



**THE REGIONAL MUNICIPALITY OF NIAGARA**  
**COUNCIL WEEKLY CORRESPONDENCE DISTRIBUTION**

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Friday, April 17, 2026

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AMO Watchfile April 16, 2026

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## Memorandum

**CWCD 2026-70**

**Subject:** Water and Wastewater Surplus Transfers to Reserves

**Date:** Friday, April 17, 2026

**To:** Regional Council

**From:** Beth Brens, Director, Financial Management and Planning/Deputy Treasurer

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The purpose of this memorandum is to provide Regional Council with additional information regarding the practice of allocating operating surpluses within the Water and Wastewater divisions to their respective reserves.

This responds to Councillor Redekop's inquiry at the March 11, 2026 meeting of Corporate Services Committee regarding Report CSD 6-2026 – 2025 Year-End Results and Transfer Report, specifically whether a policy exists preventing Water operating surpluses from being transferred to Wastewater reserves.

### Background

The provision of Water and Wastewater services is strictly governed by Provincial legislation, including the Sustainable Water and Sewage Systems Act, 2002 and the Safe Drinking Water Act, 2002.

Under the Sustainable Water and Sewage Systems Act, municipalities are required to establish and maintain dedicated reserves for Water and Wastewater services. These reserves must fully fund the cost of each service, including all operating and capital requirements. The Safe Drinking Water Act further mandates that municipal drinking water systems be financially self-sustaining, ensuring long-term safety, reliability, and regulatory compliance.

To meet and reinforce these legislative obligations, the Region maintains the following for each of the Water and Wastewater divisions:

- Separate operating and capital budgets
- Distinct stabilization reserves
- Dedicated capital reserves

In accordance with the Region Reserve and Reserve Fund Policy C-F-013 and Operating Surplus/Deficit Policy C-F-022, year end surpluses are directed to

underfunded reserves of the specific service, while deficits are funded exclusively from the applicable service's stabilization reserve. As separate stabilization reserves are maintained for Water and Wastewater, any deficits are required to be funded from their respective reserves.

These practices ensure full alignment with legislative intent and reinforce the Region's commitment to service-specific cost recovery, financial sustainability, and reserve management.

### **Water and Wastewater Rate and Requisition Methodology**

The Region applies distinct methodologies for recovering Water and Wastewater costs from local area municipalities in accordance with Council's approved cost recovery methodology from 2011, which was reaffirmed through report CSD 61-2015 on July 2, 2015:

#### **Water Requisition**

- 25% recovered through fixed monthly requisitions based on historical flows
- 75% recovered through a variable rate tied to actual water consumption

#### **Wastewater Requisition**

- 100% recovered through fixed monthly requisitions
- Allocated based on a three-year historical average of wastewater flows

These differing methodologies reinforce the importance of maintaining financial separation between the two services as they are apportioned to local area municipalities under different Council approved methodologies as noted above.

### **Asset Management Considerations**

Beyond maintaining adequately funded stabilization reserves, there is an ongoing and critical need to consistently contribute to capital reserves to support the sustained investment required for both Water and Wastewater infrastructure.

The Region's 2025 Corporate Asset Management Plan identifies significant infrastructure needs, including:

- \$417 million in Water capital backlog, and
- \$854 million in Wastewater capital backlog.

Given the infrastructure, regulatory, and internal policy requirements, the following process is administered in alignment with policy:

- Water surpluses are directed to the Water stabilization reserves, once the stabilization reserve target has been met, they are recommended for transfer to the Water capital reserves
- Wastewater surpluses are directed to the Wastewater stabilization reserves, once the stabilization reserve target has been met, they are recommended for transfer to the Wastewater capital reserves.

This approach supports long-term financial sustainability, reduces reliance on debt, and ensures that each system continues to invest into their critical current and future capital demands.

### **Conclusion**

The Region's current practice reflects compliance with Provincial legislation, alignment with asset management best practices, and support for long-term operating and capital financial sustainability of both systems.

Aligning surplus allocation with the originating service ensures equity amongst municipalities, consistency with cost recovery methodologies, consistency with legislative and asset management principles, and alignment with internal policy.

Given the infrastructure, regulatory, and internal policy requirements, staff continue to recommend that:

- Water surpluses, particularly those exceeding stabilization reserve targets, be directed to Water capital reserves to support critical capital infrastructure needs and continue to address capital backlog,
- Wastewater surpluses be similarly retained within Wastewater reserves, and
- Deficits incurred in each division are funded from their respective stabilization reserves.

