progress To Complete:	
20-106	Planning & Development Services	October 6, 2020	Signed petition from the residents of Caithness Drive regarding turning an established residential area from a single family homes to duplexes and refers this petition to Planning staff for review.	Status: In progress To Complete: Will be considered as part of update to City's Official Plan in 2024.	
20-19	Planning & Development Services	October 20, 2020	Refers to staff for report the notice of motion regarding 113 Michael Drive, redesignates this area as Open Space and proceed with an RFP to have a park with playground equipment be installed at this location.	Status: In progress To Complete: Approval for Park Development and will be amended to Open Space in the updated to the City's Official Plan.	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
20-82	Planning & Development Services	March 2, 2021	Report regarding a Municipal Comprehensive Review, under section 4.3.3.1 of the Official Plan, for the property outlined in Report P&B-2021-08 for an Employment Land conversion from Gateway Economic Centre to Agriculture.	Status: In progress To Complete: To be considered as part of the update to the Official Plan in 2024.	
21-58	CAO & Planning & Development Services	March 2, 2021	Report regarding Brownfield Employment Lands that are non-employment producing within the city limits.	Status: In progress To Complete: Will be included in 2024 update to the Brownfield CIP.	
21-59	CAO & Economic Development	March 2, 2021	Report on a strategy to aggressively pursue the acquisition of seaway lands from the Federal government, to discuss with them an accelerated process to declare such lands surplus and enter into discussions for the acquisition of identified properties and review options for "lease to own" such lands until such time as they become available. Staff identify Seaway lands of interest and develop servicing plans and other strategies as may be required and further staff identify other lands within and/or adjacent to employment lands identified in Welland's official plan that would be strategic acquisitions for the purpose of industrial/employment use and see if owners are interested in selling those lands to the municipality. If they are not interested the city would not pursue expropriation. In relation to all of the above staff would prepare strategies and associated costs to service lands so that they would be "shovel ready".	Status: In progress To Complete: Update report to come in 2024 through Economic Development. Went to the September 16, 2025 General Committee Meeting.	
06-156	Planning & Development Services	April 20, 2021	Report as part of the Official Plan Review detailing what Urban Farming initiatives Council should consider accommodating.	Status: In progress To Complete:	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
21-92	Planning & Development Services	July 6, 2021	Report regarding petition by residents of Seaway Pointe Condominium at 330 Prince Charles Drive regarding parking space for the Evertrust Development at 350 Prince Charles Drives.	Status: In progress To Complete: Applications were approved and building is currently under construction.	
07-144	Economic Development	January 31, 2023	Dissolution of the Welland Development Commission (WDC) referred back to staff for further information.	Status: In process. To Complete: 4 th quarter of 2024.	
05-50	Planning & Development Services	March 7 & 28, 2023	Refers back to staff regarding changes to the Municipal Heritage Register from the Town of Grimsby and Report P&B-2023-06.	Status: In process To Complete: 2 nd Quarter 2024.	
02-160	Planning & Development Services	March 27, 2023	Staff report re: having Council representation or staff on the Committee of Adjustment, Grants and Programs and Property Standards Committee.	Status: In process To Complete: 2 nd Quarter 2024.	
22-152	Planning & Development Services	March 27, 2023	Develop content for residents, simplifying and explain the process to provide a better understanding for interested parties, and to freely provide these resources to members of the public by posing online on the City website.	Status: In Progress To Complete: 3 rd Quarter 2024.	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
23-22	Planning & Development Services Traffic and By-laws Division	May 16, 2023	Refers back to staff Report P&B-2023-15: Cash In Lieu of parking Policy. Went to the July 18, 2023 Council Meeting to consult with the development community and public with regards to the proposed Cash-In-Lieu Parking By-law with a final By-law for consideration.	Status: In progress To Complete:	
21-79	Planning & Development Services	June 6, 2023	Refers back to staff Report P&B-2023-22 Application for Official Plan Amendment and Zoning By-law Amendment for 368 Aqueduct Street and 155 Gadsby Avenue.	Status: In progress To Complete: At Ontario Land Tribunal due to decision from Council.	
22-137	Planning & Development Services	June 6, 2023	Refers back to staff Report P&B-2023-20 Application for Official Plan Amendment and Zoning By-law Amendment for 50 Bruce Street.	Status: In progress To Complete: At Ontario Land Tribunal due to decision from Council. Went to CW on April 23/24.	
02-160	CAO	September 5, 2023	Refers back to staff notice of motion re: shall be notified in camera if any entity including but not limited to committees, commissions, agencies or boards that the city funds, or approves members or places members of council on, if this entity experiences any litigation involving its members.	Status: To Complete:	
02-160	Clerks Division	September 19, 2023	Refers back to staff Report CLK-2023-19: Amendment to Hybrid Model – Meeting of Council.	Status: In progress. To Complete:	

REF. NO.	RESPONSIBLE FOR ITEM	APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
23-28	Community Services	December 19, 2023	Presentation re: Crimestoppers Program and refers matter to staff for report.	<u>Status:</u> <u>To Complete:</u>	
99-99	Community Services	January 9, 2024	Prepare a report in regards to creating and allowing family caping along the west side of the former Welland Canal.	<u>Status:</u> <u>To Complete:</u>	
23-22	Infrastructure Services	January 9, 2024	Report that would address parking at Chippawa Park from the pavilion on First Avenue north to Laughlin Avenue on the park property which is currently grass/open space similar to Bugar Park.	<u>Status:</u> <u>To Complete:</u>	
24-36	Planning & Development Services	March 19, 2024	Petition from residents of the City of Welland opposing the planning application for the zoning at 44 Heron Street.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
24-22	Planning & Development Services Traffic and By-laws Division	April 23, 2024	Report to consider amending the City's Zoning By-law 2017-117 to include a requirement for visitor parking, as well as reviewing the parking requirements spaces per dwelling units in the surrounding municipalities.	<u>Status:</u> <u>To Complete:</u>	
24-22	Planning & Development Services Traffic and By-laws Division	May 14, 2024	Directs staff to create a report on increasing the maximum yearly eligible amount per resident under the Roden Rebate program.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
24-22	Planning & Development Services Traffic and By-laws Division	July 9, 2024	Refers back to staff Report TRAF-2024-07: Update to Traffic and Parking By-law 89-2000 for investigation of removing the bicycle lanes and having parking only on one side.	<u>Status:</u> <u>To Complete:</u>	
				-	
02-160	Clerk's Division	August 13, 2024	Code of conduct for members of Council Section 4.1 – Staff report back to Council on the working of this section in regards to its contradictory nature and how it would apply to freedom of expression and communicating individual councillors political positions to constituents.	<u>Status:</u> <u>To Complete</u>	
24-26	Infrastructure Services	September 3, 2024	Staff engage with the Region of Niagara to have sidewalks installed on South Pelham Road between Foss and Thorold Roads.	<u>Status:</u> <u>To Complete:</u>	
24-78	Infrastructure Services	September 3, 2024	Refer to staff petition from residents of Coyle Creek Park opposing implementing the buffer zone around the perimeter of the pond.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
24-78	Infrastructure Services	September 3, 2024	Staff to provide a comprehensive report regarding the storm management pond at Coyle Creek. Report detail the city's responsibility and history to the maintenance of the surrounding park like setting over the past 10 years.	<u>Status:</u> <u>To Complete:</u>	
				-	
24-26	Infrastructure Services	September 10, 2024	Staff engage with the Region of Niagara to discuss road upgrades on South Pelham between Webber Street and Thorold Road..	<u>Status:</u> <u>To Complete:</u>	
				-	
				-	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
21-30	Planning & Development Services	November 26, 2024	Refers back to staff the notice of motion regarding increases in the number of encampments near public, private and business properties.	<u>Status:</u> <u>To Complete:</u>	
21-30	Planning & Development Services	December 10, 2024	Refers Report PB-2024-30: 184 Denistoun Street – Proposed Niagara Regional Housing Project back to staff.	<u>Status:</u> <u>To Complete:</u>	
24-22	Planning & Dev. Services Traffic and By-laws Division	December 17, 2024	Prepare a report for a signalized school crossing on First Avenue for Quaker Road School. Report to include costs and location.	<u>Status:</u> <u>To Complete:</u>	
25-47	Infrastructure Services	February 4, 2025	Refers Report ENG-2025-06: Humberstone Landfill Host Municipality Compensation Agreement back to staff.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
02-160	Clerk's Division	March 4, 2025	Notice of Motion from Councillor Lee re: staff report back on the estimated annual savings associated with this transition, including reductions in paper, printing and delivery costs.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	March 18, 2025	Staff to prepare a recommendation on whether the city would benefit from the creation of a Welland School Traffic Safety Action Committee.	<u>Status:</u> <u>To Complete:</u>	
25-73	Infrastructure Services	April 22, 2025	Staff to prepare a report regarding the Niagara Regional Police Services regarding updates and opportunities and staff to report back with further information and recommendations.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	July 22, 2025	Report on parking control on Gram Avenue to include but not limited to 2 hour parking along the park, resident parking permits .	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
25-22	Planning & Development Services	July 22, 2025	Report on the feasibility finishing the missing section of fence along 695 Niagara Street.	<u>Status:</u> <u>To Complete:</u>	
25-22	Infrastructure Services	July 22, 2025	Report on the suitability of establishing a Community Safety Zone along Rive Road between Downs Drive and Evan Street.	<u>Status:</u> Complete <u>To Complete:</u>	
02-85	Clerk's Division	August 12, 2025	Refers the Terms of Reference for the Welland Accessibility Advisory Committee.	<u>Status:</u> Complete <u>To Complete:</u>	
25-22	Infrastructure Services	August 12, 2025	Report on the suitability of establishing a Community Safety Zone on Plymouth Road from the train tracks north to Lincoln Street since it has two senior homes, a park, two day cares and a school located there.	<u>Status:</u> Complete <u>To Complete:</u>	
25-22	Infrastructure Services	August 12, 2025	Report on the suitability of establishing a Community Safety Zone on Gaiser Road, specifically but not limited to Gaiser Road and Julia Drive, and Gaiser Road between South Pelham and Clare Avenue/Creekside Drive.	<u>Status:</u> Complete <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
25-108	Finance Division	September 2 & 23 2025	Refers Report FIN-2025-20: South Niagara Hospital Contribution back to staff. Went to the Sept. 23 council meeting to be referred back to staff.	<u>Status:</u> <u>To Complete:</u>	
05-51	Finance Division	September 23, 2025	Defers Report FIN-2025-23, Purchasing Policy Revision, for consideration at a meeting to be scheduled after the end of October 2025.	<u>Status:</u> <u>To Complete:</u>	
23-122	Clerks Division	September 23, 2025	Directs staff to review AMO's Indigenous Reconciliation Action Plan and prepare a report for Council with recommendations on actions the City of Welland could take as an organization to further advance reconciliation locally.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
25-45	Infrastructure Services	September 23, 2025	Council directs staff to: 1. Review the current Claim Form and related procedures applicable when property is damaged due to City construction activities; and 2. Identify opportunities to make the process more accessible and less burdensome for residents, including consideration of timelines, documentation requirements, and potential costs to claimants; and further 3. Report back to Council with a recommended revised form and procedure for consideration.	<u>Status:</u> <u>To Complete:</u>	
25-111	Infrastructure Services	September 23, 2025	Staff to prepare a report on improved / brighter lighting on Quaker Road from Niagara to the east limit. Staff present temporary sidewalk solutions and any other feasible safety measures. This report to include options for brighter light fixtures and that the report be presented to council by November 18, 2025.	<u>Status:</u> <u>To Complete:</u>	
99-99	Community Services	October 14, 2025	Prepare a report and presentation for the six 2025 concerts on the canal series and to include all expenses on a spreadsheet prior to the 2026 budget as well as to include all sponsorship monies collected and surveys that were collected from the attendees.	<u>Status:</u> Complete <u>To Complete:</u>	CS-2025-36 November 4, 2025
21-30	Clerks Division/ Community Services	October 14, 2025	Staff to follow up with the Provincial Emergency Operations Centre and the Ontario Solicitor General, Michael Kerzner on how they plan to respond to the state of emergency; and THAT Welland City Council ask the Ontario Ministry of Health to fund and establish in partnership with Niagara Health, more addiction treatment beds in the City of Welland.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
25-29	Clerks Division	October 14, 2025	Refers back to staff Report CLK-2025-09: 2026 Council Meeting Schedule to consider an additional council meeting each month in 2026 prior to the municipal election.	<u>Status:</u> complete <u>To Complete:</u>	CLK-2025-09 November 18, 2025
24-78	Infrastructure Services Engineer	November 4, 2025	Report regarding fencing exemptions and fencing options around Coyle Creek Pond.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	November 18, 2025	Refers petition from residents on Kaywood Court restricting parking on Kaywood Court from 9:00 p.m. to 9:00 a.m.	<u>Status:</u> <u>To Complete:</u>	



PORT COLBORNE

Legislative Services

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

December 12, 2025

Email: premier@ontario.ca

The Honourable Doug Ford

Premier of Ontario

Main Legislative Building, Queen's Park

Toronto, ON M7A 1A5

Dear Honourable Doug Ford:

Re: Provincial Support of the Ontario Airport Capital Assistance Program

Please be advised that, at its meeting of November 12, 2025 the Council of The Corporation of the City of Port Colborne supported the resolution received from the City of Brantford requesting Provincial Support of the Ontario Airport Capital Assistance Program.

The resolution is attached for your consideration.

Sincerely,

Charlotte Madden

City Clerk

ec: Minister of Transportation – Prabmeet Singh Sarkaria
Airport Management Council of Ontario
Niagara MPPs - Jeff Burch, Wayne Gates, Sam Oosterhoff, Jennifer Stevens
Brant County
Town of Pelham
Township of Wainfleet
City of Welland



October 31, 2025

Premier Doug Ford

Sent via email: premier@ontario.ca

Dear Premier Doug Ford:

Please be advised that Brantford City Council at its meeting held October 28, 2025 adopted the following:

12.1.1 Provincial Support of the Ontario Airport Capital Assistance Program

WHEREAS small and regional airports in Ontario serve as critical infrastructure—facilitating essential public services including air ambulance operations, forest firefighting, search & rescue, and law enforcement activities, while also driving local and regional economic development; and

WHEREAS many of these airports are ineligible for the federal Airports Capital Assistance Program (ACAP) due to eligibility constraints such as lacking year round scheduled service, yet still require capital funding for safety-related infrastructure; and

WHEREAS the Airport Management Council of Ontario (AMCO) has identified a persistent funding gap for non ACAP eligible community airports, estimating that approximately 85 such airports need \$5.5 million annually to address critical airside infrastructure needs; and

WHEREAS provinces including British Columbia, Alberta, and Saskatchewan have successfully managed permanent provincial capital-assistance programs—offering clear models for cost-sharing frameworks, eligible project criteria, and annual funding envelopes; and

WHEREAS AMCO's proposed Ontario Airport Capital Assistance Program (OACAP) envisions an annual operational budget of \$8.5–10 million, with a 75% provincial / 25% owner cost-share, a \$2 million per applicant cap, and bonuses for key community-benefiting projects; and

WHEREAS the 2025 Ontario Budget has already acknowledged "airports as cross country infrastructure" and signaled intent to include them in upcoming capital investments; and

WHEREAS the City of Brantford and the County of Brant benefit directly from airport-enabled services, and ensuring its continued operation is in the public interest of resident safety, economic resilience, and efficient connectivity.

NOW THEREFORE BE IT RESOLVED THAT The Corporation of the City of Brantford formally urges the Government of Ontario to:

- i. Implement the Ontario Airport Capital Assistance Program (OACAP) managed by the Ministry of Transportation.
- ii. Adopt the recommended cost-sharing structure (75% provincial / 25% municipal or operator), and cap funds at \$2 million per project per applicant.
- iii. Expand eligibility to include public-use registered aerodromes and certified airports not currently eligible for ACAP.
- iv. Reinstate the Ontario Air Advisory Panel to advise on airport infrastructure and policy priorities.
- v. Designate community and regional airports as critical infrastructure under provincial policy.
- vi. Investigate stable funding mechanisms—such as a dedicated stream from the aviation fuel tax—to support OACAP sustainably.

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, Minister of Transportation, local MPPs, Brant County, AMCO, and all Ontario municipalities operating public airports calling for provincial commitment to OACAP.

I trust this information is of assistance.

Yours truly,



Chris Gauthier City Clerk,
cgauthier@brantford.ca

CC Minister Of Transportation minister.mto@ontario.ca
 Member of Parliament Larry Brock larry.brock@parl.gc.ca
 Member of Provincial Parliament Will Bouma will.bouma@pc.ola.org
 Brant County clerks@brant.ca
 AMCO amco@amco.on.ca
 All Ontario municipalities operating public airports



PORT COLBORNE

Legislative Services

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E charlotte.madden@portcolborne.ca

December 12, 2025

Email: pm@pm.gc.ca

The Honourable Mark Carney
Prime Minister of Canada
80 Wellington Street
Ottawa, ON K1A 0A2

Email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5

Dear Honourable Mark Carney and The Honourable Doug Ford;

Re: A Call to Action: Standing Together for Justice and the Protection of Canada's Children

Please be advised that, at its meeting of December 9, 2025 the Council of The Corporation of the City of Port Colborne supported the resolution received from the City of Welland regarding Bail Reform – Standing Together for Justice and the Protection of Canada's Children.

The resolution is attached for your consideration.

Sincerely,

Charlotte Madden
City Clerk

ec: Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)
Local MPs, Tony Baldinelli, Chris Bittle, Dean Allison, Fred Davies
Local MPPs, Jeff Burch, Wayne Gates, Sam Oosterhoff, Jennifer Stevens
Local Area MPs, Dean Allison, Tony Baldinelli, Chris Bittle, Fred Davies
Local Area Municipalities



December 10, 2025

SENT ELECTRONICALLY

To the Honourable Doug Ford, Premier of Ontario

Re: 14.2 Motion respecting opposition to the passage of Ontario's Bill 60

Please be advised that the Council of the Corporation of the City of Thorold, at its meeting held on December 9, 2025, considered the aforementioned topic and passed the following resolution:

The Corporation of the City of Thorold enacts as follows:

WHEREAS stable, secure, and affordable housing is foundational to individual well-being, neighbourhood stability, and the overall health of the municipality; and

WHEREAS the changes to the Residential Tenancies Act introduced through the passage of Ontario's Bill 60 have raised significant concerns among tenant advocates, housing providers, and municipal leaders regarding the potential for weakened tenant protections, reduced housing affordability, and increased vulnerability to displacement; and

WHEREAS municipalities bear the direct impacts of housing instability—including increased demand for social services, shelter systems, and emergency supports—and therefore have a strong interest in ensuring that provincial legislation strengthens, rather than undermines, tenants' rights and housing security;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Thorold enacts as follows:

1. That Thorold City Council **FORMALLY EXPRESSES** its strong opposition to the passage of Ontario's Bill 60, given the concerns that its changes to the *Residential Tenancies Act* will weaken protections for tenants, increase housing instability, and place additional pressure on municipal supports and services; and

2. That City Staff **BE DIRECTED** to circulate this motion to all Niagara municipalities, the Region of Niagara, the office of MPP Jeff Burch, and the office of Premier Doug Ford.

Thank you,



Nicholas Debono
City Clerk, City of Thorold

cc. Jeff Burch, MPP Niagara Centre
Niagara Regional Municipalities

- Niagara Falls
- Port Colborne
- St Catharines
- Welland
- Grimsby
- Lincoln
- Niagara-on-the-Lake
- Pelham
- Wainfleet
- West Lincoln
- Fort Erie

Niagara Region



City of Thorold
P.O. Box 1044, 3540 Schmon Parkway,
Thorold, Ontario L2V 4A7

Tel: 905-227-6613
Page 91 of 215



December 10, 2025

SENT ELECTRONICALLY

To the Honourable Doug Ford, Premier of Ontario

Re: 14.2 Motion respecting opposition to the passage of Ontario's Bill 60

Please be advised that the Council of the Corporation of the City of Thorold, at its meeting held on December 9, 2025, considered the aforementioned topic and passed the following resolution:

The Corporation of the City of Thorold enacts as follows:

WHEREAS stable, secure, and affordable housing is foundational to individual well-being, neighbourhood stability, and the overall health of the municipality; and

WHEREAS the changes to the Residential Tenancies Act introduced through the passage of Ontario's Bill 60 have raised significant concerns among tenant advocates, housing providers, and municipal leaders regarding the potential for weakened tenant protections, reduced housing affordability, and increased vulnerability to displacement; and

WHEREAS municipalities bear the direct impacts of housing instability—including increased demand for social services, shelter systems, and emergency supports—and therefore have a strong interest in ensuring that provincial legislation strengthens, rather than undermines, tenants' rights and housing security;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Thorold enacts as follows:

1. That Thorold City Council **FORMALLY EXPRESSES** its strong opposition to the passage of Ontario's Bill 60, given the concerns that its changes to the *Residential Tenancies Act* will weaken protections for tenants, increase housing instability, and place additional pressure on municipal supports and services; and

2. That City Staff **BE DIRECTED** to circulate this motion to all Niagara municipalities, the Region of Niagara, the office of MPP Jeff Burch, and the office of Premier Doug Ford.

