



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL WEEKLY CORRESPONDENCE DISTRIBUTION

INDEX

Friday, September 18, 2026

	Pages
1. <u>CWCD 2026-210</u> Summary of Active Bid Solicitations	1
2. <u>CWCD 2026-211</u> Sharing Opioid Toxicity Surveillance Information with Community Partners	3
3. <u>CWCD 2026-212</u> Councillor Information Request – Community Mental Health Program Annual Reconciliation Return	5
4. <u>CWCD 2026-213</u> Update on St.Catharines Site-Specific Community Improvement Plan	7
5. <u>CWCD 2026-214</u> AMO Watchfile September 17, 2026	55

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Memorandum

CWCD 2026-210

Subject: Summary of Active Bid Solicitations

Date: Friday, September 18, 2026

To: Regional Council

From: Bart Menage, Director, Procurement Services

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

Bart Menage
Director, Procurement Services

Appendices

Appendix 1 Summary of Active Bid Solicitations

Bid Number	Name	Closing Date
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-Q-148	Topographic Survey and Level C SUE for Steele St Class EA	September 24, 2026
2026-RFP-146	DeCew Spillway Rehabilitation Design – Phase 3	September 24, 2026
2026-RFP-105	Fire Safety Inspections, Maintenance, and Repairs Services	September 30, 2026
2026-T-111	CCTV Inspections and Sewer Cleaning	October 01, 2026
2026-RFI-151	Capital Project Portfolio Management System for Public Works	October 02, 2026
2026-T-106	Supply and Delivery of Traffic Signal Heads and Pedestrian Heads	October 06, 2026
2026-T-161	Supply and Delivery of Nine (9) Light-Duty Half-Tonne Pickup Trucks	October 08, 2026
2026-NRFT-154	Brock University South Parking Lot, City of Thorold	October 13, 2026
2026-RFSQ-139	Public Works Roster for Consultancy Services 2027, 2028, and 2029	October 29, 2026

Memorandum

CWCD 2026-211

Subject: Sharing Opioid Toxicity Surveillance Information with Community Partners

Date: Friday, September 18, 2026

To: Regional Council

From: Sabrina Piluso, Director, Health Promotion and Foundational Standards

This memo is to inform Council that Niagara Region Public Health will be sharing regional opioid toxicity surveillance data with community partners.

Per the Ontario Public Health Standards (OPHS), boards of health are required to collect and analyze relevant data to monitor: trends over time, emerging trends, priorities, risk and protective factors, and health inequities related to substance use; and to disseminate evidence from population health assessment and surveillance with health system partners, community partners, the public, and other interested and affected parties.

Sharing regional opioid toxicity data supports Niagara's Community Substance Use Strategy by enabling coordinated, evidence-informed public health action. Timely local surveillance information helps partners identify emerging trends, target prevention and harm-reduction activities, inform service planning, and align community response efforts.

The information shared uses the same underlying data that is currently publicly available on [Niagara Region's external website](https://www.niagararegion.ca/living/health_wellness/alcohol-substance-use/drugs/opioids.aspx), (https://www.niagararegion.ca/living/health_wellness/alcohol-substance-use/drugs/opioids.aspx) i.e. EMS responses, Emergency Department visits, suspected drug-related deaths, while providing additional aggregate-level detail to support community partner awareness and decision-making. All data will be presented in aggregate form and continue to follow applicable privacy, confidentiality, and data governance requirements. The report will not contain personal health information or information that could reasonably identify.

In 2027, Public Health staff will launch a public-facing, interactive opioid toxicity surveillance dashboard on Niagara Region's website. The dashboard will include the information currently provided in the sample report.

Until the dashboard is launched, staff will continue to share static surveillance reports with members of Niagara's Community Substance Use Strategy Action Table. Once the dashboard is live, these static reports will no longer be distributed to the Action Table, as the same information will be available on the website at any time.

The dashboard will provide partners and the public with timely access to local information and enable users to explore trends and indicators in a more accessible format. This approach will strengthen transparency, support collaborative decision-making, and inform Niagara's collective response to opioid-related harms.

Respectfully submitted and signed by

Sabrina Piluso, BSc, MA, LSSBB
Director, Health Promotion and Foundational Standards
Public Health and Emergency Services

Memorandum

CWCD 2026-212

Subject: Councillor Information Request – Community Mental Health Program
Annual Reconciliation Return

Date: September 18, 2026

To: Regional Council

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

The purpose of this memo is to respond Councillor request for information made the Audit Committee meeting held on September 14, 2026 regarding Appendix 4, Community Mental Health Program – Annual Reconciliation Return, of Report PHD 6-2026, Approval of Public Health and Emergency Services Program Audits.

1. Pay Equity Reconciliation Report

Staff were asked for clarification regarding the Proxy Pay Equity Reconciliation Report, including whether any pay equity-related liabilities are identified through the report.

The Proxy Pay Equity Reconciliation Report is a standardized template required by Ontario Health as part of the Annual Reconciliation Return and was included within the scope of the audit. Pay equity reporting is not applicable to Niagara Region's Community Mental Health Program, as the program does not receive funding specifically related to pay equity. As a result, no pay equity-related liability is identified or reported for this program.

2. Employee benefits, pensions and related liabilities

Staff were asked whether there are any liabilities arising from employee benefits, pensions, or similar matters that Council should be aware of.

There are no unusual or Community Mental Health Program-specific liabilities arising from employee benefits, pensions, or related matters that require Council's attention. Staff delivering the program are Niagara Region employees and participate in the Region's regular employee benefit and pension arrangements. Related obligations are managed and reported through the Region's corporate financial reporting processes and are subject to the Region's annual financial statement audit.

Respectfully submitted and signed by

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

Memorandum

CWCD 2026-213

Subject: St. Catharines Proposed Site-Specific CIP Update

Date: Friday, September 18, 2026

To: Council

From: Khaldoon Ahmad, Grants and Incentives Manager

The purpose of this correspondence is to update Council on the City of St. Catharines proposed Site-Specific Community Improvement Plan (CIP).

On September 14, St. Catharines Council held a public meeting on report PBS-128-2026 “Community Improvement Plan for Properties of Strategic Importance and Municipal Significance” (Appendix 1).

The report recommended the approval of a CIP for three properties in the City of Catharines, including 142 Queenston Street, and 282-285 Ontario Street (Former GM Site).

Council heard the report, received delegations from the public and property owners, and moved to defer the report to the new Council elected in October 2026.

The Site-Specific CIP proposed two incentives:

1. A Development Charge Deferral of 50% that would be paid post-construction at the Occupancy Stage.
2. An enhanced Brownfield Tax Increment Financing (eBTIF) grant that provides a property tax rebate post-construction on the increase in property taxes. The rebate is between 80% and 100% for 15 years (see Appendix 2).

Relationship to NRIP Brownfield Incentives:

The Niagara Region Incentive Policy (NRIP) includes Brownfield incentive programs that could be applied to the three sites identified in the Site-Specific CIP, as follows:

1. **Niagara Region Large-Scale Brownfield Regional Development Charge (RDC) Grant** – a grant for up to 100% of RDCs payable for properties of 10 or more hectares in a Secondary Plan Area as of 2022.

- Reduction calculated and applied at building permit issuance
 - May be stacked with certain other brownfield incentives (e.g., BTIG)
 - Cannot exceed eligible costs of project
2. **Niagara Region RDC Deferral** – a deferral of up to 100% of RDCs payable until issuance of occupancy permit or five years from execution of deferral agreement with the Region, whichever is earlier
- Minimum of \$250,000 of remediation costs required
3. **Niagara Region BTIG Tier 1** – matching tax increment grant for up to 80% for up to 10 years for eligible brownfield project
- Minimum of \$5 Million in remediation costs
 - Executed agreement between applying municipality and property owner must be in place
 - No remediation is permitted before execution of agreement

How the Regional incentives work with the proposed Site-Specific CIP:

Regional Incentives include a BTIG, a RDC grant, and a RDC Deferral. The Region's programs can be leveraged with the City's incentives to attract redevelopment of these three sites.

However, there is one new provision introduced by the City's report that may make these properties ineligible to receive funding through the Region's BTIG.

The City's report proposes to allow remediation costs incurred up to five years prior to the execution of an agreement between the City and the Applicant to be part of the eligible costs. The City's current 2020 CIP only allows remediation costs incurred after execution of an agreement to be considered eligible. The Region's BTIG program like the City's 2020 CIP also stipulates that only remediation costs incurred after execution of the agreement between the City and the Applicant are eligible. Reasons why these provisions to consider eligible costs incurred only after an agreement is signed include:

- ensuring that incentives are being provided for new work, not work that would have happened without an incentive;
- ensuring that eligible costs conform to identified priorities and current practices and regulatory standards;

- ensuring that consistent monitoring of work and associated costs being incentivized is happening; and
- ensuring that the cost of complex and expensive remediation projects is predictable and aligned with Council direction.

The other two Regional programs that provide an RDC Grant and the RDC Deferral can continue to be leveraged to complement the City's new Site Specific CIP.

Next Steps:

City staff will reintroduce the Site-Specific CIP to the newly elected Council after October 2026.

Respectfully submitted and signed by

Khaldoon Ahmad
Grants and Incentives Manager

Appendices

Appendix 1	PBS-128-2026 Community Improvement Plan for Properties of Strategic Importance and Municipal Significance
Appendix 2	Program Comparison: St. Catharines Proposed Site- Specific CIP and Regional Brownfields Incentive Programs

Report from: Planning and Building Services, Planning Services

Meeting Date: September 14, 2026

Report Number: PBS-128-2026

Subject: Community Improvement Plan for Properties of Strategic Importance and Municipal Significance

Recommendation

That Council **approve** the designation of the lands identified on Appendix 1 as a Strategic Sites Community Improvement Project Area; and

That Council **approve** a by-law to adopt a Strategic Sites Community Improvement Plan, attached as Appendix 2; and

That Council **approve** an amendment to By-law 2020-156 to allow for a Development Charge deferral, attached as Appendix 3; and

Further, that the City Solicitor **prepare** the necessary by-laws and agreements.

Key Facts and Implications

- Policy for a Strategic Sites Community Improvement Plan (Strategic Sites CIP) has been developed to support brownfield development projects in strategic sites in the City.
- Projects located within the Strategic Sites Community Improvement Project Area are eligible to apply for an extended Brownfield Tax Increment Finance (eBTIF) incentive and for a Development Charge (DC) deferral.

Relationship to Strategic Plan

Alignment to Goals of the Strategic Plan:

Economic Prosperity - St. Catharines will maintain and expand as a home to thriving businesses and a diverse and resilient economy

Alignment to Strategic Priority Initiatives:

Economic Prosperity - Community Improvement Plan Implementation

Alignment to Strategic Directions:

Economic Prosperity - Sustain emphasis on attracting, retaining, and expanding businesses

Social Well-Being – Enhance neighbourhoods through regeneration, particularly in the downtown core

Environmental Stewardship - Ensure community planning is consistent with environmental sustainability through compliance with Garden City Plan, Regional Official Plan Amendments and Provincial Policy Statement

Financial Implications

- Under the proposed program, the property owner(s) would pay for the remediation and redevelopment of the lands upfront.
- Should Council approve the Strategic Sites CIP, the eBTIF will operate on a rebate of annual City taxes paid. Once the project is completed, the property owner will pay post-development taxes to the City. A portion (80% or 90%) or all (100%) of the municipal taxes are paid back to the property owner on a "pay-as-you-go" basis for 15 years. The maximum grant value shall not exceed the incentive calculated at the time of application. The incentive value shall not exceed eligible remediation costs incurred by the property owner. The incentive is equal to eligible remediation costs incurred or the calculated incentive value, whichever is less.
- Should Council approve an amendment to the Delegated Authority By-law, the DC Deferral will defer DC payment from before issuance of a Building Permit to the City receiving DC payment prior to issuance of an Occupancy Permit. The DC Deferral program is a deferral rather than a grant program. Therefore, no funds will be paid out to the property owner.

