



# COUNCIL INFORMATION PACKAGE

Friday, June 28, 2024

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## MEMORANDUM

**TO:** Members of Welland City Council

**FROM:** Elizabeth Pankoff, CPA, MBA  
City Treasurer

**DATE:** June 28, 2024

**SUBJECT:** 2024 Budget Debrief Summary - Workshop #2

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### **Background:**

At the June 11, 2024, Council-Staff Workshop #2, Council was provided an overview of Procurement Risk & Best Practices, 2024 Budget Debrief and Process Improvement and Understanding Municipal Debt. During the 2024 Budget Debrief & Suggestions section of the agenda, staff prepared an interactive exercise for members of Council to provide their thoughts on how to improve the 2025 budget process.

Below summarizes Councilor's proposed recommendations received during the workshop. Councilor's proposals differed; however, these suggestions will be reviewed as we approach the 2025 budget process.

### **Pre-30 days**

#### 1. Permissive Grants

- Update the grant policy-No presentations from groups.
- Permissive Grant allocation to Staff. Council to approve budget amount only, staff to allocate funding.
- Council to see the grant applications from the applicant.
- Legacy groups should have requirements. For example, well established, in service for 20+years.
- Include in the policy-Whether funding is being received from other levels of governments.

#### 2. Mayor's Budget

- Key decision units to be included in the mayor's budget.

- Prioritize FTE decision units before the budget.
  - Council to meet with the mayor in advance to compare priorities.
  - Mayor to present a two-year operational budget.
3. Combine project asset categories into one worksheet. Add maps if possible.
  4. User Fees
    - Budget implications for reducing fees for youth services, families, and seniors.
    - Bring User Fees in advance of the budget process.
  5. Service levels identified.

#### **During 30 days**

1. Budget Amendments
  - Get to amendments quickly.
  - Group like amendment together.
2. Maximize the 30-day amendment period if needed.
3. Keep things as is. Keep taxes low. Do not get bogged down.
4. Legacy groups to present their asks only and how the funds will be utilized.

Staff will review all of Council's suggestions to determine which proposals can be implemented for budget year 2025. The remaining recommendations will be considered for future budget years. In addition, a future report will be coming to Council to provide an overview of the 2025 Budget Process at the August 13, 2024, Council meeting.

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**MEMORANDUM**

**TO: Mayor and Members of City Council**

**FROM: Rob Axiak, Chief Administrative Officer, BRLS, MPA**

**DATE: June 28, 2024**

**SUBJECT: CAO Performance Objectives 2024-2026**

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Dear City Council Members,

As Chief Administrative Officer (“CAO”), and in coordination with Mayor, I am pleased to present the **CAO Performance Objectives 2024-2026** (attached), which are designed to advance the mission and vision of the City of Welland in alignment with the [Welland Strategic Plan 2023-2026](#).

On February 20, 2024, I presented the CAO 100<sup>th</sup> Day Report (CAO-2024-01) to Council. As I work closely with the Corporate Leadership Team (CLT) and their respective departments, my primary areas of focus were noted as:

<p><b><u>Relationship Building</u></b> Foster collaborative partnerships with stakeholders, bridge strained relationships, and encourage strengthening relationships with all.</p>	<p><b><u>Operational Efficiencies</u></b> Implement streamlined processes and technological solutions to optimize municipal operations, ensuring cost-effectiveness and delivering high quality services to residents.</p>
<p><b><u>Good Governance</u></b> Uphold accountability, and ethical standards in all decision-making processes while promoting trust and confidence and find new ways to support City Council with decision making.</p>	<p><b><u>Innovation</u></b> Cultivate a culture of innovation by leveraging current talent and emerging creative solutions to address community challenges, with interest in future-readiness.</p>



The key objectives noted in **CAO Performance Objectives 2024-2026** have been carefully crafted to ensure transparency, accountability, and efficiency in our municipal operations, while also fostering a culture of continuous improvement and community engagement.

**Key Objectives and Plans of Action:**

- Advance Corporate Priorities and Alignment with the Strategic Plan
- Improve Workplace Culture
- Assess and Evolve Intergovernmental Alignment
- Enhance the Operational Efficiency and Effectiveness
- Leverage the Strategic direction of Economic Development
- Seek opportunities to Improve Quality of Life for all
- Assess and Evolve Financial Health & Stewardship of the city
- Implement Strategies to Support Growth & Development

**Alignment with Welland Strategic Plan:**

These Performance Objectives are directly aligned with the Welland Strategic Plan 2023-2026, reflecting our commitment to achieving the goals and priorities outlined in the plan. By focusing on these objectives, we aim to enhance the quality of life for all residents (current and in-coming), promote economic prosperity, and ensure the efficient and effective delivery of municipal services. I am committed to ensuring transparency and accountability in all aspects of our operations where possible. Regular updates and progress reports will be provided to City Council and the public to ensure these principles are upheld through rigorous performance assessments and evaluations.

I am confident that by working together, we can achieve our shared vision for the City of Welland and continue to make progress towards a vibrant, prosperous, and sustainable future. I look forward to your support and collaboration as we strive to fulfill these Performance Objectives.

Sincerely,



Rob Axiak,  
CAO

## CAO Performance Objectives 2024-2026

Administered by the Mayor and aligned with the Welland Strategic Plan 2023-2026, the City of Welland Performance Objectives outline Key Objectives, Performance Actions, and expected Outputs for the CAO. Assessment of the plan is to be conducted annually, with periodic adjustments based on both evolving internal and external factors. Alignment with the CAO Performance Objectives is expected for all members of the Corporate Leadership Team (CLT).

Key Objectives	Performance Action	Outputs
Advance Corporate Priorities and Alignment with the <b>Strategic Plan.</b>	<i>Review and integrate Welland Strategic Plan priorities into daily administrative operations.</i>	<ul style="list-style-type: none"> <li>• Update organizational structure through a change management process in alignment with the Strategic Plan.</li> <li>• Advance / develop various HR Policies including compensation and performance management.</li> <li>• Implement a variety of ‘good governance’ strategies and philosophies to improve a seamless integration between the strategic plan and operations / administration.</li> <li>• Develop a set of core KPI’s for Welland for public consumption and tracking.</li> <li>• Implement, report, &amp; publish on actionable objectives as outcomes from the Strategic Plan.</li> </ul>
Improve <b>Workplace Culture.</b>	<i>Assess current workplace culture survey and implement various strategies to advance / improve culture.</i>	<ul style="list-style-type: none"> <li>• Assess strategies implemented on corporate culture and report on outcomes with an emphasis on Empowerment and Accountability throughout all levels of the organization.</li> <li>• Implement strategies to evolve CLT into a high performing executive team.</li> <li>• Address job market salary and wage competitiveness and monitor in relation to recruitment and retention.</li> <li>• Adopt new tools and policies that support an improved workplace culture and update workplace culture survey.</li> <li>• Advance / improve Staff – Council relations through daily interactions and the adoption of specific strategies.</li> </ul>
Assess and evolve <b>intergovernmental alignment</b> with all levels of government	<i>Assess and implement, where possible new initiatives with all levels of government, including other</i>	<ul style="list-style-type: none"> <li>• Leverage all grants and opportunities that come forth from all levels of government.</li> <li>• Improve understanding and seek to educate the community and council on evolving upper levels of government priorities and legislation and prepare where possible for potential change.</li> <li>• Improve relationship with the Region and enhance various CIP programs and align key projects such as the Water Treatment Plant, Landfill site, etc.</li> </ul>

<p>to advance Welland priorities.</p>	<p><i>regional Municipalities in Niagara.</i></p>	<ul style="list-style-type: none"> <li>• Assess opportunities for shared services, where appropriate, with other municipalities within Niagara.</li> <li>• Ensure legislative compliance with all regulatory bodies and develop internal systems to track and manage.</li> <li>• Leverage association participation to create new policy, education and resources, and communications, including but not limited to AMO, CAMA, OMMA, and FCM.</li> </ul>
<p>Enhance the <b>Operational Efficiency and Effectiveness</b> of city operations where possible.</p>	<p><i>Update / create bylaws, streamline city processes, reduce bottlenecks, and optimize regulatory frameworks and maximize resources to ensure a more responsive and efficient municipal administration.</i></p>	<ul style="list-style-type: none"> <li>• Through a best practice review and council participation, update the Procedural Bylaw through the lens of good governance and risk mitigation.</li> <li>• Update the Procurement Bylaw to align with current industry best practices, legislative requirements, and organizational needs, ensuring greater efficiency, risk management, transparency, and accountability in the procurement process.</li> <li>• Develop and implement a comprehensive Delegated Authority Bylaw to ensure clarity, efficiency, and accountability in decision-making processes, thereby empowering designated staff to execute tasks and make decisions in alignment with organizational goals and regulatory requirements.</li> <li>• Develop and implement a comprehensive IT Master Plan that aligns with organizational goals and priorities, enhances operational efficiency and risk mitigation, ensures technological scalability and resilience, and fosters innovation and digital transformation across all departments.</li> </ul>
<p>Leverage the strategic direction of <b>Economic Development</b> for the betterment and prosperity of the city.</p>	<p><i>With a significant emphasis on the Downtown, advance economic development efforts to increase new business investments, and foster economic growth and job creation. Leverage partnerships, workforce development programs, and business expansion initiatives where possible.</i></p>	<ul style="list-style-type: none"> <li>• Attract and secure new business investments within the city, contributing to economic growth and job creation.</li> <li>• Facilitate the creation and retention of jobs through strategic partnerships, workforce development programs, and business expansion initiatives, including initiatives such as the Family Practitioners program.</li> <li>• Achieve a rate of retention and expansion among existing businesses through proactive engagement, addressing challenges, and facilitating growth opportunities.</li> <li>• Foster the growth and sustainability of the small business community by implementing programs that support entrepreneurship, provide resources, and streamline regulatory processes.</li> <li>• Leverage key infrastructure projects that stimulate economic development, such as the development of an industrial park and leveraging the opportunities with the canals (recreational and shipping).</li> <li>• Leverage effective partnerships with local businesses, community organizations, and educational institutions including Niagara College and Brock University.</li> </ul>
<p>Seek opportunities to improve the <b>Quality of Life</b> of all</p>	<p><i>Oversee initiatives to enhance community well-being and engagement by</i></p>	<ul style="list-style-type: none"> <li>• Liaise and leverage the relationship with the Niagara Hospital System to move towards an expanded hospital in Welland through a campus of care model, advocating for the city.</li> </ul>

<p>residents, current and in-coming.</p>	<p><i>fostering partnerships with key stakeholders, developing comprehensive strategies to address key societal issues and update prioritized policies, with a significant focus on finalizing various corporate Plans.</i></p>	<ul style="list-style-type: none"> <li>● In partnership with the Region, develop both short-term strategies (shelters) and long-term solutions (housing) to Homelessness needs in the community including working teams and encampment strategies.</li> <li>● Develop a Partnership Policy and update the community granting program (permissive grants).</li> <li>● Leverage relationship with School Boards as the municipality grows.</li> <li>● Improve Community Engagement strategies and methodology and work towards updating the Advisory Committee model.</li> <li>● Implement Resident Survey on City Services and satisfaction to establish a baseline of data.</li> <li>● Through Community Services, provide a mid-term update to the Parks, Recreation &amp; Culture Master Plan and provide key recommendations on various recreational assets including the Arenas.</li> <li>● Through the leadership of Emergency Services, ensure the Emergency Management plan is updated and aligns with the corporation and that advanced training for members of the EOC is prioritized.</li> <li>● Through Infrastructure Services, complete and launch the Transportation Master Plan inclusive of active transportation requirements.</li> </ul>
<p>Assess and evolve the <b>Financial Health &amp; Stewardship</b> of the city</p>	<p><i>Optimize financial management practices by reviewing and enhancing current systems for alignment and report on overall health of the city.</i></p>	<ul style="list-style-type: none"> <li>● Enhance and evolve the budget process within the parameters of provincial legislation.</li> <li>● Develop a Debt Strategy following best practices and the need to support critical infrastructure.</li> <li>● Complete a Human Resource Planning review forecasting the resource requirements of the city as the city grows and new service expectations emerge in relationship to the budget.</li> <li>● Ensure the Asset Management planning is integrated into the budget process.</li> <li>● Through the CFO, assess the City’s overall financial health inclusive of a review and use of reserve funds.</li> <li>● Implement a Risk Management plan and framework for the corporation.</li> </ul>
<p>Implement strategies to support <b>Growth &amp; Development</b></p>	<p><i>As the City goes through exponential growth, create strategies, and refine processes to support good governance, fiscal awareness and public engagement.</i></p>	<ul style="list-style-type: none"> <li>● Through Development Services leadership, launch the City’s Official Plan with associated public engagement.</li> <li>● Create education, communications and enhance community engagement around the planning process and the need and impacts of growth.</li> <li>● Develop strategies for Council with the changing landscape of Planning &amp; Development inclusive of land use planning principles, the planning process, capacity building and resident information.</li> <li>● Work with various developers on large development projects such as Northern Reach and Empire related to contract execution, incentive programs, DC’s and Cash in Lieu.</li> </ul>

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**MEMORANDUM**

**TO: Welland City Council**

**FROM: Frank Pearson – Manager of Facilities, Operations and Development**

**DATE: June 28, 2024**

**SUBJECT: Memorial Park Pool Opening Update**

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The construction of the new Memorial Park Pool is nearing completion, and the facility will be opened for the 2024 season.