Thank you,



Nicholas Debono
City Clerk, City of Thorold

cc. Jeff Burch, MPP Niagara Centre
Niagara Regional Municipalities

- Niagara Falls
- Port Colborne
- St Catharines
- Welland
- Grimsby
- Lincoln
- Niagara-on-the-Lake
- Pelham
- Wainfleet
- West Lincoln
- Fort Erie

Niagara Region



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Tel: 905-227-6613
Page 93 of 215

December 12, 2025

CL 17-2025, December 11, 2025
BRCOTW 8-2025, November 20, 2025
CSD 56-2025, November 20, 2025

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

Waste Management 2026 Operating Budget and Requisition CSD 56-2025

Regional Council, at its meeting held on December 11, 2025, passed the following recommendation of its Budget Review Committee of the Whole:

That Report CSD 56-2025, dated November 20, 2025, respecting Waste Management 2026 Operating Budget and Requisition, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the following recommendations **BE APPROVED**:
 - a) A 2026 Waste Management Services net operating budget increase of \$199,646, or 0.44%, over the 2025 net operating budget;
 - b) A 2026 Waste Management Services gross operating budget of \$52,890,107 and net operating budget of \$45,784,358;
 - c) That the net operating budget amount of \$45,784,358 be apportioned between the local area municipalities in accordance with the methodology approved in Report PWA 55-2011 and outlined in Appendix 2 to Report CSD 56-2025;
 - d) That the necessary by-laws be prepared and presented to Council for consideration; and
 - e) That a copy of this report be circulated to the local area municipalities.

A copy of CSD 56-2025 and By-law 2025-67 are enclosed for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read 'Ann-Marie' followed by a stylized flourish.

Ann-Marie Norio
Regional Clerk

:kl

CLK-C 2025-130

cc: B. Brens, Acting Director, Financial Management & Planning
 T. Ellis, Commissioner, Corporate Services
 K Beach, Executive Assistant, Commissioner, Corporate Services

Subject: Waste Management 2026 Operating Budget and Requisition

Report to: Budget Review Committee of the Whole

Report date: Thursday, November 20, 2025

Recommendations

1. That the following recommendations **BE CONSIDERED** as part of the final budget deliberations at the December 11, 2025, Budget Review Committee of the Whole;
 - a) A 2026 Waste Management Services net operating budget increase of \$199,646, or 0.44%, over the 2025 net operating budget;
 - b) A 2026 Waste Management Services gross operating budget of \$52,890,107 and net operating budget of \$45,784,358;
 - c) That the net operating budget amount of \$45,784,358 be apportioned between the local area municipalities in accordance with the methodology approved in Report PWA 55-2011 and outlined in Appendix 2 to Report CSD 56-2025;
 - d) That the necessary by-laws be prepared and presented to Council for consideration; and
 - e) That a copy of this report be circulated to the local area municipalities.

Key Facts

- The proposed Waste Management Services (WMS) net operating budget represents an overall increase of \$199,646, or 0.44%, over 2025 as shown in Note 4 of Appendix 1 to Report CSD 56-2025.
- Key drivers to the proposed 2026 budget include discontinuing non-eligible source (NES) recycling collection services such as small businesses, inflation, fuel pricing, increased contract pricing, and labour related costs.
- Approximately 80% of all services provided by WMS are being executed through external contracts, therefore the budget is subject to inflation and fuel volatility.
- Assessment growth for Niagara Region and Area Municipalities has not been finalized; however, estimated assessment growth of 1.59% is included in Appendix 2 to Report CSD 56-2025. The estimate of 1.59% for 2026 results in the net requisition decrease to be approximately 1.15% (0.44% less growth of 1.59%) with an estimated average typical annual residential decrease of \$2.60 per year.

- The net requisition amount has been allocated in accordance with the methodology approved in Report PWA 55-2011. The impacts by municipality in Appendix 3 to Report CSD 56-2025 are affected by the budget increase, growth in households by municipality, and the enhanced services as requested and selected by each Local Area Municipality (LAM).

Financial Considerations

The gross operating expenditures are \$52.9 million, which net of revenues of \$7.1 million equates to a net requisition of \$45.8 million. This represents an increase of \$0.2 million, or 0.44%, over the 2025 net requisition as outlined in Note 4 of Appendix 1 to Report CSD 56-2025. A thorough review of operating needs and key contract assumptions has been completed which resulted in a reduction from the increase as presented through 2026 Budget Planning Strategy (Report CSD 31-2025).

Table 1 – Summary of Proposed WMS Budget (in millions of dollars)

Waste Management 2026 Budget Summary	2025	2026	Increase (Decrease) %
Base Operating Expenses Net of Revenues (Note 1)	\$41.3	\$42.1	1.66%
Capital Transfers (Note 2)	4.6	4.6	0.00%
Transfers from Reserve for One-Time Costs	(0.3)	-	0.77%
Net Budget Requisition before Program Changes	\$45.6	\$46.7	2.43%
Lapse of NES Recycling Services	-	(1.2)	(2.55%)
Growth – Operating Costs of Capital	(0.0)	0.2	0.37%
Capital Financing - WMS	-	0.0	0.04%
Capital Financing - Allocated	-	0.1	0.15%
Total Net Budget Requisition before Assessment Growth	\$45.6	\$45.8	0.44%
Total Net Budget Requisition after Assessment Growth of 1.59%			(1.15%)

Note 1 – Base operating expenses net of revenues before base program delivery changes and program changes.

Note 2 – Includes the annual base budget transfers to the Landfill Liability Reserve and the Capital Reserve of \$2.4 million and \$1.8 million, respectively.

A schedule providing the budgeted revenues and expenditures for 2025 and 2026 by type of expenditure is included as Appendix 1 to Report CSD 56-2025.

Analysis

Base Budget Increases, Pressures, and Mitigations

The 2026 operating and multi-year budgets are impacted by the extended producer responsibility transition (EPR) ending in 2025 and not anticipating the receipt of producer responsibility funding. The operating budget is also impacted by several other external factors, such as escalating fuel prices, CPI rates, and contracted services.

Approximately 80% of the operating-related costs are in the form of outsourced costs and are subject to contract escalations and conditions. The remaining operating-related costs are associated with program-related purchases, budgeted repairs and maintenance, utilities, labour related costs, program support, consulting, and other administration costs.

The pressures in base operations that contribute to the increase of \$1.1 million or 2.43% are:

- \$1.1 million increase in operational contracts such as base level collection costs, and waste, recycling and household hazardous waste drop-off depot services
- \$0.6 million decrease in anticipated funding from EPR transition
- \$0.4 million decrease in Transfers from Funds budgeted for a one-time consulting engagement to conduct household waste composition studies completed in 2025 (fully offset by decrease in one-time consulting costs)
- \$0.4 million net increase in labour related costs, allocation of costs between departments, and share of supplemental taxes

Pressures noted above have been partially offset by the following:

- \$0.5 million decrease in one-time consulting engagement (fully offset by decrease in budgeted transfer from funds) and savings from transition from print to digital collection guide
- \$0.4 million increase in organics processing and hazardous waste funding
- \$0.3 million increase in tipping fees and garbage tag fees (from \$2.85 per tag to \$3.30 per tag)
- \$0.2 million savings in grounds maintenance at naturalization and closed landfill sites and elimination of recycling cart purchases

Program Changes

Pressures in base operations are also impacted by allowing NES recycling services to lapse, growth for operating costs of capital, and capital financing which contribute to a decrease of \$1.2 million, or 2.55%, an increase of \$0.2 million, or 0.37%, and \$0.1 million or 0.19%, respectively. The impact of these, which are outlined below, result in the net budget requisition going from an increase of 2.43% to an increase of 0.44% (before assessment growth of 1.59%):

Lapse of NES Recycling Services - \$1.2 million net reduction due to the assumption made that curbside recycling collection services to NES will lapse when recycling collection fully transitions to producers (December 31, 2025).

Growth - Operating Costs of Capital - \$0.2 million increase due to new capital projects for landfill gas monitoring systems.

Capital Financing - Enhanced capital financing for WMS is in alignment with the 2025 Corporate Asset Management Plan (CAMP). Capital financing of \$0.1 million relates to the allocated share of enhanced capital financing from general levy departments that provide services to Waste Management.

Reserve Strategy and Forecast

For 2026, the budget recommends maintaining the annual base budget transfers to the Landfill Liability Reserve and Capital Reserve in the amount of \$2.8 million and \$1.8 million, respectively. With the Asset Retirement Obligations and the updated Landfill Liability Reserve strategy, this reserve is funded to align with the average annual renewal investment (AARI) over the contaminating lifespan of each landfill. The Capital Reserve is funded to align with the 2025 CAMP with a 10-year AARI strategy.

As part of Niagara Region's Reserve and Reserve Funds Policy (C-F-013), minimum and maximum funding targets have been established for reserves. For stabilization reserves, such as the Waste Management Stabilization Reserve, the funding target is 10% to 15% of operating expenditures not including debt repayments. Based on the forecasted balance at the end of 2025 as presented in the Q2 Financial Update, the reserve balance of \$7.8 million will be deemed to be adequately funded, in alignment with funding targets.

Appendix 4 to Report CSD 56-2025 shows the forecasted Waste Management Reserve balances.

2026 Waste Management Requisition

The net requisition amount will be allocated to the LAMs in accordance with the methodology approved in Report PWA 55-2011. As such, base WMS costs will be apportioned based on the 2024 percentage of residential units in each municipality, with the enhanced collection of services and associated disposal costs to be apportioned to the requesting municipalities.

The year-over-year increase in requisition amount by municipality before assessment growth equates to a range of a 0.55% decrease to a 3.70% increase with an average increase of 0.44% as outlined in Appendix 2 to Report CSD 56-2025. The net requisition change by municipality after the 1.59% forecasted assessment growth (as of October 9, 2025) equates to a range of a 3.00% decrease to a 0.10% increase with an average decrease of 1.15% as outlined in Appendix 2 to Report CSD 56-2025. The range is the result of the difference in household growth between LAMs as well as net assessment growth. The WMS levy is collected as a special levy with the Region establishing the tax rates for each municipality (with the exception of Niagara-on-the-Lake).

Appendix 3 to Report CSD 56-2025 provides the impacts of the WMS requisition for 2026 in comparison to 2025 on a cost per typical residential property basis by area municipality. The 1.15% decrease on the budget net of assessment growth of 1.59% will impact the typical residential property from an annual decrease of \$5.52 to an annual increase of \$0.23 depending on the municipality with an average annual decrease of \$2.60 per year.

Multi-Year Forecast

The multi-year forecast to 2028 reflects impacts including inflation, contract pressures, people strategy, and updated reserve strategies. The forecast reflects annual increases of 2.35% for 2027 and 2.70% for 2028. There are many assumptions and unknowns included in these forecasts, and staff will re-evaluate the long-term budget and reserve strategies with the budget cycle each year.

The key assumptions affecting the multi-year forecast are as follows:

- 2027
 - Labour related costs of \$0.3 million including continued investment in the People Strategy
 - Increased pressures of \$0.4 million for inflation and fuel prices on the collection contract
 - Increased pressures of \$0.4 million for inflation on other operating contracts and increase in allocated corporate support costs
- 2028
 - Labour related costs increase of \$0.2 million
 - Increased pressures of \$0.4 million for inflation and fuel prices on the collection contract
 - Increased pressures of \$0.4 million for inflation on other operating contracts and increase in allocated corporate support costs

Risk and Opportunities

Contracted services which are subject to contract escalations and other external conditions such as CPI and fuel adjustments are a risk in the 2026 budget. If these factors exceed the forecasted amounts, this could result in variances to the proposed budget. However, the adequately funded stabilization reserve would help address any variances that may occur.

Outcome of NES Decision

Allowing curbside recycling collection services to NES to lapse when recycling collection fully transitions to producers has been reflected in the 2026 proposed budget. Should Council direction be anything other than what is included in the proposed budget, below are the additional impacts to the 2026 WMS net operating budget increase of \$199,646, or 0.44%, over the 2025 net operating budget:

- Provide separate collection with no collection day changes – additional 6.95% over the 2025 net operating budget
- Provide separate collection with route optimization – additional 5.64% over the 2025 net operating budget
- Provide separate collection inside downtown business areas (DBAs) only – additional 1.29% over the 2025 net operating budget
- Provide enhanced level of service only – additional 0.49% over the 2025 net operating budget

2029 Collection Contract

A major budget pressure ahead is the 2029 collection contract. Based on market conditions and trends from other municipalities, we are currently projecting an increase in collection costs of approximately over 50% with key drivers of this projected increase being inflation, equipment, fuel cost increases, and labour market pressures.

Staff are in the early stages of determining potential collection scenarios and anticipated costs for these scenarios, in advance of the request for proposal anticipated to be completed in 2027.

Staff will continue to work through strategies to determine the best approach to mitigate any potential pressures in 2029, including the possible extension of the existing contracts.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

The 2026 Waste Management Services proposed budget aligns with Niagara Region's 2023 – 2026 Council Strategic Priorities supporting an Effective Region, a Green and Resilient Region, and an Equitable Region.

Other Pertinent Reports

- PWA 55-2011 – Waste Management Services Financing Study
(Please contact the Niagara Region for a copy of this Report)
- [PWC-C 24-2021 – Residential Blue Box Program – Final Producer Responsibility Regulation](#)
(https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knndu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D17373&sa=U&ved=2ahUKEwiUkO2T9rqQAxUXMmIAHX7nCSQQFnoECAUQAg&usg=AOvVaw2goYObB8JDeYICm19r_tmq)
- [PWC-C 7-2025 – Update on Advocacy Efforts Regarding Recycling Collection Services for Non-Eligible Sources](#)
(<https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knndu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D43630&sa=U&ved=2ahUKEwiqrrGq9rqQAxXBLIkFHTKwIT8QFnoECAQQAg&usg=AOvVaw0UPwbrFxm2XC6m2JYEturc>)
- [PW 40-2025 – Recycling Collection to Non-Eligible Sources Following End of Provincial Transition period December 31, 2025](#)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=09ee09de-e0ac-4e2f-836e-6e5cd83fdafc&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)
- Confidential PWC-C 16-2025 Collection to NES at the end of the provincial transition period on December 31, 2025
- [CSD 31-2025 – 2026 Budget Planning](#)
(<https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knndu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D43587&sa=U&ved=2ahUKEwjHjlzT9rqQAxXMFmIAHe7LDtQQFnoECAYQAg&usg=AOvVaw1WybFMhF-txm5OC7TK7y12>)

- [CSD 27-2025 – 2025 Corporate Asset Management Plan](#)

(https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxndu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D43353&sa=U&ved=2ahUKEwj8qLh9rqQAxXOF1kFHT60EssQFnoECAYQAg&usg=AOvVaw2Dr02ac9L6Q3oq_Wo-_NVr)

Prepared by:

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Financial Management & Planning

Recommended by:

Tim Ellis, CPA, CMA
Commissioner / Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Mackenzie Glenney, Program Financial Specialist and reviewed by Renee Muzzell, Manager, Program Financial Support and Catherine Habermehl, Director, Waste Management Services.

Appendices

Appendix 1 2026 Waste Management Schedule of Revenues and Expenditures by
Object of Expenditure

Appendix 2 Proposed 2026 Requisition by Municipality

Appendix 3 2026 Waste Management Requisition for Typical Residential Property by
Municipality

Appendix 4 2026 to 2028 Forecasted Waste Management Reserve Balances

2026 Waste Management Schedule of Revenues and Expenditures by Object of Expenditure

Object of Expenditure	2025 WMS Budget Total (\$)	2026 WMS Budget Base (\$)	2026 WMS Budget Base Program Delivery Change (\$)	2026 WMS Budget Growth - Operating Costs of Capital (\$)	2026 WMS Budget Capital Financing (\$)	2026 WMS Budget Total (\$)	Total Variance (\$)	Total Variance (%)	Notes
Labour Related Costs	4,541,979	4,779,866	0	0	0	4,779,866	237,887	5.24%	
Administrative	1,505,895	1,111,220	(58,000)	0	0	1,053,220	(452,675)	-30.06%	(1)
Operational & Supply	38,228,895	39,456,824	(1,356,327)	0	0	38,100,497	(128,398)	-0.34%	(2)
Occupancy & Infrastructure	1,133,800	1,037,096	0	0	0	1,037,096	(96,704)	-8.53%	
Equipment, Vehicles, Technology	354,680	356,661	0	0	0	356,661	1,981	0.56%	
Partnership, Rebate, Exemption	235,263	199,226	0	0	0	199,226	(36,037)	-15.32%	
Financial Expenditures	153,692	153,692	0	0	0	153,692	0	0.00%	
Transfers To Funds	4,602,930	4,602,930	0	156,000	16,829	4,775,759	172,829	3.75%	(3)
Allocation Between Departments	411,190	507,958	0	0	0	507,958	96,768	23.53%	
Gross Expenditure Subtotal	51,168,324	52,205,473	(1,414,327)	156,000	16,829	50,963,975	(204,349)	-0.40%	
Taxation	(46,416,368)	(47,781,032)	1,481,981	(168,806)	(83,032)	(46,550,889)	(134,521)	0.29%	(4)
By-Law Charges and Sales	(5,370,931)	(5,540,781)	(89,174)	0	0	(5,629,955)	(259,024)	4.82%	(5)
Other Revenue	(892,418)	(739,265)	30,000	0	0	(709,265)	183,153	-20.52%	(6)
Transfer from Funds	(350,000)	0	0	0	0	0	350,000	-100.00%	(1)
Gross Revenue Subtotal	(53,029,717)	(54,061,078)	1,422,807	(168,806)	(83,032)	(52,890,109)	139,608	-0.26%	

Object of Expenditure	2025 WMS Budget Total (\$)	2026 WMS Budget Base (\$)	2026 WMS Budget Base Program Delivery Change (\$)	2026 WMS Budget Growth - Operating Costs of Capital (\$)	2026 WMS Budget Capital Financing (\$)	2026 WMS Budget Total (\$)	Total Variance (\$)	Total Variance (%)	Notes
Net revenue before indirect allocations	(1,861,393)	(1,855,605)	8,480	(12,806)	(66,203)	(1,926,134)	(64,741)	3.48%	
Indirect Allocations	1,861,393	1,855,605	(8,480)	12,806	66,203	1,926,134	64,741	3.48%	
Net revenue after indirect allocations	0	0	0	0	0	0	0	0.00%	

FTE - Permanent	35.7	35.7	0.0	0.0	0.0	35.7	0.0	
FTE - Temporary	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
FTE - Total	35.7	35.7	0.0	0.0	0.0	11.7	0.0	
Student	11.7	11.7	0.0	0.0	0.0	11.7	0.0	

(1) Decrease in base due to a one-time consulting engagement to conduct household waste composition studies completed in 2025 for \$350,000 which is fully offset by the decrease in Transfer from Funds as it was funded by the Waste Management Stabilization Reserve. Decrease in base program delivery change due to transition from print to digital waste collection guide.

(2) Increase in base is largely driven by increases in contract costs including drop-off depot services and collection services. Decrease in base program delivery change is driven by the assumption made that curbside recycling collection services to non-eligible sources will lapse when recycling collection fully transitions to producers (December 31, 2025).

(3) Increase in growth - operating costs of capital is due to new capital projects for landfill gas monitoring systems. Increase in capital financing is for enhanced capital financing of the Waste Management Capital Reserve in alignment with the 2025 Corporate Asset Management Plan (CAMP).

(4) Included in Taxation is Waste Management's portion of supplemental taxes revenue which decreased by \$65,125. The remaining increase in Taxation of \$199,646 equates to the increase in the total net requisition.

(5) Increase in base is due to increase in landfill sites tipping fees and garbage tag fees (\$2.85 to \$3.00 per tag). Increase in base program delivery change is due to increase in residential waste drop-off sites tipping fees and a garbage tag fees (\$3.00 to \$3.30 per tag).

(6) Decrease in base from discontinued producer transition funding.

Proposed 2026 Requisition by Municipality

Municipality	2025 Requisition (\$000)	2026 Proposed Requisition (\$000)	2025 vs 2026 Increase/(Decrease) (\$000)	2025 vs 2026 Increase/(Decrease) (%)	Taxable Assessment Growth (%) (Note 1)	Net Increase/(Decrease) (%)
Fort Erie	\$ 3,435	\$ 3,442	\$ 6	0.19%	-2.20%	-2.01%
Grimsby	\$ 2,542	\$ 2,528	\$ (14)	-0.55%	-0.27%	-0.81%
Lincoln	\$ 2,238	\$ 2,242	\$ 4	0.19%	-1.46%	-1.27%
Niagara Falls	\$ 9,024	\$ 9,152	\$ 128	1.41%	-1.32%	0.10%
Niagara-on-the-Lake (Note 2)	\$ 1,959	\$ 1,952	\$ (7)	-0.36%	-0.64%	-1.00%
Pelham	\$ 1,608	\$ 1,612	\$ 5	0.29%	-2.64%	-2.36%
Port Colborne	\$ 2,187	\$ 2,177	\$ (10)	-0.47%	-2.53%	-3.00%
St. Catharines	\$ 13,431	\$ 13,439	\$ 9	0.07%	-0.40%	-0.34%
Thorold	\$ 2,229	\$ 2,312	\$ 83	3.70%	-4.39%	-0.69%
Wainfleet	\$ 668	\$ 666	\$ (1)	-0.20%	-0.92%	-1.12%
Welland	\$ 5,121	\$ 5,125	\$ 4	0.08%	-2.02%	-1.94%
West Lincoln	\$ 1,144	\$ 1,138	\$ (6)	-0.53%	-1.35%	-1.88%
Total	\$ 45,585	\$ 45,784	\$ 200	0.44%	-1.59%	-1.15%

Note 1 - Total taxable assessment growth percentage of 1.59% represents Niagara estimated growth for 2025 as of October 9, 2025.