Environmental Sustainability Implications

- The proposed Strategic Sites CIP supports the remediation of brownfield properties.
- The clean-up of these contaminated lands will allow proposed developments to utilize existing infrastructure.
- Adding development onto vacant and underutilized lands contributes to sustainable growth objectives and efficiently uses land and existing service resources.

Operational Implications

The Strategic Sites CIP and DC Deferral will require operational oversight and cross departmental coordination to ensure consistent implementation and communication. The Strategic Sites CIP will be administered by existing staff through coordination between Planning and Building Services, Financial Management Services and Legal and Clerks Services. No additional staffing resources are anticipated at this time.

Previous Council Decisions

Mayoral Decision 2026-10 (Appendix 4) from April 2, 2026, requested the following information:

The creation of a Community Improvement Plan (CIP) framework for properties of Strategic Importance and Municipal Significance to the community.

Report Details

1. Policy and Framework

Background

- City Staff were directed to create the policy framework for financial incentive programs to facilitate the long-term remediation and redevelopment of large, underutilized, and historically vacant properties.
- With this new policy, the following properties are targeted as important sites for municipal support and included in the Strategic Sites CIPA (Appendix 1): 142 Queenston Street, 282 Ontario Street, and 285 Ontario Street.
- These properties are Strategic Site Brownfields. Strategic Site Brownfield are sites containing contamination in the ground due to the operational activities of previous land uses, where the extent of the contamination has potentially rendered the property unsafe, underutilized, vacant, and for which site remediation is required in accordance with a Phase II Environmental Site Assessment (ESA).
- While the City's existing CIPs provide financial incentives for brownfield redevelopment, the properties identified within the Strategic Sites CIPA present redevelopment challenges that are distinct in scale, complexity, and duration.
- These properties comprise large, historically contaminated and underutilized lands where remediation and redevelopment are anticipated to occur over multiple phases and extended timelines. The Strategic Sites CIP is intended to supplement the City's existing CIP framework by providing targeted financial tools appropriate to these exceptional redevelopment circumstances.
- The current property owners did not cause or contribute to the contamination of the lands but they are now responsible for the potential multi-phase development on the lands.
- Property owners seeking to have additional lands included within the Strategic Sites CIPA must demonstrate that the lands exhibit similar characteristics and redevelopment challenges to those identified for 142 Queenston Street and 282–285 Ontario Street. Any expansion of the Strategic Sites CIPA would be subject to Council approval and the applicable statutory process.
- By supporting the clean-up and development of these important sites, the City is encouraging the renewal, rehabilitation, and redevelopment for the purpose of creating safe and pleasant built environments within the community.

Extended Brownfield Tax Increment Finance (eBTIF) Program

- Through Section 28 of the *Planning Act*, municipalities can establish financial incentive programs for a designated CIPA in the form of grants and tax incentives to support redevelopment projects.
- The City's 2020CIP and 2026CIP each contain a BTIF program that provides an annual grant for a period of up to 10 years after project completion.
- For the Strategic Sites CIP, staff propose extended BTIF (eBTIF) payout period to provide an annual grant of 80% rebate on the increase in annual City property

taxes generated by project completion for a period of up to 15 years after project completion.

- The rebate will only be provided after remediation is completed, and once the reassessment demonstrates an increased assessment value.
- By providing an extended grant period of 15 years, the program seeks to support the development of brownfield sites which have remained vacant for years.
- To qualify for the program, the site must be located in the Strategic Sites CIPA, the current owner must not be responsible for the contamination, and a Phase II ESA must identify that the lands require remediation. Program details are fully outlined in the Strategic Sites CIP, attached as Appendix 2.
- The 80% rebate is provided to properties which remediate the site and increase the assessment value of the lands through redevelopment. The 80% rebate may be increased to 90% or 100% by meeting either half or all the criteria determined for accountability measures. Accountability measures ensure that public investments positively benefit the community.
- Accountability measures give the property owner the opportunity to access a larger percentage of a tax rebate by achieving additional priorities beyond the clean-up of contaminated land. These priorities include the provision of affordable rental housing, ground-floor commercial uses, additional land or publicly accessible open space, and achievement of an eligible green building certification.
- The Strategic Sites CIP proposes that property owners may incur eligible remediation costs for up to 5 years prior to making a complete eBTIF application.
- The Strategic Sites CIP proposes an extended remediation timeline of 3 years and an extended redevelopment (construction) timeline of 4 years. Projects located in the Strategic Sites CIPA may also request an extension beyond the seven-year remediation and redevelopment timeline if the project has substantially progressed.

Development Charges (DC) Deferral Program

- Through subsection 2(1) of the *Development Charges Act*, municipalities may by-law impose development charges against land to pay for increased capital costs required because of increased needs for services.
- DCs are paid to the municipality as part of the Building Permit fee process.
- The Development Charge (DC) Deferral Program is intended to reduce financial barriers and allows for the deferral of payable DCs prior to issuance of a Building Permit to be deferred prior to issuance of an Occupancy Permit.
- Staff propose a DC Program which defers 50% of the payable DCs.
- Under this DC Deferral program, DCs will be deferred from prior to issuance of a Building Permit to the issuance of an Occupancy Permit.

2. Analysis of CIP Best Practices in other Municipalities

- City staff conducted a review of CIPs implemented by comparator municipalities, municipalities in the Region of Niagara, and Ontario municipalities with a history

of manufacturing and industrial abandonment. The analysis of the other CIPs can be found in Appendix 10.

- The review indicates that the City's existing brownfield incentives are generally competitive with those offered by comparator municipalities. However, the scale, remediation complexity and anticipated development timelines associated with the Strategic Sites CIPA properties support consideration of an extended incentive period.

3. Analysis of St. Catharines' Existing CIPs

- The City of St. Catharines has an operational 2020CIP and a 2026CIP currently under appeal at the Ontario Land Tribunal.

The 2020CIP contains a Brownfield Tax Increment Finance (BTIF) Program with a 10-year incentive period:

- The BTIF Program is the most substantial incentive provided in the 2020CIP. The program is intended for larger scale, longer term redevelopment projects requiring remediation where the incentive is provided as an annual rebate of 80% of the increase in property tax generated by project completion for up to 10 years after project completion. Where a minimum of 30% of rental dwelling units are provided as affordable rental units, the annual rebate is increased from 80% to 95% of the increase in property tax generated by project completion.
- The minimum requirements to qualify for the 2020CIP program include that on properties 0.4 hectares or greater in size, remediation costs must be a minimum of \$100,000 or 1% of total project costs, whichever is greater; or on properties less than 0.4 hectares in size, remediation costs must be a minimum of \$50,000 or 1% of total project costs, whichever is greater.
- The minimum requirement to qualify for the 2020CIP program also includes achieving a minimum of 50 points on the Project Evaluation System. This criteria includes components that align with the City's community renewal objectives and goals, some of which include density, environmental remediation, affordable rental housing, heritage restoration and conservation, mixed use development, municipal financial benefit, public realm and sustainability initiatives.
- Under the 2020CIP, the maximum BTIF incentive does not exceed the eligible project costs incurred by the property owner.
- The annual rebate is not provided until such time as the project has been completed and all required documentation submitted and verified.

The 2020CIP also contains a Brownfield Tax Assistance (BTA) Program:

- The BTA Program is a tax cancellation provided in the 2020CIP. The program gives up to a 100% rebate on municipal property taxes, for up to a 3-year period.
- The annual rebate is disbursed after completion of the project.
- The BTA incentive is available to properties greater than 0.5 hectares in size.
- Lands subject to a 2020CIP BTIF incentive are not eligible for a BTA incentive. For this reason, brownfield projects choose to apply to the BTIF program instead of the BTA program.

The 2026CIP contains a Brownfield Tax Increment Finance (BTIF) Program with a 10-year incentive period:

- The BTIF Program is the most substantial incentive provided in the 2026CIP. The program is intended for larger scale, longer term redevelopment projects requiring remediation where the incentive is provided as an annual rebate of 80% of the increase in property tax generated by project completion for up to 10 years after project completion. Where a minimum of 30% of rental dwelling units are provided as affordable rental units, the annual rebate is increased from 80% to 95% of the increase in property tax generated by project completion.
- The minimum requirements to qualify for the 2026CIP program include that remediation costs must be greater than \$1,500,000 per hectare.
- The minimum requirement to qualify for the 2026CIP program also includes meeting minimum Green Development Standards and achieving a minimum of 50 points on the Project Evaluation System. This criteria includes components that align with the City's community renewal objectives and goals, some of which include remediation, affordable rental percentage and unit mix, mixed use development, density, and increased property assessment.
- Under the 2026CIP, the maximum BTIF incentive does not exceed the eligible remediation costs incurred by the property owner.
- The annual rebate is not provided until such time as the project has been completed and all required documentation submitted and verified.

Next Steps

- Should the Strategic Sites CIP be adopted by Council, the City will accept eBTIF applications once the project is in compliance with the Official Plan and Zoning By-law.
- Should the amendment to the Delegated Authority By-law be approved by Council, the City will accept DC Deferral applications once the project has submitted a Building Permit application.

Engagement

Public Consultation and Promotion

Posted publicly as part of the City's agenda and report publishing notice processes.

- The *Planning Act* requires that the Ministry of Municipal Affairs and Housing (MMAH) be circulated any proposed CIP for review and comment. Upon review, the MMAH provided comments attached in Appendix 7.
- The City requested that the Niagara Region provide comments due to their experience with providing incentives to complex, multi-phase projects. The Region's comments are attached as Appendix 8.
- July 15, 2026 – Planning Staff met with the property owner of 142 Queenston Street to discuss the financial tools that could support long-term remediation and redevelopment of their property. The property owner's comments are attached as Appendix 5.
- August 24, 2026 – Notice of the Public Meeting was posted in the St. Catharines Standard, encouraging members of the public to provide comments on the

proposed plan via EngageSTC or by email to cip@stcatharines.ca. The public's comments are attached as Appendix 9.

- August 24, 2026 – Notice of the Public Meeting was circulated to the prescribed public bodies.
- September 3, 2026 – The property owner of 282-285 Ontario Street provided comments on the proposed program. These comments are attached as Appendix 6.

Conclusion

- The findings and policy presented in this report fulfill the objectives of Mayoral Directive 2026-10.
- An extended tax increment grant and a DC deferral provide additional support to brownfield projects on large tracts of land that have remained underutilized and vacant for many years.
- If approved, staff will evaluate the effectiveness of the Strategic Sites CIP as applications are received to determine if the program achieves community benefits and manages the City's financial exposure.
- Should the proposed Strategic Sites CIP outlined in this report be approved, the plan will be subject to a 20-day appeal period.