The Community Services Department has developed a phased plan for opening the pool. The Memorial Park Pool will open for the season on July 6, 2024 for public swimming; swimming lessons will start on July 15, 2024; and a Grand Opening Event for the pool is planned for July 29, 2024. This phased approach will ensure the required construction can be completed, that the operations of the facility are understood and work smoothly, and that programming staff can familiarize themselves with the pool requirements for lessons and open swims.

The Community Services Department will be providing notifications and advertisements of the Grand Opening Event and invitations will be provided to all members of Council shortly.

## MEMORANDUM

**TO:** Welland City Council

**FROM:** Dave Steven, Manager of Parks, Forestry & Cemeteries

**DATE:** June 26, 2024

**SUBJECT:** Naming of the Trails Along the Waterway Update

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This memo is a response to staff direction, Council Resolution 19-459 from May 13, 2019, and will provide an update on the notice of motion for naming the trails along the waterway. Back in October 2019, Council requested that staff provide a report on the presentation by Terri Hughes, resident, regarding naming the trail along the waterway.

In 2019, resident Terry Hughes presented to Council on the need to recognize the valuable contribution that former Councillor Joe Spadafora made in the acquisition of the canal lands that have become an asset to the City. Along with the details on what efforts he made in reference to this acquisition, a request was being put forth for some form of symbol to be made by Council and it was suggested to include naming of the trails along the recreational waterway, "The Joe Spadafora Hiking Trails".

In speaking with Mr. Hughes in June 2024, Terry indicated that he was notified by management staff back in 2019 that this request was not able to move forward at that time. Terry did indicate that he would be interested in reopening this request one day, if the opportunity ever presented itself. Mr. Hughes has been provided with a copy of the Municipal Naming/Renaming Policy SER-008-0006 for reference which provides a detailed process for naming City assets after prominent individuals and to connect with staff, should he wish to open this request.

In summary, Council's notice of motion in response to Mr. Hughes presentation to Council has been addressed as the resident has been provided with the necessary details on how to process this request should he wish to pursue it and provide the

necessary documentation in accordance with the policy. Should Mr. Hughes complete the required background work, and submit this information in accordance with the Municipal Naming / Renaming policy, a report for Council consideration will be provided at that time.

**MEMORANDUM**

**TO: Welland City Council**

**FROM: Erin Carl, Supervisor of Festivals and Events**

**DATE: June 28, 2024**

**SUBJECT: Festivals and Events – Summer Update**

This memo is meant to provide Council with an overview of the many exciting events happening on City property for the months of July & August.

The [Festivals and Events Calendar](#) on the City’s website plays a crucial role in promoting community engagement and cultural enrichment. It serves as a platform to highlight a diverse range of events throughout the year in real-time, ensuring that all our residents have ample opportunities for enjoyment and participation. The calendar is updated regularly and includes event descriptions, locations, and special instructions for attendees. Please feel free to share the Festivals and Events calendar with your networks. We look forward to seeing you!

<b>EVENT</b>	<b>EVENT NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
July 1	Canada Day	City of Welland	Merritt Park
July 1	Multicultural Buffet	Sofifran	Market Square
July 3	Music at the Supper Market	City of Welland	Market Square
July 6	CORA Regatta	Central Ontario Rowing Association	WIFC South Course
July 7	Worship On The Water	WellSpring Community Church	Merritt Park Amphitheatre



July 9	Stunt Ventriloquist Show	Welland Public Library	Diamond Trail School
July 10	Music at the Supper Market	City of Welland	Market Square
July 10	Mad Science	Welland Public Library	Seaway Mall Centre Court
July 13	WOD High-Performance Regatta	Western Ontario Division of CKC	WIFC North Course
July 14	Tony Biernacki Sr. Memorial Regatta	Row Ontario/City of Welland	WIFC North Course
July 14	Welland Floatfest	Welland Floatfest	Lincoln Street Docks
July 15	Author Visit: Celia Krampien	Welland Public Library	Seaway Mall Branch Library
July 17	DIY Confetti Shaker Bookmarks	Welland Public Library	Main Branch Library
July 17	Music at the Supper Market	City of Welland	Market Square
July 20 – 21	Row Ontario Provincial Championships	Row Ontario & City of Welland	WIFC South Course
July 24	Music at the Supper Market	City of Welland	Market Square
July 24 – 28	Can American Club Crew Championships	Dragon Boat Canada & City of Welland	WIFC North Course
July 26	Concerts on the Canal	City of Welland	Merritt Park Amphitheatre
July 26 – 28	WOD Trials & Championships	Western Ontario Division of CKC	WIFC South Course
July 27	Summer Family Yoga	Welland Public Library	Seaway Mall Branch Library
July 27	Teen Makeup Tutorial	Welland Public Library	Seaway Mall Branch Library
July 29	Memorial Park Grand Re-Opening	City of Welland	Memorial Park Pool
July 30	Speedo Canadian Summer Championships	Swim Canada	WIFC North Course
July 31	Music at the Supper Market	City of Welland	Market Square

August 3	Peach Festival	City of Welland	Market Square
August 3	Water Lantern Festival	Chippawa Park	Niagara Folks Arts Festival
August 4	Welland Midsummer Swim Classic	Canaqua Sport Inc	WIFC North Course
August 5 – 14	Row Australia Training Camp	Row Australia	WIFC South Course
August 5 – 20	RCA National Team Training Camp	Rowing Canada Aviron	WIFC South Course
August 7	Music at the Supper Market	City of Welland	Market Square
August 9 – 11	Welland Hope Floats Challenge	Alkame Dragon Boat Services	WIFC North Course
August 10 – 11	Welland Afro-Caribbean Festival	Dreammakers Entertainment Inc	Merritt Park Amphitheatre
August 14	Music at the Supper Market	City of Welland	Market Square
August 16	Concerts on the Canal	City of Welland	Merritt Park Amphitheatre
August 17 – 25	Canoe Kayak Canada National Championships	CKC Nationals Host Organizing Committee	WIFC North Course
August 18	St. George Family Day	City of Welland	St. George Park
August 21	Music at the Supper Market	City of Welland	Market Square
August 23	Concerts on the Canal	City of Welland	Merritt Park Amphitheatre
August 28	Music at the Supper Market	City of Welland	Market Square
August 31	Labour Day at the Market	Welland Farmers' Market	Market Square
August 31	Triathlon ON Provincial Championships	Triathlon Ontario	WIFC North Course
August 31 – Sept 1	Welland Salsa & Cumbia Festival	Latin Night Entertainment	Merritt Park Amphitheatre



# Northumberland County Council Resolution

**SENT VIA EMAIL**

**June 21, 2024**

Hon. Justin Trudeau (Prime Minister of Canada)  
Hon. Arif Virani (Minister of Justice and Attorney General of Canada)  
Hon. Doug Ford (Premier of Ontario)  
Hon. Doug Downey (Attorney General of Ontario)  
Hon. Michael Kerzner (Ontario Solicitor General)  
Hon. Phillip Lawrence (Member of Parliament for Northumberland–Peterborough South)  
Hon. David Piccini (Minister of Labour, Immigration, Training and Skills Development and  
MPP for Northumberland-Peterborough South)  
Association of Municipalities of Ontario (AMO)  
Northumberland County's Member Municipalities  
All Ontario Municipalities

**Re: Correspondence, Municipality of St. Charles 'Catch and Release Justice'**

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At a meeting held on June 19, 2024 Northumberland County Council approved Council Resolution # 2024-06-19-438 adopting the below recommendation from the June 4, 2024 Finance and Audit Committee meeting:

**Moved by:** Councillor John Logel  
**Seconded by:** Councillor Mandy Martin

"**That** the Finance and Audit Committee, having considered correspondence from the Municipality of St. Charles regarding 'Catch and Release Justice', recommend that County Council support the correspondence and direct staff to send a copy of this resolution to key stakeholders, including Northumberland County's 7 Member Municipalities."

**Council Resolution # 2024-06-19-438**

**Carried**

If you have any questions regarding this matter, please do not hesitate to contact the undersigned at [matherm@northumberland.ca](mailto:matherm@northumberland.ca) or by telephone at 905-372-3329 ext. 2238.

Sincerely,  
Maddison Mather



Manager of Legislative Services / Clerk  
Northumberland County

# Council Resolution

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Moved By J. Lloyd  
 Seconded By M. Martin

Agenda Item 10 Resolution Number 2024-06-19- 438


Council Date: June 19, 2024

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held June 3, 4 and 5, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Public Works Committee, Item 9.a, 'Radio Communications Tower Project' - Verbal Update – **Held by Councillor Jibb**

**And Further That** the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by \_\_\_\_\_  
 Councillor's Name

  
 Carried \_\_\_\_\_  
 Warden's Signature

Deferred \_\_\_\_\_  
 Warden's Signature

Defeated \_\_\_\_\_  
 Warden's Signature

## Finance & Audit Committee Resolution

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**Committee Meeting Date:** June 4, 2024

**Agenda Item:** 7.c

**Resolution Number:** 2024-06-04- 383

**Moved by:** Martin

**Seconded by:** Ostrander

**Council Meeting Date:** June 19, 2024

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"That the Finance and Audit Committee, having considered correspondence from the Municipality of St. Charles regarding 'Catch and Release Justice', recommend that County Council support the correspondence and direct staff to send a copy of this resolution to key stakeholders, including Northumberland County's 7 Member Municipalities."

**Carried** \_\_\_\_\_

  
Committee Chair's Signature

**Defeated** \_\_\_\_\_

Committee Chair's Signature

**Deferred** \_\_\_\_\_

Committee Chair's Signature

The Corporation of the Municipality of St. Charles  
RESOLUTION PAGE



Regular Meeting of Council

**Agenda Number:** 8.6.  
**Resolution Number** 2024-074  
**Title:** Resolution stemming from February 21, 2024 Regular Meeting of Council - Item 10.1 - Correspondence #23  
**Date:** March 20, 2024

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**Moved by:** Councillor Laframboise  
**Seconded by:** Councillor Pothier

**BE IT RESOLVED THAT Council for the Corporation of the Municipality of St.-Charles hereby supports the Resolution passed by the Corporation of the City of Cambridge on February 13, 2024, regarding catch and release justice;**

**AND BE IF FURTHER RESOLVED THAT a copy of this Resolution be sent to Prime Minister, Justin Trudeau; Minister of Justice and Attorney General of Canada, Arif Virani; Attorney General of Ontario, Doug Downey; Ontario Solicitor General, Michael Kerner; Premier Doug Ford; the Association of Municipalities of Ontario (AMO); our local Member of Parliament (MP); our local Member of Provincial Parliament (MPP); and all Ontario Municipalities.**

CARRIED

  
MAYOR

February 14, 2024

**Re: Catch and Release**

At its Council Meeting of February 13, 2024, the Council of the Corporation of the City of Cambridge passed the following Motion:

**WHEREAS** this council believes that the safety of our community and its protection from crime in all its forms is of utmost importance.

**WHEREAS** our taxpayer-funded judicial system exists to protect the public, who in return for their tax dollars are entitled to a system that works.

**WHEREAS** the number of charges laid for failure to comply with court orders – primarily failure to comply with the terms of a promise to appear, undertaking, recognizance, probation order, or peace bond – are steadily on the rise in the province of Ontario.

**WHEREAS** there has been a notable increase in the number of violent offences committed in the province of Ontario by individuals who are concurrently subject to release orders.

**WHEREAS** the Ontario justice system is backlogged, court systems under strain, and police and prosecutors overwhelmed by their caseloads.

**WHEREAS** we have seen a dramatic lowering of the threshold for release, resulting in violent, serious, or repeat offenders who should by rights have been reasonably detained in custody, released on supervision plans that are increasingly deficient.

**WHEREAS** the general sense among the criminal population is that breaching bail conditions will not result in much by way of consequence for the offender, as evidenced by a clear pattern province-wide of unjustifiable release, a pattern which is bound to continue given insufficient resources to conduct Crown bail reviews, surety bond estreatment hearings, and ensure the subsequent collection of surety bond funds after judgment.

**WHEREAS** a 'catch and release' system constitutes a failure of government to perform a core function of its existence, that being the protection of public safety and that this failure constitutes a clear and present danger to the public.



**WHEREAS** the current hard drug crisis has contributed to a desperate criminal element that is exacting a significant financial and emotional toll on communities across Canada including Cambridge.

**WHEREAS** our police services are being demoralized by expending precious time and resources having to manage the repeated arrests of these habitual criminal offenders within a system that limits their ability to effectively protect the public.


**AND WHEREAS** this ineffective follow-through by our judicial system unfairly erodes the public's trust in our police services, who consequently become the target of frustrated and angry residents who feel they are no longer being protected from crime.

**AND WHEREAS** the increasing erosion of public faith and trust in our judicial system ultimately brings the administration of justice in the province of Ontario into disrepute and leads to a growing feeling amongst residents that they are no longer protected by a system perceived to prioritize the rights and freedoms of the criminal over the rights and safety of themselves and their families.

**NOW THEREFORE BE IT RESOLVED**, that the City Clerk for the City of Cambridge send a letter to the Right Honourable Justin Trudeau, Prime Minister of Canada, the Honourable Arif Virani, Minister of Justice and Attorney General of Canada, Attorney General of Ontario Doug Downey, Ontario Solicitor General Michael Kerzner, the Honourable Doug Ford Premier of Ontario, MP Bryan May, MP Valerie Bradford, MPP Jess Dixon, MPP Bryan Riddell, Police Chief Mark Crowell, Waterloo Regional Police Service, all Ontario Police Associations and Police Departments, Ontario Provincial Police, all Ontario MPPs and MPs, and all municipalities throughout Ontario for their endorsement consideration, requesting additional funding in Ontario's legal system to support a meaningful resistance to the current "catch and release" practice, including hiring sufficient court staff, with a specific focus on additional assistant Crown Attorneys.

