



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

**INDEX**

Friday, September 4, 2026

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If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or [accessibility@niagararegion.ca](mailto:accessibility@niagararegion.ca) (email).

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## **Memorandum**

**CWCD 2026-201**

**Subject:** Summary of Active Bid Solicitations

**Date:** Friday, September 4, 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> |
|-------------------|-----------------------------------------------------------------------------------------------------------------|---------------------|
| 2025-T-227        | Grimsby Lincoln Booster Generator Upgrade                                                                       | September 04, 2026  |
| 2026-T-137        | Supply and Delivery of Five (5) Three-Quarter Tonne Pick-up Trucks                                              | September 04, 2026  |
| 2026-RFP-122      | Consulting Engineering Services for the Niagara Falls Watermain Replacement Study                               | September 08, 2026  |
| 2026-T-147        | New Pedestrian Crossover (PXO) on Regional Road 18 (Mountain Street) at Cassandra Drive, in the Town of Lincoln | September 08, 2026  |
| 2026-T-126        | Winter and Summer Ground Maintenance Services for Niagara Region Facilities                                     | September 09, 2026  |
| 2026-RFP-121      | Baker Rd WWTP & Outfall EA Geotechnical Investigations                                                          | September 10, 2026  |
| 2026-RFP-115      | Niagara Talent Attraction Campaign                                                                              | September 11, 2026  |
| 2026-RFP-119      | Niagara Falls Water Treatment Plant Intake Contingency Planning                                                 | September 14, 2026  |
| 2026-T-125        | Campbell West Roof Replacement                                                                                  | September 14, 2026  |
| 2026-T-108        | Roof System Replacement at Rapelje Lodge Long Term Care home                                                    | September 15, 2026  |
| 2026-T-128        | Contract Administration and Inspection Services for the Rehabilitation of Bridges and Structures                | September 16, 2026  |
| 2026-Q-148        | Topographic Survey and Level C SUE for Steele St Class EA                                                       | September 17, 2026  |
| 2026-RFP-134      | Landfill Kiosk Upgrades                                                                                         | September 17, 2026  |
| 2026-RFP-96       | Niagara EMS Fleet Maintenance, Inspection, Servicing, and Repairs                                               | September 18, 2026  |
| 2026-T-143        | Rental Services and Cleaning of Entrance Mats                                                                   | September 21, 2026  |
| 2026-NRFT-117     | Spring Gardens Sanitary Pumping Station (SPS) and Forcemain (FM) Upgrade in the City of St. Catharines          | September 22, 2026  |
| 2026-NRFT-142     | Welland Wastewater Treatment Plant Primary Digester No.1 Upgrade                                                | September 23, 2026  |
| 2026-RFP-146      | DeCew Spillway Rehabilitation Design – Phase 3                                                                  | September 24, 2026  |

| <b>Bid Number</b> | <b>Name</b>                                                       | <b>Closing Date</b> |
|-------------------|-------------------------------------------------------------------|---------------------|
| 2026-T-106        | Supply and Delivery of Traffic Signal Heads and Pedestrian Heads  | September 29, 2026  |
| 2026-RFP-105      | Fire Safety Inspections, Maintenance, and Repairs Services        | September 30, 2026  |
| 2026-RFSQ-139     | Public Works Roster for Consultancy Services 2027, 2028, and 2029 | October 01, 2026    |

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## Memorandum

**CWCD 2026-202**

**Subject:** List of Public Works Capital Projects Invested in During this Term of Regional Council

**Date:** Friday, September 4, 2026

**To:** Regional Council

**From:** Lisa De Angelis, Commissioner of Public Works

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This memorandum is a follow up to CWCD 2026-192, Summary of Public Works Capital Investments During this Term of Regional Council by Local Municipal/Service Area, circulated on Friday August 21, 2026. CWCD 2026-192 was in response to a number of queries for data associated with infrastructure expenditures during the current term of council. In CWCD 2026-192, we also committed to providing a fulsome list of the capital projects.

Attached in Appendix 1 is a full list of Water and Wastewater Capital Projects and Appendix 2 is a full list of Transportation and Fleet Capital Projects.

Respectfully submitted and signed by

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Lisa De Angelis, RPP, P. Eng.  
Commissioner of Public Works

### Appendices

Appendix 1            2023-2026 Water and Wastewater Capital Projects

Appendix 2            2023-2026 Transportation and Fleet Capital Projects

| <b>Project Name</b>                                         | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|-------------------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| Garrison Road Watermain Replacement                         | Fort Erie           | Fort Erie            | \$500,000             | Water           |
| New Fort Erie Elevated Tank                                 | Fort Erie           | Fort Erie            | \$22,000,000          | Water           |
| Alliston Ave SPS Upgrade                                    | Fort Erie           | Fort Erie            | \$300,000             | Wastewater      |
| Anger Ave WWTP Storm Tank Rehab                             | Fort Erie           | Fort Erie            | \$350,000             | Wastewater      |
| Catherine Street Pumping Station Upgrades                   | Fort Erie           | Fort Erie            | \$600,000             | Wastewater      |
| Lakeshore Road SPS Upgrade                                  | Fort Erie           | Fort Erie            | \$1,500,000           | Wastewater      |
| Lakeshore Road SPS Upgrade                                  | Fort Erie           | Fort Erie            | \$1,500,000           | Wastewater      |
| Shirley Road Pump Station Upgrade                           | Fort Erie           | Fort Erie            | \$1,500,000           | Wastewater      |
| Stevensville SPS Upgrade                                    | Fort Erie           | Fort Erie            | \$500,000             | Wastewater      |
| Stevensville-Douglastown Lagoon Upgrade                     | Fort Erie           | Fort Erie            | \$1,000,000           | Wastewater      |
| Stevensville-Douglastown Lagoon Upgrade                     | Fort Erie           | Fort Erie            | \$3,000,000           | Wastewater      |
| WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades | Fort Erie           | Fort Erie            | \$1,400,000           | Wastewater      |

| <b>Project Name</b>                                      | <b>Municipality</b> | <b>Area Serviced</b>           | <b>Funding Amount</b> | <b>Division</b> |
|----------------------------------------------------------|---------------------|--------------------------------|-----------------------|-----------------|
| Grimsby WTP Expansion                                    | Grimsby             | Grimsby, West Lincoln, Lincoln | \$5,000,000           | Water           |
| New Trunk Main from Grimsby WTP to New Grimsby Reservoir | Grimsby             | Grimsby, West Lincoln          | \$5,000,000           | Water           |
| Baker Road WWTP Capacity Expansion                       | Grimsby             | Grimsby, Lincoln, West Lincoln | \$1,500,000           | Wastewater      |
| Baker Road WWTP Gas Controllers Replacement              | Grimsby             | Grimsby                        | \$360,000             | Wastewater      |
| Bal Harbor Pumping Station Electrical Upgrade            | Grimsby             | Grimsby                        | \$2,000,000           | Wastewater      |
| Lakewood Garden Pumping Station Upgrades                 | Grimsby             | Grimsby                        | \$2,800,000           | Wastewater      |
| Streamside SPS Upgrade                                   | Grimsby             | Grimsby                        | \$1,314,000           | Wastewater      |
| Watermain Replacement along Victoria Ave                 | Lincoln             | Lincoln                        | \$2,600,000           | Water           |
| Watermain Replacement Ontario St (Greenlane) - Phase 2   | Lincoln             | Lincoln                        | \$4,000,000           | Water           |
| Watermain Replacement Ontario St in the Town of Lincoln  | Lincoln             | Lincoln                        | \$16,850,000          | Water           |
| SPS & FM UPG- Laurie AVE-LN                              | Lincoln             | Lincoln                        | \$2,500,000           | Wastewater      |
| Victoria Avenue Pumping Station Upgrades                 | Lincoln             | Lincoln                        | \$7,500,000           | Wastewater      |