Report Prepared by

Elena Campbell

Community Improvement Coordinator

Report Submitted by

Rojan Mohammadi, MCIP, RPP, PMP

Manager of Community Planning

Report Approved by

Tami Kitay, MPA, MCIP, RPP

Director of Planning and Building Services

Appendices

1. Strategic Sites Community Improvement Project Area
2. Strategic Sites Community Improvement Plan
3. Amendment to Delegation By-law 2020-156
4. Mayoral Decision 2026-10 Direction to Staff - CIP for Sites of Strategic Importance and Municipal Significance
5. Comments from 142 Queenston Street Property Owner
6. Comments from 282-285 Ontario Street Property Owner
7. Comments from the Ministry of Municipal Affairs and Housing
8. Comments from the Niagara Region
9. Comments from the Public
10. Analysis of CIP Practices in other Ontario Municipalities

CITY OF ST. CATHARINES

BY-LAW NO. _____

A By-law to designate 282 Ontario Street, 285 Ontario Street, and 142 Queenston Street as a Community Improvement Project Area.

WHEREAS Section 28(2) of the Planning Act, R.S.O. 1990, c. P. 13 (“the Planning Act”), empowers the council of a municipality in which an official plan is in effect to designate the whole or any part of the municipality covered by the official plan as a community improvement project area;

AND WHEREAS The Corporation of the City of St. Catharines has an Official Plan in effect which covers all of the land within its boundaries and which contains provisions relating to community improvement;

AND WHEREAS Section 28(1) of the Planning Act, defines a “community improvement project area” as “a municipality or an area within a municipality, the community improvement of which in the opinion of council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”;

AND WHEREAS the Council of The Corporation of the City of St. Catharines deems it expedient and in the interest of the municipality to designate the lands hereinafter described as a community improvement project area;

THE COUNCIL OF THE CORPORATION OF THE CITY OF ST. CATHARINES enacts as follows:

1. That pursuant to Section 28 of the Planning Act, the lands municipally known as 282 Ontario Street, 285 Ontario Street, and 142 Queenston Street, as

illustrated on Schedule A attached hereto, be and hereby are designated as a community improvement project area, and to be referenced as the “Strategic Sites Community Improvement Project Area” (Strategic Sites CIPA).

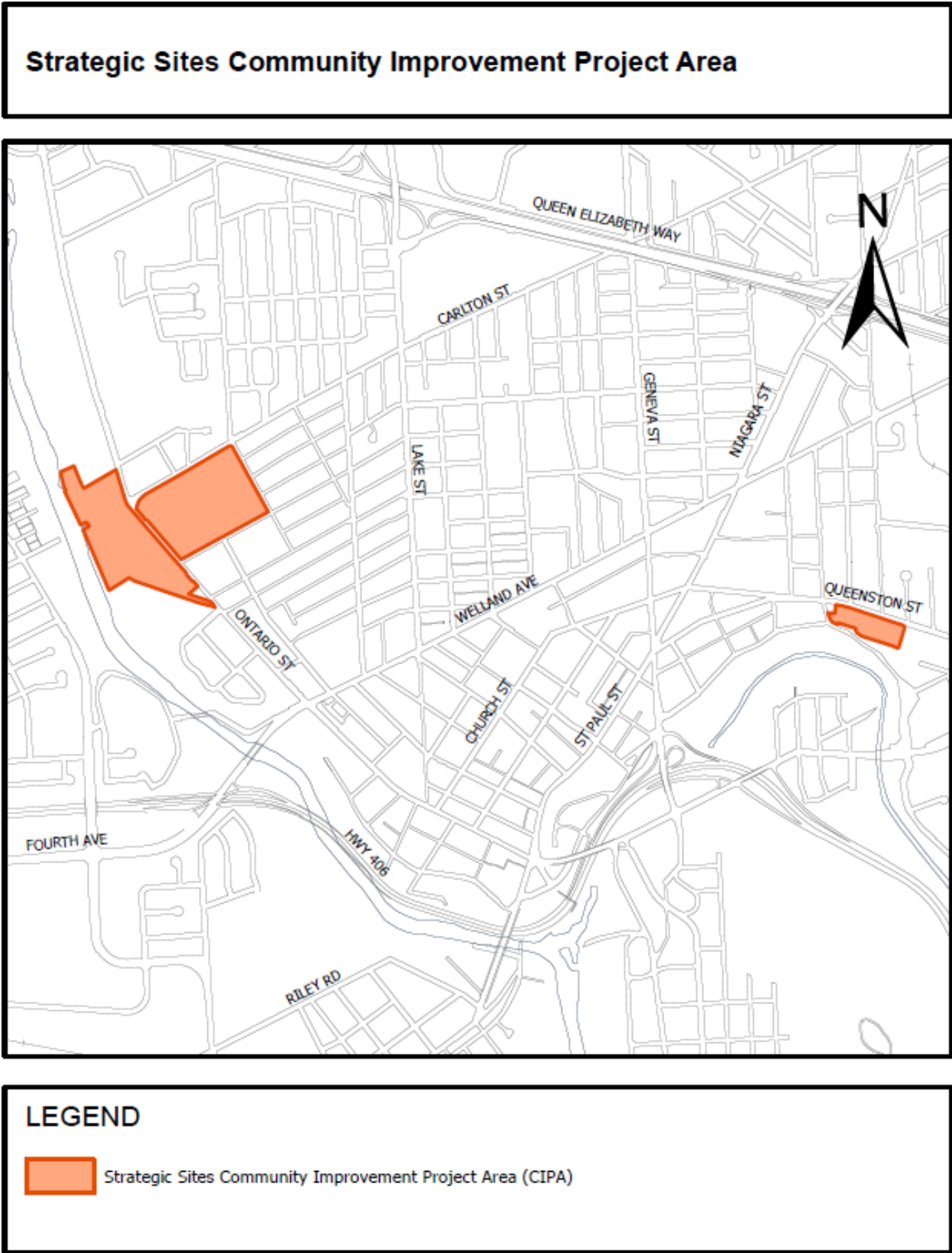
2. That this by-law shall come into force and effect immediately upon its passing.

Read and passed this day of 2026.

CLERK

MAYOR

Schedule A to By-Law No. _____
Passed on the _____ day of _____ 2026.





St. Catharines' Strategic Sites Community Improvement Plan, herein referred to as the Strategic Sites CIP, is an incentive program offered by the City to support the long-term remediation and redevelopment of large, underutilized and vacant properties.

The Strategic Sites CIP offers an extended financial incentive to eligible properties to support private sector remediation and redevelopment of eligible brownfield sites.

Part A: Introduction

Legislative Authority

The legislative authority and process to adopt a CIP and offer grant and tax incentive programs is established under Section 365.1 of the *Municipal Act*, 2001 and Section 28 of the *Planning Act*, 1990, as follows:

Municipal Act, Section 106:

- prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise by engaging in bonusing. However, a municipality's council exercising its authority to implement a community improvement plan under Section 28 of the *Planning Act* is exempt from this section.

Municipal Act, Section 365.1:

- also provides legislation to allow tax assistance specific for brownfield remediation projects in a CIPA.

Planning Act, Section 28:

- where Community Improvement policies are set out in the local Official Plan, the municipality may designate by by-law, a Community Improvement Project Area or Areas (CIPA);
- once a CIPA has been designated, a CIP may be established for the subject area, setting out financial incentive programs in the form of grants and tax incentives to support redevelopment projects;
- total financial assistance made in respect of particular lands and shall not exceed the eligible cost under the City's community improvement plans with respect to those lands and buildings.

Community Improvement Project Area

The Strategic Sites CIP applies to the Strategic Sites Community Improvement Project Area (Strategic Sites CIPA) as established by By-law 2026-_____. The boundaries of the Strategic Sites CIPA are set out on Schedule 1 of this Plan.

Objectives

The objectives of the Strategic Sites CIP policies are:

- a) To support the long-term remediation and redevelopment of large, underutilized and vacant properties;



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

- b) To encourage environmental remediation and sustainable development; and
- c) To encourage the renewal, rehabilitation, or redevelopment of private properties in order to maintain a safe and pleasant built environment within the community.

Part B: Extended Brownfield Tax Increment Finance Program

1. Purpose

The extended Brownfield Tax Increment Finance (eBTIF) Program provides a tax incentive increment-based grant for a period of up to 15 years to help offset eligible remediation costs for redevelopment of large, underutilized and vacant properties which require environmental remediation approved by the Ministry of the Environment, Conservation and Parks (MECP) prior to redevelopment of the property.

2. Eligible Properties

To be eligible for the eBTIF, the property must be a *Strategic Site Brownfield*.

The eBTIF program is available to all remediation projects in the Strategic Sites CIPA.

The current property owner must obtain and complete a Phase II ESA at their own expense. The Phase II ESA must be prepared by a Qualified Person as defined by Ontario Regulation 153/04, as amended, and would identify that a Record of Site Condition (RSC), or other remediation approval by the MECP, cannot currently be obtained for the proposed future use of the property because it does not meet applicable Environmental Protection Act standards.

The historical land use records provided as part of the Phase II ESA must identify that the current property owner seeking financial assistance through the eBTIF program was not the owner of the lands during the period where operational activities caused or contributed to brownfield contamination.

3. Incentive

The eBTIF incentive is provided annually for a period of up to 15 years after project completion. It is given as a grant on a percentage of the increase in annual property taxes generated by project completion.

The grant percentage can be increased by the property owner providing *Accountability Measures*.

Development	Annual Grant as a % of the Tax Increment
Remediation and Redevelopment	80%
Remediation and Redevelopment meeting 2 of 4 Accountability Measures*	90%
Remediation and Redevelopment meeting 4 of 4 Accountability Measures*	100%

*Accountability Measures are set out on Schedule 3.



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

4. Calculating the Incentive Value

The value of the eBTIF incentive under the Strategic Sites CIP is calculated on the *Tax Increment*, being the difference between the submitted estimated municipal property taxes levied generated by project completion and the municipal property tax levied on the property at the time of application.

As per the *Planning Act*, the total of the grants, loans, and tax assistance made in respect of particular lands and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

Under the Strategic Sites CIP, the incentive value shall not exceed eligible remediation costs incurred by the property owner. The incentive is equal to *Eligible Remediation Costs* incurred or the calculated incentive value at the time of application, whichever is less.

Applications are required to submit an estimate, prepared by the Municipal Property Assessment Corporation, which identifies the estimated post-development assessment at time of project completion. This estimate will be used to calculate the municipal property taxes levied generated by the completed project which informs the basis for determining the proposed incentive value request.

The maximum grant value is fixed at the incentive calculated at the time of application. No adjustments will be made for increases from the supplementary assessment. The incentive is only provided once the supplementary assessment demonstrates an increased assessment value. Any decreases in the supplementary assessment at the time of project completion will result in a decrease in grant value.

5. Application Intake

The applicant must be in possession of the lands as the lawful owner of the property prior to submitting an application.

The property owner shall not be in arrears of any property taxes, local improvement charges or any other arrears or charges by the City, Region or the Province.

The property owner may submit an eBTIF application once the proposed project is in compliance with the applicable Official Plan, Zoning By-law, and any other municipal regulations and design standards.

The property owner must provide a detailed development proposal/site plan, itemized estimate of Eligible Remediation Costs, itemized estimate of total project costs, and post-development Municipal Property Assessment Corporation estimate. A Phase I and Phase II ESA, completed at the cost of the property owner, which identifies that an RSC or other remediation approval by the MECP, cannot currently be obtained for the proposed detailed development proposal/site plan must also be provided.