Should you have any questions related to the approved resolution, please contact me.

Yours Truly,



Danielle Manton  
City Clerk



Cc: (via email)  
Hon. Prime Minister Trudeau  
Hon. Minister of Justice and Attorney General of Canada  
Attorney General of Ontario  
Ontario Solicitor General  
Hon. Premier Ford  
Ontario Police Associations  
Ontario Police Departments  
Ontario MPPs and MPs  
All Ontario Municipalities



# Northumberland County Council Resolution

**SENT VIA EMAIL**

**June 21, 2024**

Hon. Doug Ford (Premier of Ontario)  
Hon. Peter Bethlenfalvy (Minister of Finance)  
Hon. Paul Calandra (Minister of Municipal Affairs and Housing)  
Hon. David Piccini (Minister of Labour, Immigration, Training and Skills Development  
and MPP for Northumberland-Peterborough South)  
Association of Municipalities of Ontario (AMO)  
All Ontario Municipalities

**Re: Correspondence, Municipality of St. Charles 'Social and Economic Prosperity  
Review'**

At a meeting held on June 19, 2024 Northumberland County Council approved Council  
Resolution # 2024-06-19-438 adopting the below recommendation from the June 4,  
2024 Finance and Audit Committee meeting:

**Moved by:** Councillor John Logel  
**Seconded by:** Councillor Mandy Martin

"**That** the Finance and Audit Committee, having considered the correspondence from  
the Municipality of St. Charles regarding 'Social and Economic Prosperity Review',  
recommend that County Council support the correspondence and direct staff to send a  
copy of this resolution to key stakeholders."

**Council Resolution # 2024-06-19-438**

**Carried**

If you have any questions regarding this matter, please do not hesitate to contact  
the undersigned at [matherm@northumberland.ca](mailto:matherm@northumberland.ca) or by telephone at 905-372-3329 ext.  
2238.

Sincerely,  
Maddison Mather



Manager of Legislative Services / Clerk  
Northumberland County

# Council Resolution

---

Moved By J. Lloyd  
 Seconded By M. Martin

Agenda Item 10 Resolution Number 2024-06-19- 438


Council Date: June 19, 2024

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held June 3, 4 and 5, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Public Works Committee, Item 9.a, 'Radio Communications Tower Project' - Verbal Update – **Held by Councilor Jibb**

**And Further That** the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by \_\_\_\_\_  
 Councillor's Name

  
 Carried \_\_\_\_\_  
 Warden's Signature

Deferred \_\_\_\_\_  
 Warden's Signature

Defeated \_\_\_\_\_  
 Warden's Signature

## Finance & Audit Committee Resolution

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Committee Meeting Date: June 4, 2024

Agenda Item: 7.d

Resolution Number: 2024-06-04- 384.

Moved by: Ostrander

Seconded by: Marth

Council Meeting Date: June 19, 2024

---

"That the Finance and Audit Committee, having considered the correspondence from the Municipality of St. Charles regarding 'Social and Economic Prosperity Review', recommend that County Council support the correspondence and direct staff to send a copy of this resolution to key stakeholders."

Carried   
Committee Chair's Signature

Defeated \_\_\_\_\_  
Committee Chair's Signature

Deferred \_\_\_\_\_  
Committee Chair's Signature

The Corporation of the Municipality of St. Charles  
RESOLUTION PAGE



Regular Meeting of Council

**Agenda Number:** 8.4.

**Resolution Number** 2024-072

**Title:** Resolution stemming from February 21, 2024 Regular Meeting of Council - Item 10.1 - Correspondence #10 and 20

**Date:** March 20, 2024

---

**Moved by:** Councillor Loftus

**Seconded by:** Councillor Pothier

**WHEREAS** current provincial - municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;

**AND WHEREAS** nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly \$4 Billion a year;

**AND WHEREAS** municipal revenues, such as property taxes, do not grow with the economy or inflation;

**AND WHEREAS** unprecedented population and housing growth will require significant investments in municipal infrastructure;

**AND WHEREAS** municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises;

**AND WHEREAS** inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

**AND WHEREAS** property taxpayers – including people on fixed incomes and small businesses – can not afford to subsidize income re-distribution programs for those most in need;

**AND WHEREAS** the province can, and should, invest more in the prosperity of communities;

**AND WHEREAS** municipalities and the provincial government have a strong history of collaboration; **BE**

**IT THEREFORE RESOLVED THAT** the Corporation of the Municipality of St.-Charles requests that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario;

**AND BE IF FURTHER RESOLVED THAT** a copy of this Resolution be sent to Premier Doug Ford; Minister of Finance, Peter Bethlenfalvy; Minister of Municipal Affairs and Housing, Paul Calandra; the Association of Municipalities of Ontario (AMO); the Federation of Northern Ontario Municipalities (FONOM); our local Member of Provincial Parliament (MPP); and all Ontario Municipalities.

**CARRIED**

*Paul Brancaccio*  
MAYOR



# Northumberland County Council Resolution

**SENT VIA EMAIL**

**June 21, 2024**

Hon. Justin Trudeau (Prime Minister of Canada)  
Hon. Sean Fraser (Federal Minister of Housing, Infrastructure and Communities)  
Hon. Doug Ford (Premier of Ontario)  
Hon. Kinga Surma (Ontario Minister of Infrastructure)  
Hon. Paul Calandra (Ontario Minister of Municipal Affairs and Housing)  
Hon. David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South)  
Association of Municipalities of Ontario (AMO)  
Rural Ontario Municipal Association (ROMA)  
Federation of Canadian Municipalities (FCM)  
Eastern Ontario Wardens' Caucus (EOWC)  
Michel Tremblay Acting President and CEO, Canada Mortgage and Housing Corporation  
All Ontario Municipalities

**Re: Correspondence, Hastings County 'Sustainable Infrastructure Funding for Small Rural Municipalities'**

---

At a meeting held on June 19, 2024 Northumberland County Council approved the following Council Resolution # 2024-06-19-438 adopting the below recommendation from the June 3, 2024 Public Works Committee meeting:

**Moved by:** Councillor John Logel

**Seconded by:** Councillor Mandy Martin

"**That** the Public Works Committee, having considered the correspondence from Hastings County regarding 'Sustainable Infrastructure Funding for Small Rural Municipalities', recommend that County Council support the correspondence and direct staff to send a copy of this resolution to key stakeholders."

**Council Resolution # 2024-06-19-438**

**Carried**



**The Corporation of the  
County of Northumberland**

555 Courthouse Road  
Cobourg, ON, K9A 5J6

If you have any questions regarding this matter, please do not hesitate to contact the undersigned at [matherm@northumberland.ca](mailto:matherm@northumberland.ca) or by telephone at 905-372-3329 ext. 2238.

Sincerely,  
Maddison Mather

A handwritten signature in blue ink that reads "M. Mather".

Manager of Legislative Services / Clerk  
Northumberland County



# Council Resolution

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Moved By J. Lloyd  
 Seconded By M. Martin

Agenda Item 10 Resolution Number 2024-06-19- 438


Council Date: June 19, 2024

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held June 3, 4 and 5, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Public Works Committee, Item 9.a, 'Radio Communications Tower Project' - Verbal Update – **Held by Councilor Jibb**

**And Further That** the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by \_\_\_\_\_  
 Councillor's Name

  
 Carried \_\_\_\_\_  
 Warden's Signature

Deferred \_\_\_\_\_  
 Warden's Signature

Defeated \_\_\_\_\_  
 Warden's Signature



**Public Work Committee Resolution**

**Committee Meeting Date: June 3, 2024**

**Agenda Item: 7.b**

**Resolution Number: 2024-06-03- 365**

**Moved by: B. Ostrander**

**Seconded by: J. Logel**

**Council Meeting date: June 19, 2024**

---

"That the Public Works Committee, having considered the correspondence from Hastings County regarding 'Sustainable Infrastructure Funding for Small Rural Municipalities', recommend that County Council support the correspondence and direct staff to send a copy of this resolution to key stakeholders."

**Carried** \_\_\_\_\_  
Committee Chair's Signature

**Defeated** \_\_\_\_\_  
Committee Chair's Signature

**Deferred** \_\_\_\_\_  
Committee Chair's Signature



Office of the Warden, C.A.O. & Clerk  
Hastings County

235 Pinnacle St. Postal Bag 4400,  
Belleville ON K8N 3A9

Tel: (613) 966-1311

Fax: (613) 966-2574

[www.hastingscounty.com](http://www.hastingscounty.com)

April 17, 2024

Honourable Doug Ford, Premier of Ontario  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto ON M7A 1A1

**Delivered via email**

[doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)

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

RE: Hastings County Motion regarding sustainable infrastructure funding for small rural municipalities

Please be advised that Hastings County Council, at its meeting held on March 28, 2024, passed the following resolution:

**WHEREAS** Ontario's small rural municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets including roads and bridges and water wastewater and municipally owned buildings including recreational facilities and libraries;

**WHEREAS** in 2018, the Ontario government mandated all Ontario municipalities to develop capital asset management plans with the stipulation that they be considered in the development of the annual budget;

**WHEREAS** small rural municipalities (of 10,000 people or less) are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone;

**WHEREAS** the only application approved through the recently awarded Housing Accelerator Fund to a small rural municipality was to Marathon Ontario, who received an allocation of \$1.9 million dollars while over \$1.369 billion going to Ontario's large urban centres, resulting in a 0.2% investment in rural Ontario;

**WHEREAS** the Ontario Government has committed \$9.1 billion to Toronto alone to assist with operating deficits and the repatriation of the Don Valley and Gardner Expressway;

**WHEREAS** small rural Ontario cannot keep pace with the capital investments required over the next 20 years unless both the Provincial and Federal Governments come forward with new sustainable infrastructure funding;

**WHEREAS** it is apparent that both the Federal and Ontario Governments have neglected to recognize the needs of small rural Ontario;

**NOW THEREFORE BE IT RESOLVED THAT** Hastings County call on the Ontario and Federal Government to implement sustainable infrastructure funding for small rural municipalities;

**AND THAT** small rural municipalities are not overlooked and disregarded on future applications for funding;

**AND THAT** both the Federal and Ontario Governments begin by acknowledging that there is an insurmountable debt facing small rural municipalities;

**AND THAT** both the Federal and Ontario Governments immediately commission a Working Group that includes a member of the Eastern Ontario Wardens Caucus, to develop a plan on how to deal with the impending debt dilemma;

**AND FINALLY THAT** this resolution be forwarded to The Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada; Michel Tremblay Acting President and CEO, Canada Mortgage and Housing Corporation; The Honourable Doug Ford, Premier of Ontario; The Honourable Kinga Surma, Ontario Minister of Infrastructure; The Honourable Paul Calandra, Ontario Minister of Municipal Affairs and Housing; MP Shelby Kramp-Neuman, Hastings-Lennox Addington; MPP Ric Bresee Hastings-Lennox Addington, AMO, ROMA, FCM, Eastern Ontario Wardens' Caucus and all Municipalities in Ontario.

If you have any questions regarding the above motion, please do not hesitate to contact me directly.

Sincerely,



Cathy Bradley  
Director of Legislative Services

# The Corporation of the Township of Bonnehchere Valley

49 Bonnehchere Street East  
P.O. Box 100  
Eganville, Ontario K0J 1T0

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Phone (613) 628-3101  
Fax (613) 628-1336  
e-mail [annetteg@eganville.com](mailto:annetteg@eganville.com)

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June 24, 2024

Re: Resolution to Support Increase to Infrastructure Funding

At its regular council meeting of June 5, 2024, the Council of the Township of Bonnehchere Valley reviewed correspondence

This letter is to advise that Council voted in support of this correspondence with the following resolution:

**24.094 MOVED BY**  
**SECONDED BY**

**Tracey Sanderson**  
**Brent Patrick**

**WHEREAS** Ontario's small rural municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets including roads and bridges and water wastewater and municipally owned buildings including recreational facilities and libraries; and

**WHEREAS** in 2018, the Ontario government mandated all Ontario municipalities to develop capital asset management plans with the stipulation that they be considered in the development of the annual budget; and

**WHEREAS** small rural municipalities (of 10,000 people or less) are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone; and

**WHEREAS** the Ontario Government has committed \$9.1 billion to Toronto alone to assist with operating deficits and the repatriation of the Don Valley and Gardner Expressway; and

**WHEREAS** small rural Ontario cannot keep pace with the capital investments required over the next 20 years unless both the Provincial and Federal Governments come forward with new sustainable infrastructure funding; and

**WHEREAS** it is apparent that both the Federal and Ontario Governments have neglected to recognize the needs of small rural Ontario; and

**NOW THEREFORE BE IT RESOLVED THAT** Bonnehchere Valley call on the Ontario and Federal Government to implement sustainable infrastructure funding for small rural municipalities;

**AND THAT** small rural municipalities are not overlooked and disregarded on future applications for funding;

**AND THAT** both the Federal and Ontario Governments begin by acknowledging that there is an insurmountable debt facing small rural municipalities;

**AND THAT** both the Federal and Ontario Governments immediately commission a Working Group that includes a member of the Eastern Ontario Wardens Caucus, to develop a plan on how to deal with the impending debt dilemma;

**AND FINALLY THAT** this resolution be forwarded to The Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada; Michel Tremblay Acting President and CEO, Canada Mortgage and Housing Corporation; The Honourable Doug Ford, Premier of Ontario; The Honourable Kinga Surma, Ontario Minister of Infrastructure; The Honourable Paul Calandra, Ontario Minister of Municipal Affairs and Housing; MP Cheryl Gallant; MPP John Yakabuski, AMO, ROMA, FCM, Eastern Ontario Wardens' Caucus and all Municipalities in Ontario.