| <b>Project Name</b>                                        | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|------------------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| Drummond Road Valve Rehabi                                 | Niagara Falls       | Niagara Falls        | \$2,200,000           | Water           |
| New Niagara Falls Elevated Tank and Trunk Watermain        | Niagara Falls       | Niagara Falls        | \$500,000             | Water           |
| Niagara Falls WTP High Lift/ Low Lift Roof Replacement     | Niagara Falls       | Niagara Falls        | \$3,700,000           | Water           |
| UV Disinfection System Replacement at Niagara Falls WTP    | Niagara Falls       | Niagara Falls        | \$2,500,000           | Water           |
| Watermain Replacement from NFWTP to Portage Road - Stage 1 | Niagara Falls       | Niagara Falls        | \$300,000             | Water           |
| Watermain Replacement on Stanley Ave — 420 to Ferry St     | Niagara Falls       | Niagara Falls        | \$500,000             | Water           |
| Bender Hill Pump Station Upgrade                           | Niagara Falls       | Niagara Falls        | \$8,000,000           | Wastewater      |
| Central SPS/HRT Upgrades                                   | Niagara Falls       | Niagara Falls        | \$700,000             | Wastewater      |
| Garner FM Replacement                                      | Niagara Falls       | Niagara Falls        | \$500,000             | Wastewater      |
| Lister Road Trunk Sewer                                    | Niagara Falls       | Niagara Falls        | \$600,000             | Wastewater      |
| Mewburn Pumping Station Upgrade                            | Niagara Falls       | Niagara Falls        | \$2,000,000           | Wastewater      |

| <b>Project Name</b>                                                 | <b>Municipality</b> | <b>Area Serviced</b>               | <b>Funding Amount</b> | <b>Division</b> |
|---------------------------------------------------------------------|---------------------|------------------------------------|-----------------------|-----------------|
| NFWWTP HVAC Upgrade                                                 | Niagara Falls       | Niagara Falls, Niagara-on-the-Lake | \$150,000             | Wastewater      |
| NFWWTP Primary Treatment Upgrade                                    | Niagara Falls       | Niagara Falls, Niagara-on-the-Lake | \$500,000             | Wastewater      |
| Niagara Falls Wastewater Treatment Plant Primary Treatment Upgrades | Niagara Falls       | Niagara Falls, Niagara-on-the-Lake | \$24,546,250          | Wastewater      |
| Niagara Falls WWTP Raw Sewage Pump Station and Screening Upgrade    | Niagara Falls       | Niagara Falls, Niagara-on-the-Lake | \$800,000             | Wastewater      |
| Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)              | Niagara Falls       | Niagara Falls                      | \$300,000             | Wastewater      |
| Queenston PRV chamber                                               | Niagara-on-the-Lake | Niagara-on-the-Lake                | \$750,000             | Water           |
| St.Davids Chlorination Facility Upgrade                             | Niagara-on-the-Lake | Niagara-on-the-Lake                | \$2,500,000           | Water           |
| York Road Watermain Replacement                                     | Niagara-on-the-Lake | Niagara-on-the-Lake                | \$11,300,000          | Water           |
| Centre St. SPS Upgrades                                             | Niagara-on-the-Lake | Niagara-on-the-Lake                | \$400,000             | Wastewater      |
| Hurricane Rd SPS Pump Replacement                                   | Pelham              | Pelham                             | \$500,000             | Wastewater      |
| Decommissioning - Fielden Avenue Reservoir and Booster Station      | Port Colborne       | Port Colborne                      | \$100,000             | Water           |
| New Barrick Road Watermain                                          | Port Colborne       | Port Colborne                      | \$49,242,000          | Water           |
| Port Colborne WTP Intake Rehabilitation                             | Port Colborne       | Port Colborne                      | \$300,000             | Water           |

| <b>Project Name</b>                               | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|---------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| Reservoir & Storage Program (PCWTP)               | Port Colborne       | Port Colborne        | \$1,600,000           | Water           |
| Reservoir & Storage Program (Port Colborne WTP)   | Port Colborne       | Port Colborne        | \$1,600,000           | Water           |
| City Hall SPS and Forcemain Upgrade               | Port Colborne       | Port Colborne        | \$3,000,000           | Wastewater      |
| East Side Pump Station Forcemain Replacement      | Port Colborne       | Port Colborne        | \$50,810,000          | Wastewater      |
| Omer Ave SPS Upgrade                              | Port Colborne       | Port Colborne        | \$500,000             | Wastewater      |
| Port Colborne City Hall SPS and Forcemain Upgrade | Port Colborne       | Port Colborne        | \$2,600,000           | Wastewater      |
| PS Improve Prgm - E-side PS PC                    | Port Colborne       | Port Colborne        | \$1,000,000           | Wastewater      |
| Seaway WWTP Electrical Upgrade                    | Port Colborne       | Port Colborne        | \$1,000,000           | Wastewater      |
| Seaway WWTP Ferric System Upgrade                 | Port Colborne       | Port Colborne        | \$2,500,000           | Wastewater      |
| Seaway WWTP Generator Replacement                 | Port Colborne       | Port Colborne        | \$1,500,000           | Wastewater      |
| Seaway WWTP Influent Channel Upgrade              | Port Colborne       | Port Colborne        | \$4,300,000           | Wastewater      |
| Steele St Pumping Station Upgrades                | Port Colborne       | Port Colborne        | \$250,000             | Wastewater      |
| Sugarloaf FM Replacement                          | Port Colborne       | Port Colborne        | \$300,000             | Wastewater      |

| <b>Project Name</b>                                               | <b>Municipality</b> | <b>Area Serviced</b>                        | <b>Funding Amount</b> | <b>Division</b> |
|-------------------------------------------------------------------|---------------------|---------------------------------------------|-----------------------|-----------------|
| DeCew Falls Low Lift Booster Station Upgrade                      | St Catharines       | St Catharines, Thorold, Niagara-on-the-Lake | \$16,100,000          | Water           |
| DeCew Plant 1 Mixing System                                       | St Catharines       | St Catharines, Thorold, Niagara-on-the-Lake | \$1,200,000           | Water           |
| Glendale Watermain Valves                                         | St Catharines       | St Catharines, Niagara-on-the-Lake          | \$1,000,000           | Water           |
| WTP Upg - DeCew Plant 3                                           | St Catharines       | St Catharines, Thorold, Niagara-on-the-Lake | \$3,600,000           | Water           |
| DeCew UV Upgrade                                                  | St. Catharines      | St Catharines, Thorold, Niagara-on-the-Lake | \$500,000             | Water           |
| Watermain Replacement Martindale Rd - JR Stork Bridge             | St. Catharines      | St. Catharines                              | \$3,200,000           | Water           |
| Argyle SPS Upgrades                                               | St. Catharines      | St. Catharines                              | \$400,000             | Wastewater      |
| Port Dalhousie WWTP Waste Gas Burner Upgrades                     | St. Catharines      | St Catharines, Thorold                      | \$5,600,000           | Wastewater      |
| Port Weller Process and Compliance Improvement                    | St. Catharines      | St. Catharines, Thorold                     | \$1,500,000           | Wastewater      |
| Renown Pump Station Upgrade                                       | St. Catharines      | St. Catharines                              | \$1,200,000           | Wastewater      |
| Spring Gardens Pumping Station Upgrades and Forcemain Replacement | St. Catharines      | St. Catharines                              | \$12,500,000          | Wastewater      |
| Environmental Centre Building Renovation (Water)                  | Thorold             | Thorold                                     | \$250,000             | Water           |
| Watermain Interconnection from Decew WTP to Collier Road South    | Thorold             | Thorold                                     | \$2,500,000           | Water           |
| Environmental Centre Building Renovation (Wastewater)             | Thorold             | Thorold                                     | \$250,000             | Wastewater      |