Note 2 - NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

Change in Residential Units - 2026 Budget over 2025 Budget

Municipality	Residential Units 2025 Budget	Residential Units 2026 Budget	Increase	Increase (%)
Fort Erie	16,690	16,858	168	1.0%
Grimsby	12,205	12,252	47	0.4%
Lincoln	10,618	10,636	18	0.2%
Niagara Falls	40,379	40,850	471	1.2%
Niagara-on-the-Lake	9,057	9,121	64	0.7%
Pelham	7,657	7,745	88	1.1%
Port Colborne	10,452	10,489	37	0.4%
St. Catharines	61,639	62,045	406	0.7%
Thorold	10,549	11,049	500	4.7%
Wainfleet	3,269	3,284	15	0.5%
Welland	24,918	25,196	278	1.1%
West Lincoln	5,704	5,704	0	0.0%
Total	213,137	215,229	2,092	1.0%

Source: Municipal Property Assessment Corporation (MPAC)

Estimated 2026 Requisition For Typical Residential Property by Municipality

Municipality	2025 Final CVA (Note 1)	2025 Final WM Tax Rate	2025 Final WM Taxes	2026 Draft CVA (Note 1)	2026 Draft WM Tax Rate (Note 2)	Estimated 2026 WM Taxes	Annual Increase/ (Decrease) (\$)	Annual Increase/ (Decrease) (%) (Note 4)	Net Monthly Increase/ (Decrease) (\$)
Fort Erie	236,947	0.00072526	\$ 171.85	236,947	0.00071099	\$ 168.47	\$ (3.38)	-1.97%	\$ (0.28)
Grimsby	451,067	0.00045925	\$ 207.15	451,067	0.00045552	\$ 205.47	\$ (1.68)	-0.81%	\$ (0.14)
Lincoln	405,015	0.00049435	\$ 200.22	405,015	0.00048818	\$ 197.72	\$ (2.50)	-1.25%	\$ (0.21)
Niagara Falls	285,480	0.00058591	\$ 167.27	285,480	0.00058672	\$ 167.50	\$ 0.23	0.14%	\$ 0.02
Niagara-on-the-Lake (Note 3)									
Pelham	402,909	0.00050226	\$ 202.37	402,909	0.00049072	\$ 197.72	\$ (4.65)	-2.30%	\$ (0.39)
Port Colborne	203,084	0.00092938	\$ 188.74	203,084	0.00090218	\$ 183.22	\$ (5.52)	-2.93%	\$ (0.46)
St. Catharines	274,556	0.00073270	\$ 201.17	274,556	0.00073024	\$ 200.49	\$ (0.68)	-0.34%	\$ (0.06)
Thorold	284,755	0.00062335	\$ 177.50	284,755	0.00061924	\$ 176.33	\$ (1.17)	-0.66%	\$ (0.10)
Wainfleet	321,350	0.00060362	\$ 193.97	321,350	0.00059693	\$ 191.82	\$ (2.15)	-1.11%	\$ (0.18)
Welland	231,671	0.00080948	\$ 187.53	231,671	0.00079406	\$ 183.96	\$ (3.57)	-1.90%	\$ (0.30)
West Lincoln	387,741	0.00049541	\$ 192.09	387,741	0.00048621	\$ 188.52	\$ (3.57)	-1.86%	\$ (0.30)

Notes

Note 1 - 2025 and 2026 average CVA for typical household based on average value from 2025 tax policy study.

Note 2 - 2026 draft WM rates based on 2025 tax policy (except discount factors), 2026 draft requisition amounts and 2026 estimated returned roll assessment values.

Note 3 - NOTL charge to residents based on fixed household amount as calculated by NOTL and therefore not included in this analysis.

Note 4 - Differs from Net Increase/(Decrease)% per Appendix 2 due to rounding.

Forecasted Waste Management Reserve Balances
(in thousands of dollars)

Waste Management Stabilization Reserve	2026	2027	2028
Opening Balance	\$ 7,794	\$ 8,067	\$ 8,349
Interest Allocation	273	282	292
Closing Balance	\$ 8,067	\$ 8,349	\$ 8,641

Stabilization Reserve Funding Targets (Note 1)

Minimum Funding Target	\$ 4,805	\$ 4,926	\$ 5,081
Maximum Funding Target	\$ 7,207	\$ 7,389	\$ 7,622

Waste Management Capital Reserve	2026	2027	2028
Opening Balance	\$ 33,078	\$ 33,219	\$ 35,097
Interest Allocation	1,140	1,175	1,117
Base Operating Budget Transfer to Reserve	1,874	1,891	1,831
Capital Budget Transfer from Reserve (Note 2)	(2,873)	(1,188)	(8,187)
Closing Balance	\$ 33,219	\$ 35,097	\$ 29,858

Capital Reserve Funding Target

Adequately funded in alignment with 2025 Asset Management Plan

Landfill Liability Reserve	2026	2027	2028
Opening Balance	\$ 8,632	\$ 10,564	\$ 4,757
Interest Allocation	330	263	181
Base Operating Budget Transfer to Reserve	2,902	2,902	2,824
Capital Budget Transfer to from Reserve (Note 3)	(1,300)	(8,973)	(2,000)
Closing Balance	\$ 10,564	\$ 4,757	\$ 5,761

Landfill Liability Reserve Funding Target

Adequately funded in Alignment with Average Annual Renewal Investment over the contaminating lifespan of each landfill

Notes

Note 1 - As per Niagara Region's Reserve and Reserve Funds Policy (C-F-013), the funding target for the Waste Management Stabilization Reserve is 10% to 15% of operating expenditures not including debt repayments.

Note 2 - Budgeted transfer from reserve represents transfers out of the Waste Management Capital Reserve in order to fund capital projects.

Note 3 - Budgeted transfer from reserve represents transfers out of the Landfill Liability Reserve in order to fund capital projects.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2025-67

A BY-LAW TO ADOPT THE 2026 WASTE
MANAGEMENT BUDGET FOR THE REGIONAL
MUNICIPALITY OF NIAGARA

WHEREAS subsection 289 (1) of the Municipal Act 2001, S.O. 2001, c.25, as amended, requires that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of the Regional Municipality of Niagara adopted its 2026 Waste Management Budget as described herein.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2026 Waste Management Gross Operating Budget of \$52,890,107 and Net Operating Budget of \$45,784,358 be and is hereby adopted.
2. That the 2026 budgeted net Waste Management Operating Budget be apportioned to the lower-tier municipalities as follows:


Municipality	2026 Net Budget Allocation (\$)
Fort Erie	3,441,557
Grimsby	2,527,609
Lincoln	2,241,817
Niagara Falls	9,151,864
Niagara-on-the-Lake	1,951,922
Pelham	1,612,361
Port Colborne	2,176,904
St. Catharines	13,439,348
Thorold	2,311,504
Wainfleet	666,480
Welland	5,125,100
West Lincoln	1,137,892
Total	45,784,358

3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA



Robert Foster, Acting Regional Chair



Ann-Marie Norio, Regional Clerk

Passed: December 11, 2025

December 12, 2025

CL 17-2025, December 11, 2025
BRCOTW 10-2025, December 4, 2025
CSD 57-2025, December 4, 2025

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

2026 Budget - Water and Wastewater Operating Budget, Rate Setting and Requisition CSD 57-2025

Regional Council, at its meeting held on December 11, 2025, passed the following recommendation of its Budget Review Committee of the Whole:

That Report CSD 57-2025, dated December 4, 2025, respecting 2026 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the following recommendations **BE CONSIDERED** as part of the final budget deliberations at the December 11, 2025, Budget Review Committee of the Whole;
 - a) That the 2026 Water and Wastewater net operating base budget increase of \$1,037,456 (or 0.60%) plus \$10,840,372 (or 6.25%) for capital financing over the 2025 operating budget **BE APPROVED**;
 - b) That an increase of \$1,007,107 (or 0.57%) over the 2025 operating budget **BE APPROVED** to support additional staffing resources for service delivery;
 - c) That the 2026 Water Operations gross operating budget of \$62,162,525 and net budget in the amount of \$59,770,817 for the Water Budget, Rates and Requisition **BE APPROVED**;
 - d) That the proposed fixed water requisition shown in Appendix 3 to Report CSD 57-2025 as amended, based on 25% of the Region's water net operating budget for the year and divided by twelve (12) to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2026, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;

- e) That the Region's proposed 2026 variable water rate of \$0.783 per m3 to be effective January 1, 2026, and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
- f) That the 2026 Wastewater Operations gross operating budget of \$131,291,303 and net budget in the amount of \$126,662,585 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
- g) That the proposed 2026 fixed wastewater requisition as shown in Appendix 5 to Report CSD 57-2025 as amended, based on 100% of the Region's net operating budget for the year and divided by twelve (12) to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2026, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
- h) That the 2026 wastewater monthly bills **INCLUDE** the reconciliation for the 2024 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Appendix 6 to Report CSD 57-2025 as amended;
- i) That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
- j) That a copy of Report CSD 57-2025 **BE CIRCULATED** to the Local Area Municipalities.

A copy of Report CSD 57-2025 and applicable by-laws are enclosed.

Yours truly,



Ann-Marie Norio
Regional Clerk

:kl

CLK-C 2025-131

cc: B. Brens, Acting Director, Financial Management & Planning
T. Ellis, Commissioner, Corporate Services
K. Beach, Executive Assistant, Commissioner, Corporate Services

Subject: 2026 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

Report to: Budget Review Committee of the Whole

Report date: Thursday, December 4, 2025

Recommendations

1. That the following recommendations **BE CONSIDERED** as part of the final budget deliberations at the December 11, 2025, Budget Review Committee of the Whole;
 - a) That the 2026 Water and Wastewater net operating base budget increase of \$2,772,942 (or 1.60%) plus \$12,575,856 (or 7.25%) for capital financing over the 2025 operating budget **BE APPROVED**;
 - b) That an increase of \$1,007,107 (or 0.57%) over the 2025 operating budget **BE APPROVED** to support additional staffing resources for service delivery;
 - c) That the 2026 Water Operations gross operating budget of \$62,737,466 and net budget in the amount of \$62,081,243 for the Water Budget, Rates and Requisition **BE APPROVED**;
 - d) That the proposed fixed water requisition shown in Appendix 3 to Report CSD 57-2025, based on 25% of the Region's water net operating budget for the year and divided by twelve (12) to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2026, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
 - e) That the Region's proposed 2026 variable water rate of \$0.813 per m³ shown in Table 2 of Report CSD 57-2025, to be effective January 1, 2026 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
 - f) That the 2026 Wastewater Operations gross operating budget of \$132,451,847 and net budget in the amount of \$127,823,129 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;

- g) That the proposed 2026 fixed wastewater requisition as shown in Appendix 5 to Report CSD 57-2025, based on 100% of the Region's net operating budget for the year and divided by twelve (12) to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2026, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
- h) That the 2026 wastewater monthly bills **INCLUDE** the reconciliation for the 2024 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Appendix 6 to Report CSD 57-2025;
- i) That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
- j) That a copy of Report CSD 57-2025 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The proposed Water net budget represents a \$5.0 million increase, or 8.78% over 2025; the proposed Wastewater net budget represents an \$11.3 million increase, or 9.74% over 2025, for a combined Water and Wastewater budget increase of 9.42% as shown below in Table 1, and as outlined in Appendix 1 to Report CSD 57-2025.
- Key drivers to the 2026 budget include continued investment in required repairs and maintenance on equipment and facilities, inflation, contract pressures, and people strategy support, offset by savings in favourable contract pricing in biosolids haulage.
- The 2026 Budget Strategy proposed a total Water and Wastewater budget increase of 9.05% (1.80% for base budget expenditures and 7.25% for capital financing) however the revised budget estimates, primarily related to proposed incremental staff resources, has increased the proposed combined increase to 9.42% (1.60% for base budget expenditures, 7.25% for capital financing, and 0.57% for program changes).
- The approved 2025 Asset Management Plan (AMP) recommends a yearly increase of 7.25% on the combined water and wastewater rate and requisition for enhanced capital financing over a 10-year period to work towards achieving asset sustainability which has been included in the proposed 2026 Water and Wastewater operating budget.

- The 2026 proposed budget includes seven incremental staff to assist in maintenance, service delivery and risk mitigation which are identified in Recommendation 2.2 (see Appendix 7 to Report CSD 57-2025 for a list of the proposed staffing positions).
- The requisition methodology conforms to Council's approved cost recovery methodology from 2011, which was reaffirmed through report CSD 61-2015, on July 2, 2015. The methodology apportions to the LAMs water at 75% variable rate and 25% as a fixed component and wastewater 100% fixed. The current methodology is currently under review based on feedback received from LAM partners.
- The proposed variable water rate is increased to \$0.813 per m³ (2025 = \$0.751 per m³) attributed to the budget increase, partially offset by an estimated increase in projected water flows of 250,000 cubic metres (m³) for 2026.

Financial Considerations

The Water and Wastewater Division's proposed 2026 net budget amount of \$189.9 million represents a \$16.4 million net increase or 9.42% (1.60% for base operating, 7.25% for enhanced capital financing, and 0.57% for staffing program changes) from the 2025 budget, as shown in Table 1. The total net cost related to the Water program is \$62.1 million, representing a net increase of \$5.0 million, or 8.78% from 2025. The remaining \$127.8 million relates to the Wastewater program, which has increased by \$11.3 million, or 9.74% from 2025. The proposed gross budget and comparison to the 2025 net budget are outlined in Table 1.

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

Water and Wastewater 2026 Budget Summary	Water (\$)	Wastewater (\$)	Total (\$)
2025 Net Requisition	57.1	116.5	173.5
2026 Budget:			
Total Operating Expenses	26.9	66.4	93.4
Business Support	2.8	4.6	7.4
Reserve Transfer and Debt Charges	28.5	52.4	80.9
2026 Base Gross Budget Total	58.2	123.5	181.6
Less: Revenues	(0.7)	(4.6)	(5.3)
2026 Net Base Budget	57.5	118.8	176.3
% Change	0.75%	2.01%	1.60%
Enhanced Capital Financing (7.25%)	4.2	8.4	12.6
Growth – Staffing (0.57%)	0.4	0.6	1.0
2026 Net Requisition	62.1	127.8	189.9
Percentage Change	8.78%	9.74%	9.42%

Analysis

The 2026 Water and Wastewater budgets were developed giving consideration to current inflation, historical results (2024 actuals and 2025 forecast), operational and maintenance concerns, legislative compliance, standard operating procedures, and cross-divisional and corporate business support costs. The 2026 recommended budget is higher than the Budget Strategy estimated budget increase of 9.05% primarily due to the inclusion of incremental staff program changes not included in the Budget Strategy estimates (incremental 0.57%).

Budget for Base Services

The 2026 Budget Strategy estimated a base services increase of \$3.1 million (1.80%) on the 2025 Water and Wastewater combined rate and requisition. The 2026 Budget Strategy considered the impact of base services including chemical costs, repairs and maintenance, utilities, and labour related costs. A budget savings in the new biosolids haulage contract has assisted in offsetting inflationary base budget increases. The actual proposed increase for base services is \$2.8 million (1.60%) or a decrease of \$0.3 million (0.20%) from the 2026 Budget Strategy. This is primarily due to a refinement of contractual estimates, including lower than anticipated chemical costs.

Given the largely fixed-cost nature of the operations (i.e., chemicals, utilities, biosolids haulage and disposal, property taxes, previously approved debt charges), inflationary impacts on program delivery are significant with limited opportunity for budget mitigation without risking core service delivery. Of the total gross budget amount of \$195.2 million for 2026, approximately 94% of the total amount is fixed as it relates to treatment of Water and Wastewater, and capital financing. The remaining 6% can be classified as discretionary expenditures that do not specifically relate to Water and Wastewater treatment (i.e., combined sewer overflow grants, and certain building maintenance such as snow removal and grass cutting).

The base pressures to the budget of \$2.8 million (1.60%) are largely due to the following:

- \$1.1 million or 3.7% increase to labour related costs as per current labour contracts and policies
- \$0.9 million or 12.7% increase in equipment repairs and maintenance due to rising costs and an increase demand in repairing aging infrastructure
- \$0.5 million or 10.1% increase in grounds and building repairs and maintenance due to contractual increases and usage assumptions
- \$0.5 million or 3.6% inflationary increases in utilities and property taxes
- \$0.2 million or 1.4% increase in chemical costs as a result of contractual price increases
- \$0.3 million or 1.5% increase in levy related internal and corporate support costs and debt servicing
- \$0.4 million decrease in budgeted hauled sewage revenue as Council directed staff to implement a single blended rate hauled sewage fee structure as opposed to a multi-rate cost recovery fee structure subsequent to the 2025 operating budget approval. The estimated revenues under a multi-rate cost recovery fee structure were included in the 2025 operating budget and were greater than estimated revenues under a single blended rate.

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

- \$1.1 million decrease or 11.7% in Regional biosolids haulage and disposal costs due to favourable pricing terms realized on a new haulage contract signed in late 2024.

Budget for Capital Financing

The 2026 Operating Budget includes an annual capital contribution increase of 7.25% (increase from 7.22% as part of the 2021 AMP) over a ten-year period to achieve capital sustainability in alignment with the Council approved 2025 AMP. The backlog of Water and Wastewater capital projects was estimated at \$1.3 billion as part of the 2025 AMP. The requirement to continue to increase investment to adequately sustain the water and wastewater system are real and present as has been previously communicated to Council.

Program Changes – Staffing

The recommended 2026 Water and Wastewater operating budget includes the request for 7.0 incremental permanent full-time equivalent (FTE) staff to focus on preventative maintenance activities, support optimal program delivery, an increasing capital portfolio on major capital maintenance projects, and ensuring training and certifications meets regulatory requirements. These resources result in an incremental budget impact of \$1.0 million (0.57% over the 2025 Water and Wastewater budget). Appendix 7 to Report CSD 57-2025 details the position titles, rationale for positions, and budget related impacts per position.

One-Time Expenditures

The proposed 2026 Water and Wastewater operating budget also includes one-time consulting engagements for designated substance surveys in Water and Wastewater facilities for health and safety purposes. These consulting engagements will be funded by Water and Wastewater stabilization reserves totalling \$0.6 million (\$0.2 million from the Water Stabilization Reserve and \$0.4 million from the Wastewater Stabilization Reserve). There is no overall impact on the proposed 2026 Water and Wastewater requisition of these one-time expenditures proposed.

Reserves and Debt

Operating reserves - The Water and Wastewater Divisions utilize stabilization reserves to mitigate operating deficits and fund one-time expenditures. The Wastewater Stabilization Reserve is forecasted to have a balance at the end of 2025 in the amount of \$2.1 million and the Water Stabilization Reserve is forecasted to have a balance of \$3.0 million. Based on the reserve targets of 10% to 15% of operating expenses, the minimum 2026 target for these reserves is \$7.6 million and \$3.0 million respectively for

Wastewater and Water. The Wastewater Stabilization Reserve is considered underfunded and could impact the ability to mitigate risks.

Capital reserves - The projected annual Capital reserve contributions until 2034 based on the 2025 AMP recommendations (7.25% incremental annually) have been included in Appendix 2 to Report CSD 57-2025. The Capital reserve strategy proposes continued contributions in order to fund larger capital projects over a 10-year period in alignment with the 2025 AMP recommendations.

Debt - Council previously approved debt of \$253 million for South Niagara Falls Waste Water Treatment Solution (WWTS) with \$75.56 million to be funded from the Wastewater rates and the balance from Development Charges. In accordance with Budget Policy, the 2026 budget includes the debt charge placeholder of \$4.6 million which will be used on an annual basis to substitute the rate supported debt approved for the project until project is complete, and debentures issued in approximately 2029. This strategy was supported by Council with the approval of the 2024 Water and Wastewater operating budget recommendations. This will reduce rate supported debt from \$75 million to approximately \$45 million by 2029. The strategy continues to allow for future debt charges to be reduced, may mitigate increased project capital costs and inflation, manage overall Regional debt capacity, and provide greater operating budget flexibility.

Water Requisition

Fixed Water - As per Council's approved methodology, \$15,520,311 (25%) of the net Water budget will be recovered from fixed monthly requisitions to the local municipalities based on historical flows. Appendix 3 to Report CSD 57-2025 summarizes the fixed amounts to be billed to each LAM based on this methodology.

The historical water flows and percentages utilized are included in Appendices 3 and 4 to Report CSD 57-2025. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the serviced LAMs starting January 1, 2026. Also included as part of Appendix 3 to Report CSD 57-2025 is the annual impact on the fixed water requisition between 2025 and 2026 for each LAM.

Variable Water - The remaining \$46,560,932 (75%) will be charged through the variable rate. The recommended variable rate of \$0.813 per m³ as outlined in Table 2 is based on an overview of the water trends and related risks outlined in more detail in Appendix 4 to Report CSD 57-2025. Flow estimates are volatile and are dependent on weather conditions and growth in the region. Based on 2024 and 2025 water trends, an increase to the water flows forecast in the amount of 250,000 m³, for a total of 57,250,000 m³, is

proposed for the 2026 operating budget. The proposed variable water rate increase is \$0.0623, or 8.29%, over the 2025 rate of \$0.751 which is attributed to the budget increase and partially offset by the increase in the estimated water flows.

Table 2 – Variable Water Rate for 2026 Net Budget

2026 Variable Water Rate	\$/Volume
Variable Allocation (75% x \$62,081,243)	\$46,560,932
2026 Water Flow Forecast (m ³)	57,250,000
Variable Rate (\$/m ³)	\$0.813

Wastewater Requisition

The wastewater net requisition is recovered 100% from fixed monthly requisitions to the local municipalities, apportioned based on the historical three-year average flows. The annual amount is divided by twelve (12) to determine the monthly charge to each of the serviced LAMs starting January 1, 2026. Appendix 5 to Report CSD 57-2025 provides the fixed amounts to be billed to each LAM based on this methodology, as well as the historical wastewater flows and apportionments and the comparison of the fixed wastewater requisition amount between 2025 and 2026 for each LAM.

As per Council's approved cost recovery methodology, the 2026 monthly Wastewater charges will include reconciliation of the 2024 Wastewater requisition payments. Municipal 2024 rebates or charges will be based on their respective share of actual flows versus the estimated share used to initially allocate the 2024 charges. This reconciliation results in a total of \$316,787 in payments to, and \$316,787 in rebates from, the local municipalities included as Appendix 6 to Report CSD 57-2025. Tables outlining the calculation of the reconciliation and the total charge including the 2026 requisition and 2024 reconciliation by local municipality have been included in Appendix 6 to Report CSD 57-2025 as well.

