



COUNCIL INFORMATION PACKAGE

Friday, April 25, 2025

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MEMORANDUM

TO: Welland City Council

FROM: Lina DeChellis, Director of Economic Development & Strategic Initiatives

DATE: April 23, 2025

SUBJECT: Physician Recruitment Incentive – Dr. Ayesha Ahmed

I'm pleased to inform Council that Dr. Ayesha Ahmed has chosen Welland for her family practice and is practicing at Intrepid Medical Centre located at 905 Niagara St. Dr. Ahmed is currently accepting new patients. If you know of anyone looking for a Family Physician, they can become a patient by calling 905-361-1449 or emailing welland@intrepidhealthgroup.com.

City staff have been working closely with the Region's Physician Recruitment Specialist and have been successful in attracting 14 new family physicians since the approval of the Physician Recruitment Incentive in June 2023.

PENDING MOTION REFERRAL/DEFERRAL SUMMARY AS OF APRIL 22, 2025					
CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
02-85 16-26	Infrastructure Services	July 19, 2016	Draft Sidewalk Policy that focuses on the creation of new sidewalks and the improvement and maintenance of existing sidewalks.	<u>Status:</u> In progress <u>To Complete:</u> Quarter 4, 2024	
99-99	Community Services	May 3, 2016	Report regarding potential alternatives to expand the use of waterway by the general public. Defers Report R&C-2017-08: Public Consultation Process - 'Go Quiet By-law' & Alternative Uses of the Waterway to the General Committee meeting on September 26, 2017.	<u>Status:</u> In progress <u>To Complete:</u> R&C-2017-06 - October 4, 2017 was received for information.	
17-2	Planning & Development Services Traffic & By-laws	September 19, 2017	Refers back to staff for report regarding Section 8 Schedule 3 Food Vehicle, Section 7 Schedule 2 Food Premises and Exemption Section 10 Schedule 4 Hawker and Peddler from By-law 2011-173. Went to the May 15th Council Meeting to be deferred to staff for a report to a General Committee meeting.	<u>Status:</u> In progress <u>To Complete:</u> Report coming back July 2024.	
09-152 18-2	Planning & Development Services and Fire Department	June 5, 2018	Report on an education strategy to the public, tenants and landlords regarding rental housing.	<u>Status:</u> In progress <u>To Complete:</u> Fire and Planning to provide an update report in 2024.	

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

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

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

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20-82	Planning & Development Services	March 2, 2021	Report regarding a Municipal Comprehensive Review, under section 4.3.3.1 of the Official Plan, for the property outlined in Report P&B-2021-08 for an Employment Land conversion from Gateway Economic Centre to Agriculture.	Status: In progress To Complete: To be considered as part of the update to the Official Plan in 2024.	
21-58	CAO & Planning & Development Services	March 2, 2021	Report regarding Brownfield Employment Lands that are non-employment producing within the city limits.	Status: In progress To Complete: Will be included in 2024 update to the Brownfield CIP.	
21-59	CAO & Economic Development	March 2, 2021	Report on a strategy to aggressively pursue the acquisition of seaway lands from the Federal government, to discuss with them an accelerated process to declare such lands surplus and enter into discussions for the acquisition of identified properties and review options for "lease to own" such lands until such time as they become available. Staff identify Seaway lands of interest and develop servicing plans and other strategies as may be required and further staff identify other lands within and/or adjacent to employment lands identified in Welland's official plan that would be strategic acquisitions for the purpose of industrial/employment use and see if owners are interested in selling those lands to the municipality. If they are not interested the city would not pursue expropriation. In relation to all of the above staff would prepare strategies and associated costs to service lands so that they would be "shovel ready".	Status: In progress To Complete: Update report to come in 2024 through Economic Development.	
06-156	Planning & Development Services	April 20, 2021	Report as part of the Official Plan Review detailing what Urban Farming initiatives Council should consider accommodating.	Status: In progress To Complete:	