| <b>Project Name</b>                                      | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|----------------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| Bemis Elevated Tank Replacement                          | Welland             | Welland              | \$1,500,000           | Water           |
| Bemis Elevated Tank Replacement                          | Welland             | Welland              | \$500,000             | Water           |
| New Separate Set of High Lift Pumps at Welland WTP       | Welland             | Welland, Pelham      | \$500,000             | Water           |
| Welland WTP – Transmission Main Crossing (Welland Canal) | Welland             | Welland              | \$4,800,000           | Water           |
| WTP Upgrade - Welland Upgrade - Phase 2                  | Welland             | Welland, Pelham      | \$10,000,000          | Water           |
| Broadway Trunk Sewer                                     | Welland             | Welland              | \$200,000             | Wastewater      |
| Dain City Pump Station Upgrade                           | Welland             | Welland              | \$4,000,000           | Wastewater      |
| Dain City Pump Station Upgrade                           | Welland             | Welland              | \$3,700,000           | Wastewater      |
| Quaker Rd Trunk Sewer                                    | Welland             | Welland, Pelham      | \$8,100,000           | Wastewater      |
| Towpath SPS Upgrade                                      | Welland             | Welland              | \$500,000             | Wastewater      |
| West Main Street Sanitary Improvement Phase 2            | Welland             | Welland              | \$2,500,000           | Wastewater      |
| New Smithville Trunk Main                                | West Lincoln        | West Lincoln         | \$6,563,000           | Water           |
| Smithville SPS and FM Upgrade                            | West Lincoln        | West Lincoln         | \$500,000             | Wastewater      |
| Smithville Trunk Upgrade                                 | West Lincoln        | West Lincoln         | \$1,000,000           | Wastewater      |

| <b>Project Name</b>                                          | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|--------------------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| Area 1 Water SCADA upgrades                                  | Region Wide         | Region Wide          | \$200,000             | Water           |
| Boiler Replacement Program                                   | Region Wide         | Region Wide          | \$300,000             | Water           |
| Instrumentation Upgrade program (Water)                      | Region Wide         | Region Wide          | \$160,000             | Water           |
| IT Hardware and Software Program (Water)                     | Region Wide         | Region Wide          | \$75,000              | Water           |
| Portfolio Management System                                  | Region Wide         | Region Wide          | \$250,000             | Water           |
| SCADA Server Refresh                                         | Region Wide         | Region Wide          | \$207,000             | Water           |
| SCADA Server Replacement                                     | Region Wide         | Region Wide          | \$700,000             | Water           |
| Water Critical Asset Replacement and Risk Management Program | Region Wide         | Region Wide          | \$4,000,000           | Water           |
| Water Hardware and Software Upgrades                         | Region Wide         | Region Wide          | \$425,000             | Water           |
| Water Instrumentation Upgrade Program                        | Region Wide         | Region Wide          | \$703,000             | Water           |
| Water Lighting Upgrades                                      | Region Wide         | Region Wide          | \$150,000             | Water           |
| Water SCADA Cybersecurity Upgrades                           | Region Wide         | Region Wide          | \$300,000             | Water           |
| Water SCADA Upgrades                                         | Region Wide         | Region Wide          | \$1,403,000           | Water           |
| Water Sustainability Upgrades Program                        | Region Wide         | Region Wide          | \$4,000,000           | Water           |
| Water Vehicle                                                | Region Wide         | Region Wide          | \$95,000              | Water           |

| <b>Project Name</b>                               | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|---------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| 2025 - Wastewater Sustainability Upgrades Program | Region Wide         | Region Wide          | \$4,000,000           | Wastewater      |
| Area 2 WW SCADA Upgrades                          | Region Wide         | Region Wide          | \$200,000             | Wastewater      |
| Digester & Sludge Management Program              | Region Wide         | Region Wide          | \$2,500,000           | Wastewater      |
| Digester Management Program                       | Region Wide         | Region Wide          | \$1,200,000           | Wastewater      |
| Digester Mgmt - CB, WE, PW                        | Region Wide         | Region Wide          | \$4,000,000           | Wastewater      |
| Flow Meter Installation and Replacement           | Region Wide         | Region Wide          | \$130,000             | Wastewater      |
| Instrumentation Upgrade program (Wastewater)      | Region Wide         | Region Wide          | \$160,000             | Wastewater      |
| IT Hardware and Software Program (Wastewater)     | Region Wide         | Region Wide          | \$75,000              | Wastewater      |
| Lab Equipment Upgrade Program                     | Region Wide         | Region Wide          | \$100,000             | Wastewater      |
| Meter Installation and Replacement                | Region Wide         | Region Wide          | \$300,000             | Wastewater      |
| New Weather Stations                              | Region Wide         | Region Wide          | \$65,000              | Wastewater      |
| Pipe and Manhole Rehabilitation                   | Region Wide         | Region Wide          | \$700,000             | Wastewater      |
| Portfolio Management System                       | Region Wide         | Region Wide          | \$250,000             | Wastewater      |
| SCADA Server Refresh                              | Region Wide         | Region Wide          | \$34,500              | Wastewater      |

| <b>Project Name</b>                                               | <b>Municipality</b> | <b>Area Serviced</b> | <b>Funding Amount</b> | <b>Division</b> |
|-------------------------------------------------------------------|---------------------|----------------------|-----------------------|-----------------|
| SCADA Server Replacement                                          | Region Wide         | Region Wide          | \$1,300,000           | Wastewater      |
| Siphon Chamber/Siphon Tube Inspection                             | Region Wide         | Region Wide          | \$300,000             | Wastewater      |
| Wastewater Critical Asset Replacement and Risk Management Program | Region Wide         | Region Wide          | \$4,000,000           | Wastewater      |
| Wastewater Hardware and Software Program                          | Region Wide         | Region Wide          | \$75,000              | Wastewater      |
| Wastewater Instrumentation Upgrade Program                        | Region Wide         | Region Wide          | \$92,000              | Wastewater      |
| Wastewater Instrumentation Upgrade Program                        | Region Wide         | Region Wide          | \$100,000             | Wastewater      |
| Wastewater SCADA Upgrades                                         | Region Wide         | Region Wide          | \$2,650,000           | Wastewater      |
| Wastewater Vehicle                                                | Region Wide         | Region Wide          | \$65,000              | Wastewater      |
| Wastewater Vehicles                                               | Region Wide         | Region Wide          | \$230,000             | Wastewater      |
| WW Hardware Software Upgrades                                     | Region Wide         | Region Wide          | \$915,000             | Wastewater      |
| WW SCADA Cybersecurity Upgrades                                   | Region Wide         | Region Wide          | \$450,000             | Wastewater      |
| WW SCADA upgrades                                                 | Region Wide         | Region Wide          | \$1,000,000           | Wastewater      |
| WWTP Digester / Sludge Management Program                         | Region Wide         | Region Wide          | \$4,000,000           | Wastewater      |
| WWTP Digester / Sludge Management Program                         | Region Wide         | Region Wide          | \$4,000,000           | Wastewater      |