Carried

I trust you will find this satisfactory, but if you have any questions or comments please feel free to contact the undersigned.

Yours truly,

Annette Gilchrist, CMO., AOMC  
CAO/Clerk/Treasurer  
Township of Bonnechere Valley

cc.

# The Corporation of the Township of Bonnehchere Valley

49 Bonnehchere Street East  
P.O. Box 100  
Eganville, Ontario K0J 1T0

---



Phone (613) 628-3101  
Fax (613) 628-1336  
e-mail [annetteg@eganville.com](mailto:annetteg@eganville.com)

---

June 24, 2024

Re: Resolution to Support Increase to Infrastructure Funding

At its regular council meeting of June 5, 2024, the Council of the Township of Bonnehchere Valley reviewed correspondence

This letter is to advise that Council voted in support of this correspondence with the following resolution:

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**AND THAT** both the Federal and Ontario Governments begin by acknowledging that there is an insurmountable debt facing small rural municipalities;

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Carried

I trust you will find this satisfactory, but if you have any questions or comments please feel free to contact the undersigned.

Yours truly,

Annette Gilchrist, CMO., AOMC  
CAO/Clerk/Treasurer  
Township of Bonnechere Valley

cc.



**CORPORATION OF THE  
TOWNSHIP OF NORTH GLENGARRY**

**Council Meeting**

**Resolution #** 13

**Date:** Monday, June 24, 2024

---

**Moved by:** Jamie MacDonald

**Seconded by:** Carma Williams

**WHEREAS** Ontario's small rural municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets including roads and bridges and water wastewater and municipally owned buildings including recreational facilities and libraries ; and

**WHEREAS** in 2018, the Ontario government mandated all Ontario municipalities to develop capital asset management plans with the stipulation that they be considered in the development of the annual budget; and

**WHEREAS** small rural municipalities (of 10,000 people or less) are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone; and

**WHEREAS** the only application approved through the recently awarded Housing Accelerator Fund to a small rural municipality was to Marathon Ontario, who received an allocation of \$1.9 million dollars while over \$1.369 billion going to Ontario's large urban centers, resulting in a 0.2% investment in rural Ontario; and

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**AND THAT** both the Federal and Ontario Governments immediately commission a Working Group that includes a member of the Eastern Ontario Wardens Caucus, to develop a plan on how to deal with the impending debt dilemma;

**AND FINALLY THAT** this resolution be forwarded to The Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada; Michel Tremblay Acting President and CEO, Canada Mortgage and Housing Corporation; The Honourable Doug Ford, Premier of Ontario; The Honourable Kinga Surma, Ontario Minister of Infrastructure; The Honourable Paul Calandra, Ontario Minister of Municipal Affairs and Housing; MP Shelby Kramp-Neuman, Hastings-Lennox Addington; MPP Ric Bresee Hastings-Lennox Addington, AMO, ROMA, FCM, Eastern Ontario Wardens' Caucus and all Municipalities in Ontario

**Carried**

**Deferred**

**Defeated**

  
\_\_\_\_\_  
Mayor / Deputy Mayor



# THE CORPORATION OF THE TOWN OF COBALT

June 26, 2024

The Corporation of the Township of Harley  
903303 Hanbury Rd  
New Liskeard, ON P0J 1P0

Please be advised that at the Regular Meeting of Council on June 25, 2024, the Town of Cobalt adopted the following resolution:

**RESOLUTION No. 2024-125**

**MOVED BY:** Councillor Wilcox  
**SECONDED BY:** Councillor Starchuk

**WHEREAS** the Public Sector Accounting Board (PSAB) establishes accounting standards for the public sector which must be followed by all Ontario municipalities;

**AND WHEREAS** the Municipal Act, 2001, section 294.1 states that a municipality shall, for each fiscal year, prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments as recommended, from time to time, by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada;

**AND WHEREAS** PS3280 is a new accounting standard covering asset retirement obligations (ARO) that was approved by PSAB in March 2018;

**AND WHEREAS** the standard must be applied by all public sector entities who prepare their financial statements under PSAB, including all Canadian municipalities;

**AND WHEREAS** many small municipalities do not have accountants or engineers on staff to complete the ARO obligations and this major accounting changes will force small municipalities to hire consultants to complete this work and cause a significant financial burden to municipalities;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Town of Cobalt supports the resolutions from the Township of Harley, Coleman Township, Township of Larder Lake, Township of Casey, Township of Hudson & Township of Kerns and hereby calls upon the province of Ontario to provide financial assistance to municipalities to complete the ARO;

**AND FURTHER THAT** a copy of this resolution be forwarded to the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), the Timiskaming Municipal Association (TMA), the Federation of Northern Ontario Municipalities (FONOM) and all municipalities within the District of Timiskaming.

CARRIED

Kind Regards,

Steven Dalley  
Town Manager, Clerk/Treasurer  
Email: [sdalley@cobalt.ca](mailto:sdalley@cobalt.ca)





niagarahealth





## LAND ACKNOWLEDGMENT

Niagara Health is honoured to provide care on lands where Indigenous Peoples have lived for thousands of years with their own unique cultures, identities, traditions and languages. These lands are steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, the Anishinaabe and the Mississaugas of the Credit First Nation. There are many First Nations, Métis and Inuit peoples from across Turtle Island who live and work in Niagara today.

We are committed to listening and learning more about the history and current experiences of Indigenous Peoples and acknowledge our responsibility to take meaningful action towards reconciliation in the healthcare system.



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- 02** 2023-28 Transforming Care Strategic Plan, Vision and Values
- 02** Niagara Health milestones 2023-24
- Putting People First**
  - 05** A year of growth and transformation
  - 08** Niagara Health by the numbers
- Delivering Safe and Quality Care**
  - 10** Honouring Indigenous health practices
- Transforming How We Work**
  - 14** Breaking ground on our future
  - 18** Our Future and Positioning Ourselves for Success
  - 19** Senior leadership
  - 20** Financial overview

# 01

## Message from our **PRESIDENT AND CEO AND BOARD CHAIR**

As we reflect on the past year, it is with gratitude that we share the remarkable progress made in our journey of Transforming Care. This Strategic Plan, built upon the pillars of Putting People First, Delivering Safe and Quality Care, and Transforming How We Work, has guided us through a year of challenges and triumphs.

Putting People First has been at the core of our efforts. In the past year, we took significant steps to strengthen our patient-centred culture. The creation of a dedicated Patient Experience team and the expansion of our Indigenous Health Services and Reconciliation team underscore our commitment to inclusivity and personalized care. We are proud to report the recruitment of 41 permanent full-time physicians, and numerous accolades recognizing our diverse and talented workforce of over 7,300 individuals, including employees, physicians, volunteers, medical learners, students and patient partners.

Our dedication to Delivering Safe and Quality Care has been unwavering. The implementation of inclusive improvements through the Diversity, Equity and Inclusion Committee, alongside the work of the Indigenous Health Services and Reconciliation team, such as a new smudging policy, robust education and training initiatives, and visual representations throughout our sites, exemplifies our commitment to culturally safe care and creating safe spaces.

Transforming How We Work has indeed been a transformative journey, symbolized by the groundbreaking of the South Niagara Hospital in July 2023. This state-of-the-art facility, along with the Marotta Family Hospital and the planned redevelopment of the Welland Hospital, embodies our vision for a regional model of care that ensures co-ordinated and seamless services across Niagara. We heard the importance of healthcare and the delivery of high-quality services across Niagara while discussing our three-site model.

The imminent launch of our new Health Information System in 2024 marks an important stride towards seamless, technology-driven healthcare delivery across all our sites. Despite global health human resources challenges and the lingering effects of the COVID-19 pandemic, our achievement of Accreditation with Exemplary Standing in 2023 reaffirms our position as a leader in healthcare quality and safety.

### **Commitment to high-quality patient care remains our *core priority***

In the past year, in partnership with the Niagara Health Foundation, we have been humbled by the incredible generosity of our community and partners. We are deeply grateful for transformational gifts that have propelled our initiatives forward, such as the historic donation from Greg and Diane Slaight. The naming of the Marotta Family Hospital in St. Catharines was recognition of a generous gift from the Marotta family and the support from the McCall MacBain Foundation led to the creation of the Niagara Health Knowledge Institute, which is already improving access to leading edge care through clinical trials and quality improvement projects.

With the shortage of family physicians in Niagara and across the country, the recent establishment of a Chief of Primary Care role will support more communication and collaboration between the hospital and primary care. It is critical that we lean on one another and work together to

repair our healthcare system. We need to create strong partnerships that will lead to better patient experiences, increased safety for patients transitioning from the hospital back to the community and limit the need for patients to return to the hospital for follow-up care.

Our partnerships with academic institutions, such as Brock University, McMaster University, Niagara College and the University of Niagara Falls Canada, have been instrumental in advancing healthcare education, research and workforce development. These important partnerships continue to enrich our training programs and attract top talent to our organization. Additionally, our strategic collaborations with municipal, provincial and federal partners have strengthened our ability to address community health needs and drive positive change.

Looking ahead, it is clear there is a tremendous amount of work to be done. Yet, we cannot do it alone - it requires every member of the community, primary care providers, healthcare, social and academic partners, and each municipality to work together so everyone can access the right care, at the right time and place with appropriately trained and qualified staff and physicians.

Commitment to high-quality patient care remains our core priority. We are dedicated to building on the successes of this past year, fostering a culture of continuous improvement and serving our community with unparalleled care and compassion.

Thank you for contributing to a healthier Niagara.



**Lynn Guerriero**  
President and CEO

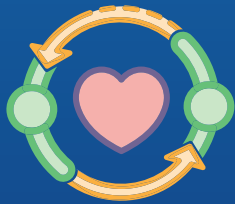


**Marylee O'Neill**  
Board Chair

# 02

2023-28




## Transforming Care STRATEGIC PLAN, VISION AND VALUES



**OUR PURPOSE:**  
Extraordinary Caring.  
Every Person. Every Time.

**OUR VISION:**  
A Healthier Niagara

**OUR VALUES:**

-  Compassion in Action
-  Driven by Optimism
-  Achieving Ambitious Results

### STRATEGIC PILLARS



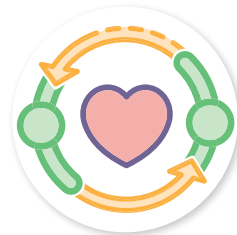
#### PUTTING PEOPLE FIRST

People are the basis of everything we do at Niagara Health – both patients and our team members. Caring for patients is the reason Niagara Health exists. Connecting with our community and building partnerships with other organizations serving our patients help us deliver better care. Nothing can happen without our team.

- **Strengthening** our patient-centred culture
- **Building** an inclusive and collaborative workplace
- **Equipping** our team members with the tools for success

### NIAGARA HEALTH MILESTONES 2023-24

2023



Launch of  
Transforming Care  
Strategic Plan

JANUARY



Launch of  
Indigenous Health  
Services and  
Reconciliation team

JANUARY



South Niagara  
Hospital  
groundbreaking

JULY



Niagara Health  
earns Accreditation  
with Exemplary  
Standing

NOVEMBER



Formation of Patient  
Experience Steering  
Committee

DECEMBER



## DELIVERING SAFE AND QUALITY CARE

Our purpose is clear that every person who comes to Niagara Health should receive the best care, every time. We must use all resources available to us to ensure people can access hospital services when they need them, that these services and experiences are consistent, and that we are always striving to do better.

- **Improving** how patients move across Niagara Health
- **Integrating** data and research
- **Embedding** continuous quality improvement



## TRANSFORMING HOW WE WORK

As the needs of Niagara Health's patients, community and team members change, we must transform how we work. We will become one truly regional system, functioning seamlessly across sites. We are updating our physical structures, including building a new hospital, but we are also changing how we organize ourselves and how we use technology to work together and to serve our patients.

- **Refining** our regional model
- **Implementing** interprofessional team best practices
- **Enhancing** and leveraging technology

## POSITIONING OURSELVES FOR SUCCESS

- Ensuring patients receive the right care based on the best evidence
- Improving communication and connections
- Building interprofessional teams across all parts of Niagara Health
- Facilitating smoother transitions in and out of the hospital

2024



Niagara Health launches three-site model community engagement

FEBRUARY



Niagara Health Foundation has record attendance at annual gala and raises \$624,000

FEBRUARY



Niagara Health celebrates International Women's Day. See back cover

MARCH



Niagara Health Knowledge Institute One-year anniversary Establishment of three bursaries

MAY



Launch of inaugural Indigenous Health Services Plan

MAY



Operation Monarch Hospital Information System Go Live

NOVEMBER



04

Putting  
**PEOPLE  
FIRST**



Niagara Health's Mental Health and Addictions program team is part of the groundbreaking Health Information System project.

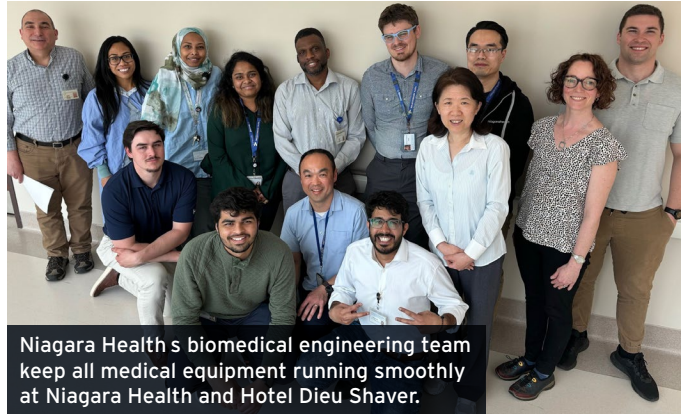


# A year of growth and transformation

As we continue to move past the pandemic and find ways to overcome some of its long-lasting challenges, Niagara Health and hospitals globally continue to struggle with the critical shortage of health human resources. We've been focused on recruiting top talent to enhance patient care and to support our existing teams.