6. Project Approval

City Council is the approval authority for eBTIF applications and funding.

After an eBTIF project has been approved by the municipality, the property owner is required to execute a CIP Agreement with the municipality within 60 days of the date of approval.



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

Only the property owner that has entered into the CIP Agreement with the City will receive the incentive grant under the eBTIF Program. The CIP Agreement may be assigned or transferred to others subject to approval of the City.

The City retains the right to revoke approval for projects which have not entered into an agreement within 60 days from the applicant's receipt of the CIP Agreement.

7. Project Timeline

a) Remediation Period

Prior to remediation, the property owner must provide a remedial work plan or risk management plan that has been prepared by a Qualified Person as defined by Ontario Regulation 153/04, as amended, that has been approved by the MECP necessary to obtain and file a Record of Site Condition (RSC), or to satisfy other remediation approval granted by the MECP, for the proposed use for the property. This remedial work plan shall include a detailed estimate of associated remediation costs.

The remediation stage must be completed within three years of the date of municipal approval.

Projects anticipating submitting an eBTIF application may begin remediation in advance of receiving municipal approval. Remediation costs incurred up to five years prior to making a CIP application are considered eligible costs. Remediation undertaken and costs incurred prior to approval of an eBTIF application are undertaken at the sole risk of the property owner. The incurrence of eligible costs prior to application or approval does not create or imply any entitlement to financial assistance under the Strategic Sites CIP.

After completion of remediation, the property owner must provide detailed proof of payment that identifies eligible remediation expenses. The City reserves the right to audit the cost of project feasibility studies, environmental studies, environmental remediation works, and rehabilitation works that have been approved under the eBTIF program, at the expense of the property owner.

After remediation has been completed, the property owner must provide confirmation that a RSC approved by the MECP has been filed with the Environmental Site Registry for the proposed use of the property, or that other remediation approval has been granted by the MECP in accordance with the Environmental Protection Act.

b) Redevelopment Period

The redevelopment stage of the project must be completed to the satisfaction of the municipality within four years after remediation has been completed. The entire project including remediation and redevelopment must be completed to the satisfaction of the municipality within seven years of entering into the CIP Agreement.

Projects that have substantially progressed are eligible to request a project completion deadline extension beyond the initial four years. Substantial progression includes but is not limited to the following: substantial construction progression demonstrated to the satisfaction of the City, issuance of a superstructure permit, building permit issuance for works above grade,



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

commencement of above grade construction, and other project specific criteria determined with the City.

c) Subsequent Phases

Development projects submitting an eBTIF application may consider applying for funding in phases. Each phase is subject to the timelines in a) and b) above.

Each phase will be subject to an agreement which specifies the eligible project costs, pre-assessment value (at the time of application), and post-development assessment estimate (at the time of application). Additional (new) eligible costs cannot be considered beyond the eligible costs defined in each phase agreement. The maximum grant value is fixed at the incentive calculated at the time of application.

The property owner must demonstrate that the contaminated soil for the appropriate phase has been treated or removed entirely from the property. Proof of payment must be provided to demonstrate that contaminated soil has been treated in-situ or transported and disposed of at a licensed landfill facility.

Actual project costs incurred must be verified upon completion of the appropriate phase before the incentive is paid out.

8. Incentive Commencement

Prior to disbursement of the incentive, the property owner must satisfy all conditions and requirements of this plan and the CIP Agreement, including the following:

- a) all municipal property taxes levied on the property are paid in full;
- b) where the project includes a minimum of 10% affordable rental units which contribute to accessing an increased rebate percentage, the property owner is required to enter into a Core Rental Housing Agreement with the City;
- c) confirmation that the project has been completed in accordance with development plans submitted for the eBTIF approval and that all municipal and agency approvals are obtained and authorization given for occupancy;
- d) submission of an Eligible Costs Form setting out in itemized detail all project costs incurred by the property owner, broken down by components identified in Schedule 2, and must include but is not limited to, detailed invoices, contracts, service /material provider, materials supplied, purchase orders and proof of payment;
- e) declaration of any financial incentives that have been secured, or received conditional approval, for the same project from other government agencies, non-profit groups, or other agencies and associations. The amount, duration and provider of the incentives must be set out in the declaration; and
- f) a Municipal Compliance Audit and confirmation of no tax arrears, outstanding work orders, local improvement charges or any other charges of the City or other agencies, property standards compliance, and may include third party review or audit of eligible project costs at the expense of the property owner.



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

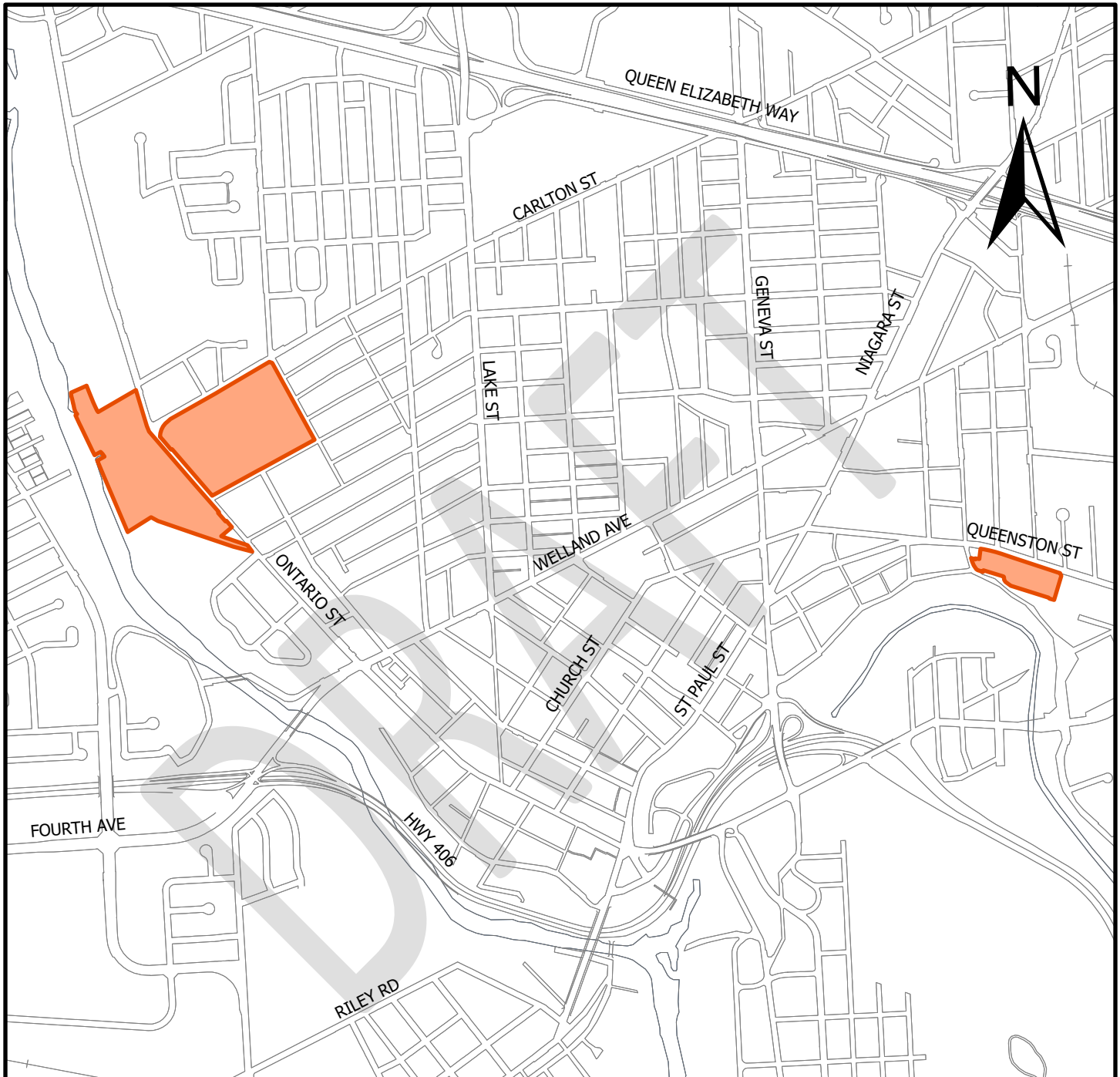
Part C: Implementation and Interpretation

- a) The Plan will be administered by the Planning and Building Services, in conjunction with Financial Management Services and Legal and Clerks Services.
- b) Annual monitoring of the Strategic Sites CIP will be conducted to understand program participation and performance.
- c) Definitions: The following definitions are *italicized* where they appear in the body of the Plan.
 - a. **Accountability Measures** mean additional priorities that allow the property owner the opportunity to access a larger percentage of a tax rebate by achieving additional priorities beyond the clean-up of contaminated land. These priorities include the provision of affordable rental housing, ground-floor commercial uses, additional parkland or publicly accessible open space, and achievement of an eligible green building certification.
 - b. **Eligible Remediation Costs** means the costs set out in Schedule 2.
 - c. **Strategic Site Brownfield** means a site which contains contamination in the ground due to the operational activities of previous land uses, where the extent of the contamination has rendered the property unsafe, underutilized, vacant, and potentially problematic for the surrounding neighbourhood, and for which site remediation is required in accordance with a Phase II Environmental Site Assessment (ESA) prior to redevelopment.
 - d. **Tax Increment** means the difference between property tax assessment at the time of application and the estimated property tax assessment generated by project completion at the time of application.
- d) Revisions:
 - a. Minor revisions to the Strategic Sites CIP are permitted to ensure consistency with the City's Official Plan and Zoning By-law, to clarify program requirements.
 - b. Major revisions will require a formal amendment subject to Council approval. Major revisions include changes to the Strategic Sites CIPA, addition of new programs, and revisions to the incentive values and thresholds.
 - c. Council may remove or cancel a program at any time without an amendment, subject to adequate public notice given prior to removal or cancellation.



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

Schedule 1



LEGEND

-  Strategic Sites Community Improvement Project Area (CIPA)



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

Schedule 2 Eligible Remediation Costs

Only project costs paid for by the property owner who enters into the CIP Agreement are eligible for the incentive.

Eligible Remediation Costs are the costs of any action taken to reduce or manage the concentration of contaminants on the property to permit filing an RSC as approved by the MECP.

Eligible Remediation Costs may be incurred up to 5 years prior to making the Strategic Sites CIP Application are retroactively eligible for the eBTIF incentive.

Eligible Remediation Costs under eBTIF Program include the following remediation related costs:

1. Phase I Environmental Site Assessment
2. Phase II Environmental Site Assessment
3. Risk Assessment/Remedial Work Plan/Risk Management Plan
4. Placing, grading, and compacting of clean fill in accordance with the remedial work plan
5. Removal, treatment, and off-site disposal of contaminated soil/fill
6. Installing, monitoring, maintaining, and operating environmental and engineering control works in accordance with the remedial work plan
7. Environmental insurance premiums



City of St. Catharines STRATEGIC SITES COMMUNITY IMPROVEMENT PLAN

Schedule 3 Criteria for Increased Tax Increment Percentage

If the as-built project proposes and provides a combination of the accountability measures below, the annual rebate percentage will be increased according to Chart 1. The committed accountability measures must be maintained over the duration of the incentive period.