Multi-Year Forecast

Staff have prepared the multi-year forecast using the 7.25% annual contribution to capital increase recommended in the 2025 AMP as well as inflationary impacts of other operating expenditures. The forecast reflects annual increases of 9.54% in 2027 and 9.37% in 2028. The key assumptions impacting the multi-year forecast are the continued investments in the People Strategy, inflation on contracted services and supplies, and annual increases of contributions to capital of 7.25% as noted above. There are many assumptions and unknowns included in these forecasts, and staff will re-evaluate the long-term budget and capital strategies with the budget cycle each year.

It is important to note that the Water and Wastewater division is currently undergoing a number of studies on process and procedure optimization in its various sections. These initiatives will help identify opportunities for greater efficiency and sustainability. The findings will also inform future budget processes by providing recommendations on any incremental resources that may be required to support ongoing maintenance of aging infrastructure and operational improvements. These studies will provide further recommendations on incremental resources to be considered as part of future budget processes. Staff will bring forth these recommendations from these studies once known. As these recommendations are unknown at this time, estimates have not been quantified or included as part of the multi-year operating budget.

Risks and Opportunities

- Unanticipated equipment and underground infrastructure failure may impact repairs and maintenance expenditures which are becoming more frequent given the age and condition of the infrastructure. The Wastewater Stabilization Reserve is underfunded which limits the ability to mitigate these impacts.
- Inflation, tariffs, and global supply chain challenges may have a budget impact on expenditures required to support program delivery.
- Council approved CL-C 111-2024 in December 2024 for the equal phased annual increases of the single blended hauled sewage rate to full cost recovery of \$89 per 1000 gallons by January 1, 2028. This results in an increase to \$77 per 1000 gallons in 2026 from \$71 per 1000 gallons in 2025. Should these fees not be approved, the budgeted incremental revenues from these amounts will need to be mitigated throughout 2026.

- Water and wastewater flows are weather dependent creating volatility in treatment costs and directly impact the variable portion of the water rate billed to LAMs.
- Without the support of increased capital financing over a multi year period, asset deterioration and backlog will continue to grow.

Alternatives Reviewed

The 2026 budget is in alignment with the budget strategy received by Council to sustain core services and maintain base service delivery.

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

Relationship to Council Strategic Priorities

The 2026 Water and Wastewater proposed budgets support Council's strategic priorities of Effective Region by delivering fiscally responsible and sustainable services.

Other Pertinent Reports

- [PW 45-2023 Safe Drinking Water Act](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6018a681-cfa7-46df-a06b-7c56447bcf99&Agenda=Agenda&lang=English&Item=15&Tab=attachments)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6018a681-cfa7-46df-a06b-7c56447bcf99&Agenda=Agenda&lang=English&Item=15&Tab=attachments>)
- [PW 39-2020 South Niagara Falls WWTs Update](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUK EwjUxNbq66iQAxUxJNAFHRIxIh0QFnoECCEQAQ&url=https%3A%2F%2Fwww.niagararegion.ca%2Fprojects%2Fsouth-niagara-falls-treatment-plant%2Fpdf%2Fesr-v4-6.pdf&usg=AOvVaw1wQ9cuuxK7obvnawdv3F-b&opi=89978449)
(<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUK EwjUxNbq66iQAxUxJNAFHRIxIh0QFnoECCEQAQ&url=https%3A%2F%2Fwww.niagararegion.ca%2Fprojects%2Fsouth-niagara-falls-treatment-plant%2Fpdf%2Fesr-v4-6.pdf&usg=AOvVaw1wQ9cuuxK7obvnawdv3F-b&opi=89978449>)

- [PW 39-2021 South Niagara Falls Wastewater Treatment Plant – Budget and Property](#)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=57da1d2d-c54e-4133-930c-2b8220245489&Agenda=Merged&lang=English&Item=14&Tab=attachments>)
- [CL-C 111-2024 Hauled Sewage Rates – Outline of Fee Options, Costs and Impacts](#)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=33c65e0b-de4c-497b-98a4-2daa68f1e117&Agenda=Merged&lang=English>)
- [CSD 31-2025 2026 Budget Planning](#)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e3a88f66-79d7-4e81-b1c8-5b100254d3e1&Agenda=Agenda&lang=English>)
- [CSD 27-2025 2025 Corporate Asset Management Plan](#)
(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a47aba61-6a60-4aaa-a15a-3c848d9dad44&Agenda=Agenda&lang=English>)

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Appendices

Appendix 1	2026 Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure
Appendix 2	Forecasted Water and Wastewater Transfers to Capital Reserves
Appendix 3	Fixed Water Requisition by Municipality for 2026 Net Budget, Water Flows by Municipality and Fixed Water Requisition by Municipality
Appendix 4	Water Volume Analysis
Appendix 5	Fixed Wastewater Requisition by Municipality
Appendix 6	Wastewater Flows by LAM, Allocation Percentages, 2024 Fixed Wastewater Requisition Including Reconciliation by Municipality
Appendix 7	Water and Wastewater 2026 Program Changes - Staffing

2026 Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

Object of Expenditure	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	2026 Water Budget Total (\$)	2026 Wastewater Budget Total (\$)	2026 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
Compensation	9,167,033	14,753,996	23,921,029	9,686,239	15,389,230	25,075,469	1,154,440	4.8%	(1)
Administrative	522,757	769,632	1,292,389	631,707	1,177,922	1,809,629	517,240	40.0%	(2)
Operational & Supply	3,275,143	17,892,214	21,167,357	3,032,046	17,171,910	20,203,956	(963,401)	(4.6%)	(3)
Occupancy & Infrastructure	6,265,455	12,989,978	19,255,433	6,440,046	13,729,004	20,169,050	913,617	4.7%	(4)
Equipment, Vehicles, Technology	1,501,731	4,600,904	6,102,635	1,565,950	5,279,250	6,845,200	742,565	12.2%	(5)
Partnership, Rebate, Exemption	96,900	4,000,000	4,096,900	110,700	4,000,000	4,110,700	13,800	0.3%	
Transfers To Funds	26,384,199	38,425,226	64,809,425	30,550,401	46,945,246	77,495,647	12,686,222	19.6%	(6)
Allocation Between Departments	2,472,103	4,020,500	6,492,603	2,317,985	4,009,455	6,327,440	(165,163)	(2.5%)	
Allocation Within Departments	3,226,199	5,316,504	8,542,703	3,576,554	6,270,033	9,846,587	1,303,884	15.3%	(1), (7)
Gross Expenditure Subtotal	52,911,520	102,768,954	155,680,474	57,911,628	113,972,050	171,883,678	16,203,204	10.4%	
Taxation	(57,071,267)	(116,477,200)	(173,548,467)	(62,081,243)	(127,823,129)	(189,904,372)	(16,355,905)	9.4%	
By-Law Charges & Sales	(24,000)	(2,483,478)	(2,507,478)	(24,000)	(2,194,578)	(2,218,578)	288,900	(11.5%)	(8)

Object of Expenditure	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	2026 Water Budget Total (\$)	2026 Wastewater Budget Total (\$)	2026 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
Other Revenue	(489,993)	(2,032,940)	(2,522,933)	(477,223)	(2,034,140)	(2,511,363)	11,570	(0.5%)	
Transfers From Funds	(30,000)	(30,000)	(60,000)	(155,000)	(400,000)	(555,000)	(495,000)	825.0%	(9)
Gross Revenue Subtotal	(57,615,260)	(121,023,618)	(178,638,878)	(62,737,466)	(132,451,847)	(195,189,313)	(16,550,435)	9.3%	
Net Expenditure (revenue) before indirect allocations	(4,703,740)	(18,254,664)	(22,958,404)	(4,825,838)	(18,479,797)	(23,305,635)	(347,231)	1.5%	
Indirect Allocation	2,602,497	4,215,879	6,818,376	2,755,086	4,609,843	7,364,929	546,553	8.0%	(10)
Capital Financing Allocation	2,101,240	14,038,787	16,140,027	2,070,752	13,869,954	15,940,706	(199,321)	(1.2%)	
Allocation Subtotal	4,703,739	18,254,667	22,958,403	4,825,838	18,479,797	23,305,635	347,232	1.5%	
Net Expenditure (revenue) after indirect allocations	0	0	0	0	0	0	0	0	

FTE - Permanent			280.0			287.0	7.0		
FTE - Temporary			4.0			4.0	-		
FTE - Total			284.0			291.0	7.0		
Student			2.0			2.0	-		

Notes:

- (1) Base increases (\$0.8M) in alignment with current labour contracts and policies. Includes \$0.3M in additional program change staff allocated to the Water and Wastewater divisions. All operating costs associated with Capital Planning and Asset Management, Integrated Systems & Engineering are allocated to Water & Wastewater through an Allocation Within Department.
- (2) Increase due to additional one-time consulting budget totalling \$0.6M to conduct designated substance surveys fully funded by Water and Wastewater stabilization reserves
- (3) Decline due to favourable pricing realized with new biosolids haulage contract (\$1.1M) partially offset with increases to chemicals due to pricing increases (\$0.1M)
- (4) Includes inflationary increase in utilities and property taxes (\$0.5M), an increase in R&M buildings/grounds due to contractual price increases (\$0.2M), and an increase in R&M buildings due to aging infrastructure and price increases (\$0.2M)
- (5) Increase primarily related to R&M machinery due to aging infrastructure and cost escalations
- (6) Includes enhanced capital financing of \$12.6M
- (7) Increase in Allocation Within Department primarily due additional base costs R&M and other inflationary costs in Integrated Systems (\$0.5M) as well as additional program change staff budgeted in Integrated Systems (\$0.5M)
- (8) Includes reduction in budget for hauled sewage revenue of (\$0.3M) as the 2025 budget was prepared under the assumption a multi rate hauled sewage structure would be adopted in 2025 and Council directed a one rate structure subsequent to budget preparation
- (9) One-time transfer from the Water and Wastewater Stabilization reserves to fund designated substance surveys in WWW facilities
- (10) Increase primarily a result of an increase in corporate allocation of insurance premiums (\$0.1M) and IT support (\$0.2M)

Table 1

Capital Financing (\$M)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Target Balance
Water	\$26	\$31	\$35	\$40	\$45	\$51	\$58	\$64	\$72	\$80	\$82
Wastewater	\$33	\$41	\$51	\$61	\$71	\$83	\$97	\$111	\$126	\$143	\$154
Total	\$59	\$72	\$86	\$101	\$116	\$134	\$155	\$175	\$198	\$223	\$236

Note 1 - This is a capital financing forecast included in the operating budget as transfers to reserves

Note 2 - Forecasted transfers do not include the South Niagara Falls operating cost placeholder transferred to the capital reserve

Table 1 - Fixed Water Requisition by Municipality for 2026 Net Budget

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.97%	\$1,236,603	\$103,050
Grimsby	5.05%	\$783,056	\$65,255
Lincoln	4.46%	\$691,527	\$57,627
Niagara Falls	25.54%	\$3,963,715	\$330,310
Niagara-on-the-Lake	5.23%	\$811,362	\$67,613
Pelham	2.67%	\$415,087	\$34,591
Port Colborne	5.00%	\$776,093	\$64,674
St. Catharines	25.38%	\$3,938,352	\$328,196
Thorold	4.52%	\$702,160	\$58,513
Welland	12.55%	\$1,947,435	\$162,286
West Lincoln	1.64%	\$254,919	\$21,243
Total	100.00%	\$15,520,311	\$1,293,359

Table 2 - Water Flows by Municipality

Municipality	3-Year Avg. per 2025 By-law (ML)	3-Year Avg. per 2025 By-law (%)	3-Year Avg. per 2026 By-law (ML)	3-Year Avg. per 2026 By-law (%)
Fort Erie	4,651	8.21%	4,652	7.97%
Grimsby	2,912	5.14%	2,946	5.05%
Lincoln	2,545	4.49%	2,601	4.46%
Niagara Falls	14,523	25.65%	14,910	25.54%
Niagara-on-the-Lake	3,025	5.34%	3,052	5.23%
Pelham	1,498	2.65%	1,561	2.67%
Port Colborne	2,687	4.75%	2,919	5.00%
St. Catharines	14,233	25.14%	14,815	25.38%
Thorold	2,459	4.34%	2,641	4.52%
Welland	7,156	12.64%	7,326	12.55%
West Lincoln	927	1.64%	959	1.64%
Total	56,616	100.00%	58,382	100.00%

Table 3 - Fixed Water Requisition by Municipality

Municipality	2025 (\$000)	2026 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	1,172	1,237	65	5.51%
Grimsby	734	783	49	6.71%
Lincoln	641	692	50	7.84%
Niagara Falls	3,660	3,964	304	8.30%
Niagara-on-the-Lake	762	811	49	6.42%
Pelham	378	415	38	9.96%
Port Colborne	677	776	99	14.62%
St. Catharines	3,587	3,938	351	9.80%
Thorold	620	702	82	13.30%
Welland	1,803	1,947	144	7.99%
West Lincoln	234	255	21	9.10%
Total	14,268	15,520	1,252	8.78%

Water Volume Analysis

Flows in ML	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projected Flows for Rate Setting	57,000	57,000	57,250	57,250	57,250	57,250	57,250	57,000	57,000	57,250
Actual Flows (2025 based on Q3 Forecast)	56,986	58,491	55,458	55,517	54,065	56,239	56,474	58,459	60,884	N/A
Variance	-14	1,491	-1,792	-1,733	-3,185	-1,011	-776	1,459	3,884	N/A

The 2025 actual flows are estimated to finish the year higher than projected flows (6.8%). The forecasted water usage in 2025 is estimated to total 60,884 ML. This is a result of continued growth of households served in Niagara as well as hot and dry summer conditions.

The water volume forecast for 2026 has been prepared giving consideration to historical trends and current considerations resulting in an increase in estimated flows comparable to the values used from 2019-2023.

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Variation in water flows may also be experienced as a result of capital repairs to address water loss at Region and Local levels, growth in user base, and increased conservation efforts.

Table 1 - Fixed Wastewater Requisition by Municipality for 2026 Net Budget

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	9.44%	\$12,071,810	\$1,005,984
Grimsby	5.70%	\$7,280,650	\$606,721
Lincoln	3.85%	\$4,917,343	\$409,779
Niagara Falls	20.07%	\$25,648,549	\$2,137,379
Niagara-on-the-Lake	4.53%	\$5,792,791	\$482,733
Pelham	2.12%	\$2,715,370	\$226,281
Port Colborne	5.18%	\$6,627,303	\$552,275
St. Catharines	26.28%	\$33,588,422	\$2,799,035
Thorold	6.39%	\$8,161,748	\$680,146
Welland	14.75%	\$18,858,615	\$1,571,551
West Lincoln	1.69%	\$2,160,526	\$180,044
Total	100.00%	\$127,823,129	\$10,651,927

Table 2 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2025 By-law (ML)	3-Year Avg. per 2025 By-law (%)	3-Year Avg. per 2026 By-law (ML)	3-Year Avg. per 2026 By-law (%)
Fort Erie	7,243	9.68%	6,828	9.44%
Grimsby	4,088	5.47%	4,118	5.70%
Lincoln	2,912	3.89%	2,781	3.85%
Niagara Falls	14,885	19.90%	14,506	20.07%
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Pelham	1,554	2.08%	1,536	2.12%
Port Colborne	3,904	5.22%	3,748	5.18%
St. Catharines	19,815	26.50%	18,997	26.28%
Thorold	4,776	6.39%	4,616	6.39%
Welland	11,106	14.85%	10,666	14.75%
West Lincoln	1,257	1.68%	1,222	1.69%
Total	74,786	100.00%	72,294	100.00%

Table 3 - Fixed Wastewater Requisition by Municipality

Municipality	2025 (\$000)	2026 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	11,281	12,072	791	7.01%
Grimsby	6,367	7,281	913	14.34%
Lincoln	4,535	4,917	383	8.44%
Niagara Falls	23,183	25,649	2,465	10.63%
Niagara-on-the-Lake	5,056	5,793	737	14.58%
Pelham	2,421	2,715	294	12.16%
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St. Catharines	30,861	33,588	2,727	8.84%
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Note:

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St. Catharines	19,446	19,098
Thorold	4,671	4,542
Welland	10,759	10,006
West Lincoln	1,218	1,225
Total	71,462	71,248

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 2 - Wastewater Fixed Allocation Percentages

Municipality	3-Year Avg. per 2024 By- law (ML)	2024 By-Law Period Actual Flows ¹	Difference
Fort Erie	10.13%	9.12%	-1.01%
Grimsby	4.18%	5.76%	1.58%
Lincoln	4.49%	3.86%	-0.63%
Niagara Falls	19.09%	20.74%	1.66%
Niagara-on-the-Lake	4.17%	4.54%	0.37%
Pelham	2.03%	2.16%	0.13%
Port Colborne	5.41%	4.87%	-0.54%
St. Catharines	27.21%	26.80%	-0.41%
Thorold	6.54%	6.38%	-0.16%
Welland	15.06%	14.04%	-1.01%
West Lincoln	1.71%	1.72%	0.01%
Total	100.00%	100.00%	0.00%

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 3 - Wastewater Fixed Allocation Charge Reconciliation (\$000)

Municipality	3-Year Avg. per 2024 By- law (ML) ^{1, 2}	2024 By-Law Period Actual Flows ¹	Underpayment/ (Overpayment) ³
Fort Erie	10,260	9,241	(1,019)
Grimsby	4,231	5,835	1,604
Lincoln	4,549	3,914	(635)
Niagara Falls	19,330	21,009	1,679
Niagara-on-the-Lake	4,221	4,595	374
Pelham	2,054	2,185	131
Port Colborne	5,478	4,930	(548)
St. Catharines	27,559	27,147	(412)
Thorold	6,620	6,457	(163)
Welland	15,248	14,223	(1,025)
West Lincoln	1,727	1,741	14
Total	101,277	101,277	-

Sum of Overpayment: (3,802)
Percentage of Requisition 3.75%

Notes:

1 - 2024 By-law period to date consists of the 12 month period from January 2024 to December 2024

2 - Charges paid excludes payments made/rebates received for 2022 reconciliation

3 - Underpayments/(Overpayments) based on comparing 2 different allocation methodologies (3 yr avg vs. actual flows during by-law period)

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 4 - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition 2025 By-law (\$000)	Requisition 2026 By-law (\$000)	Reconciliation 2025 By-law (2023 Rec.) (\$000)	Reconciliation 2026 By-law (2024 Rec.) (\$000)	Total Charge 2025 By-law (\$000)	Total Charge 2026 By-law (\$000)	Difference (\$000)	Difference (%)
Fort Erie	11,281	12,072	(788)	(1,019)	10,493	11,053	560	5.34%
Grimsby	6,367	7,281	1,712	1,604	8,079	8,885	806	9.97%
Lincoln	4,535	4,917	(379)	(635)	4,156	4,282	126	3.04%
Niagara Falls	23,183	25,649	1,429	1,679	24,612	27,328	2,716	11.03%
Niagara-on-the-Lake	5,056	5,793	329	374	5,385	6,167	782	14.52%
Pelham	2,421	2,715	96	131	2,517	2,846	329	13.09%
Port Colborne	6,081	6,627	(92)	(548)	5,989	6,079	90	1.51%
St. Catharines	30,861	33,588	(2,789)	(412)	28,071	33,176	5,105	18.19%
Thorold	7,439	8,162	(68)	(163)	7,371	7,999	628	8.52%
Welland	17,297	18,859	604	(1,025)	17,901	17,834	(67)	-0.38%
West Lincoln	1,957	2,161	(54)	14	1,903	2,175	272	14.27%
Total	116,477	127,823	-	-	116,477	127,823	11,346	9.74%

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 5 - 2024 Wastewater Reconciliation by Municipality

Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	(1,018,238)	(84,853)	
Grimsby	1,604,134		133,678
Lincoln	(634,910)	(52,909)	
Niagara Falls	1,678,210		139,851
Niagara-on-the-Lake	373,404		31,117
Pelham	131,603		10,967
Port Colborne	(548,039)	(45,670)	
St. Catharines	(411,796)	(34,316)	
Thorold	(163,556)	(13,630)	
Welland	(1,024,902)	(85,409)	
West Lincoln	14,090		1,174
Total	-	(316,787)	316,787

Position	FTE	Operating Impact \$ (Millions)	Rationale for Position
Maintenance Schedulers	3.0	0.36	The addition of three (3) Maintenance Schedulers will enhance workforce efficiency, increase equipment reliability, and reduce total lifecycle costs. Maintenance Schedulers will support the effective organization and allocation of resources (labour, materials, and tools) by organizing, planning, and scheduling maintenance activities.
Wastewater Maintenance Manager	1.0	0.16	Position will support the Division's transition away from an emergency driven/reactive maintenance program to a preventive and performance-based maintenance program, and ensure appropriate action is taken to meet the maintenance needs, including capital projects, of the various buildings and facilities of the Division.
Water Maintenance Manager	1.0	0.16	Position will support the Division's transition away from an emergency driven/reactive maintenance program to a preventive and performance-based maintenance program and ensure appropriate action is taken to meet the maintenance needs, including capital projects, of the various buildings and facilities of the Division.
WWW Engineering Management Office Lead	1.0	0.18	The position will be responsible for implementing standardized project management practices, fostering continuous improvement, and introducing innovative process systems to enhance efficiency, accountability, and transparency in project execution.
WWW Training and Certification PM	1.0	0.14	This position will oversee all training and certification programs and supervise the WWW Training Advisor. The position will ensure that staff are properly equipped to meet current and future operational demands, safety standards, and environmental regulations.
Totals	7.0	\$1.00	