Respectfully submitted and signed by

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Beth Brens, CPA, CA  
Director, Financial Management and Planning/Deputy Treasurer

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## Memorandum

**CWCD 2026-71**

**Subject:** Niagara Regional Police Service Stabilization Reserves

**Date:** Friday, April 17, 2026

**To:** Regional Council

**From:** Beth Brens, Director, Financial Management and Planning/Deputy Treasurer

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The purpose of this memorandum is to respond to Councillor Whalen's inquiry at the March 11, 2026 meeting of Corporate Services Committee regarding Report CSD 6-2026 – 2025 Year-End Results and Transfer Report, to provide information on the Niagara Regional Police Service (NRPS) two stabilization reserves.

The following response was provided by Niagara Regional Police, specifically, Laura Rullo, Director Finance and Asset Management and Deb Reid, Chief Governance Officer:

Under the Community Safety and Policing Act, 2019 (CSPA), Police Service Board budgets are required to be separated from the Police Service operating budgets to ensure clear accountability of the operation of the Police Service Board and its responsibility to provide civilian governance and oversight of policing services in the Niagara Region. The Board's contingency reserve is maintained to address extraordinary or unforeseen legal matters that may arise, cannot be accommodated within the base budget, and any balance in this fund was the result of a surplus balance from the Board Office Budget.

Whereas the NRPS contingency reserve is maintained for any extraordinary or one-time expenses related to matters of the Service and this reserve fund is funded by any surplus balances from the NRPS operating budget.

The Police Reserve funds are administered in accordance with the Region's Policy C-F-013, which outlines both the appropriate use and funding of all reserves and reserve funds. The use of all reserves and reserve funds requires approval of the Regional Treasurer and Council.

Respectfully submitted and signed by

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Beth Brens, CPA, CA

Director, Financial Management and Planning/Deputy Treasurer

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## **Memorandum**

**CWCD 2026-72**

**Subject:** Summary of Active Bid Solicitations

**Date:** Friday, April 17, 2026

**To:** Regional Council

**From:** Bart Menage, Director, Procurement Services

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Please be advised that the Bid Solicitations included in Appendix 1 are currently active.

As per the Procurement By-law 2025-57, section 19. Reporting, item 19.1 The Director, Procurement Services shall:

(a) report to Council on a weekly basis via Councillor Weekly Correspondence Distribution:

(i) a summary of active Bid Solicitations.

Respectfully submitted and signed by

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Bart Menage  
Director, Procurement Services

### **Appendices**

Appendix 1          Summary of Active Bid Solicitations

| <b>Bid Number</b> | <b>Name</b>                                                                                                                                                                            | <b>Closing Date</b> |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 2024-T-194        | St. Catharines Train Station – Exterior/Interior Alterations – Phase II                                                                                                                | April 16, 2026      |
| 2025-RFP-247      | Niagara Homelessness Service System – Geneva Supportive Housing                                                                                                                        | April 16, 2026      |
| 2026-T-2          | Supply & Installation of Decals on Niagara Transit Commission Vehicles                                                                                                                 | April 16, 2026      |
| 2025-T-222        | Park Road Reservoir Generator Replacement                                                                                                                                              | April 21, 2026      |
| 2026-T-38         | Supply and Delivery of Remotely Piloted Aircraft Systems and Accessories for the Niagara Regional Police Service                                                                       | April 22, 2026      |
| 2026-T-22         | 6271 Glengate St., Branscombe Child Care, Interior/Exterior Renovation for Service Expansion                                                                                           | April 23, 2026      |
| 2025-RFP-217      | Provision for Security Consulting Services on Video Surveillance                                                                                                                       | April 24, 2026      |
| 2025-T-243        | Landfill Manhole Safety Gratings                                                                                                                                                       | April 27, 2026      |
| 2025-T-233        | Supply & Delivery of Bus Shelter Replacements                                                                                                                                          | April 28, 2026      |
| 2026-RFP-27       | Supply, Delivery, Maintenance and Commissioning of Dual-View Inductively Coupled Plasma-Optical Emission Spectrometer (ICP-OES) for the Niagara Region Environmental Laboratory (NREL) | April 28, 2026      |
| 2025-T-213        | Regional Road 38 (Martindale Rd) – Replacement of J.R. Stork Bridge (Structure 038205) Over Richardson's Creek in the City of St. Catharines                                           | April 29, 2026      |
| 2026-T-45         | Annual Inspection, Lubrication, Cleaning and Maintenance of Biogas Trains at Wastewater Locations                                                                                      | April 30, 2026      |
| 2026-T-47         | Real Estate Listing Services for Niagara Region Owned Property – 401A Lakeshore Road, St. Catharines                                                                                   | May 01, 2026        |
| 2026-T-29         | Supply and Delivery of Sodium Chloride Solution (Brine) & Magnesium Chloride Solution                                                                                                  | May 04, 2026        |
| 2026-T-19         | Niagara Falls Water Treatment Plant Roof Replacement                                                                                                                                   | May 06, 2026        |