Accountability Measures

a) Affordable Rental Housing

- A minimum of 10% of units rented at an affordable rental rate for a minimum of 15 years.
- An affordable unit meets the definition of affordable as outlined in Section 4.1 of the *Development Charges Act*, 1997.

b) Ground Floor Mixed Use

- A minimum of 50% of the ground floor area is committed to commercial or institutional uses.

c) Additional Land Dedication

- An additional dedication of 50% more land than the parkland conveyance requirement to enhance the public realm.
- Public realm enhancements may include parks or other public recreation facility, or the creation and maintenance in perpetuity of privately owned publicly accessible spaces, to the satisfaction of the City, and secured by any necessary agreements or public access easements.
- The public realm enhancement is required to have a public art component installed in a freely accessible area.
- Public realm enhancements exclude lands within public road right-of-way or private roadway(s), natural hazard lands, and natural heritage lands.

d) Green Building Certification

- Green building certification with one of the following recognized organizations: LEED, BREEAM, Energy STAR Building, or Passive House.

Chart 1

Development	Annual Grant as a % of the Tax Increment
Remediation and Redevelopment	80%
Remediation and Redevelopment meeting 2 of 4 Accountability Measures	90%
Remediation and Redevelopment meeting 4 of 4 Accountability Measures	100%

CITY OF ST. CATHARINES

BY-LAW NO. _____

A By-law to amend By-law No. 2020-156 entitled “By-law to delegate certain powers and duties and to repeal By-law No 2004-277, as amended.”

WHEREAS section 8 of the Municipal Act, 2001, S O 2001, c 25 (the "Act"), provides that the powers of a municipality under the Act are to be interpreted broadly to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS section 9 of the Act provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Act or any other act,

AND WHEREAS section 11 of the Act provides that a lower-tier municipality may provide any service or thing the municipality considers necessary or desirable for the public;

AND WHEREAS section 23.1 of the Act authorizes a municipality to delegate its powers and duties, subject to certain rules and restrictions,

AND WHEREAS subsection 227(a) of the Act provides that it is the role of the officers and employees of a municipality to implement council's decisions and establish administrative practices and procedures to carry out council's decisions,

AND WHEREAS section 270 of the Act requires that each municipality adopt and maintain a policy with respect to the delegation of its powers and duties.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF
ST. CATHARINES enacts as follows:

1. That By-law No. 2020-156, as amended, be and the same is hereby further amended by adding section L29 to Schedule "A" under PLANNING SERVICES, as follows:

Planning Services				
	<u>Subject Matter</u>	<u>Delegated Authority</u>	<u>Delegate</u>	<u>Conditions and Other Requirements</u>
L29	Development Charge Deferrals for developments in the Strategic Sites Community Improvement Area.	Approve development charge deferrals and execute required development charge deferral agreements in accordance with Section 27 of the Development Charges Act for eligible developments in the Strategic Sites Community Improvement Area.	Director of Planning and Building Services and Director of Financial Management Services / City Treasurer	Form of agreement(s) approved by City Lawyer Compliance with Provincial Legislation Compliance with Development Charges By-law No. 2021-140 Compliance with any applicable internal policy respecting development charges

Read and passed this _____ day of _____ 2026.

CLERK

MAYOR



Mayoral Decision

Decision Number: 2026-10

Date: April 2nd, 2026

Subject: Direction to Staff – CIP for Sites of Strategic Importance and Municipal Significance

I, Mat Siscoe, Mayor of the City of St. Catharines, pursuant to Section 284.3 of the *Municipal Act*, hereby direct the Chief Administrative Officer to undertake the following work related to the creation of a Community Improvement Plan (CIP) framework for properties of Strategic Importance and Municipal Significance to the community. This direction is being made in relation to my powers and duties with respect to the City budget.

The purpose of this work is to establish a policy and financial framework to support the long-term remediation and redevelopment of large, underutilized or vacant properties that:

- Are brownfield in nature;
- Have significant environmental remediation requirements;
- Represent long-term redevelopment opportunities that may take many years or decades to fully realize; and
- Have become problematic for surrounding neighbourhoods due to disuse, deterioration, or lack of productive economic activity.

A report to Council should be prepared outlining best practices from other Ontario municipalities that have implemented similar Community Improvement Plans for strategic and significant properties, including:

- Program design
- Types of financial incentives offered
- Governance structures
- Mechanisms used to ensure accountability and public benefit
- Strategies to lessen fiscal impacts on municipal finances

The report should also evaluate the City of St. Catharines' soon-to-be-presented Community Improvement Plan framework and identify potential gaps or limitations in addressing large, long-term brownfield redevelopment sites, including:

- Financial tools currently available
- Maximum incentive thresholds
- Barriers to multi-phase redevelopment projects

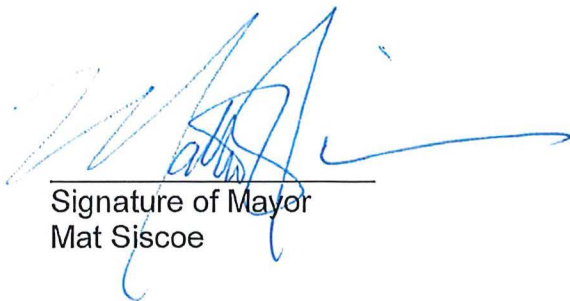
- Opportunities to leverage provincial or federal brownfield programs

The Sites of Strategic Importance and Municipal Significance Community Improvement Plan framework that is developed should include:

- a) Eligibility criteria for properties deemed to be of municipal significance.
- b) Financial tools that could support long-term remediation and redevelopment, including but not limited to:
 - Brownfield Tax Increment Grants (TIGs)
 - Environmental remediation grants
 - Development charge deferrals
 - Municipal fee rebates
 - Infrastructure partnerships where warranted
- c) Mechanisms to support multi-phase redevelopment projects that may occur over extended time horizons.
- d) Accountability measures to ensure that public investments are tied to:
 - Environmental remediation outcomes
 - Incremental tax assessment growth
 - Job creation and economic development
 - Neighbourhood revitalization
- e) Governance mechanisms for Council oversight, including when strategic or significant property CIPs should be considered by Council.

It should also provide a high-level assessment of the potential fiscal implications of implementing such a framework, including:

- Long-term property tax uplift potential
- Economic development impacts
- Estimated municipal exposure



Signature of Mayor
Mat Siscoe

From: [REDACTED]
To: [Campbell, Elena](#); [REDACTED]; [REDACTED]
Cc: [Mohammadi, Rojan](#)
Subject: Re: Queenston - Special SitesStrategic Initiative CIP - July 15
Date: Tuesday, July 21, 2026 4:17:44 PM
Attachments: [image179822.png](#)
[image964688.png](#)
[image533879.png](#)
[image031589.png](#)
[image784805.png](#)

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My list below will ensure 142 Queenston will be a community success !

[REDACTED]

From: Campbell, Elena <ecampbell@stcatharines.ca>
Sent: Tuesday, 21 July 2026 16:11:02
To: [REDACTED]; [REDACTED]; [REDACTED]
Cc: Mohammadi, Rojan <rmohammadi@stcatharines.ca>
Subject: RE: Queenston - Special SitesStrategic Initiative CIP - July 15

This sender is trusted.

Hi [REDACTED],

An older version of the 2020CIP was used for your comparison. Please note this new program will not be amending any existing programs, but a new policy will be created for large sites with long-term remediation.

We will refer to [REDACTED]'s comments and your previous correspondence on the recommendations for the incentive program. Over the next two weeks, if you think of any other specific tools (grants, deferrals, rebates, partnership opportunities, etc.) that can best support the long-term remediation and redevelopment of 142 Queenston, please let us know.

Kind regards,
Elena

Elena Campbell

Community Improvement Coordinator
 Email: ecampbell@stcatharines.ca
 Tel: 905.680.7197

Mail: PO Box 3012, 50 Church Street, St. Catharines, ON L2R 7C2



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From: [REDACTED]

Sent: Friday, July 17, 2026 10:30 AM

To: [REDACTED]; Mohammadi, Rojan <rmohammadi@stcatharines.ca>;
[REDACTED]; Campbell, Elena <ecampbell@stcatharines.ca>

Subject: RE: Queenston - Special Sites Strategic Initiative CIP - July 15

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Can you please send the errors mentioned? I reviewed the comparison and am not able to identify where the inconsistencies are.

Please also refer to my other correspondence provided prior to this going to council.

Thanks,

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]

Sent: Wednesday, July 15, 2026 11:40 PM

To: [REDACTED]; [REDACTED];
Campbell, Elena <ecampbell@stcatharines.ca>; [REDACTED]; [REDACTED]

Subject: Queenston - Special Sites Strategic Initiative CIP - July 15

Hi Rojan and Elena -

Thanks of the call today

As requested, sending items that would really move the needle in our project that should be seriously considered in subject programming -

- Full DC, parkland, local area improvement charge waiver - expand the urban growth area plan
- Exempt all building permit fees - expand the HAF funded BF permit fee waiver program
- Demolition credits don't get assessed until future phases of new building and demolition is complete (it is still ongoing while we are building new)
- Our first four towers (not two) be included in the old BTIF program
- We have provided much documentation that the first phases of our site have been cleaned up, our land use isn't changing and yet we are being forced to not lift the holding provision until RSC is achieved. We don't need an RSC from Provincial perspective, we would achieve it eventually for BTIF
- Very slow approval process for the broken sanitary main in the easement at the rear of the site
 - Consider redirecting HAF, BFF funding to cover temporary relocation costs so our first phase can commence below grade works
 - We've already confirmed that permanent reconstruction of this is for the city's account (again from HAF, BFF funding)

██████████ is checking the feedback he sent on the new CIP is accurate - Elena mentioned our analysis had some error

Cheers - ██████

From: [REDACTED]
To: [Campbell, Elena](#)
Cc: [Kitay, Tami](#); [Mohammadi, Rojan](#); [REDACTED]
Subject: RE: Municipal Support for Sites of Importance
Date: Friday, September 4, 2026 12:09:22 PM
Attachments: [image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)

Good afternoon,

Thank you for providing the opportunity to provide further information regarding the proposed Brownfield Community Improvement Plan and the redevelopment of the property.

Please find below our responses to the questions provided by the City. We have also outlined some of the challenges and considerations that we believe are important when evaluating the appropriate incentives and development timelines for the site.

Given the extent of the remediation required, the phased nature of the proposed development, and current market conditions, we believe that flexibility in the timing and structure of the incentives will be important to successfully move the property toward redevelopment.

Answers:

1. Yes. A 15-year incentive period would materially benefit the project and is more appropriate given the significant remediation costs, extended development timeline, phased nature of the project, and current market conditions. A longer incentive period would provide greater certainty and allow the project to recover a portion of the substantial upfront remediation and development costs over time.

2. No. Given the extent of remediation required, the complexity of the site, market conditions, financing requirements and the anticipated phased development, a fixed seven-year timeline is not considered reasonable. We intend to complete substantial remediation within the first three years; however, certain remediation activities will necessarily be undertaken in conjunction with, or immediately prior to, development of specific areas of the property. The timing of construction will also be dependent on market absorption, financing, approvals and demand.

3. Yes. A 50% deferral would assist in reducing upfront financial barriers. However, given the extraordinary remediation costs associated with the site and current market conditions, a full deferral, reduction or exemption of development charges would provide substantially greater assistance and could accelerate the timing of development.

4. We currently anticipate approximately 3–5 phases of development, although the final phasing will be dependent on market conditions, approvals, financing and absorption.

Phase 1: Complete the development of 10 Pleasant.

Phase 2: Site preparation and development of low-rise residential uses on the east side.