| <b>Project Name</b>                     | <b>Municipality</b>          | <b>Funding Amount</b> | <b>Division</b> |
|-----------------------------------------|------------------------------|-----------------------|-----------------|
| Int Imprv-RR19 Gilmore at Petit         | Fort Erie                    | \$ 500,000            | Transportation  |
| Rds Rehab-RR116 Eagle Bowen             | Fort Erie                    | \$ 1,250,000          | Transportation  |
| Rds Rehab-RR21 Bowen Rd Ridgemount Rd   | Fort Erie                    | \$ 750,000            | Transportation  |
| Cpcty Imprv-RR512 Livingston            | Grimsby                      | \$ 750,000            | Transportation  |
| Rds Rehab-RR81 Kerman Ave to Elm St     | Grimsby                      | \$ 750,000            | Transportation  |
| Struc Rehab-RR12 Mountain S             | Grimsby                      | \$ 3,950,000          | Transportation  |
| Struc Rehab-RR81 Forty Mile             | Grimsby                      | \$ 500,000            | Transportation  |
| Cpcty Imprv-RR 81 Main St               | Grimsby/Lincoln              | \$ 11,000,000         | Transportation  |
| New Escarpment Crossing                 | Grimsby/Lincoln/West Lincoln | \$ 1,500,000          | Transportation  |
| Rds Rehab-RR39 North Service Rd at RR24 | Lincoln                      | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR81 Vinhaven/23rd            | Lincoln                      | \$ 1,800,000          | Transportation  |
| Rds Rehab-RR81-Durham/Lincoln           | Lincoln                      | \$ 7,750,000          | Transportation  |
| Struc Rehab-039215 16 Mile              | Lincoln                      | \$ 750,000            | Transportation  |

| <b>Project Name</b>                           | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|-----------------------------------------------|---------------------|-----------------------|-----------------|
| Struc Rehab-077310-16MileCr                   | Lincoln             | \$ 2,500,000          | Transportation  |
| Struc Rehab-20 Arch 081210                    | Lincoln             | \$ 5,000,000          | Transportation  |
| Struc Rehab-RR81 RtnWall 20                   | Lincoln             | \$ 1,000,000          | Transportation  |
| Cpcty Imprv-RR102 Stanley Ave Hwy 420 to Peer | Niagara Falls       | \$ 1,000,000          | Transportation  |
| Cpcty Imprv-RR57 TSR Ext                      | Niagara Falls       | \$ 26,745,100         | Transportation  |
| Cpcty Imprv-RR98 Montrose R                   | Niagara Falls       | \$ 34,100,000         | Transportation  |
| Int Imprv-RR 49 McLeod Rd                     | Niagara Falls       | \$ 1,500,000          | Transportation  |
| Int Imprv-RR57 ThoroldStn at St.James         | Niagara Falls       | \$ 950,000            | Transportation  |
| Int Imprv-RR57 TSR at Dorchester              | Niagara Falls       | \$ 1,500,000          | Transportation  |
| Rds Rehab-RR 20 Lundy's L                     | Niagara Falls       | \$ 3,000,000          | Transportation  |
| Rds Rehab-RR 43 Bridge St                     | Niagara Falls       | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR102 Murray St to Peer Ln          | Niagara Falls       | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR49 HEPC to Wilson                 | Niagara Falls       | \$ 26,000,000         | Transportation  |

| <b>Project Name</b>                       | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|-------------------------------------------|---------------------|-----------------------|-----------------|
| Struc Rehab-RR102 Bridge Srucl 102205     | Niagara Falls       | \$ 4,000,000          | Transportation  |
| Int Imprv-Niagara Stone Rd Line 1         | Niagara-on-the-Lake | \$ 6,400,000          | Transportation  |
| Int Imprv-RR 55 Niagara orth Service Road | Niagara-on-the-Lake | \$ 4,250,000          | Transportation  |
| Int Imprv-RR100 Four Mile Crk             | Niagara-on-the-Lake | \$ 7,750,000          | Transportation  |
| Rds Rehab-RR81 Dorr/DDI Garden Skway Twin | Niagara-on-the-Lake | \$ 2,000,000          | Transportation  |
| Rds Rehab-RR81 York Rd FMC to             | Niagara-on-the-Lake | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR89 Welland Canal/Homer        | Niagara-on-the-Lake | \$ 6,500,000          | Transportation  |
| Struc Rehab FourMilePond Culvert 087225   | Niagara-on-the-Lake | \$ 1,000,000          | Transportation  |
| Int Imprv-RR20 at Balfour Roundabout      | Pelham              | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR20 Canboro to Station         | Pelham              | \$ 750,000            | Transportation  |
| Rds Rehab-RR529 O'Reilly to Airport       | Pelham              | \$ 300,000            | Transportation  |
| Int Imprv-RR 24 Victoria                  | Pelham/West Lincoln | \$ 2,000,000          | Transportation  |
| Cpcty Imprv-RR54 Rice Rd                  | Pelham\Welland      | \$ 1,000,000          | Transportation  |

| <b>Project Name</b>                      | <b>Municipality</b>                | <b>Funding Amount</b> | <b>Division</b> |
|------------------------------------------|------------------------------------|-----------------------|-----------------|
| Struc Rehab Wilelhm Rd RW Brg Emrg Rprs  | Port Colborne                      | \$ 1,560,000          | Transportation  |
| Cpcty Imprv-New West SC Grade Separation | St Catharines                      | \$ 500,000            | Transportation  |
| Int Imprv-RR81 StPaul W at Vansickle     | St. Catharines                     | \$ 1,600,000          | Transportation  |
| Rds Rehab-RR 72 Louth St                 | St. Catharines                     | \$ 600,000            | Transportation  |
| Rds Rehab-RR42 Ontario St                | St. Catharines                     | \$ 18,609,242         | Transportation  |
| Rds Rehab-RR87 Locke to Ann              | St. Catharines                     | \$ 1,000,000          | Transportation  |
| Struc Rehab - 12 Mile Creek Br           | St. Catharines                     | \$ 750,000            | Transportation  |
| Struc Rehab - 7th St Bridge              | St. Catharines                     | \$ 2,900,000          | Transportation  |
| Struc Rehab - Glendale Ave               | St. Catharines                     | \$ 8,000,000          | Transportation  |
| Struc Rehab - RR87 Lakeshore R           | St. Catharines                     | \$ 2,710,000          | Transportation  |
| Struc Rehab RR81 St Paul W CNR Bridge    | St. Catharines                     | \$ 14,600,000         | Transportation  |
| Struc Rehab-JR Stork 038205              | St. Catharines                     | \$ 11,500,000         | Transportation  |
| Int Imprv-Lakeshore Rd at Read Rd        | St. Catharines/Niagara-on-the-Lake | \$ 325,000            | Transportation  |

| <b>Project Name</b>                      | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|------------------------------------------|---------------------|-----------------------|-----------------|
| Cpcty Imprv-RR37 406-Rice-Merrittville   | Thorold             | \$ 1,000,000          | Transportation  |
| Int Imprv-RR50 Merrittville Hwy at BVDam | Thorold             | \$ 1,000,000          | Transportation  |
| Rds Rehab-RR67 Pine St Beave             | Thorold             | \$ 1,150,000          | Transportation  |
| Struc Rehab-020220 Hwy20 Br              | Thorold             | \$ 1,000,000          | Transportation  |
| Int Imprv-RR45 Creek Rd at RR27 and RR63 | Wainfleet           | \$ 2,000,000          | Transportation  |
| Struc Rehab-045205-Oswego Creek          | Wainfleet           | \$ 8,425,000          | Transportation  |
| Rds Rehab-RR 27 Main St W                | Welland             | \$ 2,000,000          | Transportation  |
| Rds Rehab-RR63 Wellandport Com Centre    | Welland             | \$ 1,500,000          | Transportation  |
| Struc Rehab RR50-Niagara St Bridge       | Welland             | \$ 2,000,000          | Transportation  |
| Struc Rehab-RR36 Sth Pelham St Culvert   | Welland             | \$ 100,000            | Transportation  |
| Cpcty Imprv-20 Hwy 20 Smithville Bypass  | West Lincoln        | \$ 1,500,000          | Transportation  |
| Rds Fac Prog-Niagara West Service Centre | West Lincoln        | \$ 3,060,000          | Transportation  |
| Rds Rehab-RR2 Caistorville               | West Lincoln        | \$ 1,000,000          | Transportation  |