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21-92	Planning & Development Services	July 6, 2021	Report regarding petition by residents of Seaway Pointe Condominium at 330 Prince Charles Drive regarding parking space for the Evertrust Development at 350 Prince Charles Drives.	Status: In progress To Complete: Applications were approved and building is currently under construction.	
07-144	Economic Development	January 31, 2023	Dissolution of the Welland Development Commission (WDC) referred back to staff for further information.	Status: In process. To Complete: 4 th quarter of 2024.	
05-50	Planning & Development Services	March 7 & 28, 2023	Refers back to staff regarding changes to the Municipal Heritage Register from the Town of Grimsby and Report P&B-2023-06.	Status: In process To Complete: 2 nd Quarter 2024.	
02-160	Planning & Development Services	March 27, 2023	Staff report re: having Council representation or staff on the Committee of Adjustment, Grants and Programs and Property Standards Committee.	Status: In process To Complete: 2 nd Quarter 2024.	
22-152	Planning & Development Services	March 27, 2023	Develop content for residents, simplifying and explain the process to provide a better understanding for interested parties, and to freely provide these resources to members of the public by posing online on the City website.	Status: In Progress To Complete: 3 rd Quarter 2024.	

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23-22	Planning & Development Services Traffic and By-laws Division	May 16, 2023	Refers back to staff Report P&B-2023-15: Cash In Lieu of parking Policy. Went to the July 18, 2023 Council Meeting to consult with the development community and public with regards to the proposed Cash-In-Lieu Parking By-law with a final By-law for consideration.	Status: In progress To Complete:	
21-79	Planning & Development Services	June 6, 2023	Refers back to staff Report P&B-2023-22 Application for Official Plan Amendment and Zoning By-law Amendment for 368 Aqueduct Street and 155 Gadsby Avenue.	Status: In progress To Complete: At Ontario Land Tribunal due to decision from Council.	
22-137	Planning & Development Services	June 6, 2023	Refers back to staff Report P&B-2023-20 Application for Official Plan Amendment and Zoning By-law Amendment for 50 Bruce Street.	Status: In progress To Complete: At Ontario Land Tribunal due to decision from Council. Went to CW on April 23/24.	
02-160	CAO	September 5, 2023	Refers back to staff notice of motion re: shall be notified in camera if any entity including but not limited to committees, commissions, agencies or boards that the city funds, or approves members or places members of council on, if this entity experiences any litigation involving its members.	Status: To Complete:	
02-160	Clerks Division	September 19, 2023	Refers back to staff Report CLK-2023-19: Amendment to Hybrid Model – Meeting of Council.	Status: In progress. To Complete:	

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23-122	Clerks Division	September 19, 2023	Refers back to staff Notice of Motion regarding the Truth and Reconciliation Commission Report recommendation #57.	<u>Status:</u> City Clerk is exploring training opportunities. <u>To Complete:</u>	
23-28	Community Services	December 19, 2023	Presentation re: Crimestoppers Program and refers matter to staff for report.	<u>Status:</u> <u>To Complete:</u>	
99-99	Community Services	January 9, 2024	Prepare a report in regards to creating and allowing family caping along the west side of the former Welland Canal.	<u>Status:</u> <u>To Complete:</u>	
23-22	Infrastructure Services	January 9, 2024	Report that would address parking at Chippawa Park from the pavilion on First Avenue north to Laughlin Avenue on the park property which is currently grass/open space similar to Bugar Park.	<u>Status:</u> <u>To Complete:</u>	
24-36	Planning & Development Services	March 19, 2024	Petition from residents of the City of Welland opposing the planning application for the zoning at 44 Heron Street.	<u>Status:</u> <u>To Complete:</u>	

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24-22	Planning & Development Services Traffic and By-laws Division	April 23, 2024	Report to consider amending the City's Zoning By-law 2017-117 to include a requirement for visitor parking, as well as reviewing the parking requirements spaces per dwelling units in the surrounding municipalities.	<u>Status:</u> <u>To Complete:</u>	
24-22	Planning & Development Services Traffic and By-laws Division	May 14, 2024	Directs staff to create a report on increasing the maximum yearly eligible amount per resident under the Roden Rebate program.	<u>Status:</u> <u>To Complete:</u>	

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24-22	Planning & Development Services Traffic and By-laws Division	July 9, 2024	Refers back to staff Report TRAF-2024-07: Update to Traffic and Parking By-law 89-2000 for investigation of removing the bicycle lanes and having parking only on one side.	<u>Status:</u> <u>To Complete:</u>	
				-	
02-160	Clerk's Division	August 13, 2024	Code of conduct for members of Council Section 4.1 – Staff report back to Council on the working of this section in regards to its contradictory nature and how it would apply to freedom of expression and communicating individual councillors political positions to constituents.	<u>Status:</u> <u>To Complete</u>	
24-26	Infrastructure Services	September 3, 2024	Staff engage with the Region of Niagara to have sidewalks installed on South Pelham Road between Foss and Thorold Roads.	<u>Status:</u> <u>To Complete:</u>	
24-78	Infrastructure Services	September 3, 2024	Refer to staff petition from residents of Coyle Creek Park opposing implementing the buffer zone around the perimeter of the pond.	<u>Status:</u> <u>To Complete:</u>	