Phase 3: Further development of the east and west portions of the property, including low-rise, mid-rise and commercial uses.

Phases 4–5: Longer-term development of mid-rise and high-rise uses on the west side and along the perimeter of the property.

The objective is to undertake remediation and development in a coordinated manner so that portions of the property can be brought into productive use as soon as reasonably possible, rather than waiting for the entire site to be remediated before development can commence.

5. The primary barrier is the combination of current market conditions and the exceptionally high cost of acquiring and remediating the lands. The remediation costs effectively increase the basis of the property before any development revenue can be generated. This creates a significant financial gap and makes conventional development economics difficult to achieve without meaningful municipal incentives and flexibility.

6. The construction timeline will depend on the type, scale and location of each phase, as well as approvals, financing, market conditions and procurement. As a preliminary estimate, construction of individual phases could take approximately 18–36 months following completion of the required remediation and approvals for that phase. Construction and remediation may also overlap where technically and legally permissible.

7. No. A five-year eligibility period would not adequately align with the anticipated development timeline. Significant remediation costs have already been incurred and additional remediation will continue to be undertaken before and during the development process. Given the size and complexity of the site, certain areas may be remediated well in advance of development due to phasing, market absorption, financing, approvals and other development considerations.

We therefore recommend that eligible remediation costs incurred prior to the CIP application be recognized beyond the proposed five-year period, subject to appropriate documentation and verification. Ideally, eligibility should extend to all reasonable and documented remediation costs incurred from an agreed project commencement date, rather than being restricted to a five-year look-back period.

8. Yes. Given the extraordinary remediation costs and the broader economic and community benefits associated with bringing these lands back into productive use, we would welcome consideration of additional financial and partnership mechanisms. These could include:

- **Direct municipal, regional or provincial grants toward eligible remediation costs;**
- **Cost-sharing or cost-recovery programs for environmental remediation;**
- **Additional development charge reductions, exemptions or deferrals;**
- **Property tax assistance beyond the proposed CIP period;**
- **Municipal infrastructure cost-sharing or front-ending arrangements;**
- **Fee reductions or deferrals associated with planning, development and building approvals;**
- **Assistance in accessing available provincial or federal brownfield funding programs; and**
- **The City/Region exploring whether any contribution or financial participation could be obtained from previous owners or other parties associated with the historical contamination.**

We would also welcome the City's assistance in identifying and coordinating applicable provincial and federal programs, as the successful remediation and redevelopment of the property would provide significant long-term economic, employment, tax-base and community benefits.

Additional Points :

Ask the City to recognize that remediation and development should be allowed to proceed concurrently/phased rather than requiring the entire site to be remediated before any development occurs.....

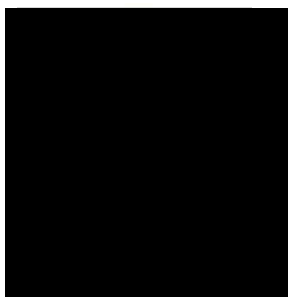
We believe the CIP should recognize that remediation and development will occur on a phased and potentially overlapping basis. Requiring complete remediation of the entire property before development can commence would unnecessarily delay redevelopment, increase carrying costs and potentially make portions of the project economically unviable. Allowing verified remediation and development activities to proceed concurrently, where appropriate and permitted by the applicable regulatory authorities, would accelerate the return of the lands to productive use.

Thank you again for your continued cooperation and consideration. We look forward to working with the City to develop a framework that will allow this property to be successfully remediated and redeveloped while providing meaningful long-term economic and community benefits.

Kind regards,







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From: [Redacted]
Sent: September 3, 2026 4:56 PM
To: Campbell, Elena <ecampbell@stcatharines.ca>; [Redacted]
Cc: Kitay, Tami <tkitay@stcatharines.ca>; Mohammadi, Rojan <rmohammadi@stcatharines.ca>
Subject: RE: Municipal Support for Sites of Importance

Hi Elena,

Through discussions with our consultants, potential JV partners, and the owners, here are the responses your questions below:

Question	Answer
1. The extended Brownfield Tax Increment Finance program is proposed as a 15-year annual incentive. The current incentive period is 10 years, does this extended incentive period benefit the project?	Yes.

2. The development timeline is proposed to be extended to 7 years, being 3 years for remediation and 4 years for construction. Are these reasonable timelines for each phase of the project?	No, they are not considering the amount of remediation needed to be completed and market conditions. We intend to complete substantial remediation within the next 3 years however a portion of the remediation will be completed at the time of development.
3. A development charge deferral of 50% is proposed to shift payment of DCs payable from Building Permit to payment at occupancy. Does this help reduce financial barriers?	Yes, however no DCs would allow for a quicker development considering the market and the site.
4. How many phases of development are expected on the lands?	3-5. The current intention is the complete the development on 10 Pleasant immediately. Secondly, to prepare for low-rise residences on the East side. Thirdly, to prepare the development for low and mid rise as well as commercial on the East and West side. The 4th and 5th stages will be mid-and high rise on the West side and along the parameters.
5. What is the biggest municipal barrier faced when developing brownfield lands?	Current market conditions coupled with a very high cost of land due to the cost of remediation.
6. How long will construction take after in-ground remediation is complete? 7. Currently, the plan is proposed to consider including remediation costs incurred 5 years prior to making a CIP application as eligible costs. Does this 5 year period align with the development timeline?	No, we will require an extension on the 5-year period in order to recover costs that have already been outlaid and to recover costs on areas that have been remediated or will be remediated. However, the development may be after 5 years due to absorption and market conditions.
8. Are there other grants, deferrals, rebates, or partnership opportunities that the City can consider providing to support developing these lands?	Yes, would the city the region, or the province be in a position or have the resources to participate in a percentage of the remedial costs as a grant or as a cost recovery? Is the City in a position to lobby the previous owners for some type of remuneration / financial assistance?

Thank you,

[REDACTED]

**Ministry of Municipal Affairs
and Housing**

Municipal Services Office
Central Region - Planning Branch

777 Bay Street, 16th Floor
Toronto ON M7A 2J3
Tel.: 416 351-8016
Toll Free: 1 833 351-8016

**Ministère des Affaires municipales
et du Logement**

Direction de la planification pour le Bureau
des services aux municipalités du Centre

777, rue Bay, 16^e étage
Toronto ON M7A 2J3
Tél. : 416 351-8016
Sans frais : 1 833 351-8016



September 3, 2026

by email only

Elena Campbell
Community Improvement Coordinator
City of St. Catharines
ecampbell@stcatharines.ca

Dear Elena Campbell,

**Re: MMAH One Window Comments
Draft St. Catharines Strategic Community Improvement Plan
MMAH File: 26-CP-269236**

Thank you for providing the Ministry of Municipal Affairs and Housing (MMAH) with the draft St. Catharines Strategic Community Improvement Plan (CIP) for review.

MMAH understands that the draft CIP proposes to support the long-term remediation and redevelopment of large, underutilized and vacant properties in the City through a tax increment financing program.

We have reviewed the proposed CIP with respect to the legislative requirements of the *Planning Act* and the *Municipal Act*, consistency with the Provincial Planning Statement, 2024 (PPS) and conformity with provincial plans. It is noted that the CIP shared with MMAH is in draft form and the recommendations and comments provided herein are intended to inform the City's further development of the CIP.

General Comments

- A copy of the draft by-law adopting the CIP (s. 28(4) of the *Planning Act*) should be provided to the Ministry.
- It is understood that the by-law designating the subject Community Improvement Project Area (CIPA) in accordance with s. 28(2) of the *Planning Act*, to enable implementation of the CIP, has not yet been adopted. A copy of the by-law adopting the CIPA should also be provided to the Ministry.

Part A – Legislative Authority (page 1)

Consideration may be given to:

- Updating the Legislative Authority section to reference Section 106 of the *Municipal Act*, 2001.
- Clarifying that total financial assistance under applicable community improvement programs cannot exceed eligible costs, consistent with Section 28(7.3) of the *Planning Act*. While the CIP states that the incentive shall not exceed eligible remediation costs, the application of this limitation where multiple incentive programs are involved is not discussed.
- More clearly distinguishing between grants provided through Section 28(7) of the *Planning Act* and tax assistance provided pursuant to Section 365.1 of the *Municipal Act*, 2001. The document references both grant incentives and tax incentives but does not clearly distinguish the legislative authority associated with each tool.

Part B – Extended Brownfield Tax Increment Finance Program

Section 2 – Eligible Properties (page 2)

Consideration may be given to:

- Identifying the criteria, information or documentation that will be used to determine whether the current property owner has caused or contributed to the contamination for which financial assistance is being sought.
- Providing information regarding other applicable municipal and provincial brownfield incentive programs, where appropriate, to assist applicants in understanding the broader range of redevelopment and remediation assistance opportunities that may be available.

Sections 3 and 4 – Incentive and Calculating the Incentive Value (pages 2 and 3)

Consideration may be given to:

- Clarifying whether reassessment delays by MPAC may affect the timing of annual grant payments. The incentive calculation relies upon estimated post-development assessment values and subsequent assessment outcomes.
- Providing additional explanation regarding how grant eligibility and future annual payments would be affected where ownership changes occur following project completion. While the CIP Agreement may be assigned or transferred subject to City approval, the administration of future payments is not described.

Section 5 – Application Intake (page 3)

Consideration may be given to:

- Identifying what constitutes a complete application package for consideration, including the need for a Record of Site Condition or other remediation approval granted by MECP in accordance with the *Environmental Protection Act*.

Section 6 – Project Approval (page 3)

Consideration may be given to:

- Identifying whether unsuccessful applicants may appeal funding decisions and, if so, the process by which appeals will be considered. The CIP identifies Council

as the approval authority but does not establish an appeal process for unsuccessful applicants.

- Clarifying how applications will be prioritized where demand for program funding exceeds available funding.

Section 7 and Schedule 2 – Project Timeline and Eligible Costs (pages 3-4 and 6)

Consideration may be given to:

- Clarifying whether costs associated with monitoring, maintaining and operating environmental and engineering control works remain eligible throughout the life of those works or only during a defined period. Schedule 2 identifies these activities as eligible costs.
- Identifying the information or documentation required to demonstrate "substantial progression" where an extension to redevelopment timelines is requested.
- Establishing criteria for determining when a project is considered "completed to the satisfaction of the municipality" for purposes of remediation and redevelopment milestones.

Section 8 – Incentive Commencement (page 5)

Consideration may be given to:

- Clarifying what constitutes a "portion" of affordable units for the purposes of requiring a Core Rental Housing Agreement.
- Clarifying when a Municipal Compliance Audit or third-party review may be required and how associated costs would be determined.

Schedule 3 – Accountability Measures (page 8)

Consideration may be given to:

- Providing eligibility criteria and evaluation requirements for the Accountability Measures used to increase the annual grant percentage. The CIP identifies affordable housing, ground floor mixed use, additional parkland dedication and LEED certification, however, criteria associated with these measures are not currently established.
- Identifying how compliance with Accountability Measures will be verified for purposes of determining eligibility for the enhanced 90% and 100% grant levels.
- Providing additional explanation regarding how the Accountability Measures support implementation of the Strategic CIP objectives.

Monitoring and Administration

Consideration may be given to:

- Including a monitoring framework identifying how program performance and outcomes will be evaluated and reported. The CIP does not currently contain a monitoring section.
- Including measures to monitor outcomes associated with brownfield remediation, redevelopment activity and affordable housing where applicable.