| <b>Project Name</b>                      | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|------------------------------------------|---------------------|-----------------------|-----------------|
| Rds Rehab-RR20 Griffin St                | West Lincoln        | \$ 9,200,000          | Transportation  |
| Rds Rehab-RR69 -Victoria to Rosedene PH1 | West Lincoln        | \$ 6,500,000          | Transportation  |
| Struc Rehab -020215-Hwy 20               | West Lincoln        | \$ 2,000,000          | Transportation  |
| Struc Rehab-116215 Stvnsvil              | West Lincoln        | \$ 1,000,000          | Transportation  |
| Active Transp Masterplan                 | Region Wide         | \$ 500,000            | Transportation  |
| Ann-Bridge Eng Studies                   | Region Wide         | \$ 300,000            | Transportation  |
| Ann-Development Projects                 | Region Wide         | \$ 2,000,000          | Transportation  |
| Ann-Field Inspection Device              | Region Wide         | \$ 80,000             | Transportation  |
| Ann-Fleet Snowplow Replacement           | Region Wide         | \$ 4,032,900          | Fleet           |
| Ann-Fleet Vehicle and Equip Replacement  | Region Wide         | \$ 6,924,300          | Fleet           |
| Ann-Guide Rail Improve Prg               | Region Wide         | \$ 1,350,000          | Transportation  |
| Ann-Illum Install&Upgrade                | Region Wide         | \$ 500,000            | Transportation  |
| Ann-Intelligent Transp Syst              | Region Wide         | \$ 500,000            | Transportation  |

| <b>Project Name</b>             | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|---------------------------------|---------------------|-----------------------|-----------------|
| Ann-Intersection Control St     | Region Wide         | \$ 200,000            | Transportation  |
| Ann-Line Marking Vehicle an     | Region Wide         | \$ 1,000,000          | Transportation  |
| Ann-Misc Road Properties        | Region Wide         | \$ 800,000            | Transportation  |
| Ann-Railway Crossing Imprv      | Region Wide         | \$ 900,000            | Transportation  |
| Ann-Rds Resurfacing Program     | Region Wide         | \$ 42,200,000         | Transportation  |
| Ann-Road Emergency Construc     | Region Wide         | \$ 1,000,000          | Transportation  |
| Ann-Road Safety Strategic Plan  | Region Wide         | \$ 1,915,194          | Transportation  |
| Ann-Roads Eng for Future        | Region Wide         | \$ 1,500,000          | Transportation  |
| Ann-RWIS Enhancement Prog       | Region Wide         | \$ 50,000             | Transportation  |
| Ann-RWIS Repair & Station Reloc | Region Wide         | \$ 180,000            | Transportation  |
| Ann-Small Tool Replacement      | Region Wide         | \$ 70,000             | Transportation  |
| Ann-Storm Sewers & Culverts     | Region Wide         | \$ 3,950,000          | Transportation  |
| Ann-Traffic Radio Syst Upgr     | Region Wide         | \$ 600,000            | Transportation  |

| <b>Project Name</b>           | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|-------------------------------|---------------------|-----------------------|-----------------|
| Ann-Traffic Signal Program    | Region Wide         | \$ 8,422,778          | Transportation  |
| Asset Mgmt Software - Transp  | Region Wide         | \$ 400,000            | Transportation  |
| Fleet Crew Dump Trucks        | Region Wide         | \$ 1,802,500          | Fleet           |
| Fleet Dump Plow Trucks        | Region Wide         | \$ 3,858,000          | Fleet           |
| Fleet Forestry Bucket Truck   | Region Wide         | \$ 360,000            | Fleet           |
| Fleet Line Striper            | Region Wide         | \$ 62,000             | Fleet           |
| Fleet LTC Vehicle Replacement | Region Wide         | \$ 50,000             | Fleet           |
| Fleet Pickup Trucks           | Region Wide         | \$ 1,005,000          | Fleet           |
| Fleet Portal Traffic Light    | Region Wide         | \$ 100,000            | Fleet           |
| Fleet Skid Steer              | Region Wide         | \$ 270,000            | Fleet           |
| Fleet Tractor                 | Region Wide         | \$ 315,200            | Fleet           |
| Fleet Trans Pavement Mark     | Region Wide         | \$ 100,000            | Fleet           |
| Fleet Transp Operations       | Region Wide         | \$ 65,000             | Fleet           |

| <b>Project Name</b>                      | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|------------------------------------------|---------------------|-----------------------|-----------------|
| Fleet Utility Trailers                   | Region Wide         | \$ 634,100            | Fleet           |
| Fleet Vacuum Trailer                     | Region Wide         | \$ 200,000            | Fleet           |
| Fleet Vehicle Facil Sup                  | Region Wide         | \$ 100,000            | Fleet           |
| Fleet WM Coll P&E Cargo Van              | Region Wide         | \$ 60,000             | Fleet           |
| Fleet WM Ops-Eng Vehicles                | Region Wide         | \$ 130,000            | Fleet           |
| Fleet WM Vehicle Replacement             | Region Wide         | \$ 45,000             | Fleet           |
| Fleet WW Vehicles                        | Region Wide         | \$ 200,000            | Fleet           |
| Fleet WWW Three New Vehicles             | Region Wide         | \$ 250,000            | Fleet           |
| Forestry Tree Inventory Prg              | Region Wide         | \$ 150,000            | Transportation  |
| Grade Crossing Assesment                 | Region Wide         | \$ 60,000             | Transportation  |
| Pavement Climate Chng Stdy               | Region Wide         | \$ 150,000            | Transportation  |
| Rds Fac Prog-Brine Station Rehab 4 Yards | Region Wide         | \$ 400,000            | Transportation  |
| Rds Fac Prog-Thorold Yard Interior       | Region Wide         | \$ 1,800,000          | Transportation  |

| <b>Project Name</b>                     | <b>Municipality</b> | <b>Funding Amount</b> | <b>Division</b> |
|-----------------------------------------|---------------------|-----------------------|-----------------|
| Rds Fac Prog-Traf CntrlCnt              | Region Wide         | \$ 300,000            | Transportation  |
| Snow Plow Dash Camera Hrdwr             | Region Wide         | \$ 75,000             | Transportation  |
| StormSew Asst Mgmt Prog                 | Region Wide         | \$ 650,000            | Transportation  |
| Struc Rehab-NE Consolidated #2          | Region Wide         | \$ 250,000            | Transportation  |
| Struc Rehab-Peter Storm Municipal Drain | Region Wide         | \$ 200,000            | Transportation  |
| Time Management Scanner                 | Region Wide         | \$ 300,000            | Transportation  |
| Traffic Signal Software Lic             | Region Wide         | \$ 90,000             | Transportation  |
| Transportation Master Plan              | Region Wide         | \$ 1,000,000          | Transportation  |
| Trnsp Sustainability Review             | Region Wide         | \$ 600,000            | Transportation  |
| Winter Mntce In-cab Navigation          | Region Wide         | \$ 20,000             | Transportation  |
| Work Alone Program                      | Region Wide         | \$ 200,000            | Transportation  |

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## **Memorandum**

**CWCD 2026-203**

**Subject:** Shared Services Update Fall 2026

**Date:** September 4, 2026

**To:** Planning and Economic Development Committee

**From:** Shannon Cole, Strategic Initiatives Manager

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### **Introduction**

The purpose of this memorandum is to provide a brief overview of the progress made up to July 31, 2026 for the shared services initiative.