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24-78	Infrastructure Services	September 3, 2024	Staff to provide a comprehensive report regarding the storm management pond at Coyle Creek. Report detail the city's responsibility and history to the maintenance of the surrounding park like setting over the past 10 years.	<u>Status:</u> <u>To Complete:</u>	
				-	
24-26	Infrastructure Services	September 10, 2024	Staff engage with the Region of Niagara to discuss road upgrades on South Pelham between Webber Street and Thorold Road..	<u>Status:</u> <u>To Complete:</u>	
				-	
24-19	Planning & Development Services	September 17, 2024	Staff to prepare a policy in conjunction with the Green Advisory Committee, in accordance with the Municipal Act, Section 270(1)-7 The manner in which the municipality will protect and enhance the tree canopy and natural vegetation in the municipality for Council's review and approval and that this policy be incorporated into the Official Plan being revised for 2024.	<u>Status:</u> <u>To Complete:</u>	Memorandum on April 11/25 in Council Information Package on April 11/25
				-	
24-90	Community Services	October 22, 2024	Refer back to staff Report CS-2024-16: Neighbourhood Association Policy Options from the General Committee Meeting of October 22, 2024.	<u>Status:</u> <u>To Complete:</u>	
				-	
08-48	Planning & Dev. Services Traffic and By-laws Division	October 29, 2024	Directs staff to conduct a study and report back on potential regulations for nuisance lighting between residential properties.	<u>Status:</u> <u>To Complete:</u>	

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21-30	Planning & Development Services	November 26, 2024	Refers back to staff the notice of motion regarding increases in the number of encampments near public, private and business properties.	<u>Status:</u> <u>To Complete:</u>	
21-30	Planning & Development Services	December 10, 2024	Refers Report PB-2024-30: 184 Denistoun Street – Proposed Niagara Regional Housing Project back to staff.	<u>Status:</u> <u>To Complete:</u>	
24-101	Community Services/ Infrastructure Services	December 10, 2024	Directs staff to coordinate with the Legion and explore potential funding partners to develop a suitable design and identify an appropriate location for the installation of a Veterans' Memorial Sidewalk and Benches.	<u>Status:</u> <u>To Complete:</u>	
24-22	Planning & Dev. Services Traffic and By-laws Division	December 17, 2024	Prepare a report for a signalized school crossing on First Avenue for Quaker Road School. Report to include costs and location.	<u>Status:</u> <u>To Complete:</u>	
02-160/ 24-14	Clerk's Division	January 14, 2025	Directs staff to conduct a ward boundary review.	<u>Status:</u> <u>To Complete:</u>	
25-47	Infrastructure Services	February 4, 2025	Refers Report ENG-2025-06: Humberstone Landfill Host Municipality Compensation Agreement back to staff.	<u>Status:</u> <u>To Complete:</u>	

CLERKS REF. NO.	DIVISION RESPONSIBLE FOR ITEM	DATE APPROVED BY COUNCIL	SUBJECT/ACTION	STATUS OF THE ITEM	COMMENTS/ COMPLETION INFORMATION
02-160	Infrastructure Services	February 18, 2025	Directs staff to publish a report on this matter in open session to provide transparency and accurate information, as per the direction of the Notice of Motion, and supported by the legal opinion attached to this report.	<u>Status:</u> <u>To Complete:</u>	CLK-2025-05 March 18, 2025
02-160	Clerk's Division	March 4, 2025	Notice of Motion from Councillor Lee re: staff report back on the estimated annual savings associated with this transition, including reductions in paper, printing and delivery costs.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	March 4, 2025	Staff report on how to navigate, plan for and work with the Region to expedite the addition of right running lanes on north and southbound lanes from Niagara Street onto Woodlawn Road.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	March 18, 2025	Staff to prepare a recommendation on whether the city would benefit from the creation of a Welland School Traffic Safety Action Committee.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	March 18, 2025	Staff to prepare a report on how automated speed enforcement cameras can be installed in the vicinity of every school in Welland.	<u>Status:</u> <u>To Complete:</u>	
25-22	Planning & Dev. Services Traffic and By-laws Division	March 18, 2025	Staff to create a comprehensive report on the installation and management and costs of signalized pedestrian crossings on trails throughout the City of Welland and where signalized crossings are not permitted, that staff provide an alternative solution for safe pedestrian crossing.	<u>Status:</u> <u>To Complete:</u>	