Conclusion

Thank you for providing the Ministry of Municipal Affairs and Housing with the draft St. Catharines Strategic CIP for review. If you have any questions regarding the above matter, please do not hesitate to contact me by phone at 416-903-0611 or by email at Marc.Mitanis@ontario.ca.

Best regards,

A handwritten signature in black ink, appearing to read 'M. Mitanis', with a stylized flourish at the end.

Marc Mitanis
Team Lead, Community Planning and Development (West)
Municipal Services Office – Central
Ministry of Municipal Affairs and Housing

From: [Vanderlinde, Julianna](#)
To: [Campbell, Elena](#)
Cc: [Mohammadi, Rojan](#); [Ahmad, Khaldoon](#)
Subject: RE: CIP for Sites of Municipal Significance
Date: Friday, July 24, 2026 9:48:34 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

CAUTION: This email originated from outside of City of St. Catharines email system. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Elena,

Thank you for your email. The Region has valued its partnership with the City in providing incentives to transform contaminated sites and we look forward to seeing the City's new policy.

The Regional policy for incentives is the Niagara Region Incentive Policy (NRIP) which provides brownfield incentives through programs identified below. The NRIP is Council approved and currently does not have provisions for site-specific matching.

At this time, the Region is able to participate in supporting brownfield sites in St. Catharines through the following programs:

BTIG Tier 1 and Tier 2

- Matching program with local area municipality's CIP program. Eligibility, Percentage and duration is first determined by local area municipality's CIP program (Region will match up to 80% for 10 yrs)

Brownfield RDC Deferral

- Defers 100% of Regional DCs for eligible brownfield sites until an occupancy permit is issued, or up to 5 years from signing deferral agreement (whichever is earlier)

Large-scale Brownfield RDC Grant

- Provides a grant for Regional development charges for brownfield projects which are greater than 10 hectares in size and are located within a Secondary Plan Area

We are happy to discuss these programs further if necessary. More information about the above programs is available on our website.

<https://www.niagararegion.ca/government/incentive-programs/brownfield-remediation/default.aspx>

Regarding multi-phased developments, we recommend considering the following for TIGs specifically:

- One agreement per phase which specifies the eligible costs, pre-assessment value and year, and estimated post-assessment value for each respective phase.
- Sunset clauses for each phase specified in the agreement (no longer than X

- years per phase to complete the construction and begin invoicing)
- Each phase should have the assessment value of the year the phase starts as its base year.
- Work for all phases should be complete within 15 years (with reasonable flexibility to adjust).
- Grant amount will be calculated in the year that Municipal Property Assessment Corporation (MPAC) adjusts the property assessment upon project completion. If MPAC phases in assessment changes or adds assessment during a year the calculation date will be the date the delivered tax roll returns the full assessment post-construction.
- All grant payments will be fixed, i.e., after determination of the Year 1 grant amount no adjustments made to the calculation for increases in tax rates or assessment values.
- All other grants received (Municipal, Regional, Provincial, Federal) must be deducted from eligible costs before any payments made.
- Actual costs must be verified upon completion of each phase and before pay out.
- Each phase should be subject to the terms/parameters under the current CIP.
- Any proposed changes to the phases must be submitted and approved by the City.
- Additional (new) eligible costs can not be considered beyond the eligible costs defined in each phase agreement.

We are happy to discuss these further as multi-phase projects can be complex to administer. The most important recommendation we would have is to keep detailed records. A lot of confusion can simply arise from lack of records/details on how decisions were made, especially regarding the TIG calculation and eligible costs.

Kind regards,

Julianna Vanderlinde

Program Manager Grants and Incentives
Niagara Region
Infrastructure Planning and Development
Public Works

Office: 905-980-6000 ext. 3386

Toll-free: 1-800-263-7215

niagararegion.ca

From: Campbell, Elena <ecampbell@stcatharines.ca>

Sent: Monday, July 13, 2026 3:50 PM

To: Ahmad, Khaldoon <Khaldoon.Ahmad@niagararegion.ca>; Vanderlinde, Julianna <Julianna.Vanderlinde@niagararegion.ca>

Cc: Mohammadi, Rojan <rmohammadi@stcatharines.ca>

Subject: CIP for Sites of Municipal Significance

**Niagara Region
Security Warning:**

This is an external email, use caution when opening attachments or clicking links

Good afternoon Khal and Julianna,

City staff have been directed to create the policy framework for new financial programs targeted to large sites requiring long-term remediation.

These new financial incentive programs would be site specific. Can you please confirm if the Niagara Region would be open to offering **site specific matching of incentives** for sites of strategic importance and municipal significance in St. Catharines? This would include either matching of the rebates, grant duration, or TIG percentage.

Additionally, given the Region's long history with development projects, do you have any best practices when **supporting multi-phased development projects** that occur over extended time horizon?

I appreciate any consideration towards providing matching and for any advice as we move forward with shaping this new policy. We are still in the early stages of figuring out the parameters so if it is beneficial to meet and discuss, please let me know.

Kind regards,
Elena

Elena Campbell

Community Improvement Coordinator

Email: ecampbell@stcatharines.ca

Tel: 905.680.7197

Mail: PO Box 3012, 50 Church Street, St. Catharines, ON L2R 7C2



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Campbell, Elena

From: [REDACTED]
Sent: Wednesday, August 26, 2026 11:59 AM
To: Campbell, Elena
Subject: RE: CIP for Sites of Importance

CAUTION: This email originated from outside of City of St. Catharines email system. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Elena

I have reviewed the 2026 CIP as well as The Mayor's Decision of April 2nd regarding the two large properties.

Initially, I will keep my comments focused upon the proposed time constraints and phasing of the large sites. However, my comments are greatly influenced by the complexity of the CIP programs. I will explain that later.

A developer (or prospective developer) needs as much certainty of knowing potential costs and income as possible.

For instance, related to the CIP, the developer of the former GM site, following the initial cost of the property, needs to know: g

1. The cost of remediation and the distribution of the costs if the remediation is staged across the site.
2. The potential income for the development on a stage by stage (cash flow) basis.

To start with, unless something magical happens with employment growth, I expect that this site will take at least 10 years and perhaps as much as 25 years to fully develop.

To accomplish that, he/she would likely:

1. Obtain a comprehensive environmental study and develop a remediation plan likely to be completed on a staged basis.
2. Develop a Concept Plan to develop the site on a staged basis
3. Modify the Concept Plan and its staging as well as the Remediation Plan and its staging to suit the market and the cash flow. In other words, the income from the early stages may fund the remediation of the subsequent stages.
4. Because the market is constantly changing, several modifications to the staging (#1, #2 & #3 above) would likely have to be made along the way.

So, if I am right, how does that fit with the CIP incentives?

1. To begin with, a subsidy for developing and modifying the remediation plan is very helpful because that cost is typically not financed and comes from the developer's equity. In my opinion, that cost should be subsidized by the City or Region and paid back through a charge on the developer's portion of the TIF. In simplistic terms, If the remediation plan costs \$200G, the City subsidizes that by \$100G and the developer gets \$100G (+ inflation) less from the tax saving of the first stages. Both the developer and the City win.

2. From that point, here lies a problem – a developer can't commit to a building form until he/she is confident that there is a market for that form at that location. In simple terms, you can't commit to the housing form or timing if there is no market for that form in that location.

Therefore, in my opinion,

- a) **the remediation portion of the CIP must be independent of any other criteria (form, affordable housing component etc.).** See "Simplification of the Remediation TIF" below.

And, because a developer (especially for large sites) is entirely dependant upon the market,

- b) **the timing for the start and completion of each stage (and the TIF) must be flexible – at least 10 years and perhaps 25 years.**

Those two provisions together with the study subsidy should be very helpful in enticing a developer to develop this property.

Now, as promised above, here are some more global comments. Keep in mind, they may seem naive because I was not involved in the intricacies of developing the 2026 CIP program. Nevertheless

1. Confusion of the "Objectives" for the TIFs

There are primarily 3 objectives for CIP TIFs:

- a) **To encourage remediation of contaminated lands to increase assessment - Remediation TIF**
- b) **To encourage development in specific areas – Location TIF**
 - i. the Downtown? **Downtown TIF**
 - ii. the Facer Street neighbourhood **Facer Street TIF**
 - iii. To encourage development in?
- c) **To encourage affordable housing - Affordable Housing TIF**

Through application of the "Project Evaluation System", the objective gets obscured and confusing.

It may be wise to have separate TIFs for each objective. That would give the City more flexibility and fewer complications. And the Objective of each would be clear to the public (including me!). As a bonus, the City could encourage remediation through the Remediation TIFs and then encourage development within that specific area via the Location TIFs. Two TIFs same property!

2. The "message" to the public – The purpose of a TIF

This has bothered me for decades. The public seems to have the impression that CIP TIFs are "grants" or payments to developers and a "cost" to the City and/or to the Region. That is obviously not the case – TIF's are credits towards future taxes earned by developers who increase the value and assessment of the land. The \$ comes from the developer – it doesn't come from the City or the Region.

That main "objective" is not even included in the Introduction or Objectives of the By-law. Indeed, in the June 8 Notice of Passing of By-law 2026-079, it mis-states "Provides a tax increment **grant** for That implies a "gift" to developers. It is no wonder that the public thinks that this is a pay-off to developers.

3. Simplification of the Remediation TIF

The necessity and cost of remediation including the studies are verifiable. If the cost to remediate the GM lands is say, \$10M, the TIF credit would be 50% or \$5M. That could be treated as a credit towards increases of assessment and is finite. For instance, If the assessment of the GM site is doubled simply by remediating it (which I am sure that it would), the taxes would likely double.

The developer would receive the \$5M via a reduction in taxes up to \$5M (perhaps + inflation). There is no need to put a time limit on it or any other conditions (e.g. affordable housing). **Study – Plan – Remediate – Increase Taxes – Credit towards the taxes to \$5M +**

And there is no need to worry about staging. The cost of the staged remediation would be accumulated, and the tax credits would be progressively credited from the increased assessment. Just bookkeeping.

And there is no need to geographically locate a Remediation TIF. A site that needs remediation could be anywhere – it could be a defunct industry, a former service station or even a residential lot with a buried oil tank. The objective and benefits are the same.

4. Location TIF

If the City wishes to encourage development in a certain geographic area, that area could provide a specific TIF amount to that area. The TIF amounts could vary between areas depending upon the City's priorities. For instance, 50% over 10 years for Downtown, 20% over 10 years for Western Hill, 30% over 15 years for Queenston Road area. Etc.

5. The Affordable Housing TIF

- a) It is a very positive move to restrict buildings to contain a maximum of 10% to 15% of affordable housing units. That must be sacrosanct!
- b) Even then I am concerned that projects receiving an Affordable Housing TIF will look and function as “subsidized housing” projects that will negatively affect their neighbourhoods. This has the opposite effect than the intention of the overall CIP program. Once a building looks or operates as a “subsidized housing” project by the public, property values will go down and new development in the surrounding neighbourhood will be deterred. There are good examples of this phenomenon – the most recent one [REDACTED]. Every building must contribute positively to the neighbourhood.
- c) Buildings with subsidized units should not be restricted to specific geographic areas. There is no reason why subsidized units couldn't have been incorporated into the high-end [REDACTED] for instance.
- d) Because of the complexity of the CIP TIF program, it not very applicable to small projects. Applying for and managing a TIF is simply too much work. Therefore, Affordable Housing TIF's benefit large projects over small projects. And large projects are typically apartment buildings. Surely affordable housing should be distributed across all forms of housing – especially Missing Middle Housing. The 10% rule can be adjusted for small projects – for instance 1 subsidized unit in a 4-plex.
- e) I just realized something – a “subsidized unit” would not likely have the same negative connotation as a “subsidized building” or “subsidized project”!
- f) The value of an Affordable Housing TIF can easily be established by applying a set \$ amount to each subsidized unit. For instance –the rental subsidy per year. For instance, if market rent for a 2-bedroom unit is \$2000/month (\$24,000/year), and the subsidized rent is \$1000/month (12,000/year), a tax break of \$12,000/year would be provided to the owner of the building. In effect, the City pays the subsidy through reduced taxes. Just more bookkeeping.