The Partnerships and Communication team has worked closely with the Area CAOs and Area Municipal (AM) staff to identify, coordinate, facilitate, and/or enable more shared services opportunities between and among Niagara's municipalities to further key Regional Council and corporate strategic priority objectives. Semi-annual reporting of these activities has been shared with Council through the lifecycle of the initiative (refer to Appendix 1 for related reports). Monthly reporting of the details within all Shared Services initiatives is shared directly with Area CAOs.

### **Performance Measurement**

As described in PDS 6-2025, performance measurement within the shared services initiative is shown at three different levels—project, program, and portfolio. At the project level, it measures execution and detailed results on a case study basis; at the program level, it illustrates the coordinated effort and value of each individual initiative; and at the portfolio level, it aggregates the measurements to align with strategic objectives.

Table 1 demonstrates the defined metrics for the portfolio level from January 2024 up to July 31, 2026 (with a comparison column to March 3, 2026 metrics reported in PDS-C 2-2026).

Table 1: Portfolio Level – Shared Services

| Metric                                             | Performance<br>(as of March 3, 2026) | Performance<br>(as of July 31, 2026)        |
|----------------------------------------------------|--------------------------------------|---------------------------------------------|
| Number of Shared Service Opportunities Implemented | 16 opportunities implemented         | 17 opportunities implemented<br>(1 net-new) |
| Number of Shared Service Opportunities Underway    | 5 initiatives underway               | 7 initiatives underway<br>(2 net-new)       |
| Number of Shared Service Agreements                | 6 agreements executed                | 6 agreements executed<br>(no change)        |

Table 2 provides an overview of each program level metric for the Joint Procurement Initiative and the goal within that initiative. Table 3 illustrates the defined metrics from January 2024 up to July 31, 2026.

Table 2: Program Level – Joint Procurement Initiative Metric Definitions

| Metric                      | Definition                                                                                                        | Goal     |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------|----------|
| Net-new Joint Procurements  | The number of joint procurements posted that involve agencies collaborating on a procurement for the first time.  | Increase |
| Expanded Joint Procurements | The number of existing joint procurements that were already conducted jointly and has increased in participation. | Increase |

| Metric                                                     | Definition                                                                                                                                                                                                                                                                | Goal     |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Average Number of Bids per Bid Call                        | The average number of submissions received for each procurement solicitation (bid call). This metric indicates market competitiveness and supplier engagement.                                                                                                            | Increase |
| Average Number of Named Participants per Joint Procurement | The average number of agencies named in each joint procurement.                                                                                                                                                                                                           | Increase |
| Change in Length of Contract                               | The difference between the length of term of newly awarded contracts and the length of term of previous comparable contracts.                                                                                                                                             | Increase |
| Number of Different Procurement Leads                      | The count of unique agencies that acted as the lead purchasing authority for at least one joint procurement.                                                                                                                                                              | Increase |
| Number of AM with New Contract                             | The number of area municipalities that obtained access to a new contract through a procurement award.                                                                                                                                                                     | Increase |
| Average Time between Initiation and Procurement Intake     | The average number of months between start date of discussions and procurement intake to the procurement lead.                                                                                                                                                            | Decrease |
| Average Procurement Time Avoided by Each Participant       | The average number of months between intake to the procurement lead and issuance of the procurement. This illustrates time saved by each participating agency by having one agency represent the participants, rather than conducting an independent procurement process. | Decrease |

Table 3: Program Level – Joint Procurement Initiative\*

| Metric                                                         | Jan/24    | Sept. 30/25 | Mar. 3/26                                    | July 31/26                                   |
|----------------------------------------------------------------|-----------|-------------|----------------------------------------------|----------------------------------------------|
| Net-new Joint Procurements                                     | Start (0) | 6           | 7                                            | 12                                           |
| Expanded Joint Procurements                                    | Start (0) | 3           | 3                                            | 3                                            |
| Average Number of Bids per Bid Call                            | N/A       | 6           | 6                                            | 7.5                                          |
| Highest Number of Bids Received on a Bid Call                  | N/A       | 18          | 18                                           | 19                                           |
| Average Number of Named Participants per Joint Procurement     | N/A       | 7           | 8                                            | 8                                            |
| Highest Number of Named Participants in a Joint Procurement    | N/A       | 10          | 11                                           | 11                                           |
| Change in Length of Contract (for expanded joint procurements) | N/A       | 1 to 5      | 1 to 5                                       | 1 to 5                                       |
| Number of Different Procurement Leads                          | N/A       | 6           | 5                                            | 7                                            |
| Number of AM with New Contract                                 | N/A       | N/A**       | 12 with at least one;<br>8 with at least two | 12 with at least one;<br>8 with at least two |
| Average Time between Initiation and Procurement Intake         | N/A       | N/A**       | 1.5 months                                   | 2 months                                     |
| Average Procurement Time Avoided by Each Participant           | N/A       | N/A**       | 0.8 months                                   | 1 month                                      |

\*This table represents a cumulative total over the time duration.

\*\*Metric tracked post-Sept. 30, 2025

Quotes from participants on their experience in these joint procurements:

“continuing to collaborate across the Region will be valuable to leverage each other's experience and approaches and to continue to develop these processes and work towards a common goal”

“collaborative effort and effective communication”

“working together to achieve the same goals including scales of economy.”

“different perspectives ensured everything that needed to be captured was outlined in detail. Nothing was missed and aligned some standards/scope across the Region.”

Table 4 outlines the project level metrics for the Hostile Vehicle Mitigation Services RFP that was awarded in May 2026. This joint procurement was identified by AM staff to support their annual festivals and events in the region. It was flagged as an increasingly important need with the nature of the current climate, but that it has proven to be extremely cost prohibitive. Understanding that a majority of , if not all, municipalities host events throughout the year, this opportunity will set the standard for hostile vehicle mitigation at municipal run outdoor events.

Table 4: Project Level – Hostile Vehicle Mitigation Services

| Metric                                                             | Hostile Vehicle Mitigation Services RFP                                                                                                   |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Net-new contracts for municipalities                               | 10 participants with a new formal contract (AMs and NRPS)                                                                                 |
| Change in Contract Length                                          | 5 one-year options (previously no contract; as needed)                                                                                    |
| Number of streamlined processes for vendors and procurement agents | One process and one procurement agent (note: although one procurement agent, 2/3 evaluators were from other participating municipalities) |
| Increased consistency and standardization                          | Standardized scope and use of barriers at events/festivals                                                                                |

| Metric       | Hostile Vehicle Mitigation Services RFP                                                                                                                                                                                                                   |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cost Savings | <p>58% lower cost per unit, per day in comparison to 2025 quoted price.</p> <p>With this savings, municipalities can either spend budget dollars elsewhere, or decide to add additional barriers (if possible/applicable) to further increase safety.</p> |