2026 Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

Object of Expenditure	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	2026 Water Budget Total (\$)	2026 Wastewater Budget Total (\$)	2026 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
Compensation	9,167,033	14,753,996	23,921,029	9,686,239	15,389,230	25,075,469	1,154,440	4.8%	(1)
Administrative	522,757	769,632	1,292,389	631,707	1,177,922	1,809,629	517,240	40.0%	(2)
Operational & Supply	3,275,143	17,892,214	21,167,357	3,032,046	17,171,910	20,203,956	(963,401)	(4.6%)	(3)
Occupancy & Infrastructure	6,265,455	12,989,978	19,255,433	6,440,046	13,729,004	20,169,050	913,617	4.7%	(4)
Equipment, Vehicles, Technology	1,501,731	4,600,904	6,102,635	1,565,950	5,279,250	6,845,200	742,565	12.2%	(5)
Partnership, Rebate, Exemption	96,900	4,000,000	4,096,900	110,700	4,000,000	4,110,700	13,800	0.3%	
Transfers To Funds	26,384,199	38,425,226	64,809,425	30,550,401	46,945,246	77,495,647	12,686,222	19.6%	(6)
Allocation Between Departments	2,472,103	4,020,500	6,492,603	2,317,985	4,009,455	6,327,440	(165,163)	(2.5%)	
Allocation Within Departments	3,226,199	5,316,504	8,542,703	3,576,554	6,270,033	9,846,587	1,303,884	15.3%	(1), (7)
Gross Expenditure Subtotal	52,911,520	102,768,954	155,680,474	57,911,628	113,972,050	171,883,678	16,203,204	10.4%	
Taxation	(57,071,267)	(116,477,200)	(173,548,467)	(62,081,243)	(127,823,129)	(189,904,372)	(16,355,905)	9.4%	
By-Law Charges & Sales	(24,000)	(2,483,478)	(2,507,478)	(24,000)	(2,194,578)	(2,218,578)	288,900	(11.5%)	(8)

Object of Expenditure	2025 Water Budget Total (\$)	2025 Wastewater Budget Total (\$)	2025 Combined Total (\$)	2026 Water Budget Total (\$)	2026 Wastewater Budget Total (\$)	2026 Combined Total (\$)	Combined Total Variance (\$)	Total Combined Variance (%)	Note
Other Revenue	(489,993)	(2,032,940)	(2,522,933)	(477,223)	(2,034,140)	(2,511,363)	11,570	(0.5%)	
Transfers From Funds	(30,000)	(30,000)	(60,000)	(155,000)	(400,000)	(555,000)	(495,000)	825.0%	(9)
Gross Revenue Subtotal	(57,615,260)	(121,023,618)	(178,638,878)	(62,737,466)	(132,451,847)	(195,189,313)	(16,550,435)	9.3%	
Net Expenditure (revenue) before indirect allocations	(4,703,740)	(18,254,664)	(22,958,404)	(4,825,838)	(18,479,797)	(23,305,635)	(347,231)	1.5%	
Indirect Allocation	2,602,497	4,215,879	6,818,376	2,755,086	4,609,843	7,364,929	546,553	8.0%	(10)
Capital Financing Allocation	2,101,240	14,038,787	16,140,027	2,070,752	13,869,954	15,940,706	(199,321)	(1.2%)	
Allocation Subtotal	4,703,739	18,254,667	22,958,403	4,825,838	18,479,797	23,305,635	347,232	1.5%	
Net Expenditure (revenue) after indirect allocations	0	0	0	0	0	0	0	0	

FTE - Permanent			280.0			287.0	7.0		
FTE - Temporary			4.0			4.0	-		
FTE - Total			284.0			291.0	7.0		
Student			2.0			2.0	-		

Notes:

- (1) Base increases (\$0.8M) in alignment with current labour contracts and policies. Includes \$0.3M in additional program change staff allocated to the Water and Wastewater divisions. All operating costs associated with Capital Planning and Asset Management, Integrated Systems & Engineering are allocated to Water & Wastewater through an Allocation Within Department.
- (2) Increase due to additional one-time consulting budget totalling \$0.6M to conduct designated substance surveys fully funded by Water and Wastewater stabilization reserves
- (3) Decline due to favourable pricing realized with new biosolids haulage contract (\$1.1M) partially offset with increases to chemicals due to pricing increases (\$0.1M)
- (4) Includes inflationary increase in utilities and property taxes (\$0.5M), an increase in R&M buildings/grounds due to contractual price increases (\$0.2M), and an increase in R&M buildings due to aging infrastructure and price increases (\$0.2M)
- (5) Increase primarily related to R&M machinery due to aging infrastructure and cost escalations
- (6) Includes enhanced capital financing of \$12.6M
- (7) Increase in Allocation Within Department primarily due additional base costs R&M and other inflationary costs in Integrated Systems (\$0.5M) as well as additional program change staff budgeted in Integrated Systems (\$0.5M)
- (8) Includes reduction in budget for hauled sewage revenue of (\$0.3M) as the 2025 budget was prepared under the assumption a multi rate hauled sewage structure would be adopted in 2025 and Council directed a one rate structure subsequent to budget preparation
- (9) One-time transfer from the Water and Wastewater Stabilization reserves to fund designated substance surveys in WWW facilities
- (10) Increase primarily a result of an increase in corporate allocation of insurance premiums (\$0.1M) and IT support (\$0.2M)

Table 1

Capital Financing (\$M)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Target Balance
Water	\$26	\$31	\$35	\$40	\$45	\$51	\$58	\$64	\$72	\$80	\$82
Wastewater	\$33	\$41	\$51	\$61	\$71	\$83	\$97	\$111	\$126	\$143	\$154
Total	\$59	\$72	\$86	\$101	\$116	\$134	\$155	\$175	\$198	\$223	\$236

Note 1 - This is a capital financing forecast included in the operating budget as transfers to reserves

Note 2 - Forecasted transfers do not include the South Niagara Falls operating cost placeholder transferred to the capital reserve

Table 1 - Fixed Water Requisition by Municipality for 2026 Net Budget

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.97%	\$1,236,603	\$103,050
Grimsby	5.05%	\$783,056	\$65,255
Lincoln	4.46%	\$691,527	\$57,627
Niagara Falls	25.54%	\$3,963,715	\$330,310
Niagara-on-the-Lake	5.23%	\$811,362	\$67,613
Pelham	2.67%	\$415,087	\$34,591
Port Colborne	5.00%	\$776,093	\$64,674
St. Catharines	25.38%	\$3,938,352	\$328,196
Thorold	4.52%	\$702,160	\$58,513
Welland	12.55%	\$1,947,435	\$162,286
West Lincoln	1.64%	\$254,919	\$21,243
Total	100.00%	\$15,520,311	\$1,293,359

Table 2 - Water Flows by Municipality

Municipality	3-Year Avg. per 2025 By-law (ML)	3-Year Avg. per 2025 By-law (%)	3-Year Avg. per 2026 By-law (ML)	3-Year Avg. per 2026 By-law (%)
Fort Erie	4,651	8.21%	4,652	7.97%
Grimsby	2,912	5.14%	2,946	5.05%
Lincoln	2,545	4.49%	2,601	4.46%
Niagara Falls	14,523	25.65%	14,910	25.54%
Niagara-on-the-Lake	3,025	5.34%	3,052	5.23%
Pelham	1,498	2.65%	1,561	2.67%
Port Colborne	2,687	4.75%	2,919	5.00%
St. Catharines	14,233	25.14%	14,815	25.38%
Thorold	2,459	4.34%	2,641	4.52%
Welland	7,156	12.64%	7,326	12.55%
West Lincoln	927	1.64%	959	1.64%
Total	56,616	100.00%	58,382	100.00%

Table 3 - Fixed Water Requisition by Municipality

Municipality	2025 (\$000)	2026 (\$000)	Difference (\$000)	Difference (%)
Fort Erie	1,172	1,237	65	5.51%
Grimsby	734	783	49	6.71%
Lincoln	641	692	50	7.84%
Niagara Falls	3,660	3,964	304	8.30%
Niagara-on-the-Lake	762	811	49	6.42%
Pelham	378	415	38	9.96%
Port Colborne	677	776	99	14.62%
St. Catharines	3,587	3,938	351	9.80%
Thorold	620	702	82	13.30%
Welland	1,803	1,947	144	7.99%
West Lincoln	234	255	21	9.10%
Total	14,268	15,520	1,252	8.78%

Water Volume Analysis

Flows in ML	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projected Flows for Rate Setting	57,000	57,000	57,250	57,250	57,250	57,250	57,250	57,000	57,000	57,250
Actual Flows (2025 based on Q3 Forecast)	56,986	58,491	55,458	55,517	54,065	56,239	56,474	58,459	60,884	N/A
Variance	-14	1,491	-1,792	-1,733	-3,185	-1,011	-776	1,459	3,884	N/A

The 2025 actual flows are estimated to finish the year higher than projected flows (6.8%). The forecasted water usage in 2025 is estimated to total 60,884 ML. This is a result of continued growth of households served in Niagara as well as hot and dry summer conditions.

The water volume forecast for 2026 has been prepared giving consideration to historical trends and current considerations resulting in an increase in estimated flows comparable to the values used from 2019-2023.

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Lincoln	2,912	3.89%	2,781	3.85%
Niagara Falls	14,885	19.90%	14,506	20.07%
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Pelham	1,554	2.08%	1,536	2.12%
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Table 1 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2024 By- law (ML)	2024 By-Law Period Actual Flows ¹
Fort Erie	7,239	6,501
Grimsby	2,985	4,105
Lincoln	3,210	2,754
Niagara Falls	13,640	14,780
Niagara-on-the-Lake	2,979	3,232
Pelham	1,449	1,537
Port Colborne	3,865	3,468
St. Catharines	19,446	19,098
Thorold	4,671	4,542
Welland	10,759	10,006
West Lincoln	1,218	1,225
Total	71,462	71,248

Table 2 - Wastewater Fixed Allocation Percentages

Municipality	3-Year Avg. per 2024 By- law (ML)	2024 By-Law Period Actual Flows ¹	Difference
Fort Erie	10.13%	9.12%	-1.01%
Grimsby	4.18%	5.76%	1.58%
Lincoln	4.49%	3.86%	-0.63%
Niagara Falls	19.09%	20.74%	1.66%
Niagara-on-the-Lake	4.17%	4.54%	0.37%
Pelham	2.03%	2.16%	0.13%
Port Colborne	5.41%	4.87%	-0.54%
St. Catharines	27.21%	26.80%	-0.41%
Thorold	6.54%	6.38%	-0.16%
Welland	15.06%	14.04%	-1.01%
West Lincoln	1.71%	1.72%	0.01%
Total	100.00%	100.00%	0.00%

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 3 - Wastewater Fixed Allocation Charge Reconciliation (\$000)

Municipality	3-Year Avg. per 2024 By- law (ML) ^{1, 2}	2024 By-Law Period Actual Flows ¹	Underpayment/ (Overpayment) ³
Fort Erie	10,260	9,241	(1,019)
Grimsby	4,231	5,835	1,604
Lincoln	4,549	3,914	(635)
Niagara Falls	19,330	21,009	1,679
Niagara-on-the-Lake	4,221	4,595	374
Pelham	2,054	2,185	131
Port Colborne	5,478	4,930	(548)
St. Catharines	27,559	27,147	(412)
Thorold	6,620	6,457	(163)
Welland	15,248	14,223	(1,025)
West Lincoln	1,727	1,741	14
Total	101,277	101,277	-

Sum of Overpayment: (3,802)
Percentage of Requisition 3.75%

Notes:

1 - 2024 By-law period to date consists of the 12 month period from January 2024 to December 2024

2 - Charges paid excludes payments made/rebates received for 2022 reconciliation

3 - Underpayments/(Overpayments) based on comparing 2 different allocation methodologies (3 yr avg vs. actual flows during by-law period)

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 4 - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition 2025 By-law (\$000)	Requisition 2026 By-law (\$000)	Reconciliation 2025 By-law (2023 Rec.) (\$000)	Reconciliation 2026 By-law (2024 Rec.) (\$000)	Total Charge 2025 By-law (\$000)	Total Charge 2026 By-law (\$000)	Difference (\$000)	Difference (%)
Fort Erie	11,281	12,072	(788)	(1,019)	10,493	11,053	560	5.34%
Grimsby	6,367	7,281	1,712	1,604	8,079	8,885	806	9.97%
Lincoln	4,535	4,917	(379)	(635)	4,156	4,282	126	3.04%
Niagara Falls	23,183	25,649	1,429	1,679	24,612	27,328	2,716	11.03%
Niagara-on-the-Lake	5,056	5,793	329	374	5,385	6,167	782	14.52%
Pelham	2,421	2,715	96	131	2,517	2,846	329	13.09%
Port Colborne	6,081	6,627	(92)	(548)	5,989	6,079	90	1.51%
St. Catharines	30,861	33,588	(2,789)	(412)	28,071	33,176	5,105	18.19%
Thorold	7,439	8,162	(68)	(163)	7,371	7,999	628	8.52%
Welland	17,297	18,859	604	(1,025)	17,901	17,834	(67)	-0.38%
West Lincoln	1,957	2,161	(54)	14	1,903	2,175	272	14.27%
Total	116,477	127,823	-	-	116,477	127,823	11,346	9.74%

Wastewater Flows by LAM and
2024 Fixed Wastewater Requisition Including
Reconciliation by Municipality

Table 5 - 2024 Wastewater Reconciliation by Municipality

Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	(1,018,238)	(84,853)	
Grimsby	1,604,134		133,678
Lincoln	(634,910)	(52,909)	
Niagara Falls	1,678,210		139,851
Niagara-on-the-Lake	373,404		31,117
Pelham	131,603		10,967
Port Colborne	(548,039)	(45,670)	
St. Catharines	(411,796)	(34,316)	
Thorold	(163,556)	(13,630)	
Welland	(1,024,902)	(85,409)	
West Lincoln	14,090		1,174
Total	-	(316,787)	316,787

Position	FTE	Operating Impact \$ (Millions)	Rationale for Position
Maintenance Schedulers	3.0	0.36	The addition of three (3) Maintenance Schedulers will enhance workforce efficiency, increase equipment reliability, and reduce total lifecycle costs. Maintenance Schedulers will support the effective organization and allocation of resources (labour, materials, and tools) by organizing, planning, and scheduling maintenance activities.
Wastewater Maintenance Manager	1.0	0.16	Position will support the Division's transition away from an emergency driven/reactive maintenance program to a preventive and performance-based maintenance program, and ensure appropriate action is taken to meet the maintenance needs, including capital projects, of the various buildings and facilities of the Division.
Water Maintenance Manager	1.0	0.16	Position will support the Division's transition away from an emergency driven/reactive maintenance program to a preventive and performance-based maintenance program and ensure appropriate action is taken to meet the maintenance needs, including capital projects, of the various buildings and facilities of the Division.
WWW Engineering Management Office Lead	1.0	0.18	The position will be responsible for implementing standardized project management practices, fostering continuous improvement, and introducing innovative process systems to enhance efficiency, accountability, and transparency in project execution.
WWW Training and Certification PM	1.0	0.14	This position will oversee all training and certification programs and supervise the WWW Training Advisor. The position will ensure that staff are properly equipped to meet current and future operational demands, safety standards, and environmental regulations.
Totals	7.0	\$1.00	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2025-68

A BY-LAW TO ADOPT THE 2026 WASTEWATER
BUDGET AND SET THE REQUISITIONS TO BE
CHARGED FOR WASTEWATER RECEIVED FROM
THE LOWER-TIER MUNICIPALITIES
FOR THE PERIOD OF
JANUARY 1, 2026 TO DECEMBER 31, 2026

WHEREAS section 11 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on persons for costs payable by it for services or activities provided or done by or on behalf of any other municipality;

WHEREAS wastewater received from the lower-tier municipalities is a service provided by The Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region; and,

WHEREAS the Council of the Regional Municipality of Niagara passed By-Law No.119-2011 which indicated that, consistent with the wastewater reconciliation methodology described in PWA 87-2011, a reconciliation adjustment will commence with the 2013 Budget.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2026 Wastewater Gross Operating Budget of \$131,291,303 and Net Operating Budget of \$126,662,585 be and hereby is adopted.
2. That the 2026 budgeted net wastewater operating budget be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three-year average historical wastewater flows.

3. That the 2026 wastewater bills also include reconciliation of the 2024 net requisition allocated based on actual wastewater flows versus the estimated flows.
4. That the lower-tier municipalities be requisitioned during the period January 1, 2026 to December 31, 2026 as follows:

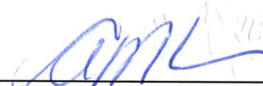
Municipality	2026 Net Budget Allocation (\$)	2024 Reconciliation (\$)	Total (\$)	Monthly (\$)
Fort Erie	\$11,962,207	(1,018,238)	\$10,943,969	\$911,997
Grimsby	\$7,214,547	1,604,134	\$8,818,681	\$734,890
Lincoln	\$4,872,697	(634,910)	\$4,237,787	\$353,149
Niagara Falls	\$25,415,679	1,678,210	\$27,093,888	\$2,257,824
Niagara-on-the-Lake	\$5,740,196	373,404	\$6,113,600	\$509,467
Pelham	\$2,690,717	131,603	\$2,822,319	\$235,193
Port Colborne	\$6,567,132	(548,039)	\$6,019,093	\$501,591
St. Catharines	\$33,283,463	(411,796)	\$32,871,667	\$2,739,306
Thorold	\$8,087,645	(163,556)	\$7,924,089	\$660,341
Welland	\$18,687,392	(1,024,902)	\$17,662,490	\$1,471,874
West Lincoln	\$2,140,910	14,090	\$2,155,001	\$179,583
Total	\$126,662,585	-	\$126,662,585	\$10,555,215

5. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2026 for the monthly requisition. Such monthly invoices shall continue thereafter until December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount on each such invoice to the Treasurer of the Regional Corporation on or before the last business day of the month in which such invoice is submitted.

6. That in the event of default of payment of any monies payable under this by-law by the lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
7. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA



Robert Foster, Acting Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: December 11, 2025

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2025-69

A BY-LAW TO ADOPT THE 2026 WATER BUDGET
AND TO SET THE REQUISITION TO BE CHARGED
FOR WATER SUPPLIED TO LOWER-TIER
MUNICIPALITIES FOR THE PERIOD JANUARY 1,
2026 TO DECEMBER 31, 2026

WHEREAS Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the Municipal Act, 2001, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on persons for costs payable by it for services or activities provided or done by or on behalf of any other municipality;

WHEREAS water supplied to the lower-tier municipalities is a service provided by The Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2026 Water Gross Operating Budget of \$62,162,525 and Net Operating Budget of \$59,770,817 be and hereby is adopted.
2. That 75% of the Net Operating Budget, \$44,828,113 be recovered from the lower-tier municipalities based on actual metered water flows multiplied by the Region's annually set uniform water rate.
3. That the rate payable by the lower-tier municipalities for treated water supplied by the Regional Waterworks system shall be established at \$0.783 for every cubic meter supplied to each lower-tier municipality for the period of January 1, 2026 to December 31, 2026.

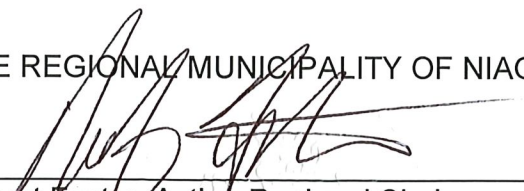
4. That 25% of the Net Operating Budget, \$14,942,704 be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three-year average historical flows.
5. That the lower-tier municipalities be requisitioned during the period January 1, 2026 to December 31, 2026 as follows:

Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.97%	\$1,190,582	\$99,215
Grimsby	5.05%	\$753,914	\$62,826
Lincoln	4.46%	\$665,791	\$55,483
Niagara Falls	25.54%	\$3,816,201	\$318,017
Niagara-on-the-Lake	5.23%	\$781,166	\$65,097
Pelham	2.67%	\$399,639	\$33,303
Port Colborne	5.00%	\$747,210	\$62,268
St. Catharines	25.38%	\$3,791,782	\$315,982
Thorold	4.52%	\$676,028	\$56,336
Welland	12.55%	\$1,874,959	\$156,247
West Lincoln	1.64%	\$245,432	\$20,453
Total	100.00%	\$14,942,704	\$1,245,225

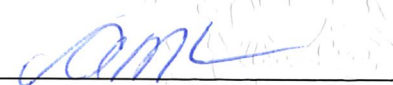
6. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2026 for the monthly requisition. Such monthly invoices shall continue thereafter until the December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount of each such invoices to the Treasurer of the Regional Corporation on or before the last business date of the month in which such invoice is submitted.
7. That in the event of default of payment of any monies payable under this by-law by a lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.

8. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA



Robert Foster, Acting Regional Chair



Ann-Marie Norio, Regional Clerk

Passed: December 11, 2025

Economic Development Brief

December 15, 2025

Statistics and Trends

Labour market conditions

Seasonally adjusted labour market conditions in Niagara showed limited improvement across most indicators in November, with the exceptions of population growth and unemployment rate. Labour market performance in Ontario and Canada was slightly stronger overall, although unemployment rates were higher, at 6.8% nationally and 7.6% in Ontario

Month-over-month data from September to August 2025 show the following:

- Population: Niagara grew by 0.05% (200 people), while Ontario grew by 0.1%.
- Labour force: Niagara decreased by 1% (2,600 people), while Ontario increased by 0.1%.
- Employment: Niagara decreased by 0.4% (1,000 people), while Ontario increased by 0.3%.
- Unemployment rate: Niagara decreased by 0.6% to 6.6%, while Ontario decreased by 0.2% to 7.6%.
- Participation rate: Niagara decreased by 0.6% to 58.7%, while Ontario decreased by 0.1% to 64.9%.

Source: Statistics Canada, Table: 14-10-0459-01

Although the unemployment rate decreased, this reflected a reduction in labour force participation rather than an increase in employment. Overall, labour market conditions remain relatively stable, despite the broader economic impacts of US tariffs.

Canada avoids recession as GDP climbs in the 3rd quarter

Canada avoided a recession in Q3 2025, with GDP rising 0.6% from July to September rebounding 2.6% year-over-year primarily driven by a surge in defence spending and higher crude oil exports. However, business investment remained flat and household spending declined reflecting weak domestic demand. Economists caution that despite the headline growth the economy lacks strong momentum and continues to face underlying challenges including US tariffs on steel and aluminum, softwood lumber, and automotive products.