| <b>Bid Number</b> | <b>Name</b>                                                                                                                                                                    | <b>Closing Date</b> |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 2026-T-40         | NRPS HQ/D2 Visual Fire Alarm Upgrades                                                                                                                                          | May 06, 2026        |
| 2026-RFP-15       | Niagara Region Roadway Asset Operational Review                                                                                                                                | May 07, 2026        |
| 2026-RFP-42       | Schedule "B" Municipal Class Environmental Assessment for Intersection Improvements to Thorold Stone Road (Regional Road 57) and Dorchester Road, in the City of Niagara Falls | May 08, 2026        |
| 2026-T-28         | Supply and Delivery of Bulk Sodium Chloride (Highway Coarse Rock Salt) and Treated Sodium Chloride                                                                             | May 08, 2026        |
| 2026-T-30         | Supply and Delivery of Sand and Premixed Sand, Including Stockpiling and Mixing Services                                                                                       | May 13, 2026        |
| 2026-T-51         | Supply and Delivery of Sodium Hypochlorite 12% Bulk                                                                                                                            | May 15, 2026        |
| 2026-RFP-32       | Project: Vision Zero Road Safety Strategic Plan-Education Campaign                                                                                                             | May 27, 2026        |

## Memorandum

**CWCD 2026-73**

**Subject:** Overview of Bill 98, *Building Homes and Improving Transportation Infrastructure Act, 2026*

**Date:** Friday, April 17, 2026

**To:** Regional Council

**From:** Alexandria Tikky, Senior Project Manager

On March 30, 2026, the Province introduced Bill 98, the *Building Homes and Improving Transportation Infrastructure Act, 2026*, which proposes several legislative and regulatory amendments related to infrastructure, growth, transit, and housing.

Bill 98 builds off of previous legislative and regulatory changes introduced by Bill 17, *Protect Ontario by Building Faster and Smarter Act, 2025* (see [CWCD 2025-82](#), <https://www.niagararegion.ca/council/Council%20Documents/2025/council-correspondence-may-16-2025.pdf>), and Bill 60, *Fighting Delays, Building Faster Act, 2025* (see [CWCD 2025-166](#), <https://www.niagararegion.ca/council/Council%20Documents/2025/council-correspondence-oct-31-2025.pdf>).

This memorandum provides Regional Council with a general summary of Bill 98. Details regarding the full range of proposed regulatory changes can be found through the [Provincial Legislative Assembly website](#) (<https://www.ola.org/en/legislative-business/bills/parliament-44/session-1/bill-98>) or summarized as part of the [Province's News Release](#) (<https://news.ontario.ca/en/release/1007229/ontario-introducing-legislation-to-improve-transit-and-build-more-homes>).

### Provincial Consultation

The Province is seeking feedback on various elements of Bill 98 through the Environmental Registry of Ontario (ERO) and Ontario Regulatory Registry (ORR). A list of the postings and their associated deadlines are included in the below table:

| ERO/ORR  | Title                                                    | Link                                                                                                    | Deadline   |
|----------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------|
| 026-0229 | 2026 Proposal to revoke the Parkway Belt West Plan, 1978 | <a href="https://ero.ontario.ca/notification/026-0229">https://ero.ontario.ca/notification/026-0229</a> | 2026-05-14 |