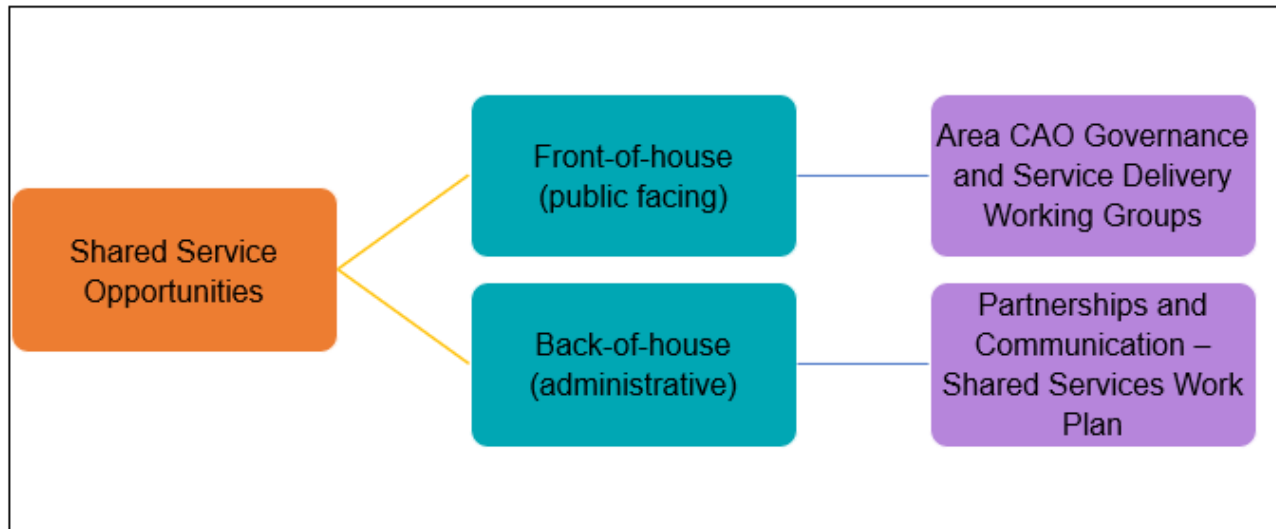
In this example, the successful vendor was the highest ranked technical proposal and the lowest proposed cost, making them the highest ranked proponent overall. Through this contract, the vendor will provide hostile vehicle barriers, staffing for deployment and removal of barriers, training, traffic control, and advanced notification signs (if required) to improve safety and security at events and festivals. This vendor may also be utilized where there is an unforeseen/emergency event requiring these services. At recent events such as Pelham’s Summerfest and Port Colborne’s Canal Days, there was public appreciation for the municipalities taking pedestrian safety into high consideration with event planning.

### **Relationship to Area CAO Governance and Service Delivery Review**

The diagram below illustrates the structure for advancing shared service opportunities. When a potential shared service initiative is identified, it is first categorized as either a front-of-house (public-facing) service or a back-of-house (administrative) function. Front-of-house opportunities, which directly affect residents, customers, or service users, will be explored through the Area CAO Governance and Service Delivery Working Group and is reported on separately.

Back-of-house opportunities, which typically involve internal administrative functions, are advanced by the Region’s Partnerships and Communication division for assessment, planning, and implementation. This approach ensures that shared service initiatives follow the appropriate governance pathway based on their impact and focus, eliminates duplication of efforts, and promotes coordinated decision-making and effective delivery of shared services.

Figure 1: Shared Service Initiative Governance Structure



In addition to the monthly reporting to the Area CAOs, the Region's Shared Services work is a standing item at every other Area CAO meeting to ensure that initiatives are reviewed, decisions are made, and opportunities are prioritized accordingly (and structured as per Figure 1). The team is also a standing agenda item at meetings of the Niagara Public Purchasing Group (NPPC), Public Works Officials, and Area Treasurers on a monthly, every other month, and semi-annual basis, respectively. Additionally, a detailed monthly memo related to the Joint Procurement Initiative is distributed to Area CAOs, NPPC, and Area Treasurers. This communication ensures that key procurement decision-makers are informed of upcoming, ongoing, and awarded procurements; while also providing visibility on participants opting in/out.

Effective, transparent, and continuous communication is fundamental to the success of the Shared Services portfolio. It ensures alignment on goals, clarifies expectations, and keeps decision-makers and staff informed, engaged, and working toward a common objective. By encouraging open dialogue and the proactive sharing of information, risks can be identified early, challenges can be addressed effectively, informed decisions can be made, and ultimately stronger outcomes can be achieved.

## Conclusion

The Shared Services portfolio carried the strong momentum from 2025 throughout the first half of 2026 through collaboration with the AMS. Other initiatives identified in PDS-C 2-2026 for the 2026 Work Plan (shared Customer Relationship Management Software

and Procurement Governance and Delivery Review) are progressing through the planning and design phases, with significant milestones anticipated for the second half of 2026. The Partnerships and Communication team will continue to work closely with the Area CAOs and AM staff to build on the collaborative and efficient work completed to-date within the Shared Services portfolio.

Respectfully submitted and signed by

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Shannon Cole  
Strategic Initiatives Manager

## **Appendices**

Appendix 1 Other Pertinent Reports

## Appendix 1 - Other Pertinent Reports

- [PDS-C 2-2026 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=aa91b4c1-e570-4139-b8ea-96d335f2caf0&Agenda=Agenda&lang=English&Item=15&Tab=attachments>)

- [PDS 17-2025 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7ace1206-dd07-43f6-bd0a-0d50ca46e9af&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

- [PDS 6-2025 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=75780064-c37d-464e-bcda-9b6bc238f6c4&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

- [PDS 29-2024 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=37cc2610-7809-4193-becd-4a763a14de09&Agenda=Agenda&lang=English&Item=15&Tab=attachments>)

- [PDS 31-2024 Shared Services Inventory Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=37cc2610-7809-4193-becd-4a763a14de09&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

- [PDS 9-2024 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=15&Tab=attachments%C3%A2%E2%82%AC%E2%80%B9>)

- [PDS 30-2023 Areas of Strategic Focus for Shared Services](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=37294983-8faf-46b5-ab3b-38efc44d4267&Agenda=Merged&lang=English&Item=24&Tab=attachments>)

- [PDS 10-2023 Strategic Transformation Office – Overview and Priorities](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=ba3afccd-9ec1-4a45-a788-0976926cb376&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

- [CAO 2-2023 Update on Shared Services Initiatives](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=4ef69423-fb3f-4f15-9b43-7ceadc120106&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

- [CAO 2-2021 Update on Shared Services Initiatives by the CAO Working Group](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=a045e2b3-cb2b-4551-a63c-e4498175de88&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

## Memorandum

**CWCD 2026-204****Subject:** Sustainable Procurement Program Update**Date:** Friday, September 4, 2026**To:** Regional Council**From:** Bart Menage, Director, Procurement Services

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This memorandum provides Regional Council with an update on the governance, completed work, next steps and planned phases supporting Niagara Region's development of a formal sustainable procurement program. The program positions social procurement as one of four core pillars, alongside environmental, Indigenous and ethical procurement.

This initiative will support the Region in leveraging its procurement activities to not only to acquire goods and services, but also to advance broader community, economic, environmental, Indigenous and ethical outcomes. The work is being undertaken within the Region's existing commitment to competitive bidding, fairness, openness, accountability, transparency and best value.

### Background

Sustainable procurement expands value beyond initial purchase price by considering total cost of ownership, environmental performance, supply-chain diversity, fair labour practices, inclusion and community benefit. Niagara Region's emerging approach is organized around four interconnected pillars: environmental, Indigenous, social and ethical procurement. This work aligns with existing corporate direction, including the Corporate Climate Action Plan, the Diversity, Equity and Inclusion Action Plan, and the Poverty Reduction Strategy.

### Project Status

Procurement Services has engaged Reeve Consulting to support development of the program through the following four phases:

- **Phase 1 – Research and current-state assessment:** May to October 2026, including internal data and strategy review, interested and affected party interviews, peer jurisdiction research, vendor and community engagement, risk and benefit

assessment, and preparation of a research report. A summary of findings is scheduled to be presented to the Corporate Leadership Team on Oct. 15<sup>th</sup>.