**We believe that every team member should feel supported, valued and engaged**

Niagara Health is strengthening our patient-centred culture, building an inclusive and collaborative workplace and equipping our team members with the tools necessary for success. None of the work to support the delivery of our Transforming Care plan can happen without our team members. In the last fiscal year, Niagara Health has successfully recruited 41 permanent full-time physicians and filled 3,389 positions across the organization. This exceptional growth in our workforce speaks volumes about our commitment to Putting People First and fostering a workplace environment that offers the best opportunities to work with high-performing teams, cutting-edge technology and access to research and resources. The world-class South Niagara Hospital and new Hospital Information System will attract and retain talent who are looking to work in modern state-of-the-art facilities. Renewed attention on enhancing and strengthening our academic partnerships has been instrumental in Niagara Health's growth. We also continue to foster collaboration with professional practice and community organizations to support internationally educated healthcare professionals. Advocacy at all levels of government has been key to the success of many recent improvements to healthcare funding, international education credentialing and employment regulations.




Niagara Health's biomedical engineering team keep all medical equipment running smoothly at Niagara Health and Hotel Dieu Shaver.

Equally important to recruitment and key to Putting People First is the retention of our existing teams. We believe that every team member should feel supported, valued and engaged. It is essential that everyone understands how their individual role contributes to our broader organizational vision and culture. We are investing in the training and development of our team members and reinforcing our commitment to a safe workplace by hosting recognition events for Black History Month, anti-bullying initiatives, acts of kindness challenges and more. Virtual town halls, roundtable education sessions and lunch and learns have opened up important internal conversations and broken down barriers to information sharing across our sites. By creating an environment where team members are engaged and healthy, while simultaneously providing greater access to education and training opportunities for growth and development, we are equipping our teams with the tools for success.

There was much to celebrate in 2023-24, a year of accolades recognizing our diverse and talented workforce of approximately 7,300 staff, physicians, volunteers and patient partners. Our teams have always put patients first and that is why at Niagara Health, Putting People First is more than just a strategic goal – it is a priority woven into the very fabric of our workplace culture.

## RECRUITMENT AT NIAGARA HEALTH

 **923**  
New team members hired

 **3,389**  
Positions filled internally

 **41**  
Permanent full-time physicians recruited

 **26%**  
Reduction in vacancies

 **2,100+**  
Student placements in clinical and clinical-support programs

 **22**  
Job fairs attended



Expansion of wellness initiatives such as our BeWell program saw

**19,000 interactions and requests for wellness services from staff and physicians**



From left: Phillip Valvasori, Manager, Patient Partnerships and Relations, and Robert Cosby, Director, Patient Experience stationed a Patient Experience engagement booth at the Marotta Family Hospital.

## NEW PATIENT EXPERIENCE TEAM

As part of Niagara Health's ongoing commitment to transforming care, patient experience was identified as a strategic priority. In June 2023, Niagara Health named its first Director of Patient Experience and later added two new roles to the team, Patient Experience Co-ordinator and Senior Patient Experience and Engagement Specialist.

A milestone in the Patient Experience team was the development of the Patient Experience Steering Committee, established in December 2023. The Steering Committee, which includes representation from staff, a physician and patient partners, will co-design a patient experience framework using a health equity approach. A key component of the Patient Experience portfolio is gathering feedback from patients and families. In August 2023, our modernized patient experience survey launched and we began emailing survey links to patients who received care in the Emergency Departments, inpatient acute units, pediatrics and Women, Babies and Children's Health unit. We have received more than 2,500 responses and continue to create more opportunities for patients to opt-in to this survey.

The Patient Experience team also supports the compliment and concerns processes, the Essential Care Partner program and the 50+ patient partners in the Niagara Health Engagement Network. As we reimagine Patient Experience at Niagara Health, the team will continue to partner with staff and physicians, patients, families and the community.

\*Current as of March 31, 2023

## LISTENING AND TAKING ACTION

Niagara Health is committed to engaging with and listening to staff and physicians to ensure they are part of decisions that make our hospitals a great place to work.

With the current global shortage of healthcare workers, Niagara Health has been looking for innovative ways to attract and retain top talent, ready to meet the region's future healthcare needs. By establishing a two-way conversation between leadership and team members, many new initiatives, policies and workplace improvements have been made. To date, these include staff and physician recommendations for additional rounding and facetime with leaders, free massage therapy and staff wellness rooms, new 24-hour food and beverage options, food trucks and culinary pop-ups, improvements to scheduling, lactation pods and more.

Building off the success of this initial conversation, Niagara Health decided to further commit to a listening culture with the creation of NH Engage - a dedicated space to support internal engagement, where ideas are encouraged and feedback is always welcome.

### PROJECT SEARCH

Niagara Health welcomed three new team members in January, whose presence at the Marotta Family Hospital in St. Catharines marked the start of an important relationship. The trio were students from École secondaire catholique Saint-Jean-de-Brébeuf in Welland, participating in Project SEARCH, a program that prepares young people living with developmental and learning challenges for the labour market by immersing them in in-demand jobs with a leading community organization. The students worked alongside Niagara Health team members in Environmental Services and Dietary Services. This was the first Project SEARCH program in Niagara, and due to its success Niagara Health is exploring the possibility of increasing the number of future placement opportunities.





## AND THE WINNER IS....

Niagara Health hosts annual awards ceremonies to celebrate the extraordinary achievements and hardworking members of our team. The Awards of Excellence honour staff, physicians, volunteers and students in 11 categories, who help foster a compassionate and innovative work environment. During National Nursing Week, the Excellence in Nursing Awards recognize outstanding nurses across nine categories, acknowledging the work of our 2,700 nurses and their critical role in high-quality patient care. Additionally, the Interprofessional Practice Awards celebrate the collaborative efforts of healthcare professionals, with the 2023 ceremony recognizing 16 individuals and two teams for their contributions to enhanced patient care through best practices and innovation.



## NURSE MENTORSHIP

Registered Practical Nurse Carolle Vaillancourt and Registered Nurse Angela Crane have no shortage of practical tips to help nurses enhance patient care. They shared those skills with their colleagues at Niagara Health as clinical coaches with the Clinical Scholar Coaching Program, a six-month pilot funded by the Ministry of Health to support newly graduated nurses, internationally educated nurses, nurses looking to upskill and those transitioning into the workforce. Clinical coaches supported hundreds of nurses in that time on strategic priorities, including falls prevention, sepsis management, pressure injury prevention, responsive behaviours and anything else identified by nurses in a clinical area.

## LACTATION PODS

In response to feedback received directly from staff and physicians, Niagara Health is working to better support and promote breastfeeding and the expression of breastmilk by healthcare workers, learners, volunteers, patients and visitors. In February 2024, we installed three lactation pods for team members who need to breastfeed or express breastmilk on the job and prefer a private space to do so. The pods are available at the Niagara Falls, Marotta Family and Welland hospitals.



## EXTRAORDINARY US: BUILDING BRIDGES THROUGH MENTORSHIP

In March 2023, Fiona Peacetull and Kayleigh Iyrer sat next to each other as strangers in a hospital conference room. Moments later, Peacetull, Executive Vice-President of Human Resources, and Iyrer, a Quality and Patient Safety Specialist, were paired together in Extraordinary Us, a professional growth and developmental mentorship program that Niagara Health launched in 2023. It provides staff and physicians with professional development, focused goal setting, methods for navigating and accessing resources and networking opportunities. Eleven people were matched with mentors. March 2024 saw the second cohort of Extraordinary Us begin, which runs until September.



# 08

## Niagara Health BY THE NUMBERS

Niagara Health is a regional healthcare provider with multiple sites and a growing network of community-based and virtual services.

We believe that every person in our region deserves to live every day of their life in the best health possible. As a community-based academic centre, our focus on teaching and learning, research, innovation and partnership propels us to continually improve care and make a difference in people's lives.

Our team is made up of approximately 7,300 staff, physicians and volunteers who we count on to deliver Extraordinary Caring. Every Person. Every Time. Our Accreditation with Exemplary Standing is a clear demonstration of our team's commitment to the highest safety and quality standards.

We provide a full range of acute care hospital services to 450,000 residents across the Niagara region, and we are one of the few hospitals in Ontario that own and operate a long-term care facility.

### NIAGARA HEALTH TEAM

APPROXIMATELY  
**7,300**

Staff, physicians, and volunteers



**2,700**  
Nurses



**600**  
Physicians



**85%**  
Of workforce  
is female

### STRATEGIC PLAN PROGRESS UPDATES

We are pleased to see a positive increase in staff and physician engagement with a record response from more than 2,400 team members to our latest employee survey in 2023.

**8**

Virtual town halls

**5**

Education roundtables

**5**

Diversity, Equity and Inclusivity  
lunch and learns

### EXTRAORDINARY US



From left: Extraordinary Us mentorship program participants, Dr. Anhar Alhussaini, Cardiology Department physician and Lynn Guerriero, President and Chief Executive Officer.

#### MENTORSHIP PROGRAM

**20**

Total team members  
(10 dyads) in 2023

**30**

Total team members  
(15 dyads) in 2024

### MCMASTER UNIVERSITY, NIAGARA REGIONAL CAMPUS

Niagara Health is part of a network of community teaching hospitals affiliated with McMaster University's Michael G. DeGroote School of Medicine, Niagara Regional Campus.

The Niagara Regional Campus (NRC) welcomes 32 undergraduate medical students in August of each year for its three-year MD program who participate in clinical placements across Niagara Health sites, as well as community clinics. The NRC also hosts three post-graduate programs in General Surgery, Family Medicine and Family Medicine/Emergency Medicine.

Since its inception in 2008,  
the NRC has graduated approximately

**446 medical learners**

**35**

Undergraduate learners  
completed training and  
practice in Niagara

**64**

Post-Graduate Residents  
have stayed or returned  
to Niagara to practice



### BURSARY PROGRAM

The Niagara Health Bursary Program was unveiled in 2023, awarding grants of up to \$2,000 to access learning opportunities to upgrade skills and professional designations, including registered practical nurse to registered nurse bridging. Other areas of study pursued by bursary recipients include project management, French as a second language, and quality and patient safety. Interest in the program was so high in its inaugural year that Niagara Health doubled the initial funding to \$60,000 from \$30,000. Niagara Health has currently allotted \$30,000 for grants up to \$1,000 in 2024.



**36**

Staff and physicians  
received bursary support



## CARE BY NUMBERS

**1,507**

Hip and knee replacement surgeries

**3,343**

Babies born

**17,207**

MRI scans

**2,213**

Heart investigation unit procedures

**6,306**

Cataract surgeries

**74,482**

Ultrasound exams

**798**

Stroke care inpatients

**656**

Cardiac care inpatients

**1,804**

Children's care admissions



**FIRST TIME**  
leadership status



## WALKER FAMILY CANCER CENTRE

The Walker Family Cancer Centre (WFCC) is located in the Marotta Family Hospital and provides compassionate cancer care close to home for patients and families across the Niagara region.

As part of the Hamilton Niagara Haldimand Brant (HNHB) Regional Cancer Program, WFCC works in partnership with the Juravinski Cancer Centre and other partner hospitals to deliver high quality patient-centred care.

**78,450**

Oncology visits

**22**

Clinical trials with  
**148** participants

**26,141**

In-person and virtual visits in the medical oncology program

Average of **344** patients treated weekly with IV systemic therapy

### ENGAGING OUR COMMUNITY

**11**

Community Engagement sessions



**34,800**

Followers across all social channels

**2,939,146**

Social media content views

**220,579**

Engagements with social media content

**190,462**

Video views

### TRAINING



**100% Completion**

Cultural Humility training

New Leadership Diversity, Equity and Inclusivity training

San'yas Indigenous Cultural Safety Course by leadership

### INVESTMENTS IN WELL-BEING

**443**

Team members completed the Working Mind training

### Y@HOME

Provides Niagara Health teams and their families access to 24/7 health and wellness programs.

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## niagarahealth foundation

This past year the Niagara Health Foundation experienced remarkable success, driven by the generosity of our donors. One of our significant accomplishments was securing a third MRI for Niagara, enhancing our diagnostic capabilities and working to reduce wait times. This achievement reflects the community's unwavering support and commitment to advancing healthcare in our region, ensuring better outcomes for all.



"Thank you for your kindness and unwavering support. Your generosity is simply remarkable and will ensure that our community receives the exceptional care it deserves."  
*Andrea Scott, President and CEO*

In 2023-24, the Niagara Health Foundation proudly committed over \$40 million to Niagara Health, funding the purchase of urgently needed patient-care equipment. This achievement was made possible by the generosity of donors in our community. Thanks to your support, we can provide essential resources for improved patient care.

Here are some examples of critical items your contributions have helped secure:

**5**

NICU Cribettes

**12**

Bronchoscopes

**4**

Transport patient monitors

**17**

Neonatal vital sign monitors





# Honouring Indigenous health practices



Niagara Health's commitment to improving patient care is at the core of everything we do. The Indigenous Health Services and Reconciliation (IHSR) team is prioritizing culturally respectful care to improve healthcare experiences for Indigenous patients and families. The team's work is a reminder of the importance of cultural understanding and inclusivity in creating a welcoming and positive healthcare experience for everyone.