The economic development updates in this brief were compiled with input from economic development staff from Niagara's area municipalities, as well as public information sources.

Canada inflation rate remains unchanged

Canada's annual inflation rate remained steady at 2.2% in November, but grocery prices surged 4.7% year-over-year, marking the highest increase in nearly two years. The rise was driven by higher costs for fresh fruit, processed foods, coffee, and beef, influenced by supply constraints, adverse weather, and US tariffs affecting export prices. Meanwhile, service inflation slowed, core inflation measures eased, and the Bank of Canada indicated no immediate need for further interest rate hikes.

Economic Development Updates**Niagara College marks official opening of research greenhouse**

Niagara College has opened its \$12 million Horticultural and Environmental Sciences Innovation Centre Greenhouse; a state-of-the-art facility designed to advance applied horticultural research and support local growers. The greenhouse features five specialized research bays, advanced lighting and hydroponic systems, and precise monitoring tools allowing students and researchers to conduct trials that bridge the gap between innovation and commercial application including ongoing pepper variety studies. Beyond research, the facility provides hands-on learning and professional experience for students, preparing the next generation of horticultural industry leaders while strengthening Niagara's greenhouse sector.

Ground broken for Port Colborne daycare facility in historic Humberstone Township Hall

The 173-year-old former Humberstone Township Hall in Port Colborne will transform into a licensed childcare facility operated by the YMCA of Niagara in partnership with the City and Niagara Region. The \$2.75 million project is funded mainly through federal and provincial early learning programs with additional City contributions. The project must be completed by December 2026 with occupancy expected next summer. The design preserves the building's historic character while accommodating childcare needs, and the heritage space will remain available for community use outside operating hours.

Niagara firm ES Fox Ltd. picked for Pickering Nuclear Refurbishment Project

The Ontario government has approved Ontario Power Generation's \$26.8 billion plan to refurbish four CANDU reactors at the Pickering Nuclear Generating Station, extending its operations for up to 38 years to provide reliable, clean, and affordable power. ES Fox will provide nuclear qualified staff to perform construction, fabrication, and maintenance services, leveraging its integrated approach developed through decades of nuclear experience and supporting the replacement of critical air systems such as breathing and instrument air systems. The firm will create approximately 400 jobs associated with this work.

The economic development updates in this brief were compiled with input from economic development staff from Niagara's area municipalities, as well as public information sources.

Niagara Region secures credit rating recognition for fourth consecutive year

S&P Global Ratings has reaffirmed Niagara Region's AA+ credit rating for the fourth consecutive year, citing strong financial management and a stable outlook. The rating reflects the Region's transparent reporting, robust industries, and substantial capital plans for infrastructure, housing, and economic diversification. Despite elevated spending, S&P expects tax revenue growth to offset costs, supporting manageable debt levels and continued access to affordable financing.

Brock University launches \$100 million sustainability initiative

Brock has launched the \$100 million SPARK initiative to dramatically enhance campus sustainability aiming to reduce greenhouse gas emissions by 83% by 2028 and cut energy usage by 60% surpassing its original 2030 targets. The three-year program, supported by the Canadian Infrastructure Bank and Enbridge Sustain, will modernize campus infrastructure with energy efficient upgrades such as LED lighting, heat pumps, and advanced building controls, all without upfront costs to the University. Beyond environmental impact, SPARK will serve as a living lab for teaching and research, strengthen long-term campus infrastructure and position Brock as a national leader in climate action.

Vineland Research and Innovation Centre win award

On November 8 at the Royal Agricultural Winter Fair in Toronto, Vineland Research and Innovation Centre was recognized by the Government of Ontario as the winner in the Research and Innovation category at the 2025 Excellence in Agriculture Awards, presented by Minister of Agriculture, Food and Agribusiness Trevor Jones. The Excellence in Agriculture Awards celebrate innovation, leadership, and collaboration across Ontario's agri-food sector, recognizing those who drive economic growth, enhance sustainability, and strengthen communities across the province.

Made in Welland magazine wins platinum MarCom Award

The City of Welland's Made in Welland magazine received a Platinum Award at the 2025 MarCom Awards recognizing outstanding achievement in marketing and communication. The award-winning edition, Women Leading Welland, highlighted the leadership and impact of women across diverse sectors and featured the City's Corporate Leadership Team, emphasizing inclusion, innovation, and representation. Produced by the Economic Development and Communications teams, the magazine continues to showcase Welland's strengths, opportunities and community stories reinforcing the city's reputation for creative and purposeful communication. To view the magazine, [CLICK HERE](#).

The economic development updates in this brief were compiled with input from economic development staff from Niagara's area municipalities, as well as public information sources.

Ontario government investing \$2.25 million in Thorold firm

The Ontario government is investing \$2.25 million through the Forest Biomass Program to help CHAR Technologies commercialize biocoal, a low-carbon fuel made from forest mill by-products and underused wood, creating new supply chains and revenue opportunities for the province's forest sector. The funding will improve biocoal's storage and transport for use in steelmaking at ArcelorMittal Dofasco, support 6 jobs, create 4 new jobs, and put up to 180,000 tonnes of forest biomass to productive use annually.

FBT Inc. breaks ground on St. Catharines expansion

FBT Inc., a long-standing leader in precision machining, has officially broken ground on a 20,000 SF expansion to its St. Catharines facility in Power Weller. This will increase production capacity, introduce new capabilities, and strengthen the region's manufacturing supply chain and innovation ecosystem. This expansion enhances the company's ability to deliver precision-machined components and assemblies for Canada's most demanding industries, enabling it to take on more complex, high-value programs.

Downtown Grimsby set for \$9.1 million revitalization

Grimsby is launching its largest downtown infrastructure project ever with the \$9.1-million Downtown Grimsby Reimagined plan, which will rebuild water mains, sewers, and roads in two phases starting May 2026. The project aims to extend the life of aging water infrastructure, improve accessibility with wider sidewalks, enhanced lighting, greenery, public art, and pedestrian crossings, while minimizing disruption to businesses through phased construction, detours, and business ambassadors. During construction, pedestrian access will be maintained, the Farmers' Market will temporarily move to Peach King Centre, and the town is working closely with developers and merchants to balance progress with community needs.

Hydro One seeks approval to build the Welland Thorold Power Line

Hydro One has filed an application with the Ontario Energy Board to build a new double-circuit 230 kilovolt transmission line between Thorold and Welland, along with an expansion of Crowland Transformer Station, as part of a \$311 million investment expected to be completed by 2029. The project aims to boost electricity capacity, reliability, and security in the region, addressing growing demand in southwestern Ontario. Through Hydro One's First Nation 50-50 Equity Partnership Model, nearby First Nations have the opportunity to invest in a 50% stake in the transmission line component, fostering local collaboration and economic participation.

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

The economic development updates in this brief were compiled with input from economic development staff from Niagara's area municipalities, as well as public information sources.

**The Corporation of the Municipality of St. Charles
RESOLUTION PAGE**



Regular Meeting of Council

Agenda Number: 5.4.1.
Resolution Number 2025-284
Title: Support Items 5.3 #1, 3, 4, 5 and 12 from November 19, 2025 Regular Meeting of Council - Extend Deadline for the Fire Certification
Date: December 3, 2025

Moved by: Councillor Lachance
Seconded by: Councillor Pothier

WHEREAS Ontario Regulation 343/22 mandates that firefighters performing specific fire protections services be certified to a prescribed standard by July 1, 2026, with certain technical rescue disciplines requiring certification by July 1, 2028;

AND WHEREAS the Municipality recognizes and supports the value of the certification requirements mandated by the Province of Ontario, acknowledging that standardized training enhances firefighter safety, service quality, and public trust;

AND WHEREAS the Office of the Fire Marshall (OFM) and the Ontario Fire College (OFC) are actively working to provide training and certification programs, including offering over 600 courses annually, yet some certification programs and testing resources remain under development or are not yet widely accessible, particularly in the Ontario Seal Programs;

AND WHEREAS many fire departments in Ontario are staffed predominantly by volunteer firefighters who balance full-time employment with their emergency service commitments;

AND WHEREAS the certification programs are still in development and the current availability does not adequately reflect the operational realities of volunteer fire departments, especially in rural communities, where training opportunities are limited and certification demands place undue pressure on personnel and municipal resources;

AND WHEREAS when firefighter certification was first introduced in 2018, smaller / rural municipalities raised concerns that they do not provide the same level of fire protection services as larger municipalities or urban centres. The Province responded thoughtfully by introducing new legislation to allow municipalities to certify firefighters only to the services they actually provide. This flexibility is appreciated and reflects a fair and practical approach, however, training programs for many of these service-specific certifications are still not available;

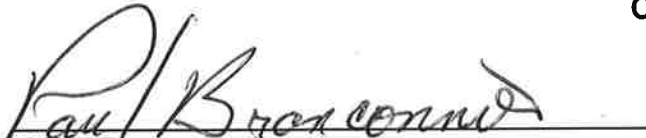
AND WHEREAS it is unreasonable to expect volunteer firefighters - who already balance full-time employment and community service - to independently develop curriculums and training programs in-house to meet provincial standards and adequately prepare them for certification exams;

AND WHEREAS smaller rural volunteer fire departments often lack the necessary resources, certified personnel, and specialized expertise to independently develop training curriculums or qualify for learning contracts with the Ontario Fire College;

AND WHEREAS these departments have long relied on the Ontario Fire College's course offerings and have been patiently awaiting the release of the Ontario Seal Programs, having noted preliminary pilot

initiatives in Northern Ontario and anticipating a broader rollout of these programs in the near future;
AND WHEREAS rural municipalities would welcome the opportunity to engage in dialogue with the Office of the Fire Marshall to address current barriers and explore collaborative solutions;
BE IT THEREFORE RESOLVED THAT the Council for the Corporation of the Municipality of St.-Charles respectfully requests that the Province of Ontario, through the Ministry of the Solicitor General and the Office of the Fire Marshall, extend the compliance deadlines outlined in Ontario Regulation 343/22 to a minimum of two (2) years beyond the final release date of the Ontario Seal Programs offered in the regulation for all affected certification categories;
AND BE IT FURTHER RESOLVED THAT the Province consider implementing a phased or regionally adaptive approach to certification deadlines, taking into account the availability of training programs and the unique challenges faced by volunteer fire services in Rural Ontario;
AND BE IT FURTHER RESOLVED THAT this Resolution be forwarded to the Minister of the Solicitor General, the Ontario Fire Marshall, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), the Ontario Association of Fire Chiefs (O AFC), our local Member of Provincial Parliament (MPP), and all Ontario municipalities for support and endorsement.

CARRIED


MAYOR



RESOLUTION NO. 2025- 333

DECEMBER 10, 2025

Moved by: Brad Kneller

Seconded by: Bishop

WHEREAS staff submitted an application for Invest Ready–Certified Site Designation, which was denied due to the absence of water, wastewater, and natural gas infrastructure;

AND WHEREAS staff subsequently met with representatives of the associated grant funding program, who advised that additional funding opportunities for rural communities would be forthcoming;

AND WHEREAS the Site Readiness Program for Industrial Properties has since been launched, with eligibility requirements stipulating that any missing infrastructure must be in place and serviceable within two years of acceptance into the grant funding program;

AND WHEREAS it is not financially feasible nor in the best interest of our ratepayers to install full municipal water, wastewater, and natural gas services, as the associated capital and operating costs would impose an undue financial burden on the Municipality's ratepayers;

AND WHEREAS alternative servicing solutions commonly used in rural and northern Ontario—such as properly designed and maintained septic systems for wastewater, drilled wells for drinking water, and propane or hydro for heat—are proven, reliable, and effective forms of infrastructure that can safely and efficiently support industrial and commercial development;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Magnetawan urges the Province of Ontario to revise its grant funding criteria to recognize and accept these alternative servicing methods as eligible infrastructure, and to ensure that rural and northern municipalities lacking municipal gas, water, and wastewater systems are not excluded from support;

AND FURTHER THAT this resolution be circulated to Premier Doug Ford; the Honourable Peter Bethlenfalvy, Minister of Finance; the Honourable Victor Fedeli, Minister of Economic Development, Job Creation and Trade; the Honourable Graydon Smith, MPP for Parry Sound–Muskoka; the Honourable Scott Aitchison, MP for Parry Sound–Muskoka; FONOM; AMO; NOMA; and all Ontario municipalities.

Carried ☒ Defeated ☐ Deferred ☐

Sam Dunnett
Sam Dunnett, Mayor

Recorded Vote Called by: _____

Recorded Vote

Member of Council	Yea	Nay	Absent
Bishop, Bill			
Hetherington, John			
Hind, Jon			
Kneller, Brad			
Mayor: Dunnett, Sam			



December 5, 2025

[Send via email](#)

See Distribution List on Page 4

Re: Provincial Decision on Automated Speed Enforcement

On November 25, 2025, the County of Brant Council directed staff to prepare a letter in alignment with the City of Brampton's Council Resolution C230-2025 outlining the County's concerns with the provincial decision to ban ASE. The original text was amended to align with the County of Brant's program and experiences and to reflect that the ban has been approved.

Whereas on May 30, 2017, the Province of Ontario passed the *Safer School Zones Act, 2017* (Bill 65), amending the *Highway Traffic Act* (HTA) to permit municipalities to adopt Automated Speed Enforcement (ASE) technology on roads with speed limits under 80 km/h in school and community safety zones; and

Whereas enabling regulations came into effect on December 1, 2019, granting municipalities the authority to implement ASE and other tools to enhance safety in these areas and since this time municipalities across Ontario have adopted these programs; and

Whereas the Province's ASE legislative framework, together with provincial encouragement in 2019, has led municipalities such as the County of Brant to implement ASE technology to improve safety, reduce speeding, and prevent serious collisions and fatalities; and

Whereas the Provincial government, through the Ministry of Transportation, is responsible for the legislation, regulations and program standards governing municipal ASE programs; and

Whereas some municipalities have implemented ASE inconsistently and in contrast to recommended guidelines, the County of Brant is part of the vast majority of municipalities who have implemented best practices endorsed by the Ministry of Transportation and the Ontario Traffic Council - including speed thresholds - that prioritize public safety, resulting in safer roads; and

Whereas the County of Brant proactively developed a Road Safety Reserve Fund to ensure any revenue collected from the program is reinvested into traffic calming and safety initiatives; and

Whereas consistent with local, regional, national and international research by third parties including [Sick Kids & Toronto Metropolitan University](#), the [Canadian Automobile Association](#), the [Ontario Association of Chiefs of Police](#), the [Traffic Injury Research Foundation](#), and the [Ontario Traffic Council](#); and



Whereas the County of Brant's ASE program has resulted in significant reductions in speed, increased speed compliance in community safety zones, and changes in driver behaviour as outlined in the September 29, 2025, [RPT-0365-25 - Concern with Proposed Ban of Automated Speed Enforcement and associated presentation](#); and

Whereas between February and August 2025, only three percent of vehicles passing the device received a ticket, demonstrating how the program prioritizes enforcing significant offences and illustrates that County of Brant's existing threshold is both reasonable and aligned with best practices; and

Whereas, in the first eight months of implementation, the County observed significant positive impacts associated with ASE, including measurable speed reductions, with the prevalence of speeding dropping from 45% to 35% from February to August; and

Whereas between 20% and 30% of ASE ticket revenue is collected by the Province of Ontario; and

Whereas the County of Brant engaged with the community and introduced the Brant Safe Streets Strategy in 2019, focusing on improving road safety through enforcement, education, engineering, and other innovative solutions; and

Whereas the County of Brant is working to improve road safety and uphold its commitment to the [Brant Safe Streets Strategy](#) through the ASE program and complementary traffic-calming measures such as speedbumps/humps, roundabouts, and improved signage, in order to reduce speeds, prevent collisions, and promote lawful driving behaviour; and

Whereas despite clear evidence and proven results from municipalities, such as the County of Brant, the County was caught off guard by the Premier's sudden announcement to cancel ASE programs across the province, made without adequate notice and consultation; and

Whereas a preliminary estimate of private sector investment by companies delivering ASE solutions indicates the creation of 62 jobs and \$14 million of investment in the province; and

Whereas the Premier believes some municipalities have misused ASE; but that is no reason to shut down municipal ASE programs that have proven successful at changing driver behaviour and improving public safety; and

Whereas the Premier's concerns regarding ASE can be addressed through amendments to provincial legislation, regulations and program standards that enable municipalities to consistently use ASE, without an outright ban on the technology; and

Whereas the County of Brant's ASE program was considered best-practice and that the Premier should consider reversing the ban and meeting with Mayor David Bailey and other municipal leaders to develop improved provincial legislation, regulations and program standards related to the ASE program; and



Whereas it is reckless to abandon what works, and essential to maintain a program that preserves public safety, and, especially, at a very minimum, safety in school locations; and

Whereas, with the implementation of the ban, municipalities should receive funding from the province to reimburse the costs of the program and employ alternate traffic calming measures through the Road Safety Initiatives Fund.

Therefore, be it resolved that:

That the County of Brant Council formally opposes the Province's decision to abruptly cancel ASE, a public safety tool enabled through provincial regulations in December 2019; and,

That this resolution be sent as a letter from Council to the Premier of Ontario, the Minister of Transportation, local MPPs, all Ontario municipalities, the Association of Municipalities of Ontario (AMO), the Ontario Association of Chiefs of Police (OACP), and the Ontario Traffic Council, to convey the County's concerns with the ban and encourage the Province to reconsider the direction; and

That the County of Brant encourages that the Premier meet with municipal leaders and industry experts to determine a consistent and effective approach to ASE across municipalities that utilizes best practices to uphold the public safety benefits; and,

That the County of Brant encourages the province to use the Road Safety Initiatives Fund to reimburse municipalities for all costs incurred to implement the ASE program and implement additional traffic calming measures; and,

That staff be directed to continue monitoring speeding and traffic data in zones where ASE was previously employed to evaluate the impacts of the ASE program; and,

That staff be directed to prepare a report to Council in the future outlining the impacts of the ASE program and how the ban of these devices has influenced the prevalence of speeding in the zones; and

That staff be directed to continue monitoring developments and announcements surrounding ASE and advance advocacy efforts consistent with this letter.

Sincerely,

Mayor David Bailey on behalf of County of Brant Council



Distribution List

The Honourable Doug Ford
Premier of Ontario and Minister of Intergovernmental Affairs
premier@ontario.ca

The Honourable Prabmeet Sarkaria
Minister of Transportation
minister.mto@ontario.ca

The Honourable Will Bouma, MPP (Brantford-Brant)
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The Honourable Brian Riddell, MPP (Cambridge)
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The Honourable Ernie Hardeman, MPP (Oxford)
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Ontario Association of Chiefs of Police (OACP)
contact@oacp.ca

Ontario Traffic Council
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Association of Municipalities of Ontario
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All Ontario Municipalities



Office of the City Clerk, City Hall
500 George Street North
Peterborough, Ontario
K9H 3R9

December 11, 2025

Honourable Rob Flack, Minister of Municipal Affairs and Housing;
MP Emma Harrison;
MPP Dave Smith;
Dr. Piggott, Medical Officer of Health;
Stuart Betts, Peterborough Police Chief;
Chris Snetsinger, Peterborough Fire Chief;
Patricia Bromfield, Peterborough EMS Chief;
All Local School Board Chairs;
Association of Municipalities of Ontario
Federation of Canadian Municipalities; and
All Ontario Municipalities

Re: Elect Respect

The following resolution, adopted by City Council at their meeting on November 3, 2025, is forwarded for your information:

Whereas democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community; and

Whereas we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions; and

Whereas Ontario's municipally elected officials and municipal staff are dealing with increasingly hostile, unsafe work environments facing threats and harassment; and

Whereas social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office; and

Whereas better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables; and

Whereas the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office; and

Whereas in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against

harassment and negativity in politics and called on elected officials to uphold the highest standards of conduct; and

Whereas H.E.R. Halton has launched a campaign called Elect Respect to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials and municipal staff that encourages individuals to participate in the political process.

Now Therefore Be It Resolved That the Council of the City of Peterborough supports the Elect Respect pledge and commits to:

- Treat others with respect in all spaces—public, private, and online
- Reject and call out harassment, abuse, and personal attacks,
- Focus debate on ideas and policies, not personal attacks,
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
- Model integrity and respect by holding one another to the highest standards of conduct; and

Be It Further Resolved That the City of Peterborough calls on elected officials, organizations and community members to support the Elect Respect campaign and sign the online pledge at www.electrespect.ca; and

Be It Further Resolved That a copy of this resolution be sent to the:

Association of Municipalities of Ontario, the Federation of Canadian Municipalities, MP Emma Harrison, MPP Dave Smith, Minister of Municipal Affairs and Housing of Ontario Rob Flack, the Peterborough Police Chief, Peterborough Fire Chief, Peterborough EMS Chief, Medical Officer of Health, all local school board chairs and all Ontario Municipalities.

AND Be It Further Resolved That the City's Diversity, Equity and Inclusion Advisor be engaged in the implementation and communication of this initiative, and that staff explore opportunities to better integrate their expertise into Council's ongoing efforts to promote a safe, inclusive, and respectful civic environment

Sincerely,



John Kennedy,
City Clerk



SMITHS FALLS

RISE AT THE FALLS

December 5, 2025

Honourable Doug Ford,
Premier of Ontario

Re: Ontario Community Infrastructure Fund (OCIF)

Please be advised that the Council of the Corporation of the Town of Smiths Falls passed the following resolution at their December 1, 2025 Council meeting:

WHEREAS the Town of Smiths Falls acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario's rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;

WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities' ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;



SMITHS FALLS

RISE AT THE FALLS

WHEREAS the Town of Smiths Falls requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

- 1. The Town of Smiths Falls calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.*
- 2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.*
- 3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.*
- 4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data, demographic projections, climate resilience metrics and rural equity considerations.*
- 5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.*
- 6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.*



SMITHS FALLS

RISE AT THE FALLS

7. The Clerk of the Town of Smiths Falls forward this resolution to:

- o The Honourable Doug Ford, Premier of Ontario
- o The Honourable Kinga Surma, Minister of Infrastructure
- o The Honourable Rob Flack, Minister of Municipal Affairs and Housing
- o The Honourable Francois-Phillipe Champagne, Minister of Finance
- o Association of Municipalities of Ontario (AMO)
- o Ontario Small Urban Municipalities (OSUM)
- o Federation of Canadian Municipalities (FCM)
- o All municipalities in Ontario

Please do not hesitate to contact me with any questions and/or concerns.