|          |                                                                                                                                                                                                                          |                                                                                             |            |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------|
| 026-0330 | Consultation on Proposal to Review the Five MZOs Associated with the Parkway Belt West Plan                                                                                                                              | <a href="https://ero.ontario.ca/notice/026-0230">https://ero.ontario.ca/notice/026-0230</a> | 2026-05-14 |
| 026-0300 | Schedules 1, 2 and 7 of Bill 98, the Building Homes and Improving Transportation Infrastructure Act, 2026                                                                                                                | <a href="https://ero.ontario.ca/notice/026-0300">https://ero.ontario.ca/notice/026-0300</a> | 2026-04-29 |
| 026-0301 | Proposed Amendments to the Water and Wastewater Public Corporations Act, 2025 and Consequential Amendment to the Safe Drinking Water Act, 2002                                                                           | <a href="https://ero.ontario.ca/notice/026-0301">https://ero.ontario.ca/notice/026-0301</a> | 2026-04-29 |
| 026-0302 | Communal Drinking Water and Wastewater System Municipal Consent Requirements.                                                                                                                                            | <a href="https://ero.ontario.ca/notice/026-0302">https://ero.ontario.ca/notice/026-0302</a> | 2026-04-29 |
| 026-0304 | Draft Projection Methodology Guideline (PMG) to support the implementation of the Provincial Planning Statement, 2024                                                                                                    | <a href="https://ero.ontario.ca/notice/026-0304">https://ero.ontario.ca/notice/026-0304</a> | 2026-04-29 |
| 026-0305 | Proposed Changes to Various Regulations Under the Planning Act to Facilitate the Electronic Submission of Information and Materials to Approval Authorities and Allow Notices to be Given Electronically to the Province | <a href="https://ero.ontario.ca/notice/026-0305">https://ero.ontario.ca/notice/026-0305</a> | 2026-05-14 |
| 026-0309 | Proposed Changes to the Planning Act (Schedule 10 of Bill 60 - the Fighting Delays, Building Faster Act, 2025)                                                                                                           | <a href="https://ero.ontario.ca/notice/026-0309">https://ero.ontario.ca/notice/026-0309</a> | 2026-05-14 |
| 026-0310 | Proposal to Reform Site Plan Control under the Planning Act and the City of Toronto Act, 2006                                                                                                                            | <a href="https://ero.ontario.ca/notice/026-0310">https://ero.ontario.ca/notice/026-0310</a> | 2026-05-14 |
| 026-0311 | Proposed Regulatory Approach to Establish a Minimum Residential Lot Size in Urban Areas                                                                                                                                  | <a href="https://ero.ontario.ca/notice/026-0311">https://ero.ontario.ca/notice/026-0311</a> | 2026-05-14 |

|            |                                                                                                                                                                                            |                                                                                                                               |            |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------|
| 026-0312   | Proposed Changes to Support Standardizing of Parkland Requirements Under the Planning Act                                                                                                  | <a href="https://ero.ontario.ca/notice/026-0312">https://ero.ontario.ca/notice/026-0312</a>                                   | 2026-05-14 |
| 026-0313   | Streamlining the Information and Material that Planning Authorities can Require as part of a Complete Application                                                                          | <a href="https://ero.ontario.ca/notice/026-0313">https://ero.ontario.ca/notice/026-0313</a>                                   | 2026-05-14 |
| 026-0314   | Proposed Changes to Various Regulations Under the Planning Act and the City of Toronto Act, 2006 to Specify Additional "Prescribed Professions" for the Purposes of a Complete Application | <a href="https://ero.ontario.ca/notice/026-0314">https://ero.ontario.ca/notice/026-0314</a>                                   | 2026-05-14 |
| 026-0315   | Consultation on Upper-tier Official Plans, Secondary Plans, and Site and Area-Specific Policies                                                                                            | <a href="https://ero.ontario.ca/notice/026-0315">https://ero.ontario.ca/notice/026-0315</a>                                   | 2026-04-29 |
| 026-0347   | Consultation on Study to Preserve a Corridor of Land within and Adjacent to the Parkway Belt Area for Future Transmission Infrastructure                                                   | <a href="https://ero.ontario.ca/notice/026-0347">https://ero.ontario.ca/notice/026-0347</a>                                   | 2026-05-29 |
| 26-MMAH009 | Changes to the Development Charges Act, 1997 (DCA) to Exempt Non-profit Retirement Homes from Development Charges (DCs)                                                                    | <a href="https://www.regulatoryregistry.gov.on.ca/proposal/53553">https://www.regulatoryregistry.gov.on.ca/proposal/53553</a> | 2026-04-29 |

## Overview of Changes

Bill 98 proposes amendments to a series of existing pieces of legislation, including the *Building Code Act, 1992*, *City of Toronto Act, 2006*, *Municipal Act, 2001*, *Planning Act, 1990*, *Development Charges Act, 1997*, *Metrolinx Act, 2006*, *Safe Drinking Water Act, 2002*, and the *Wastewater Public Corporations Act, 2025*. The bill also proposes the enactment of the new *Fare Alignment and Seamless Transit Act, 2026*, and the creation of several new regulations intended to implement legislative changes.

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The scope of the proposal is summarized below, with a focus on those changes most anticipated to impact the interests and/or assets of the Niagara Region:

### **Development Charges**

- Changes to the *Development Charges Act, 1997* are proposed that would introduce new exemptions for not-for-profit retirement homes that provide supportive housing for low-income seniors.

### **Growth Management**

- The Province had previously consulted on a Draft Projection Methodology Guideline to be used to assist planning authorities with identifying population and employment forecast and assessing land needs.
- A revised Projection Methodology Guideline has been prepared, which seeks to streamline the land needs assessment process, clarify when updates to growth forecasts should be considered, which data to use as part of the methodology, how the planning horizon is established, and how to estimate “feasible” intensification rates based on the amount and type of housing to be accommodated.