Since early 2023, the IHSR team has been at the forefront of planning and implementing practices that promote a culturally safe environment, aligning with the pillars of our Transforming Care Strategic Plan.

This team encourages inclusivity, equity and compassion throughout the organization. They don't just identify priorities, they act on them, working to make sure every Indigenous patient's healthcare journey is met with understanding and respect. One of their initiatives was the creation and implementation of a new smudging policy within Niagara Health. This policy allows for the sacred practice of smudging, a practice involving the burning of sage and sometimes other sacred medicines, to be performed within our hospital walls.

But their work doesn't stop there. The team has been instrumental, with guidance from the Indigenous community, in supporting and training our staff and physicians on cultural humility and unconscious biases. Through education and awareness, they are creating a more culturally supportive environment for all patients, recognizing that systemic changes can sometimes be met with challenge and discomfort.



Indigenous Health Services and Reconciliation team.

For Indigenous seniors and those in palliative care, we recognize the importance of honouring cultural needs during sensitive times. The ability to connect with culturally supportive, traditional practices through the IHSR team, community partners and elders provides a patient-led approach to their care plan. During childbirth, those in the Women, Babies and Children's Health unit use their training and education to provide seamless transfer of care from Indigenous-trained midwives into Niagara Health.

## HEALING IS NOT JUST PHYSICAL BUT ALSO *spiritual*

We understand the value in a holistic approach to care, and that is why we make Indigenous-led healing sessions available, providing comfort and relief to patients and families. And to further strengthen community ties, we organize traditional Indigenous activities for both the community and our Niagara Health team to participate in, fostering understanding and solidarity.

At Niagara Health, we believe that providing culturally safe care isn't just a goal; it's a responsibility. Our journey has just begun as we look at the IHSR team to lead engagement, which will provide guidance on hospital priorities identified by the community. We will implement Indigenous-led, culturally inclusive policies and system transformations that prioritize access to traditional medicines and ceremonial practices within the healthcare setting. As we forge ahead, we invite you to join us in building an Indigenous-led future where healthcare is a beacon of compassion, equity and inclusivity for all members of our community.

### TRADITIONAL MIDWIFE PROGRAM

To better meet the needs of our Indigenous patients and families while demonstrating our commitment to put people first, the Indigenous Health Services and Reconciliation team has been working to increase access and integration with the Six Nations Traditional Midwife Program. Onkwehon:we midwifery care is based on respect for all life and birth as a profound and sacred part of life. Nurturing this relationship has enhanced the care for our Indigenous families and has provided care that compliments and aligns with their personal beliefs and customs.

“

I'm extremely grateful for the smudging and the medicines I had no other access to.

- Patient

ADVANCING SAFE AND QUALITY CARE THROUGH DIVERSITY, EQUITY AND INCLUSION

To support the delivery of safe, quality care for patients and families, we have introduced a variety of programs, policies and initiatives at Niagara Health over the past year, including Indigenous cultural safety training, an inclusive recruitment process, an educational bursary program, a diverse mentorship program and supportive programming for internationally educated nurses.



**87**

Smudge requests received



“

When I arrived at the Emergency Department, I was treated with nothing but welcoming smiles, support and respect from the moment I arrived until my discharge a few hours later. As a retired nurse, I felt safe and listened to by all members of my healthcare team.

- Kristyn W.S., patient



## ENHANCEMENTS IN THE EMERGENCY DEPARTMENT PSYCHIATRIC EMERGENCY RESPONSE TEAM

We recognize the growing mental health pressures facing communities in Niagara and are committed to providing effective solutions to meet those challenges. Over the past year, the reorganization of Niagara Health's Psychiatric Emergency Response Team (PERT) program included several enhancements such as the appointment of a manager to oversee the program, and the creation of a dedicated area in our Emergency Department. With seven private care areas, this space supports PERT treatments that are administered by a mental health and emergency department nurse and pharmacy technician.

## REDUCING EMERGENCY DEPARTMENT PRESSURES

Niagara Health has a growing network of community-based services that help to address pressures on Emergency Department (ED) capacity by encouraging patients to receive care in the most appropriate setting within their communities.

We have a number of innovative strategies to help manage the influx of patients and streamline visits to the ED, such as the virtual urgent care service that enables patients to make an online appointment with a nurse practitioner and the Familiar Faces program, which identifies and creates care plans for frequent visitors to the ED.

With the return of our Fit2Sit program, we are improving ambulance offload delays through a partnership with Niagara EMS, which, if condition allows, permits patients to be taken to a chair to sit upright in the ED and be monitored closely until they can be seen by a doctor or nurse.

Niagara Health continues to work with our regional and provincial partners, including the Niagara Ontario Health Team - Équipe Santé Ontario Niagara, to develop solutions to optimize healthcare capacity and timely access to care.

## NIAGARA HEALTH ENGAGEMENT NETWORK

Niagara Health is fortunate to work alongside more than 50 patient partners who volunteer their time to co-create better healthcare experiences based on their own perspectives and interactions. Their involvement ensures that decisions are inclusive and reflect the diverse perspectives within our community, leading to continuous enhancements in healthcare delivery.

Since the program's launch, patient partners have collaborated on more than 200 initiatives across many Niagara Health programs. Initiatives include co-design, collaboration, interview panels, health literacy, committee membership, quality improvement and more.



**50+**  
Patient Partners



**200+**  
Initiatives across  
Niagara Health  
programs

## PRIMARY CARE

Niagara Health has been working with local municipalities, the Ontario government, the Niagara Ontario Health Team - Équipe Santé Ontario Niagara and community partners to find working solutions to help bridge the primary care gap in Niagara, as we are currently facing many external pressures.

Niagara Health has created a new Chief of Primary Care role - Dr. Jennifer Robert - to bridge the healthcare gap. This is the first position of its kind for Niagara Health, and moving forward, this role will support more communication and collaboration between the hospital and primary care providers at a time when there's a shortage of family physicians.

By improving communication and access to primary care, we will improve the overall health of residents in Niagara, as Putting People First and Delivering Safe and Quality Care relies on partnerships and access to family doctors and other primary care providers.

Strong partnerships between the hospital and primary care providers will lead to better patient experiences while in hospital, increased safety for patients transitioning from the hospital back to the community and limiting the need for patients to return to the hospital for follow up care.



Dr. Jennifer Robert,  
Chief of Primary Care

## NIAGARA HEALTH KNOWLEDGE INSTITUTE

The successes keep coming for the Niagara Health Knowledge Institute (NHKI) since it launched a year ago, formalizing Niagara Health as a leader in community hospital-based research. In the past year, the NHKI secured \$300,000 from the Accelerating Clinical Trials Canada Consortium to help launch a neurology research program and a hematology/transfusion medicine program. The grant also funded the hiring of a research co-ordinator. Additional funding in September from the COVID-19 Network of Clinical Trials Networks (NoN) expanded critical care research to the Niagara Falls Hospital, and in October, Thrombosis Research Co-ordinator Kailee Morrison was recognized with a national award for her work.



36

Publications by Niagara Health researchers



7

Clinical research programs



32

Clinical research studies



930

Patients enrolled



\$6M

In funding  
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Researchers, learners, community members, physicians and staff gathered at Niagara College's Daniel J. Patterson Campus in Niagara-on-the-Lake for the fourth edition of the NHKI Research Day.



DELIVERING  
SAFE AND  
QUALITY  
CARE





# Breaking ground on our future

After a decade of planning, the dream of a new South Niagara Hospital (SNH) came one step closer to reality on July 18, when Niagara Health broke ground on the 1.3-million-square-foot hospital. Joined by Premier Doug Ford, Deputy Premier and Minister of Health Sylvia Jones, Minister of Infrastructure Kinga Surma and nearly 300 guests, it was a symbolic day that launched the five-year construction project to bring a new state-of-the-art hospital to the Niagara region.

This milestone wouldn't be possible without the tremendous support of the community. Niagara Health is grateful for commitments of local share funding of \$44.5 million from the Niagara Region, \$30 million from the City of Niagara Falls and an initial \$3 million pledge from the Town of Fort Erie. Through the Niagara Health Foundation's It's Our Future campaign, more than \$62 million has been pledged to date from founding donors in support of the SNH - one of the most successful fundraising efforts in the Foundation's history. Appreciation is also extended to John Grassl and the City of Niagara Falls for donating the 50-acre parcel of land where the SNH is being constructed.

Located in Niagara Falls at the corner of Montrose and Biggar roads, the 12-storey building will offer a full scope of hospital services and feature Centres of Excellence in complex care, wellness in aging and stroke. With 469 single-patient bedrooms, and a goal to be the first WELL-certified hospital in Canada, the SNH will not only improve the patient and family experience, it will also help recruit and retain the best and brightest healthcare professionals.

**This milestone wouldn't be possible without the tremendous support of the *community***

The groundbreaking for the new hospital was a monumental occasion that comes just 10 years after the opening of the Marotta Family Hospital (St. Catharines Hospital) in March 2013, and marks the half-way point of Niagara Health's plan to transition to a three-site hospital system.

As we continue our journey to transform hospital care in Niagara, Niagara Health has had the privilege of hosting community engagement sessions across the region to provide information and updates on our future plan.

To provide the best quality care to our patients, we must focus our limited resources and build seamless hospital care across Niagara with three cornerstone hospitals - the Marotta Family, South Niagara and Welland hospitals. Transforming our hospitals means patients will receive better access to hospital services and specialized care from the best clinical experts. While each site will have its own areas of expertise, all three hospitals will work together as part of a seamless system of care.

During engagement sessions, we heard from hundreds of community members who imparted invaluable feedback and insights that will play a crucial role in shaping our future vision. To deliver truly connected care, the future must also include strong primary and community care led by the Niagara Ontario Health Team - Équipe Santé Ontario Niagara and community-based health partners. By ensuring every patient has access to primary care, we will improve the overall health of residents in the region.

Together with our partners, we are building a strong, sustainable hospital system that will meet the needs of our community for years to come.



**1.3-million**  
Square feet



**469**  
Single-patient bedrooms



**45**  
Hemodialysis stations



**92,000**  
Emergency medicine visits



**3.8 million**  
Laboratory tests



**179,000**  
Diagnostic tests



**21,000**  
Mental Health and Addictions program visits



**7,500**  
Wellness in aging visits



**8**  
Operating suites



**28,000**  
Surgical procedures



**14**  
Gardens and terraces

## ALIGNING OUR GOALS

Based on the valuable feedback from our teams about the importance of aligning our day-to-day efforts with our organizational strategic goals, we have launched centralized and standardized operational planning across Niagara Health. Although our teams were already engaged in operational planning in their own capacity, we enhanced and standardized the process to ensure full transparency and accountability in developing and reporting on progress, ensuring meaningful contributions from every member of our team.

This work is supported by the Enterprise Project Management Office (ePMO), a small but mighty team that provides organization-wide support. The ePMO team further aligns project goals with strategy, has a line of sight across all portfolios at Niagara Health and builds capacity to maximize resources across the organization.

As part of our commitment to accountability and transparency, Niagara Health will continue to share regular updates on key performance indicators and measures of success. This will support our team members in recognizing the importance of their role, and understanding the impact they have on our progress. To achieve long-term success as an organization, we must work collaboratively on a focused set of priorities.

### SOUTH NIAGARA HOSPITAL ROOM MOCK-UPS

The start of construction is an exciting milestone and there continues to be a lot of behind-the-scenes work to finalize the design of the 1.3-million-square-foot South Niagara Hospital (SNH). This endeavour is made a little bit easier through the use of room mock-ups. The SNH project has three room mock-up phases, including paper, low-fidelity and high-fidelity versions. In January, teams had an opportunity to review the low-fidelity rooms, where eight of the most repeated hospital spaces were built to scale with cardboard furniture, fixtures and equipment. This process allows staff, physicians, patients and community partners to walk through and examine real physical rooms and spaces, helping them to make important decisions about the final hospital design and how it will impact the delivery of high-quality patient care.



## OPERATION MONARCH

Niagara Health is on a journey to implement a new Hospital Information System and improve the way we deliver care to our patients.

Through the provider Oracle Health, Niagara Health (NH) and Hotel Dieu Shaver and Rehabilitation Centre (HDS) are integrating cutting-edge technology that will manage electronic medical records, a critical element to support our delivery of modern, world-class healthcare services.

When we go live in November of 2024, this new state-of-the-art system will allow NH and HDS to replace paper-based records and outdated electronic processes with more modern, connected and accessible electronic health records. The system will enable better management of data, improved patient safety, faster access to information, enhanced quality and consistency of patient care, and more.



**Cost of HIS \$125M**  
(\$352 million over 11.5 years)

**150+**  
HIS team members

**1,040**  
Workshop sessions

**249**  
Accountable leaders

**392**  
Change agents





Niagara Health welcomed occupational therapist assistant and physiotherapist assistant students from Niagara College, who attended a demonstration of equipment and techniques used for rehabilitation.

## ACADEMIC PARTNERSHIPS

Niagara Health reaffirmed its commitment in 2023 to educating and training the next generation of healthcare workers. All our sites continue to be a training ground for students and residents from Brock University, Niagara College, McMaster University's Michael G. DeGroot School of Medicine - Niagara Regional Campus (NRC), Nipissing University, and more than 100 other academic partners. Last year alone, there were more than 2,100 student placements in clinical and clinical-support positions. In January, we were proud to see Dr. Rafi Setrak, Regional Chief of Emergency Medicine, named Academic Lead for the NRC.