- **Phase 2 – Sustainable Procurement Framework:** September to November 2026, using the research findings to identify Niagara Region’s sustainable procurement priorities and define the program elements needed to put them into practice.
- **Phase 3 – Sustainable Procurement Policy:** November 2026 to January 2027, establishing the organizational mandate for incorporating sustainability and social value into procurement decisions through a best-value model.
- **Phase 4 – Action Plan and socialization:** January to June 2027, translating the framework and policy into an implementation roadmap supported by communications, internal training, orientation and external engagement.

## Governance and Engagement

The project is supported by two groups.

- The **Core Team** provides strategic direction, project oversight and subject-matter expertise. Its membership includes procurement representatives and staff from Climate Change, Diversity, Equity and Inclusion, and Indigenous Relations. The team’s responsibilities include validating priorities, reviewing key deliverables and facilitating access to organizational information and resources.
- The **Working Group** includes staff from participating program areas, business units and other departments. It provides operational and departmental perspectives, reviews deliverables, and helps ensure that recommendations are practical and aligned with the Region’s service-delivery requirements.

This governance structure is intended to ensure that the program is not developed by Procurement Services in isolation, but reflects the Region’s environmental, social, Indigenous, ethical and operational priorities.

## Financial Update

Consultant invoices are submitted monthly for completed work and must remain within the budget approved for each project phase. Phase 4 costs are expected to be billed in 2027.

## **Considerations Moving Forward**

As the program advances, staff will balance sustainable procurement objectives with the Region's obligations for competitive procurement, trade agreements, the Municipal Act, the Procurement By-law, fairness, transparency and best value.

Implementation will need to be proportionate and practical, recognizing that different procurements offer different opportunities, from improving access for small and medium-sized suppliers to incorporating life-cycle costing and broader environmental or social value criteria where appropriate.

Supporting guidance, tools, training and engagement will be developed to ensure the program strengthens, rather than displaces, competitive procurement and fiscal responsibility.

## **Next Steps and Closing Summary**

Staff will:

- Complete and review the Phase 1 research findings;
- Confirm the Region's sustainable procurement priorities through the framework-development process;
- Develop a draft Sustainable Procurement Policy;
- Prepare an implementation action plan, including communications, training and external engagement;
- Identify practical opportunities to pilot sustainable procurement approaches; and
- Return to Regional Council, as appropriate, with the proposed policy and implementation direction.

Niagara Region has established the foundation for a formal sustainable procurement program. The next stages will translate this work into a Niagara-specific framework, policy and implementation plan that maintains procurement integrity while advancing environmental, social, Indigenous, ethical and economic value.

Respectfully submitted and signed by

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Bart Menage  
Director, Procurement Services



September 03, 2026



### Info Session – Local Leadership Foundations

With elections underway and a new term of council ahead, municipalities across Ontario are beginning to think about how they can help incoming members of council get off to a strong start.

**Local Leadership Foundations** is a program designed to complement and reinforce your municipality's onboarding process, giving new and returning members of council practical insights from experienced municipal leaders and experts across the sector.

Join us on September 29 from 12-1pm for an overview of the program, a preview of materials, and an opportunity to get your questions answered.

[Learn More](#)

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### Federal Matters

#### Antenna Siting Consultation Deadline Extended

The federal government's [consultation](#) on changes to how cell towers are sited has been extended to September 22.

### **Rail Safety Improvement Funding**

Municipalities are eligible to [apply for federal funding](#) to improve safety at high-risk rail crossings and along rail lines. Application deadlines are August 21 or September 4.

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## **Provincial Matters**

### **Community Sport and Recreation Infrastructure Fund**

Applications are now open until December 22 for the next round of the \$500 million [Community Sport and Recreation Infrastructure Fund](#).

### **Conservation Authorities Consultation**

The Ministry of the Environment, Conservation and Parks is consulting on a mechanism to determine how many members participating municipalities appoint to regional conservation authorities. [Respond by September 12](#).

### **High-Speed Internet Access**

The province has updated its municipal [guidance](#) on how to deliver high-speed internet projects faster, and its [map](#) of service available and in-progress projects. See how your community is represented!

### **Rural Ontario Development Program**

A [new application window](#) for the Rural Ontario Development (ROD) Program is open until October 1. This provides funding to attract investment, strengthen workforce capacity and build long-term growth in rural communities.

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## **Events & Education**

- **Sept 29 - Local Leadership Foundations Info Session**
  - Join us for an overview and preview of the program, and get your questions answered. [Register here](#).
- **Nov 12 - Session 1 of Local Leadership Foundations**

- Governing in practice: roles, responsibilities, and what good governance means at the local level. To register and learn more, [click here](#).

**[See the Full Event Calendar](#)**

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## **LAS AMO Business Services**

### **Blog: How Municipalities Can Move Beyond Spreadsheets for Risk & Claims Management**

At a certain point, [moving beyond spreadsheets](#) isn't just about saving administrative time. It's about giving staff and municipal leadership better information to understand risk, make informed decisions, and help prevent future losses.

### **Innovation in Action: All Risk Municipal Grant (ARMG) Projects Webinar**

Join us on September 9 at 11:00am for a free webinar. Beyond highlighting the All Risk Municipal Grant winners, we'll showcase several other noteworthy initiatives that demonstrate the creativity and leadership of municipalities across the province. [Register today](#).

### **Learning Opportunities for Municipal Senior Staff**

Throughout the year, LAS - AMO Business Services offers learning opportunities for municipal senior staff. [Check out our website for upcoming sessions](#).

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## **MUNICIPAL PARTNERS\***

### **2026 Western Ontario Municipal Conference in Guelph**

Registration is now open for the [2026 Western Ontario Municipal Conference \(WOMC\)](#), taking place October 16, 2026, at the Delta Guelph Conference Centre in Guelph.

### **Ontario Bike Summit**

The [Ontario Bike Summit](#) returns to Toronto Sept 22–24, convening public and industry leaders to showcase North American best practices in cycling infrastructure, policy, tourism, and community planning.

### **Sewer Safety Week**

Sewer Safety Week will take place September 14-18. A reminder to always call Ontario One Call at 1-800-400-2255 for a free sewer safety inspection. To learn more, visit [Blocked Sewer and Cross Bore Safety | Enbridge Gas](#).

### **Strengthen Emergency Preparedness: Apply now for Community Emergency Preparedness Grant (CEPG)!**

The Ministry of Emergency Preparedness and Response (MEPR) has launched the 2026-2027 round of the [CEPG](#), helping strengthen local emergency preparedness and response capacity across Ontario. Municipalities with populations under 100,000 residents (Statistics Canada 2021 Census data), not previously funded, are eligible. Applications close October 7, 2026, at 4:00 p.m. EST.

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### **Careers**

[Strategic Communications Planner - Association of Municipalities of Ontario \(AMO\)](#).  
Closing Date: September 11, 2026.

[Senior Communications Advisor - Association of Municipalities of Ontario \(AMO\)](#).  
Closing Date: September 11, 2026.

[See More Careers](#)

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### **In Case You Missed It**

**AMO Sends Letter to Prime Minister and Premier**

AMO sent a [letter](#) on behalf of Ontario's municipal sector to federal and provincial leaders, showing support and highlighting shared priorities of building strong communities and adapting to economic uncertainty.

### **AMO 2026-2028 Board of Directors**

AMO's [2026-2028 Board of Directors](#) has been elected. Thank you to the dedicated municipal leaders who have stepped forward to represent Ontario's municipalities and help guide AMO's advocacy and priorities over the next two years.

[Read More Past Issues](#)



Uniting Ontario's 444 municipalities, AMO supports strong, resilient municipal governments by tackling shared goals, together.

#### **AMO Contacts**

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[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

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

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)