### **Water and Wastewater**

- Changes to the *Water and Wastewater Public Corporations Act, 2025* and the *Safe Drinking Water Act, 2002*, are proposed that would explicitly prohibit private ownership of any new water and wastewater public corporation, as well as support the continuation of existing contracts and carry-over rights as part of their implementation.
- Bill 98 also introduces a new regulatory framework for non-municipal communal water and wastewater systems, which includes standards for municipal approval. Corresponding changes are also proposed to the *Safe Drinking Water Act, 2002* and *Municipal Act, 2001* that would authorize the making of regulations that relate to the conditions and criteria to be met in order for a municipality to give consent to a non-municipal communal water or wastewater system. If the criteria are met, a municipality would be required to give consent.

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## Standardizing Official Plans

- As previously consulted on through Bill 60, proposed amendments to the *Planning Act, 1990*, introduce a new standard structure for official plans, which includes a required set of land-use designations and a common structure for table of contents and schedules.
- The new official plan format comes into force January 1, 2028 for “large and fast growing municipalities”, such as the City of Niagara Falls and City of St. Catharines, and January 1, 2029 for all other municipalities.
- In addition to the proposed legislative changes, the Province is seeking additional feedback on the creation of a distinct framework for secondary plans and area-specific policies with the aim of increasing consistency across municipalities while preserving development permissions. This may include exempting secondary plans from Minister’s approval and identifying the types of areas where secondary plans could be used.

## Reforms to Site Plan Control

- Legislative changes to the *Planning Act, 1990*, the *Municipal Act, 2001*, and the *Building Code Act, 1992*, seek to prohibit municipalities from requiring enhanced municipal standards as part of site plan approvals. Particularly, Bill 98 proposes a prohibition of “sustainable design” requirements, such as soil composition and landscaping, that go beyond mandatory consideration for health and safety.
- The Minister will also have the power to make regulations to further revise the site plan control process, potentially including: the removal of site plan control as a land use planning tool; limitations to commenting circulations; a standardized checklist for review; arbitration process requirements as an alternative to an appeal to the Ontario Land Tribunal; and separate streams of site plan control based on the level of complexity.

## Standardizing Study Requirements and Facilitating Electronic Submissions:

- Potential regulatory changes are proposed that would streamline the requirements for information that must be submitted for various planning applications to be considered complete, with two categories of studies being proposed: core and contingent.

- 
- Core studies, which address fundamental planning and engineering matters, would always be able to be required by planning authorities.
  - Contingent studies, on the otherhand, may only be requested by planning authorities if they are relevant to the site-specific conditions of the property, such as noise and vibration studies for sites near an active railway corridor.
  - The Province is also seeking input on whether additional certified professions, such as registered landscape architects, should be added to the list of prescribed professions that would more quickly determine whether an application is deemed complete under the *Planning Act, 1990*.
  - Further, Bill 98 proposes both changes to the *Planning Act, 1990* and its related regulations (i.e. O.Reg 543/06, 544/06, 545/06, and 197/96) in order to remove the need for information and material to include an original or certified copy, and to allow notices to be given electronically to the Minister of Municipal Affairs and Housing.

### **Minimum Lot Size Requirements**

- Proposed changes to the *Planning Act, 1990*, would give the Minister regulatory powers that would set a minimum residential lot size for urban residential land. A potential regulation is included in Bill 98 that identifies the minimum lot size as 175 square metres.

### **Parkland**

- Bill 98 introduces a new framework allowing for high-quality encumbered land to be conveyed to planning authorities for the purpose of parkland dedication under the *Planning Act, 1990*.
- Conveyed lands may not include those that contain man-made or natural hazards, but may include lands within and adjacent to natural heritage features, provided the features have not been interfered with or compromised. Specific timelines and appeal rights related to the conveyance have also been introduced.

### **Conclusion**

Regional Staff from various Departments across the Corporation will be coordinating to provide a response to the proposed changes introduced by Bill 98 where there is a

Regional interest. Due to the timing of the commenting period, updates are anticipated to be reported to Council following their submission to the Province.

Respectfully submitted and signed by

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Alexandria Tikky, MCIP, RPP  
Senior Project Manager

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## Memorandum

**CWCD 2026-74**

**Subject:** Affordable Residential Units Development Charges Exemption  
Procedures Update

**Date:** Friday, April 17, 2026

**To:** Council Weekly Correspondence Distribution

**From:** Nina Ni, Senior Revenue Analyst, Revenue Planning and Strategy

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At its meeting on September 25, 2025, Council approved the Niagara Region Affordable Residential Development Charges Policy (C-F-029) and Agreement. Since then, staff have been working on the implementation of the Policy. The purpose of this memo is to provide Council with an update following Corporate Leadership Team (CLT) approval of the Affordable Residential Units Development Charges (RDC) Exemption Procedures on March 30, 2026.