In April, Brock University recognized Niagara Health as the Non-Profit Co-op Employer of the Year for 2023. Laurel Broski, a change management specialist with Operation Monarch, received the Outstanding Brock Co-op Supervisor for Summer 2023 Work Term Award from the University.

Niagara Health has been working in lockstep with post-secondary institutions to help fill gaps in our workforce. Brock University, Niagara College, McMaster University, Nipissing University and the University of Niagara Falls have been by our side to understand our health human resources shortages by expanding their nursing, allied health and research programs, dedicating more resources to respond to our demand and finding innovative ways to bring new programs to Niagara to grow and foster a local workforce.

Niagara Health currently has 116 affiliation agreements with academic institutions



**78**

Ontario institutions



**22**

Other Canadian institutions



**14**

American institutions



**2**

Other

## AMBULATORY CARE

Niagara Health began an organizational review of Ambulatory Care services to determine an approach that ensures seamless patient care across all sites. By bringing together the expertise of physicians, clinical leaders and front-line staff, this review will support the development of Guiding Principles, as well as new improved practices, policies and procedures for outpatient care.

## SeamlessMD

Niagara Health continues to grow its surgical transitions remote care monitoring (RCM) program to service other patient populations leveraging the SeamlessMD digital platform. The innovative digital health solution supports surgical patients' pre- and post-operative care journeys with automated education, reminders, symptom monitoring and access to the surgical remote monitoring team.

The tool provided remote post-op monitoring and 983 hours of personalized patient education, allowing patients to feel confident recovering at home. More than 90 per cent of patients would recommend the program and digital solution to others.



**63**

Diverted Emergency Department visits



**963**

Diverted potential hospital bed days



**42**

Diverted readmissions

Resulting in an estimated savings of more than

**\$432,000**

## SCOPE NIAGARA EXPANDS



Our SCOPE Nurse Navigators, connect primary care providers to a dedicated team of specialists from Niagara Health and from Home and Community Care, providing support for complex and urgent patients in real-time.

SCOPE Niagara is a partnership under the Niagara Ontario Health Team - Équipe Santé Ontario Niagara that connects family physicians and nurse practitioners to a dedicated team of specialists from Niagara Health and from Home and Community Care.

Since launching in May 2022, SCOPE Niagara has registered more than 180 local family physicians and nurse practitioners. To date, there have been more than 1,100 calls to SCOPE Niagara, with 89 per cent of calls resulting in Emergency Department avoidance.

In January 2024, the Mental Health and Addictions pilot pathway launched with its own dedicated mental health nurse navigator and on-call psychiatrist to provide primary care providers with immediate consultation, assessment and management of their patients' mental health conditions. Additionally, the SCOPE Palliative Care pathway launched in March 2024, providing primary care providers with support for patients with palliative care needs.

The SCOPE, Seamless Care Optimizing the Patient Experience program, has now expanded to include more than 3,000 primary care providers across 16 locations in Ontario.



TRANSFORMING  
HOW WE  
WORK

## PHYSICIAN ASSISTANTS

Physician assistants (PAs) work collaboratively with our General Internal Medicine team to support Safe and Quality Care. There are currently seven PAs on staff across our sites who help to increase the team's capacity to deliver care as efficiently as possible.

PAs are responsible for providing direct patient care, including assessment, management and treatment of both adult and pediatric patients in acute settings.

“Physician assistants are a welcome and much-needed addition to our teams at Niagara Health. Inpatient medicine in particular has seen a huge influx in patients with increasingly complex care needs and barriers to discharge. The addition of physician assistants has greatly improved our ability to manage high volumes and improved both flow and patient care. I cannot thank our physician assistants enough for what they do to support patient care and our community as a whole.

*Dr. Lisa Gabrielli, Hospitalist*

“Our physician assistant program has been hugely successful within the Department of Medicine. Our PAs assess and make treatment decisions in collaboration with the supervising physician and our clinical team members to ensure patients get the care they need. We are looking forward to expanding the PA program in the Emergency Department and our outpatient clinics. I have been consistently impressed with the flexibility, competency and professionalism of our PAs, they have become an invaluable part of our care teams.

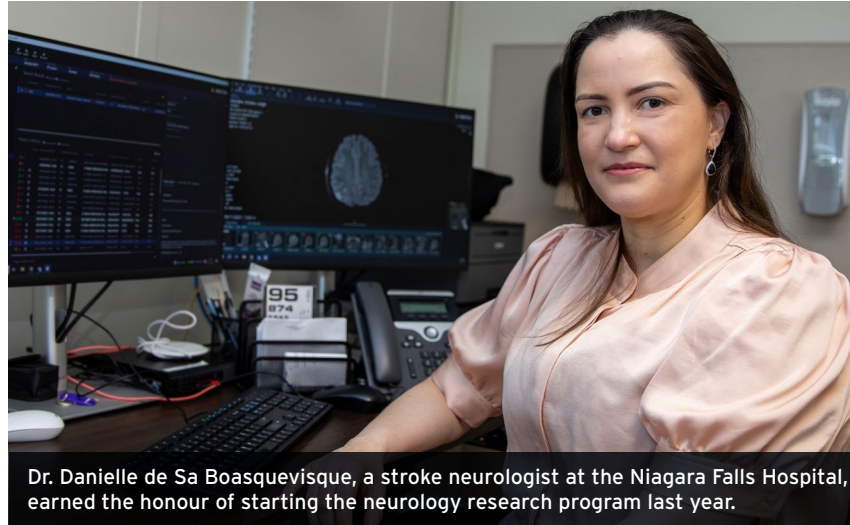
*Dr. Gavin Mazzetti, General Internist, Head of Service Medicine Recruitment Lead, Welland Hospital*

# 18

## Our Future and POSITIONING OURSELVES FOR SUCCESS

Looking forward to next year and beyond, Niagara Health remains committed to transforming hospital care in Niagara. We will continue to share our future vision for a three-site hospital system and engage the public in this process through regular updates and information sharing.

We will ensure a positive patient experience with a focus on the increasing demands of our aging community and work with specific patient populations, beginning with Indigenous partners, to improve care. We also recognize the growing mental health pressures facing communities in Niagara and we are committed to providing effective solutions to meet those challenges.



Dr. Danielle de Sa Boasquevisque, a stroke neurologist at the Niagara Falls Hospital, earned the honour of starting the neurology research program last year.

### KEY PRIORITIES FOR YEAR TWO OF TRANSFORMING CARE



#### PUTTING PEOPLE FIRST

- Growing and focusing our efforts through community engagement and the launch of a new Patient Experience strategy
- Building an inclusive and collaborative workplace with a focus on diversity, equity and inclusion
- Investing in our team members through training, development and improved engagement
- Continuing to connect and build relationships with community partners to help us deliver better care to those we serve



#### DELIVERING SAFE AND QUALITY CARE

- Implementing the Indigenous Health Services Plan
- Partnering with the Niagara Health Foundation to purchase new equipment
- Stroke Accreditation journey to 2025
- Accreditation Canada 2025



#### TRANSFORMING HOW WE WORK

- Launch of new Hospital Information System
- South Niagara Hospital development milestones
- Building a vision for the Welland Hospital redevelopment
- Expanding clinical trials beyond the walls of the Marotta Family Hospital

### POSITIONING OURSELVES FOR SUCCESS

By fall 2024, we aim to deliver on our promise to provide consistent, high-quality patient care using technology and data, with the implementation of our new modernized Hospital Information System. This will support our goal of ensuring patients are receiving the right care based on the right evidence by providing our physicians and clinical teams with easy access to patient digital medical records.

We will leave no stone unturned in our efforts to attract healthcare professionals to our team while working closely with our partners across the Niagara Ontario Health Team - Équipe Santé Ontario Niagara, local municipalities, Ontario Health West and primary care providers to advocate and expand access to care.

Understanding that retention of our top talent is key to our success as an acute healthcare provider, we will continue to invest into our team members with opportunities for career growth and education.

Our vision for our collective future is coming together and we're excited to see what the next year will bring. Thank you for accompanying us on this important journey.



# 19

## Senior LEADERSHIP



**Lynn Guerriero**  
President and  
Chief Executive Officer

\*Dr. Johan Viljoen Executive Vice President,  
Medical, Chief of Staff (Until October 2023)

### SENIOR EXECUTIVE



**Simon Akinsulie**  
Executive Vice-President,  
Practice, Clinical Support,  
Chief Nursing Executive



**Harpreet Bassi**  
Executive Vice-President, Strategy  
and Communications, Executive  
Lead, Research, Niagara Health  
Knowledge Institute



**Linda Boich**  
Executive Vice-President,  
Patient Experience and  
Integrated Care



**Dr. Satish Chawla**  
Interim Executive Vice-President,  
Medical, Chief of Staff



**Sonali Kohli**  
Executive Vice-President,  
Digital Transformation,  
Chief Information Officer



**Heather Paterson**  
Executive Vice-President,  
Clinical Operations



**Fiona Peacefull**  
Executive Vice-President,  
Human Resources



**Angela Zangari**  
Executive Vice-President,  
Finance, Redevelopment and  
Facilities, Chief Financial Officer

### BOARD OF DIRECTORS

Marylee O'Neill  
**Board Chair**

Charlie Rate  
**Vice-Chair**

Ray Archer  
Gervan Fearon  
Susanne Flett  
Jennifer Li  
Shane Malcolm  
Bill Maurin

**Ex-Officio**  
Lynn Guerriero

Dr. Satish Chawla

Dr. Alison MacTavish

Simon Akinsulie

John McKinley  
Stephen Murdoch  
Catherine Novick  
Anthony Reitboeck  
Carmen Rossiter  
Janice Thomson  
Elisabeth  
Zimmermann

### MEDICAL STAFF ASSOCIATION

Representatives  
on the Medical  
Advisory Committee

Dr. Alison MacTavish  
**President**

Dr. Jennifer Frendo  
**Vice President**

Dr. Shira Brown  
**Secretary/Treasurer**

### MEDICAL ADVISORY COMMITTEE

Department Chiefs



**Dr. Satish Chawla**  
Chair, Interim Chief of Staff



**Dr. Helen Caetano**  
Chief, Surgery



**Dr. Julian Dobranowski**  
Chief, Diagnostic Imaging



**Dr. Donald DuVall**  
Chief, Anesthesia



**Dr. Lorraine Jensen**  
Chief, Medicine



**Dr. Dimitri Koutsogiannis**  
Interim Chief, Laboratory Medicine



**Dr. Karen Macmillan**  
Chief, Obstetrics and Gynecology



**Dr. Michael Levesque**  
Chief, Oncology



**Dr. Madan Mohan Roy**  
Chief, Pediatrics



**Dr. Rafi Setrak**  
Chief, Emergency Medicine



**Dr. Jennifer Robert**  
Chief, Primary Care



**Dr. Victor Uwaifo**  
Chief, Mental Health  
and Addictions



# 20

## Financial OVERVIEW

Niagara Health publishes audited financial statements every year as part of our financial accountability and responsibility to the community. Complete 2023-24 financial results are available on the Niagara Health website.

Our total operating budget for the year was approximately \$762 million. We ended the year with a deficit of \$9.4 million.



I was recently admitted to the hospital for a few days and want to express my thanks to the staff members who, although working the late hours of their shifts, could not have been more professional and caring.

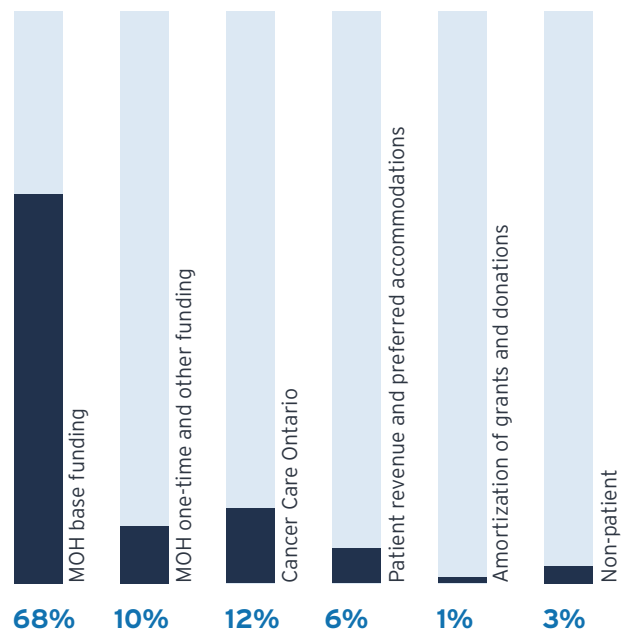
Thank you.

- John M., patient

### REVENUE SOURCES FOR 2023-24

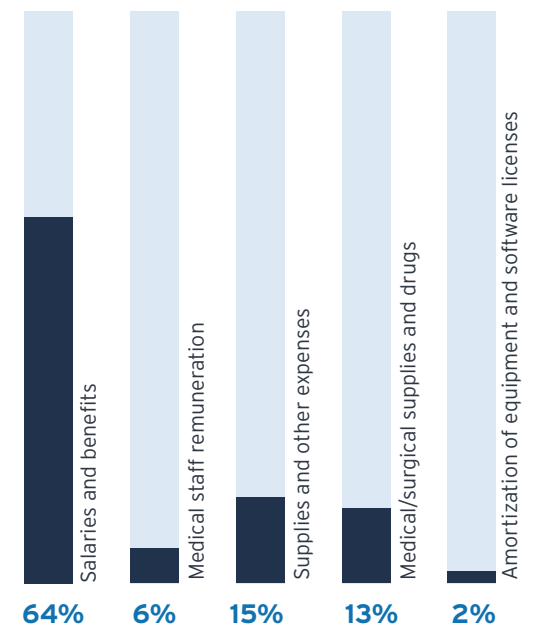
**Approximately 90 per cent** in base and one-time funding was received from the Ministry of Health (MOH) and Cancer Care Ontario during the fiscal year.