Yours truly,

Kerry Costello
Town Clerk

December 15, 2025

Re: Drowning Prevention and Swim Safety in Ontario

Hamilton City Council, at its meeting held on Wednesday, December 10, 2025, passed the following resolution:

Item 9.2 of the General Issues Committee Minutes 25-017:

9.2 Drowning Prevention and Swim Safety in Ontario

WHEREAS, drowning is one the of the leading causes of preventable deaths among children in Ontario;

WHEREAS, research by the Lifesaving Society of Ontario shows that most children who drown never intended to be in the water;

WHEREAS, evidence demonstrates that even basic swimming and water survival skills significantly reduce the risk of drowning;

WHEREAS, many children in Ontario do not have equitable access to swimming lessons out side of school due to financial, cultural, or geographic barriers;

WHEREAS, several municipalities across Ontario have expressed strong interest in improving water safety education for children; and

WHEREAS, the Ministry of Education has the authority to incorporate water safety and survival training into the regular elementary school curriculum as universal, life-saving skill comparable to fire safety and road safety instruction;

THEREFORE, BE IT RESOLVED:

- (a) That Hamilton City Council respectfully urge the Government of Ontario, through the Ministry of Education, to incorporate mandatory water safety and Swim-to-Survive training into the elementary school curriculum for all Ontario students;
- (b) That a copy of this resolution be forwarded to the Honourable Minister of Education of Ontario, local Members of Provincial Parliament, all Ontario Municipalities, the Association of Municipalities of Ontario, and The Federation of Canadian Municipalities with a request for support and/or endorsement; and,

- (c) That staff be directed to assess all Hamilton waterfronts to ensure adequate public water safety measures are in place, any opportunities to expand Swim to Survive Programs at city pools, and report back with recommendations to the Emergency and Community Services Committee.

Regards,



Matthew Trennum
City Clerk

- cc. Association of Municipalities of Ontario (AMO) amo@amo.on.ca
Federation of Canadian Municipalities (FCM) info@fcm.ca
Hon. Paul Calandra, Minister of Education of Ontario paul.calandra@pc.ola.org
Hamilton Members of Provincial Parliament (MPPs)
Hon. D. Skelly, MPP (Flamborough-Glanbrook) Donna.Skelly@pc.ola.org
M. Ciriello, MPP (Hamilton Mountain) monica.ciriello@pc.ola.org
Hon. N. Lumsden, MPP (Hamilton East-Stoney Creek) Neil.Lumsden@pc.ola.org
S. Shaw, MPP (Hamilton West-Ancaster-Dundas) SShaw-QP@ndp.on.ca
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municipality@temiskamingshores.ca; info@terracebay.ca;
shenshaw@thamescentre.on.ca; info@thearchipelago.on.ca;
townclerk@thebluemountains.ca; jbrizard@nationmun.ca;
municipalclerk@townshipofthenorthshore.ca; robert.thessalon@bellnet.ca;
reynaldrivard@nt.net; matthew.trennum@thorold.ca; cityclerk@thunderbay.ca;
contact@tillsonburg.ca; clerks@timmins.ca; swalton@tiny.ca; 311@toronto.ca;
info@trenthills.ca; kstevenson@trentlakes.ca; clerk@tudorandcashel.com;
info@tweed.ca; info@tyendinagatownship.com; info@uxbridge.ca;
administration@valharty.ca; clerks@vaughan.ca; mckirkham@wainfleet.ca;
info@warwicktownship.ca; clerk@wasagabeach.com;
regionalclerk@regionofwaterloo.ca; clerkinfo@waterloo.ca; info@wawa.ca;
clerk@welland.ca; gkosch@wellesley.ca; jennifera@wellington.ca;
township@wellington-north.com; westelgin@westelgin.net; mturner@westgrey.com;
reception@westlincoln.com; info@westnipissing.ca; info@westperth.com;
kwestgate@villageofwestport.ca; info@whitby.ca; clerks@townofws.ca;
info@whiteriver.ca; Deputy.clerk@whitestone.ca; info@whitewaterregion.ca;
info@wilmot.ca; clerks@citywindsor.ca; tgarcia@wollaston.ca;
info@cityofwoodstock.ca; woolwich.mail@woolwich.ca; accessyork@york.ca



The Corporation of the Township of Drummond/North Elmsley

310 Port Elmsley Road • Perth • Ontario • K7H 3C7

December 12th, 2025

Hon. Todd McCarthy, Ontario Minister of Environment, Conservation and Parks
Scott Reid, MP
John Jordan, MPP Lanark-Frontenac-Kingston
Association of Municipalities of Ontario
Rural Ontario Municipal Association
Rideau Valley Conservation Authority
Mississippi Valley Conservation Authority
All Municipalities in Ontario

Re: Proposed Consolidation of Conservation Authorities & New Provincial Conservation Agency

At its Council meeting on December 9th, 2025, the Council of the Corporation of the Township of Drummond/North Elmsley adopted the following motion:

Resolution Number 25-122

WHEREAS, the *Conservation Authorities Act* (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy;

AND WHEREAS, local municipalities established the Rideau Valley Conservation Authority in 1966 and the Mississippi Valley Conservation Authority in 1968, and currently provide over 50% of total conservation authority funding, while the Province of Ontario provides less than 5%;

AND WHEREAS, municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable services standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS, Bill 68 (Schedule 3) and ERO posting 025-1257 proposes to consolidate Ontario's 36 conservation authorities into seven regional authorities and create the Ontario Provincial Conservation Agency, a Crown agency that would assume oversight over conservation authorities and have the ability to levy authorities to cover its costs;



The Corporation of the Township of Drummond/North Elmsley

310 Port Elmsley Road • Perth • Ontario • K7H 3C7

AND WHEREAS, the Province already possesses the authority to establish overarching legislation, regulations, standards and policies across all conservation authorities through the *Conservation Authorities Act* and the Ministry of Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT, the Township of Drummond/North Elmsley calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT, while the Township of Drummond/North Elmsley supports provincial goals for consistent permit approval processes, shared services and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND FURTHER THAT, the Township of Drummond/North Elmsley supports efforts to balance expertise, capacity and program delivery across the province, and requests that the province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives;

AND FURTHER THAT, a copy of this resolution be sent to the Ontario Minister of Environment, Conservation and Parks, to the local MP(s) and MPP(s), the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, the local conservation authority(s), and all municipalities in Ontario.

CARRIED

Sincerely,

Janie Laidlaw,
Clerk



SMITHS FALLS

RISE AT THE FALLS

December 16, 2025

Hon. Todd J. McCarthy

Ontario Minister of Environment, Conservation and Parks

Re: Consolidation of Conservation Authorities

Please be advised that the Council of the Corporation of the Town of Smiths Falls passed the following resolution at their December 15, 2025 Council meeting:

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy;

AND WHEREAS local municipalities established the Rideau Valley Conservation Authority in 1966, and currently provide approximately 50% of total conservation authority funding, while the Province of Ontario provides approximately 3%;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable services standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS Bill 68 (Schedule 3) and ERO posting 025-1257 proposes to consolidate Ontario's 36 conservation authorities into seven regional authorities and create the Ontario Provincial Conservation Agency, a Crown agency that would assume oversight over conservation authorities and have the ability to levy authorities to cover its costs;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, standards and policies across all conservation authorities through



SMITHS FALLS

RISE AT THE FALLS

the Conservation Authorities Act and the Ministry of Environment, Conservation and Parks;

THEREFORE BE IT RESOLVED THAT the Town of Smiths Falls calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT while the Town of Smiths Falls supports provincial goals for consistent permit approval processes, shared services and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND FURTHER THAT the Town of Smiths Falls supports efforts to balance expertise, capacity and program delivery across the province, and requests that the province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives;

AND FURTHER THAT a copy of this resolution be sent to the Ontario Minister of Environment, Conservation and Parks, to the local MP(s) and MPP(s), the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, the local conservation authority(s), and all municipalities in Ontario.

Please do not hesitate to contact me with any questions and/or concerns.

Yours truly,

Kerry Costello
Town Clerk



Town of The Blue Mountains

32 Mill Street, Box 310
THORNBURY, ON N0H 2P0
<https://www.thebluemountains.ca>

OFFICE OF: Mayor Andrea Matrosovs

Email: mayor@thebluemountains.ca

Phone: 519-599-3131 Ext 406

December 5, 2025

Minister of Environment, Conservation and Parks
College Park
5th Floor
777 Bay St.
Toronto, ON M7A 2J3
Email: minister.mecp@ontario.ca

RE: Town of The Blue Mountains Opposition to Bill 68 and the Proposed Consolidation of Ontario's Conservation Authorities

Honourable Minister McCarthy,

The Town of The Blue Mountains Council would like to express our concerns regarding Bill 68 and the proposed consolidation of Ontario's 36 Conservation Authorities into seven regional authorities. As a community with a strong and long-standing partnership with our local conservation authorities, we believe the proposed regional restructuring does not align with the best interests of our residents or the unique environmental needs of our community.

As a Council, we support provincial efforts to enhance efficiency through standardized fee schedules, policies, guidelines and online permitting systems. However, we believe that these improvements can be achieved without compromising the local expertise, responsiveness and accountability that watershed-based authorities currently provide.

The proposed consolidation raises significant concerns for The Blue Mountains Council regarding the loss of local expertise and the reduction of accessible, timely support for residents, builders and developers. Local conservation authorities possess a deep knowledge of watershed conditions, natural hazards and community priorities that cannot be effectively replicated at a broader regional scale. Centralizing the functions of local conservation authorities risks diluting the community-driven programming and tailored services that protect natural resources and support sustainable development in The Blue Mountains, while also diminishing meaningful municipal representation in decision-making. We are further concerned that a top-down

structure may introduce unnecessary transition costs, red tape and additional layers of bureaucracy, which hinder efficiency, rather than improve it.

Given these concerns, we urge you to reconsider the implications of the proposed amalgamation and to directly engage with municipalities and conservation authorities before finalizing any consolidation boundaries or legislative amendments. We respectfully request that the province consider alternative approaches that maintain local, municipally governed, watershed-based conservation authorities while supporting shared objectives of modernization and efficiency improvements. We believe that strengthening and supporting existing structures, rather than replacing them, will help to preserve local expertise, ensure consistent service delivery, and uphold the principles of community-focused governance.

Thank you for considering the perspective of the Town of The Blue Mountains. We look forward to your response and hopeful reconsideration of this proposal.

Warm regards,

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Matrosovs', written in a cursive style.

Mayor Andrea Matrosovs
Town of The Blue Mountains



The Corporation of the Township of Perry

Box 70 1695 Emsdale Road Emsdale, Ontario P0A 1J0

Date: December 17, 2025

Resolution No.: 2025- 448

Moved By: Joe Lumley Seconded By: Paul Sowrey

Be it resolved that the Council of the Township of Perry hereby support the October 21, 2025 resolution of the Town of Bradford West Gwillimbury regarding the removal of the HST/GST from new homes purchased as primary residences to support housing affordability;

And that Council endorse the related November 3, 2025 supporting resolution of the Municipality of South Huron;

And that Council's supporting resolution be circulated to the Town of Bradford West Gwillimbury, Municipality of South Huron, the Prime Minister of Canada, Minister of Finance and the Minister of Housing, Infrastructure and Communities, the Premier of Ontario, the Ontario Minister of Finance, the Ontario Minister of Municipal Affairs and Housing, MP Scott Aitchison and MPP Graydon Smith, AMO, and to all municipalities in Ontario.

Carried: Defeated: Norm Hofstetter, Mayor

RECORDED VOTE		
Council	For	Against
Councillors Jim Cushman		
Joe Lumley		
Margaret Ann MacPhail		
Paul Sowrey		
Mayor Norm Hofstetter		

December 16, 2025

Hon. Todd McCarthy
Minister of the Environment, Conservation and Parks
Via Email todd.mccarthy@pc.ola.org

Re: Amalgamation of Conservation Authorities - Bill 68

Please be advised the Council of the Municipality of Chatham-Kent, at its regular meeting held on December 15, 2025, supported the following resolution regarding the above noted matter.

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses;

AND WHEREAS the Municipality of Chatham-Kent (through its original municipalities) established the Lower Thames Valley Conservation Authority and St Clair Region Conservation Authority (both initially formed in 1961);

AND WHEREAS local municipalities currently provide over 50% of total conservation authority funding, while the Province of Ontario provides approximately 5%;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS conservation authorities collectively own and manage thousands of acres of land, much of which was donated by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities;

AND WHEREAS Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Chatham-Kent calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT while the Municipality of Chatham-Kent supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND FURTHER THAT the Municipality of Chatham-Kent supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives.

AND FURTHER THAT a copy of this resolution be sent to the Ontario Minister of Environment, Conservation, and Parks, to the local MP and MPPs, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, and all municipalities and Conservation Authorities in Ontario.

Sincerely,

Judy Shantz

Digitally signed by Judy
Shantz
Date: 2025.12.17 13:56:56
-05'00'

Judy Shantz, CMO

Director Municipal Governance/Clerk

C

Local MP and MPPs

Association of Municipalities of Ontario

Rural Ontario Municipal Association

Ontario Municipalities

Conservation Authorities in Ontario

December 17, 2025

Ontario Minister of Environment, Conservation and Parks
5th Floor, 777 Bay Street
Toronto, Ontario M7A 2J3

Sent via email: minister.mecp@ontario.ca

To Hon. Todd McCarthy

Re: Grey Highlands Resolution 2025-732

Please be advised that the following resolution was passed at the December 17, 2025 meeting of the Council of the Municipality of Grey Highlands.

2025-732

That Council receive report CAO.25.10, Conservation Authorities Act proposed changes for information; and

Whereas the Conservation Authorities Act (1946) empowers municipalities such as Grey Highlands to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses; and

Whereas the Municipality of Grey Highlands is a unique vast rural area that contains three watershed jurisdictions within its boundaries, being served by the Saugeen Valley Conservation Authority (SVCA), the Grey Sauble Conservation Authority (GSCA), and the Nottawasaga Valley Conservation Authority (NVCA); and

Whereas local municipalities, including Grey Highlands, currently provide a significant portion of total conservation authority funding, while the Province of Ontario provides a much smaller share; and

Whereas municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers; and

The Municipality of Grey Highlands

206 Toronto Street South, Unit One - P.O. Box 409 Markdale, Ontario N0C 1H0
519-986-2811 Toll-Free 1-888-342-4059 Fax 519-986-3643
www.greyhighlands.ca info@greyhighlands.ca

Whereas conservation authorities collectively own and manage thousands of acres of land, much of which was donated by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities; and

Whereas Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined; and

Whereas the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks; now

Therefore be it resolved that the Council of the Municipality of Grey Highlands calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands; and

That while Grey Highlands supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs; and

That Grey Highlands supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives; and

That a copy of this resolution be sent to the Ontario Minister of Environment, Conservation, and Parks, to the local MP and MPPs, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, Saugeen Valley Conservation Authority, Grey Sauble Conservation Authority, Nottawasaga Valley Conservation Authority and all municipalities in Ontario.

A recorded vote was requested by Deputy Mayor Nielsen.

By a vote of 7-0, CARRIED.

The Municipality of Grey Highlands

206 Toronto Street South, Unit One - P.O. Box 409 Markdale, Ontario N0C 1H0
519-986-2811 Toll-Free 1-888-342-4059 Fax 519-986-3643
www.greyhighlands.ca info@greyhighlands.ca

If you require anything further, please contact this office.

Sincerely,

Amanda Fines-VanAlstine
Manager of Corporate Services/Municipal Clerk
Municipality of Grey Highlands

cc. MP, Alex Ruff alex.ruff@parl.gc.ca
MPP, Paul Vickers paul.vickers@ontario.ca
Association of Municipalities of Ontario resolutions@smo.on.ca
Rural Ontario Municipal Association roma@toma.on.ca
Saugeen Valley Conservation Authority publicinfo@svca.on.ca
Grey Sauble Conservation Authority t.lanthier@greysauble.on.ca
Nottawasaga Valley Conservation Authority admin@nvca.on.ca
All municipalities in Ontario

The Municipality of Grey Highlands

206 Toronto Street South, Unit One - P.O. Box 409 Markdale, Ontario N0C 1H0
519-986-2811 Toll-Free 1-888-342-4059 Fax 519-986-3643
www.greyhighlands.ca info@greyhighlands.ca



December 18, 2025

Minister of Environment, Conservation and Parks
College Park
5th Floor.
777 Bay St.
Toronto, ON M7A 2J3
Email: minister.mecp@ontario.ca

Honourable Minister McCarthy,

Re: Municipality of Meaford Response to Proposed Consolidation of Ontario's Conservation Authorities

Please be advised that the Council of the Municipality of Meaford adopted the following resolution at its meeting on December 15, 2025.

Moved by: Councillor Uhrig
Seconded by: Deputy Mayor Keaveney

Whereas the Conservation Authorities Act enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses; and

Whereas the municipalities within Grey and Bruce Counties established the North Grey Region Conservation Authority in 1957 and the Sauble Valley Conservation Authority in 1958 which amalgamated into the Grey Sauble Conservation Authority (GSCA) in 1985; and

Whereas local municipalities currently provide approximately 44% of total GSCA funding, while the Province of Ontario provides approximately 7%; and

Whereas municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local

watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers; and

Whereas conservation authorities collectively own and manage thousands of hectares of land, much of which was donated or sold by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities; and

Whereas Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency whose objects include overseeing conservation authorities and the transition to a regional watershed-based framework for conservation authorities in Ontario with municipal cost contribution yet to be defined; and

Whereas the Ministry of the Environment, Conservation and Parks has posted Environmental Registry Notice No. 025-1257 ("Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities"), proposing to reduce Ontario's 36 conservation authorities to 7 regional entities as part of a broader restructuring; and

Whereas under this proposal, the Grey Sauble Conservation Authority (GSCA) would be consolidated into a new "Huron-Superior Regional Conservation Authority" that is over 23,000 square kilometres in size and consists of 80 municipalities; and

Whereas the Province already has the authority to establish overarching legislation, regulations and standards through the Conservation Authorities Act and the Ministry of Environment, Conservation and Parks to address issues related to permitting, by establishing guidance, online permitting platforms and technical standards through legislation that could help build homes; and

Whereas the GSCA has already undertaken significant modernization work aligned with provincial objectives, including Information Technology / Information Management, and leveraging technology to streamline

planning and permit review processes processing 100% of major permits within the provincial timelines in 2024;

Therefore be it resolved that the Municipality of Meaford calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands; and

Be it further resolved that the Municipality of Meaford does not support the proposed “Huron-Superior Regional Conservation Authority” boundary configuration outlined in Environmental Registry Notice 025-1257 as the proposal lacks sufficient justification, would significantly diminish local governance, and fails to recognize the effectiveness and efficiencies already achieved within existing watershed-based models; and

Be it further resolved that the Municipality of Meaford affirms that large-scale regional consolidation is unnecessary, would introduce substantial transition costs, and would divert resources away from frontline watershed programs. The Council further asserts that restructuring at this scale would erode local decision-making, weaken municipal accountability, and disrupt long-standing community partnerships that are central to delivering responsive watershed management; and

Be it further resolved that while the Municipality of Meaford supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down approach structure without strong local accountability and governance risks creating unnecessary cost, red-tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs; and

Be it further resolved that the Municipality of Meaford urges the Province to strengthen centralized standards, resources, and tools rather than undertaking broad structural amalgamation and to provide sustainable, predictable provincial funding across conservation authorities to enable local CAs to advance ongoing digitization and systemization work that has

already resulted in improved efficiency and consistency in recent years;
and

Be it further resolved that the Municipality of Meaford believes that the Province's proposed new online permitting portal can be implemented within the existing conservation authority framework without requiring structural amalgamation; and

Be it further resolved that the Municipality of Meaford requests that the Ministry engage meaningfully and collaboratively with affected municipalities, conservation authorities, and local Indigenous communities before advancing any consolidation, to ensure that any changes reflect both local needs and the practical realities of implementation; and

Be it further resolved that this resolution be included in the Municipality's ERO response and forwarded to the Premier of Ontario, the Minister of the Environment, Conservation and Parks, all of Ontario's municipalities, MPPs, conservation authorities, AMO, and Conservation Ontario.