The program is now ready for implementation, representing a key milestone in advancing the Region's affordable housing objectives. This achievement reflects significant cross-departmental collaboration to establish a clear, consistent, and administratively practical framework.

The approved procedures operationalize the statutory RDC exemption for affordable residential units under Section 4.1 of the *Development Charges Act*.

Building on Policy C-F-029, the procedures:

- Establish a consistent administrative framework for program delivery;
- Clearly defining the roles of Finance and Legal Services in administering, monitoring, and enforcing the exemption; and
- Secure long-term affordability through legal agreements and instruments registered on title for a minimum of a 25-year period.

### Program Status & Public Access

The Affordable Residential Units RDC Exemption Program is now fully operational and open for applications.

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Members of Council are encouraged to share this information with constituents, developers, and housing partners. Comprehensive program details - including eligibility criteria, application requirements, application fee payment process, agreement process, timelines, and compliance and audit requirements - are available on the Region's website:

- [Exemption for Affordable and Attainable Residential Units - Niagara Region, Ontario](https://www.niagararegion.ca/business/property/exemption-for-affordable-attainable-residential-units.aspx)  
(<https://www.niagararegion.ca/business/property/exemption-for-affordable-attainable-residential-units.aspx>)

The website serves as the primary resource for applicants and will be maintained to support consistent and transparent program delivery.

### **Financial Impact Summary**

The current portfolio includes 66 affordable units under temporary RDC deferral, with an estimated exemption value of approximately \$0.86 million. These projects are advancing, with several permits issued and agreements expected to be executed in the near term.

Potential future developments represent approximately 197 additional units, with an estimated exemption value of \$2.9 million, subject to future applications and approvals.

RDC exemptions are funded through the tax levy. Approximately \$165,000 is projected for 2026, within the approved \$500,000 budget. Financial impacts are expected to increase in future years and will be considered through the annual budget process.

Respectfully submitted and signed by

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Nina Ni

Senior Revenue Analyst, Revenue Planning and Strategy  
Financial Management and Planning



March 31, 2026

VIA ELECTRONIC MAIL

Honourable Minister Sylvia Jones  
Deputy Premier and Minister of Health  
Ministry of Health  
5<sup>th</sup> Floor, 777 Bay Street  
Toronto, ON M5G 2C8

Dear Minister Jones:

**Re: Public Health Sudbury & Districts 2026–2028 Risk Management Plan**

On behalf of the Board of Health for Public Health Sudbury & Districts, thank you for your consistent engagement and support of public health.

The Board of Health recently adopted a Risk Management Plan for 2026–2028. We take seriously this exercise as critical to protecting public dollars as well as ensuring our agency is positioned to enhance the public's health.

I am writing to share several system-level risks that go beyond the ability of a local agency to address, and to respectfully request the Province's engagement and collaboration on these matters.

These risks remain rated as high despite the implementation of all feasible controls within the authority of a local public health agency. They reflect structural and system-level challenges that affect public health and health system performance across Ontario and extend beyond the influence of any one local agency.

- **Public trust and misinformation**

The erosion of trust in public institutions and the scale of misinformation circulating in the current information environment pose ongoing risks to effective public health action. While local public health agencies continue to adapt communication strategies and strengthen

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**phsd.ca**



Letter  
 Re: Risk Management  
 March 31, 2026  
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community engagement, these challenges are fundamentally national and global in nature and would benefit from coordinated provincial and intergovernmental approaches.

- **Service continuity and access to care**  
 Persistent gaps in service delivery—particularly where public health mandates intersect with primary care—continue to affect continuity of care and health outcomes for vulnerable populations. These challenges reflect broader health system capacity, governance, and accountability pressures, rather than local program design.
- **Jurisdictional complexity and equity for First Nations communities**  
 Ongoing ambiguity between federal, provincial, and First Nations roles in service delivery continues to create inequities and operational uncertainty. Despite sustained local engagement and advocacy, progress remains limited, and meaningful resolution requires clearer policy direction, leadership and coordination at higher levels of government.
- **Economic and geopolitical pressures affecting population health**  
 External forces, including tariffs and broader economic pressures, are contributing to increased costs and reduced access to essential goods such as nutritious food. These pressures disproportionately affect populations already experiencing vulnerability and are well beyond the scope of influence of local public health agencies. We are pleased that this is already a priority for your government, and we hope we collaborate to do even more to address them.
- **Persistent systemic inequities**  
 Structural racism and long-standing societal barriers continue to harm health outcomes and trust in public systems. While local public health agencies are strengthening equity-focused practices, the underlying drivers of these risks require sustained, cross-sector and system-wide policy attention and collaboration.