Niagara Health received a \$9.2 million base investment increase in fiscal 2023-24 to help offset inflationary costs pressures for salaries and benefits, patient care supplies and services, and general operating expenses. In addition, Niagara Health received \$55 million one-time in funding to support financial impact related to Bill 124 arbitration awards adjustment.



### EXPENSE BREAKDOWN FOR 2023-24

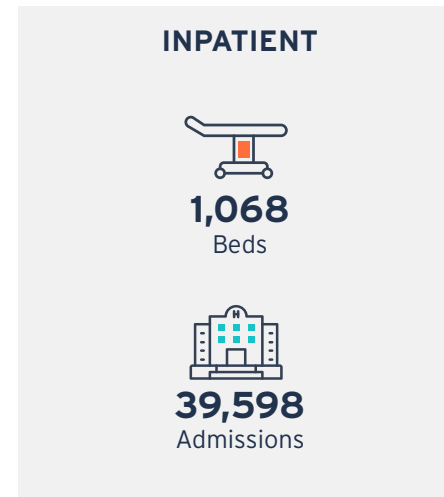
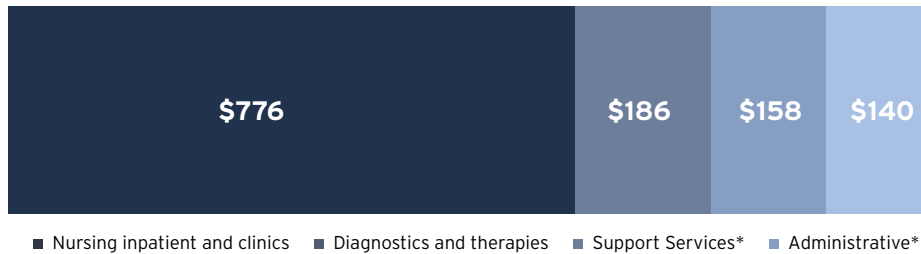
**Approximately 70 per cent** of total expenses are related to salaries, benefits and medical staff remuneration. Inflationary cost pressures for the fiscal year amounted to approximately \$58 million with \$54 million attributed to collective bargaining, economic and step increases, plus \$8 million of Bill 124 retro payments.



## AVERAGE INPATIENT COST PER DAY: \$1,260

**Approximately 76 per cent** of expenses are related to direct patient care such as nursing, pharmacy, diagnostic imaging, laboratory and therapies.

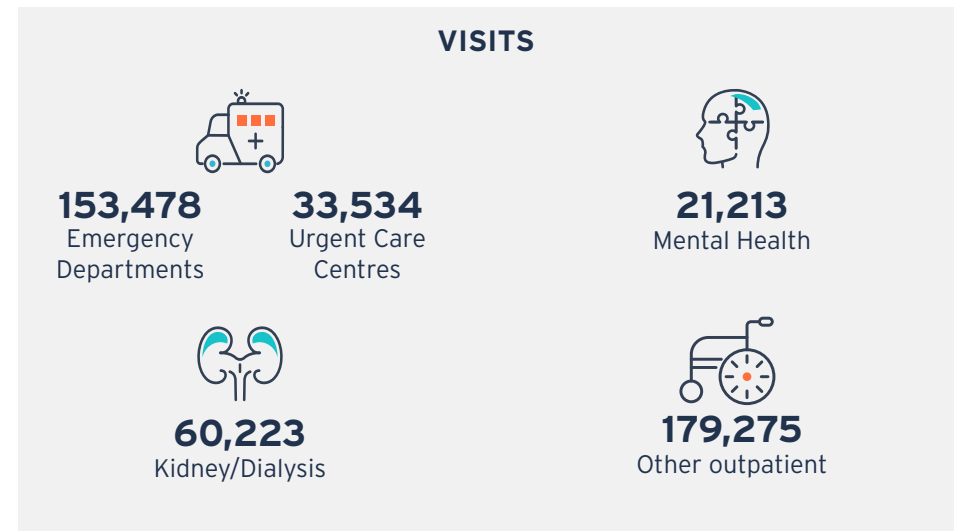
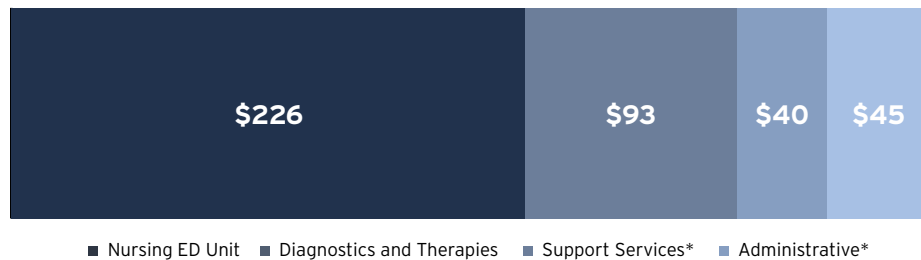
An additional 13 per cent is related to support services such as housekeeping, food and maintenance. The remaining 11 per cent is for administrative costs.



## AVERAGE EMERGENCY VISIT: \$404

**Approximately 79 per cent** of expenses are related to direct patient care such as nursing, pharmacy, diagnostic imaging, laboratory and therapies.

An additional 10 per cent is related to support services such as housekeeping, food and maintenance. The remaining 11 per cent is for administrative costs.



\*Administrative includes Administration, Human Resources, Finance, Materials Management, Information and Communication Services.

\*Support Services includes Housekeeping, Food, Maintenance, Biomedical, Registration, Health Records and Education Services.



In celebration of International Women's Day, Niagara Health brought together 45 leaders for this iconic photo. Niagara Health is proud to be a national leader with above-average representation of women in leadership roles and women accounting for 85 per cent of the workforce.

niagarahealth



@NiagaraHealth | NiagaraHealth.on.ca



R N A O  
BEST PRACTICE  
SPOTLIGHT  
ORGANIZATION  
CANADA



Niagara Health is grateful for the support and partnership of Niagara Ontario Health Team - Équipe Santé Ontario Niagara.



June 27, 2024

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

Sent via email: [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)

**Re: Green Roads Pilot Project  
Our File 35.72.3**

To Whom it May Concern,

At its meeting held on June 24, 2024, St. Catharines City Council approved the following motion:

WHEREAS St. Catharines has declared a climate emergency, recognizing the urgent need to address and mitigate the impacts of climate change on our community and environment; and

WHEREAS alternatives to traditional road surfacing materials exist, including green roads technologies that are more sustainable and environmentally friendly; and

WHEREAS bioresin is a natural alternative that can be used to support road surfacing, providing a more sustainable option that reduces our reliance on petrochemical-based products; and

WHEREAS many secondary roads in St. Catharines require resurfacing, presenting an opportunity to explore and implement innovative and sustainable road surfacing solutions; and

WHEREAS Good Roads, the Association of Municipalities of Ontario (AMO), and the Federation of Canadian Municipalities (FCM) have presented alternatives for municipal road restoration that include sustainable and environmentally friendly materials and methods; and

WHEREAS other municipalities, such as Centre Wellington, have entered into a similar pilot project using bioresin and other sustainable materials, demonstrating a commitment to innovation and environmental stewardship; and

WHEREAS implementing pilot projects using bioresin on city roads can provide valuable data and insights into the feasibility, performance, and environmental benefits of this alternative material; and

WHEREAS the Federation of Canadian Municipalities (FCM) has established the Green Municipal Fund which includes new funding for pilot projects to test innovative and ambitious technologies to improve environmental outcomes;

THEREFORE BE IT RESOLVED that St. Catharines City Council directs staff to investigate the feasibility and potential benefits of using bioresin on City road works; and

BE IT FURTHER RESOLVED that staff investigate other alternative construction materials and methods for road works that minimizes the City's carbon footprint and are more environmentally sustainable; and

BE IT FURTHER RESOLVED that staff prepare a report on the findings, no later than Q3 2024, including potential costs, benefits, and environmental impacts of using bioresin or other sustainable construction materials or methods for road works, and if feasible, a list of City streets where a pilot project may be considered in accordance with the City's procurement policy; and

BE IT FURTHER RESOLVED that this resolution be sent to all Ontario municipalities, the Association of Municipalities of Ontario (AMO), and the FCM to encourage the exploration and adoption of sustainable road surfacing alternatives.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Donna Delvecchio, Acting City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:sm

cc: all Ontario Municipalities

**From:** AMO Education <[events@amo.on.ca](mailto:events@amo.on.ca)>  
**Sent:** Friday, June 28, 2024 10:01 AM  
**To:** Rob Axiak <[rob.axiak@welland.ca](mailto:rob.axiak@welland.ca)>  
**Subject:** AMO Land Use Planning Training for Elected Officials

**WARNING:** This email originated from an external sender. eMail from City of Welland email accounts will not begin with this warning! Please do not click links or open attachments unless you are sure they are safe!

## **AMO Land Use Planning Training for Elected Officials**

Local planning is dynamic and challenging. As an elected official you will often find yourself dealing with uncertainty and complexity.

As you have settled into your role as a municipal councillor, your understanding has grown on what is expected of you.

AMO's planning workshops support our members in a number of important ways: increased insight, knowledge and strategic skills.

Our ***Foundations in Planning*** builds foundational knowledge and insight into planning legislation and municipal requirements and roles.

Our ***Advanced Land Use Planning- A Deeper Dive*** training puts your foundational knowledge to test as you work through case studies and lessons learned to build your strategic management and decision making on local planning issues. This training is specifically designed to support Ontario's elected officials in strategic decision making and management of the many facets of land use planning.

Take advantage of these workshops to build your sophistication on the complexities of local land use planning.

For a full description, and to register visit [AMO Education](#).

### **Registration Information:**

#### ***Foundations in Planning***

**Dates:** [October 22, 2024](#)

**Fee:** \$325 + HST\*\*

Limited to 30 participants (first come, first served)

\*\*A cancellation fee of \$75 applies.\*\*

#### ***Advanced Land Use Planning- A Deeper Dive***

**Dates:** [October 23, 2024](#)

**Fee:** \$375 + HST\*\*

Limited to 30 participants (first come, first served)

\*\*A cancellation fee of \$75 applies.\*\*

For questions, please reach out to [events@amo.on.ca](mailto:events@amo.on.ca)

Inquires: [events@amo.on.ca](mailto:events@amo.on.ca)

\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

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55 University Ave Suite 800 | Toronto, ON M5H 3B7 CA



June 28, 2024

Colin Best  
President of the Association of Municipalities of Ontario (AMO)

Sent via email: [amopresident@amo.on.ca](mailto:amopresident@amo.on.ca)

Dear Colin Best:

Please be advised that Brantford City Council at its meeting held June 25, 2024 adopted the following:

**12.2.7 Support for the Decision of the Ontario Energy Board to End the Gas Pipeline Subsidy**

WHEREAS residents are struggling with energy bill increases and need relief; and  
WHEREAS natural gas is no longer the cheapest way to heat homes because electric heat pumps are now much more efficient, can provide all heating needs even in cold climates, and result in far lower energy bills over the long term compared to gas heating; and

WHEREAS natural gas is methane gas, which is a fossil fuel that causes approximately one-third of Ontario's GHG emissions, and must be phased out because it is inconsistent with all climate targets, while heat pumps result in the lowest GHG emissions and are consistent with a zero-carbon future; and

WHEREAS the Ontario Energy Board (OEB) decided to end a subsidy for methane gas pipelines to be built in new construction developments, effective 2025, finding that this would lower energy bills for existing gas customers and improve affordability for new homebuyers, but this decision is at risk of being overturned by the provincial government; and

WHEREAS the OEB decision will help lower energy bills and encourage heating systems that are consistent with climate targets and plans; and

WHEREAS the construction of new methane gas pipelines, which have 60-year targets and will result in higher carbon emissions, higher energy bills, higher future decarbonization retrofit costs to get off fossil fuel heating, and a continued financial drain as dollars leave the province to pay for fossil fuels extracted in other jurisdictions; and

WHEREAS the City of Brantford declared a climate emergency in 2019; and



WHEREAS transforming buildings by supporting actions that improve their energy efficiency aligns with the goals outlined in Brantford's Climate Change Action Plan.

NOW THEREFORE BE IT RESOLVED:

- A. THAT the City of Brantford EXPRESS its support for the decision of the Ontario Energy Board to end the gas pipeline subsidy and RESPECTFULLY REQUESTS that the Ontario Government allow the decision to stand; and
- B. THAT this resolution BE CIRCULATED to the President of the Association of Municipalities of Ontario, Colin Best; Premier of Ontario, Doug Ford; Minister of Energy, Todd Smith; Minister of Finance, Peter Bethlenfalvy all Ontario Municipalities, The Honourable Marit Stiles, Leader of the Official Opposition, and The Honourable Bonnie Crombie, Leader of Ontario Liberal Party.

I trust this information is of assistance.

Yours truly,



Chris Gauthier  
City Clerk, [cgauthier@brantford.ca](mailto:cgauthier@brantford.ca)

cc Honourable Doug Ford, Premier of Ontario  
Honourable Todd Smith, Minister of Energy  
Honourable Peter Bethlenfalvy, Minister of Finance  
Honourable Marit Stiles, Leader of the Official Opposition  
Honourable Bonnie Crombie, Leader of Ontario Liberal Party  
All Ontario Municipalities