Carried - Resolution #2025-46-09

Yours sincerely,



Allison Penner

Deputy Clerk / Manager, Legislative Services

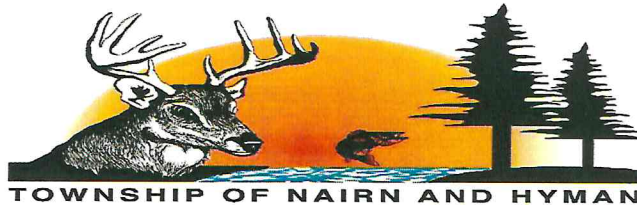
Municipality of Meaford

21 Trowbridge Street West, Meaford

519-538-1060, ext. 1110 | apenner@meaford.ca



cc: The Honourable Doug Ford, Premier of Ontario
All Ontario Municipalities
All Ontario Members of Provincial Parliament
All Ontario Conservation Authorities
Association of Municipalities of Ontario (AMO)
Conservation Ontario
Submission to Environmental Registry Notice 025-1257



64 McIntyre Street • Nairn Centre, Ontario • P0M 2L0 ☎ 705-869-4232 📠 705-869-5248
Established: March 7, 1896 Office of the Clerk Treasurer, CAO E-mail: belindaketchabaw@nairncentre.ca

December 17, 2025

Association of Municipalities of Ontario
800 – 155 University Ave
Toronto, ON M5H 3B7

Re: Elect Respect Pledge

Please be advised our Council adopted the following resolution at their meeting of December 8, 2025:

SUPPORT RESOLUTION - RE: ELECT RESPECT PLEDGE

RESOLUTION # 2025-14-243

MOVED BY: Karen Richter

SECONDED BY: Wayne Austin

BE IT RESOLVED THAT the correspondence from the Township of Chapple regarding the Elect Respect pledge; be received and supported as outlined below:

WHEREAS democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community; and

WHEREAS we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions; and

WHEREAS Ontario's municipally elected officials and municipal staff are dealing with increasingly hostile, unsafe work environments facing threats and harassment; and

WHEREAS social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office; and

WHEREAS better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables; and

WHEREAS the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office; and

WHEREAS in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and called on elected officials to uphold the highest standards of conduct; and

WHEREAS H.E.R. Halton has launched a campaign called Elect Respect to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials and municipal staff that encourages individuals to participate in the political process.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Nairn and Hyman supports the Elect Respect pledge and commits to:

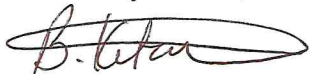
- Treat others with respect in all spaces—public, private, and online
- Reject and call out harassment, abuse, and personal attacks,
- Focus debate on ideas and policies, not personal attacks,
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
- Model integrity and respect by holding one another to the highest standards of conduct; and

BE IT FURTHER RESOLVED That the Council of the Township of Nairn and Hyman calls on elected officials, organizations and community members to support the Elect Respect campaign and sign the online pledge at www.electrespect.ca; and

BE IT FURTHER RESOLVED That a copy of this resolution be sent to the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, MP Jim Belanger and MPP Hon. Bill Rosenberg, and all Ontario Municipalities.

CARRIED

Sincerely Yours,

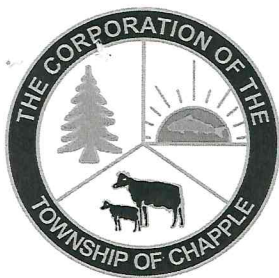


Belinda Ketchabaw
CAO Clerk - Treasurer

BK/mb

cc: Federation of Canadian Municipalities
MP Hon. Jim Belanger
MPP Hon. Bill Rosenberg
All Ontario Municipalities

96



The Corporation of the Township of Chapple

P.O. Box 4, Barwick, Ontario P0W 1A0 CANADA

Phone: (807) 487-2354

www.chapple.on.ca

Fax: (807) 487-2406

CAO@chapple.on.ca

November 12, 2025

Sent via email: resolutions@amo.on.ca

Association of Municipalities of Ontario (AMO)
800 – 155 University Avenue
Toronto, ON M5H 3B7

RE: Elect Respect Pledge

Please be advised that at its Regular meeting on November 12, 2025, Council of the Township of Chapple passed the following resolution:

RES-173-2025

Moved by: Vaughan Wilson

Seconded by: Trish Neilson

Be it resolved that the correspondence from the Township of Southgate regarding the Elect Respect pledge; be received and supported as outlined below:

Whereas democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community; and

Whereas we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions; and

Whereas Ontario's municipally elected officials and municipal staff are dealing with increasingly hostile, unsafe work environments facing threats and harassment; and

Whereas social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office; and

Whereas better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables; and

Whereas the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office; and

Whereas in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and called on elected officials to uphold the highest standards of conduct; and

Whereas H.E.R. Halton has launched a campaign called Elect Respect to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials and municipal staff that encourages individuals to participate in the political process.

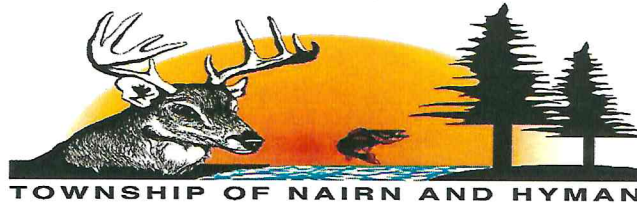
Now Therefore Be It Resolved That the Council of the Township of Chapple supports the Elect Respect pledge and commits to:

- Treat others with respect in all spaces—public, private, and online
- Reject and call out harassment, abuse, and personal attacks,
- Focus debate on ideas and policies, not personal attacks,
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
- Model integrity and respect by holding one another to the highest standards of conduct; and

Be It Further Resolved That the Township of Chapple Council calls on elected officials, organizations and community members to support the Elect Respect campaign and sign the online pledge at www.electrespect.ca; and

Be It Further Resolved That a copy of this resolution be sent to the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, MP Doug Shipley and MPP Hon. Doug Downey, the Ontario Provincial Police, and all Ontario Municipalities.

Cindy Nielson
CAO Clerk-Treasurer
Township of Chapple



64 McIntyre Street • Nairn Centre, Ontario • P0M 2L0 ☎ 705-869-4232 📠 705-869-5248
Established: March 7, 1896 Office of the Clerk Treasurer, CAO E-mail: belindaketchabaw@nairncentre.ca

December 17, 2025

The Right Honourable Mark Carney
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister:

Re: Support Resolution

Please be advised our Council adopted the following resolution at their meeting of December 8, 2025:

**SUPPORT REQUEST FOR NATION-BUILDING IMPROVEMENTS TO HIGHWAY
11/17 (2+1 & FOUR LANE OPTIONS)**

RESOLUTION # 2025-14-241

MOVED BY: Karen Richter

SECONDED BY: Wayne Austin

WHEREAS Canada's east-west trade and national mobility rely on the Trans-Canada Highway system, including Highways 17 and 11 across Northern and Eastern Ontario, which carry significant freight volumes but remain predominantly two-lane corridors; and

WHEREAS four-laning the entirety of Highway 17 is the ultimate goal of the communities along the corridor; and

WHEREAS the proven "2+1" highway design - alternating passing lanes with a continuous median barrier - delivers safety outcomes comparable to full twinning at substantially lower cost, land, and environmental impact, and can be scaled or converted to four lanes (2+2) as volumes grow; and

WHEREAS the Government of Ontario has announced a 2+1 pilot between North Bay and Temagami and a further extension toward Cochrane, creating a near-term implementation pathway; and

WHEREAS modernizing Highways 17 and 11 will improve safety, reduce closures, strengthen supply-chain reliability for mining, forestry, agriculture, tourism and manufacturing, and enhance national resilience and emergency response capacity; and

WHEREAS a phased 2+1 build - prioritizing Highway 11 (North Bay --+ Cochrane, then Cochrane--+ Nipigon) and key sections of Highway 17 (western border of County of Renfrew--+ Sudbury; Sault Ste. Marie --+ Sudbury; Thunder Bay--+ Kenora) - aligns with nation-building criteria, supports economic reconciliation with Indigenous partners, and enables integrated EV charging and low-carbon construction practices;

WHEREAS analysis summarized by the Federation of Northern Ontario Municipalities, (FONOM} demonstrates high freight demand on these routes and strong safety/economic rationale for a 2+1 program;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Nairn and Hyman formally endorses the adoption and phased implementation of a 2+1 highway program on Highways 17 and 11 as a nation-building project; and

THAT the Government of Canada be urged to designate this initiative as a project of national interest under the Building Canada Act and to partner with Ontario to co-fund and accelerate planning, design, procurement, and construction; and

THAT the Government of Ontario be urged to expand the announced pilot to a corridor-wide program, sequencing works as follows (subject to readiness and safety benefit):

THAT the Government of Ontario prioritize these projects into the Ministry of Transportation's Major Projects Division; and

THAT both governments ensure early, ongoing, and capacity-supported engagement with affected Indigenous Nations, with opportunities for Indigenous training, contracting, and equity participation; and

THAT the program incorporates corridor-wide safety features (barrier-separated 2+1 cross-sections, controlled passing frequency, wildlife considerations}, resilience measures (closure mitigation, climate adaptation}, and clean-growth elements (EV charging readiness, recycled aggregates, lower-carbon materials; and

THAT this resolution be sent to the Prime Minister of Canada, the Premier of Ontario, the Minister of Transport (Canada}, the Minister of Infrastructure (Canada}, the Ontario Minister of Transportation, local MPs and MPPs, Federation of Northern Ontario Municipalities (FONOM}, Northwestern Ontario Municipal Association (NOMA}, Association of Municipalities of Ontario (AMO}, Federation of Canadian Municipalities (FCM}, Rural Ontario Municipal Association (ROMA}, Eastern Ontario Wardens' Caucus (EOWC} for support.

CARRIED

Sincerely Yours,



Belinda Ketchabaw
CAO Clerk - Treasurer

BK/mb

cc: Federal Minister of Infrastructure
Federal Minister of Transport
Premier of Ontario
Ontario Minister of Transportation
FONOM
NOMA
AMO
FCM
ROMA
EOWC
Local Member of Parliament
Local Member of Provincial Parliament

For Immediate Release

Northern Ontario Hill Days: NOMA and FONOM Bring a Unified Northern Voice to Ottawa

Thunder Bay, ON / North Bay, ON — December 3, 2025 — The Northwestern Ontario Municipal Association (NOMA) and the Federation of Northern Ontario Municipalities (FONOM) have concluded two highly productive days of meetings on Parliament Hill as part of **Northern Ontario Hill Days**, a coordinated advocacy mission that brought municipal leaders directly to federal decision-makers to advance the priorities of Northern communities.

Over the two-day mission, representatives from NOMA and FONOM met with **MPs from all parties, Cabinet Ministers, Opposition Leaders, and senior federal officials**, underscoring a shared message: **supporting the North is essential to strengthening Canada's economy, infrastructure, and communities.**

High-Impact Meetings Across Parliament Hill

Throughout the mission, the delegation engaged in focused discussions with:

- **Staff from the Leader of the Official Opposition**
- **MP Marcus Powlowski (Thunder Bay–Rainy River)**
- **MP Pauline Rochfort (Nipissing–Timiskaming)**
- **Finance Minister François-Philippe Champagne**
- **Minister Patty Hajdu**
- **Minister Mélanie Joly**
- **Parliamentary Secretary for Infrastructure and Housing Jennifer McKelvie**
- **Parliamentary Secretary for Immigration Peter Fragiskatos**
- **Housing Critic Scott Aitchison (CPC)**
- **MP Eric Melillo (Kenora / Kiiwetinoong - CPC)**
- **Senior staff in the Prime Minister's Office**

These discussions centred on the urgent needs of Northern communities and the unique role the region plays in national economic growth, resource development, supply chain reliability, and community safety.

Advancing Key Priorities for Northern Communities

NOMA and FONOM presented a coordinated set of priorities, including:

■ **Strengthening the Trans-Canada Highway System**

Northern Ontario is home to the most vulnerable stretch of the Trans-Canada Highway. The delegation called for federal investment in 2+1 highway models, redundancy around critical pinch points, and long-term resilience planning to ensure the continuity of Canada's national supply chain.

▪ **Addressing Labour Shortages Through Tailored Immigration Pathways**

Municipal leaders emphasized that severe labour shortages are slowing growth across essential services, small businesses, and major industrial projects. The delegation pressed for rural- and Northern-specific immigration solutions to attract and retain workers and to support regional post-secondary institutions facing enrolment pressures.

▪ **Community Safety and Meaningful Bail Reform**

Delegates urged the federal government to take decisive action on chronic reoffending, improve accountability within the bail system, and support measures that restore safety and confidence in Northern communities.

▪ **Unlocking Economic Growth and Critical Minerals Development**

NOMA and FONOM highlighted the global significance of Northern Ontario's critical mineral potential and called for accelerated permitting, strategic infrastructure investments, and continued support for Indigenous-led partnerships.

Quotes:

"Northern Ontario's highways are Canada's highways. The Trans-Canada corridor through our region is the most vulnerable stretch in the entire country, and without real federal investment in redundancy, expansion, and safety upgrades, the national supply chain remains at constant risk. At the same time, our communities are facing historic labour shortages across every sector. We made it clear in Ottawa that Northern Ontario is ready to grow, but we need the workers—and the safe, reliable transportation infrastructure—to support that growth."

— **Rick Dumas, President, Northwestern Ontario Municipal Association (NOMA)**

"Municipalities across Northern Ontario are confronting a community safety crisis driven by chronic and repeat offenders, and we pressed the federal government for meaningful bail reform that protects victims, reinforces accountability, and ensures our communities can feel safe again. At the same time, labour shortages are holding back everything from small businesses to major resource projects. Northern Ontario needs a federal partner committed to real solutions on both fronts if we are going to thrive."

— **Dave Plourde, President, Federation of Northern Ontario Municipalities (FONOM)**

A Strong and Collaborative Presence

Northern Ontario Hill Days showcased unprecedented collaboration between the two regional associations, presenting a united and solutions-focused voice to federal leaders. Together, NOMA and FONOM affirmed that **a strong, growing Northern Ontario is foundational to building a strong and competitive Canada.**

Looking Ahead

NOMA and FONOM expressed their commitment to continuing this momentum through **annual federal engagement**, ensuring that the issues facing Northern communities remain front and centre in national discussions.

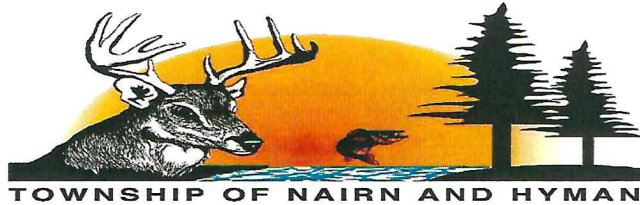
Both organizations also extended an invitation to federal leaders, stating that they **look forward to welcoming MPs, Ministers, and the Prime Minister** to their upcoming conferences to continue dialogue, strengthen relationships, and advance shared priorities for Northern Ontario.

—30—

Media Contacts:

Dave Plourde, President, FONOM
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Rick Dumas, President, NOMA
807-683-6662 | admin@noma.on.ca



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December 17, 2025

The Right Honourable Mark Carney
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister:

Re: Support Resolution

On behalf of the Council of the Township of Nairn and Hyman, I am writing to formally convey Council's support for recent federal measures aimed at stabilizing and strengthening Canada's steel and softwood lumber sectors.

As a small Northern Ontario municipality whose economy is closely tied to the continued operation of Interfor, a local softwood lumber mill, Council is increasingly concerned that ongoing trade pressures and market uncertainty are placing added strain on the long-term viability of this key employer. Any reduction in operations or a potential closure would have significant and lasting consequences for local employment, municipal revenues, and the overall economic and social wellbeing of our community.

In this context, and in response to the Federation of Northern Ontario Municipalities' November 26, 2025 media release, Council adopted the enclosed resolution at their meeting of December 8, 2025:

SUPPORT FOR STEEL AND LUMBER SECTORS

RESOLUTION # 2025-14-247

MOVED BY: Karen Richter

SECONDED BY: Wayne Austin

WHEREAS the Federation of Northern Ontario Municipalities (FONOM) has issued a media release dated November 26, 2025, welcoming the Government of Canada's new measures to support the steel and softwood lumber sectors in response to ongoing U.S. tariff pressures; and

WHEREAS the federal actions—including strengthened protections for domestic producers, expanded financial supports, and increased incentives to utilize Canadian steel and lumber in federal infrastructure and housing projects—represent important steps in stabilizing industries that are vital to Northern Ontario's economy; and

WHEREAS municipalities across the North continue to experience the economic impacts of industry closures, including the recent shutdown of Domtar a pulp and paper mill in the neighboring Town of Espanola, which has demonstrated the vulnerability of resource-dependent communities and the need for coordinated intergovernmental support; and

WHEREAS the Township of Nairn and Hyman recognizes the significant role of Interfor, our local soft-wood lumber mill, as a major employer and economic anchor in our region, and further recognizes that any threat to its continued operation would have devastating consequences for workers, families, and local businesses; and

WHEREAS the Province of Ontario has a shared responsibility to ensure the long-term sustainability of the forestry, lumber, and steel sectors, which are foundational to the economic wellbeing of Northern and rural communities;

NOW THEREFORE BE IT RESOLVED THAT Council of the Township of Nairn and Hyman commends the Government of Canada for its leadership and for implementing substantial measures to support Canada's steel and softwood lumber industries during this period of trade volatility; and

BE IT FURTHER RESOLVED THAT Council respectfully urges the Government of Ontario to introduce additional financial, regulatory, and policy-based supports to ensure that Ontario's steel, forestry, and lumber sectors remain competitive, resilient, and able to withstand ongoing international trade pressures; and

BE IT FURTHER RESOLVED THAT Council specifically calls upon the Province of Ontario to work directly with industry stakeholders, including municipalities and major employers such as Interfor, to create programs and investments that will help protect jobs, maintain production capacity, and support long-term industry growth in Northern Ontario; and

BE IT FINALLY RESOLVED THAT a copy of this resolution be forwarded to the Prime Minister of Canada, the Premier of Ontario, the Minister of Natural Resources and Forestry, the Minister of Northern Development, FONOM, MP Jim Belanger, MPP Bill Rosenberg and all Ontario Municipalities.

CARRIED

Sincerely Yours,



Belinda Ketchabaw
CAO Clerk - Treasurer

BK/mb

cc: Premier of Ontario
Minister of Natural Resources and Forestry
Minister of Northern Development
FONOM
MP Hon. Jim Belanger
MPP Hon. Bill Rosenberg
All Ontario Municipalities

FOR IMMEDIATE RELEASE

November 26, 2025

**FONOM Welcomes Federal Support for Steel and Lumber Sectors
Impacted by U.S. Tariffs**

Northeastern Ontario – The Federation of Northern Ontario Municipalities (FONOM) welcomes today's announcement by Prime Minister Mark Carney outlining new federal measures to support Canada's steel and softwood lumber industries, which continue to face unprecedented challenges due to aggressive U.S. tariff actions.

The federal plan includes strengthened protections for domestic producers, expanded financial supports for companies facing liquidity pressures, and new incentives to increase the use of Canadian steel and lumber in national infrastructure and housing projects. These measures aim to stabilize sectors vital to the economies of many Northern Ontario communities.

Prime Minister Carney announced that Canada will significantly tighten tariff-rate quotas on foreign steel imports, opening an estimated **\$850 million in domestic demand** for Canadian producers. In addition, the federal government is allocating **\$500 million in new financing** for softwood lumber firms, paired with a further **\$500 million expansion** of the Business Development Bank of Canada's softwood guarantee program.

FONOM is encouraged by the federal government's recognition of the pressures facing Northern resource-based communities, where steel and lumber operations support thousands of jobs and anchor local economies.

"These measures acknowledge what Northern Ontario has long understood — that our steel and lumber sectors are national economic pillars," said FONOM President Dave Plourde **"U.S. tariffs continue to destabilize communities across the North, and today's announcement provides needed tools to help our workers and industries adapt, compete, and grow."**

FONOM also welcomes the federal commitment to **reduce interprovincial freight rates by 50 per cent** for steel and lumber shipments beginning next spring. Lower transportation costs will help Northern producers access new domestic markets and move product efficiently while north-south trade remains constrained.

As part of the plan, the federal government will also advance the **Buy Canadian Policy**, ensuring that major defence, construction, and infrastructure projects prioritize Canadian steel, aluminum,

and wood products. This aligns strongly with FONOM's longstanding advocacy for procurement policies that support Canadian jobs and supply chains.

"Keeping Canadian dollars working in Canada is essential," added the President. "These steps will create new demand for made-in-Canada materials while helping stabilize communities affected by unpredictable U.S. trade actions."

FONOM looks forward to continued collaboration with federal officials to ensure the timely rollout of these programs, and to ensure that Northern Ontario municipalities and industries can fully benefit from the measures announced today.

Media Contact:

Dave Plourde, President

Federation of Northern Ontario Municipalities (FONOM)

705-335-1615 | fonom.info@gmail.com

December 16, 2025

VIA EMAIL

RE: Bill 68 and Proposed Consolidation of Conservation Authorities

At its meeting held December 10, 2025 Oxford County Council passed the following resolution:

Moved By: Brian Petrie
Seconded By: David Mayberry

Resolved that Correspondence Item 7.4 be received as information; and,

Whereas the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses; and,

Whereas the local municipalities of Oxford County established the Upper Thames River Conservation Authority (UTRCA) with other consenting municipalities within the watershed. (initially formed in 1947) along with Grand River Conservation Authority (1948), Catfish Creek Conservation Authority (1950) and Long Point Conservation Authority (1948); and,

Whereas local municipalities currently provide approximately 35% of total conservation authority funding, while the Province of Ontario provides approximately 2% (2026 budget); and,

Whereas municipalities have governed and invested local rate payer funds in their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers; and,

Whereas conservation authorities collectively own and manage thousands of acres of land. Many of these properties were entrusted to the UTRCA for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities; and,

Whereas Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined; and,

Whereas the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

Now therefore be it resolved that the Council of the County of Oxford calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

And further that while the County of Oxford supports provincial goals towards consistent permit approval processes, shared services, and digital modernization, it does not support it through imposing a new top-down agency structure creating unnecessary cost, red tape, and bureaucracy, undermining efficiency and responsiveness to local community needs;

And further that the County of Oxford supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities;

And further that the Province respect the roles that Municipalities and Conservation Authorities play in conservation and governance; And further that Oxford County advocate that it is not in favour of the proposed changes;

And further that a copy of this resolution be sent to:

- the Ontario Minister of Environment, Conservation, and Parks,
- local MPPs,
- Association of Municipalities of Ontario,
- Rural Ontario Municipal Association,
- area Indigenous communities,
- all Ontario municipalities,
- Conservation Authorities, and
- Conservation Ontario

DISPOSITION: Motion Carried

Should you require anything further or have questions or concerns, please do not hesitate to contact the undersigned.

Thank you,

A handwritten signature in black ink, appearing to read 'L. Mansbridge', written in a cursive style.

Lindsey A. Mansbridge
County Clerk