While financial sustainability is an underlying consideration in any risk environment, the Board's primary purpose in writing is to underscore that many of the most significant risks facing public health are shared, province-wide challenges that require coordinated system-level engagement and provincial leadership to meaningfully address.

The Board of Health would welcome the opportunity to meet with the Ministry to discuss these risks in greater detail and to share insights from local experience that may support provincial policy and planning efforts. Public Health Sudbury & Districts remains committed to working collaboratively with the Province to strengthen public trust, improve equity, and support resilient and effective public health and health systems across Ontario.

Letter  
Re: Risk Management  
March 31, 2026  
Page 2

Thank you for your consideration of these important issues.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Mark Signoretti', with a long horizontal flourish extending to the right.

Mark Signoretti  
Chair, Board of Health

cc: Dr. M.M. Hirji, Medical Officer of Health and Chief Executive Officer  
Dr. Kieran Moore, Chief Medical Officer of Health  
Dr. Kate Bingham, Associate Chief Medical Officer of Health  
France G  linas, Member of Provincial Parliament, Nickel Belt  
Jamie West, Member of Provincial Parliament, Sudbury  
Bill Rosenberg, Member of Provincial Parliament, Algoma – Manitoulin  
Association of Local Public Health Agencies  
Local Municipalities  
Ontario Boards of Health



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**SENT ELECTRONICALLY**

April 16, 2026

Premier of Ontario  
 Legislative Building  
 Queen's Park  
 Toronto ON M7A 1A1

EMAIL: [premier@ontario.ca](mailto:premier@ontario.ca)

Dear Premier Doug Ford:

**RE: Council Composition – The Town of Niagara-on-the-Lake**

Please be advised the Council of The Corporation of the Town of Niagara-on-the Lake, at its regular meeting held on March 24, 2026, approved the following resolution:

*WHEREAS the Government of Ontario has expressed interest in reviewing municipal governance structures within the Niagara Region, including the number of elected officials serving on municipal councils; and*

*WHEREAS municipal leaders across Niagara have discussed opportunities to improve governance efficiency, transparency, and decision-making through potential adjustments to council composition; and*

*WHEREAS Council directed Staff to return with an information report respecting council composition across Niagara municipalities and outlining considerations associated with a potential reduction in council size effective for the 2026 Municipal Election; and*

*WHEREAS the current composition of Niagara-on-the-Lake Council is the Lord Mayor and eight Councillors elected at-large; and*

*WHEREAS Council has considered the potential benefits of a streamlined council structure in support of effective governance and decision-making;*

*THEREFORE BE IT RESOLVED THAT Council endorse, in principle, a revised council composition for the Town of Niagara-on-the-Lake consisting of one Lord Mayor and six Councillors, to be elected at-large; and*

*BE IT FURTHER RESOLVED the Lord Mayor be directed to communicate this position to the Premier of Ontario and the Minister of Municipal Affairs and Housing, requesting that the Province provide the necessary legislative authority to permit the implementation of this council composition for the 2026 Municipal Election; and*

*BE IT FURTHER RESOLVED a copy of this resolution be circulated to Niagara municipalities, the Regional Municipality of Niagara, the Premier of Ontario, and the Minister of Municipal Affairs and Housing.*

Sincerely,



Grant Bivol  
Town Clerk/ Manager of Legislative Services

c.c. Hon. Rob Flack, Minister of Municipal Affairs and Housing  
The Regional Municipality of Niagara  
All local area municipalities with the Region of Niagara



April 16, 2026

### In This Issue:

- AMO Board Elections nominations open next week.
- Building a Culture of Civility: AMO's Handguide for Municipal Leaders and Staff.
- Election 2026-Candidate workshops and support programs.
- MMAH 2026 Election Guides.
- Ontario Webinar on Build Canada Homes.
- Keynote Added to OSUM: Dr. Eileen de Villa on Navigating the Future of Public Health.
- New Dates - AMO Candidate Support Workshops.
- Preventing Escalated Behaviours Workshop: Practical Strategies for Safer Municipal Workplaces.
- Campaign Support for Indigenous Candidates Thinking of Running for Office - May 6.
- Next installment in the Mayor-CAO Relationship series.
- LAS Webinar: Introducing Road Patrol.
- Don't forget to apply for the All Risk Municipal Grant.
- Help homeowners reduce expensive water repair costs.
- Energy reporting made easy with LAS.
- OGA26: Turning the Shift into Results - May 20, 2026.
- Careers.