Well, I could go on and on - but I am not sure that I am being helpful. With the approval of the 2026 CIP, the horse is already out of the stable. Nevertheless, perhaps you can get a kernel or two from my

comments that may help? Perhaps at least the narrative can be changed and the Remediation TIFs separated from the rest?

I would be pleased to discuss any of this further with you or others at your convenience.

Cheers,

[REDACTED]

Analysis of Best Practices from other Ontario Municipality's CIPs

Ontario's Provincial legislation enables municipalities to adopt a Community Improvement Plan (CIP). A CIP allows the municipality to offer financial incentive programs to the private sector intended to stimulate investment in projects that support local community renewal objectives and strategies. Many municipalities have adopted CIPs for the purpose of revitalizing downtown areas, environmental remediation, creating affordable rental housing, sustainability, employment generation and industrialization, and overall redevelopment and intensification. A municipality's CIP can either be either City-wide or targeted to specific neighbourhoods and properties.

CIPs include a range of incentive types. These include fee rebates, study grants, improvement grants, tax increment-based grants, conversion grants, development charge grants. A summary of the program design and structured offered in other municipalities is described below:

1. **Study Grant** - a grant to offset the costs of environmental studies on brownfield properties to understand site conditions and extent of remediation needed.
 - Typically, the grant covers 50% of the cost of the environmental study, grants range from \$5,000 to \$50,000.
2. **Tax Increment Grant (TIG)** – an annual grant given as a percentage on the increase in municipal property taxes for a period after project completion. TIG grants can be a fixed percentage or start at a larger percentage with incremental decreases over the grant duration.
 - Increments in other Ontario municipalities range from 50% to 100%.
 - Grant duration in other Ontario municipalities range from 3 to 20 years.
3. **Brownfield Tax Assistance (BTA)** – a cancellation of up to 100% of municipal taxes for the period of remediation and/or redevelopment.
 - Assistance in other Ontario municipalities is provided for up to 3 years.
4. **Municipal Fee Rebate** – reimbursement of Planning and Building Permit fees.
 - Reimbursement of up to 100% in other Ontario municipalities.
5. **Development Charge (DC) Rebate** – rebate or reduction of DCs up to remediation costs.
 - Rebate in other Ontario municipalities range from 25% to 100%.
6. **Development Charge Deferral** – deferral of DCs for sites requiring remediation.
7. **Grant** – a grant provided to encourage a property to file a Record of Site Condition with the Ministry of Environment, Conservation and Parks.
 - Grant in another Ontario municipality covers 50% of costs associated with rehabilitation to a maximum of \$100,000.
8. **Loan** – low-interest loans which support the remediation of sites in strategic commercial districts.
 - Loan in another Ontario municipality is a maximum of \$400,000.
9. **Grant for Not-for-Profits** – grants towards remediating brownfield sites into affordable housing by not-for-profit housing providers.
 - Grant in another Ontario municipality is a maximum of \$200,000.

Municipalities in the Niagara Region (in Alphabetical Order)

Grant Type Municipality	Study Grant	TIG	BTA	Municipal Fee Rebate	DC* Rebate	DC* Deferral	Grant	Loan	Non-Profit Grant
Fort Erie	✓	✓	✓						
Grimsby	✓	✓	✓						
Lincoln		✓							
Niagara Falls	✓	✓							
Niagara-on-the-Lake									
Pelham		✓							
Port Colborne	✓		✓		✓				
Thorold					✓				
Wainfleet									
Welland	✓	✓	✓	✓	✓				
West Lincoln	✓	✓	✓	✓					

DC* stands for Development Charge

Approved Comparator Municipalities (in Alphabetical Order)

Grant Type Municipality	Study Grant	TIG	BTA	Municipal Fee Rebate	DC* Rebate	DC* Deferral	Grant	Loan	Non-Profit Grant
Barrie		✓							
Cambridge		✓			✓				
Guelph									
Kingston	✓	✓	✓						
Kitchener		✓			✓				
Oshawa	✓	✓	✓						
Thunder Bay	✓								
Waterloo		✓							
Windsor	✓	✓	✓		✓				

DC* stands for Development Charge

Industrialized Municipalities (in Alphabetical Order)

Grant Type Municipality	Study Grant	TIG	BTA	Municipal Fee Rebate	DC* Rebate	DC* Deferral	Grant	Loan	Non-Profit Grant
Brantford		✓			✓				
Coburg	✓						✓		
Hamilton	✓	✓				✓		✓	✓
London	✓	✓			✓				
Oakville	✓	✓	✓						
Sault Ste. Marie		✓							
Sudbury		✓	✓						
Timmins	✓			✓					
Toronto		✓	✓						

DC* stands for Development Charge

Program Comparison: St. Catharines Proposed Site-Specific CIP and Regional Brownfields Incentive Programs

City Proposed Site-specific CIP	Regional Brownfields Incentives
Extended Brownfield Tax Increment Financing Grant (eBTIF)	Brownfield Tax Increment Grant (BTIG)

Location

- Sites on Queenston St (142) and Ontario St (282, 285); other sites with similar challenges may be approved by Council
- Niagara Region boundaries

Eligibility and Approval

- Must be in compliance with OP and ZBA, have detailed development proposal/SP, detailed list of remediation and total project costs, MPAC post-development estimate,
- Owner cannot be responsible for contamination, no tax arrears
- City Council approves grant; agreement must be executed within 60 days
- Can be transferred or assigned with City approval
- Must have executed agreement with LAM, complete application including documentation required
- Must have remediation costs over \$5 Million (Tier 1) or between \$250 Thousand and \$4.99 Million (Tier 2)
- Owner cannot have been responsible for contamination nor property be in tax arrears
- Council or designated delegated staff may approve
- Transfer or assignment based on City approval, at discretion of Region

Amount and Duration

- Grant of 80%, increasing to 90% and 100% if half or all of four accountability measures are achieved respectively, for 15 years
- Grant cannot exceed estimate at time of application calculation or eligible remediation costs
- Grant of 80% fixed rate for up to 10 years
- Grant cannot exceed LAM percentage, eligible remediation costs or program caps
- Cap of \$10 Million per year for Tier 1 and \$1 Million per year for Tier 2

Eligible Costs

- Remediation costs, some studies, insurance
- Remediation costs up to 5 years prior to complete application submission permitted
- Remediation costs, some studies and related incurred prior to execution of agreement (there is a list)
- Exceptions include specified costs related to studies, work plans, risk assessments

Timelines and Phasing

- May apply in phases, but Assessment Value, eligible costs, etc. will be determined for each application
- Extended remediation timeline of 3 years and extended redevelopment (construction) timeline of 4 years
- Extensions beyond this seven year timeline may be requested if project has substantially progressed
- Each phase must have its own agreement, with all phases being listed in first agreement
- Sunset clauses will be included in each phase
- Work on all phases to be complete within 15 years

City Development Charge (DC) Deferral

- Deferral of 50% of payable DCs until occupancy permit
- Deferral of up to 100% of RDCs payable until occupancy permit or five years after agreement execution, whichever is earlier

Large-scale Brownfield RDC Grant

- Grant of up to 100% of RDCs payable to brownfield properties greater than 10 hectares within an area subject to a Secondary Plan or Secondary Plan process as of August 25, 2022
- An application is required for each phase of a phased project
- Owner cannot have been responsible for contamination nor property be in tax arrears
- Program under Council review in 2027

AMO

Association of
Municipalities
of Ontario

Watchfile

September 17, 2026



New Resources to Support Voter Turnout

New guides are available for libraries, post-secondary institutions, and municipalities, to support voter turnout in the Ontario municipal election on October 26th.

These free, non-partisan resources were developed by the Democratic Engagement Exchange at TMU in partnership with AMO's Healthy Democracy Project.

[Get the Guides](#)

Province Sends Letter to Municipalities Reinforcing Buy Ontario Requirements

AMO continues to hear from municipalities and industry about implementation challenges, including added time, cost and complexity.

Registration Open for 2027 ROMA Conference

The 2027 ROMA conference is the first opportunity for newly elected officials and new councils to connect with provincial leaders through delegation meetings, network with rural colleagues from across the province, and hear from experts on

More than 98 per cent of municipal procurement for non-construction goods and services was already from businesses with Canadian addresses before the Buy Ontario Act came into effect.

issues impacting Ontario's rural communities.

Early bird rates are in effect until October 30th.

[Read More](#)

[Register Here](#)

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. [Click here for more information.](#)

Canada Expands Regional Tariff Response Initiative

The Government of Canada has increased funding for the Regional Tariff Response Initiative by \$1.5 billion. [FedDev Ontario](#) has details about how business can apply for funding.

Provincial Matters

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.

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](#).
- **Jan 24-26, 2027 - Rural Ontario Municipalities Association Conference**
 - [Reserve](#) your spot and accommodations today. Early bird rates in effect until Oct 30.

[See the Full Event Calendar](#)

LAS AMO Business Services

Blog: Investing in Employee Group Benefits

Employee benefits represent a significant investment for municipalities. Yet for many organizations, the benefit plan tends to get the most attention at one particular time of year: renewal. [Read more](#) in the latest blog written by the LAS Group Benefits program partner, Mosey & Mosey.

Is a Facility Lighting Upgrade in your budget?

Remember to include [facility lighting upgrades](#) in your 2027 budget. With the mercury phase-out underway, some lighting will become obsolete. [Contact us](#) to find out how LAS can help through our turn-key Facility Lighting Service.

MUNICIPAL PARTNERS*

Deadline Extended: IESO Stakeholder Engagement Survey

The Independent Electricity System Operator (IESO) has extended the deadline to provide feedback through their [2026 Stakeholder and Community Engagement Survey](#) until September 18.

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.

ORFA Symposium 2026: Rec Facilities Emergency Management

Strengthen your recreation facility's emergency readiness through two days of expert-led sessions, case studies, and practical learning designed specifically for recreation facility professionals and leaders. [Register here](#) for this hybrid event.

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.

Careers

[City Solicitor - City of Toronto](#). Closing Date: October 9, 2026.

[See More Careers](#)

In Case You Missed It

AMO Analysis on Municipal Election Candidates

With Ontario's 2026 municipal election approaching, new [analysis](#) from AMO provides a snapshot of the candidates, acclamations, gender representation and voting methods shaping this year's municipal elections.

Resources from AMO Conference

[Explore](#) presentations, session recordings and photos to get up to speed on the ideas and discussions that shaped this year's conference.

Our New Job Board is Live!

The [new platform](#) is more streamlined and gives employers and job seekers more control. We have also added the ability to pay using our payment gateway.

[Read More Past Issues](#)



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

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