### AMO Matters

Nominations for the 2026-2028 AMO Board of Directors election open Tuesday, April 21st. Whether you're considering running or encouraging someone else to step forward, visit the [AMO Elections Webpage](#) for more information.

Through its Healthy Democracy and Workforce Development Projects, AMO has developed practical tools to help councils and staff manage conflict and foster a culture of civility. Our [Leading with Respect Handguides](#) offer resources over a series of seven key municipal areas of leadership. This week, we are profiling the [Self-Care for Municipal Leaders and Staff Handguide](#), which offers strategies to recognize the early signs of burnout and provides practical guidance to support prevention, protection, and recovery.

Through its [Healthy Democracy Project](#), AMO has launched a candidate attraction and

voter turnout campaign: [If You Believe. They Believe](#). On the campaign site, you can learn about the various candidate support organizations ready to help candidates running for the first time and seeking re-election. They offer tremendous resources, campaign schools and peer support to help you all the way along the campaign road.

## Provincial Matters

The Ministry of Municipal Affairs and Housing have released their [guidance materials for the 2026 municipal elections](#), including the Voter's Guide, Candidate's Guide and Third-Party Advertiser's Guide.

On April 24th, Housing, Infrastructure and Communities Canada will host a webinar explaining Build Canada Homes' portal and investment policy framework in Ontario. [Register now](#) on Microsoft Teams.

## Education Opportunities

OSUM is pleased to announce Dr. Eileen de Villa, who will provide insight into key strategic and operational considerations for successfully navigating current public health reforms. Following her remarks, a panel discussion will be held with municipal leaders who will share their experiences in merging public health units. [View the full program and register now](#).

Through its [Healthy Democracy Project](#), AMO is offering a dynamic lineup of information sessions to support aspiring candidates and current elected officials in their journey toward municipal office. Whether you're planning your first campaign, seeking re-election, representing an underrepresented community, or stepping forward as a young candidate, these programs are designed to meet you where you are—and help you move forward with confidence. [Register for one of these free workshops today](#).

In partnership with the Public Services Health & Safety Association, AMO is pleased to offer its members an interactive workshop focused on Preventing Escalated Behaviours. This session introduces practical, person-centred strategies to help recognize early signs of escalation, strengthen communication, and confidently and professionally respond to difficult situations. [Register for the two-part May 7 and May 28 workshop now](#).

AMO has expanded their [Healthy Democracy](#) campaign information workshops. We are now offering a series of workshops for urban Indigenous peoples interested in municipal office and running in the October 2026 elections. Facilitated by current and former elected officials, these sessions will provide insights and strategies to build your understanding and confidence around how to become a candidate and run a campaign. [Register here for one of two sessions](#).

AMO and OMAA are delivering the next installment of the well-received Mayor–CAO Relationship Series. This session focuses on upper-tier governance, featuring experienced CAO–Warden teams. This will be a session you don't want to miss! [Register here](#).

## LAS

Building on our [proven assessment program](#), LAS partner Citylogix is launching a Road Patrol application that delivers continuous visibility into road conditions — automatically, consistently, and in real time. Join our webinar on April 28th to learn how this new technology would work for your community. [Register Here](#).

The All Risk Municipal Grant – Investing in Municipal Risk Resiliency recognizes and supports innovative risk management practices within Ontario municipalities. [Submit your ideas by May 1](#) for a chance to receive \$10,000 towards your project.

The LAS endorsed [Sewer & Water Line Warranty service](#), offered through SLWC, helps residential property owners avoid expensive repair costs for clogs, leaks, and breaks to the water and sewer lines running from their home to the municipal connection. Learn how your municipality can offer this optional service to your residents.

LAS makes your annual Energy Reporting easy with its [Energy Planning Tool](#), especially if you are part of our [Electricity](#) and/or [Natural Gas](#) programs. [Contact Christian](#) for more info. Learn more about your obligations in the Ministry's webinar. Join [April 28](#) or [May 26](#) from 11 a.m. to 12 p.m.

## Municipal Wire\*

Ontario's premier geothermal conference featuring expert insights, emerging technologies, and collaborative networking. Learn best practices, connect with industry leaders, and find what drives results. AMO members save 20% off registration.

## Careers

[Communications & Public Affairs Specialist - Middlesex-London Paramedic Service](#). Closing Date: May 8, 2026.

[Specialist, Records and Information Management - City of Peterborough](#). Closing Date: May 4, 2026.

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## About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal

governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

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**AMO Contacts**

[AMO Watchfile](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

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