April 24, 2025

Hon. Doug Ford
Premier of Ontario

Via email: Premier@ontario.ca

At the April 16, 2025 regular meeting of the Council of the Township of Zorra, the following resolution was passed:

WHEREAS the Ontario government has proposed expanding the "strong mayor" powers to 169 additional municipalities under the proposed legislation, which would grant mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions;

AND WHEREAS this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power;

AND WHEREAS the proposed expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community;

AND WHEREAS concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Zorra opposes the expansion of Strong Mayor Powers;

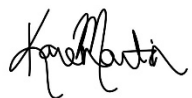
AND THAT the Council formally expresses its opposition to the Ontario government's proposal to expand Strong Mayor Powers to preserve local democracy, transparency, and accountability;

AND THAT the Council encourages advocacy for democratic principles and for municipal governance systems that prioritize collaboration, inclusivity, and democratic engagement;

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

Disposition: Carried

Yours truly,



Karen Martin
Clerk
Township of Zorra

25-009

CC: Hon. Rob Flack, Minister of Municipal Affairs and Housing minister.mah@ontario.ca
All Ontario Municipalities
Association of Municipalities of Ontario (AMO) resolutions@amo.on.ca

April 16, 2025

The Honorable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

Re: Motion regarding Opposition to Expansion of Strong Mayor Powers

At their Regular Meeting of Council on April 16, 2025, the Council of the Town of Aylmer endorsed the following resolution:

WHEREAS the Ontario government has proposed expanding the "strong mayor" powers to 169 additional municipalities under the proposed legislation, which would grant mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions;

AND WHEREAS this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power;

AND WHEREAS the proposed expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community;

AND WHEREAS concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Aylmer opposes the expansion of Strong Mayor Powers;

AND THAT the Council formally expresses its opposition to the Ontario government's proposal to expand Strong Mayor Powers to preserve local democracy, transparency, and accountability;

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

Thank you,

Owen Jaggard

Director of Legislative Services/Clerk | Town of Aylmer

46 Talbot Street West, Aylmer, ON N5H 1J7

519-773-3164 Ext. 4913 | Fax 519-765-1446

ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Hon. Rob Flack rob.flack@pc.ola.org

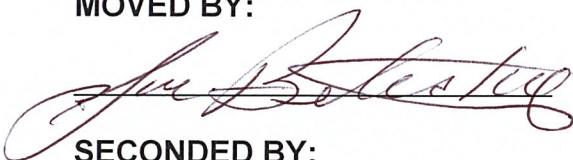
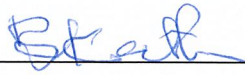
Association of Municipalities of Ontario resolutions@amo.on.ca

All municipalities



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 – 046

DIVISION LIST	YES	NO	DATE: April 15, 2025
Councillor G. ASHFORD	_____	_____	MOVED BY: 
Councillor J. BELESKEY	_____	_____	
Councillor P. BORNEMAN	_____	_____	
Councillor B. KEITH	_____	_____	
Councillor D. McCANN	_____	_____	
Councillor C. McDONALD	_____	_____	SECONDED BY:
Mayor J. McGARVEY	_____	_____	
CARRIED: ☒ DEFEATED: _____ Postponed to: _____			

WHEREAS inclusive, evidence-based scientific research leads to better outcomes for Canadians by ensuring that all voices and experiences are reflected in the development of knowledge, treatments, and innovations;

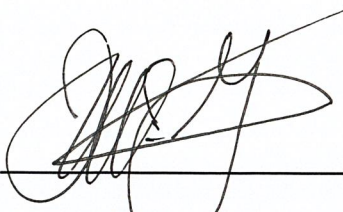
WHEREAS Canadian municipalities benefit directly from research-informed policies on public health, infrastructure, education, environmental protection, and economic development;

WHEREAS diverse and inclusive research teams have been shown to generate more innovative, practical, and impactful solutions, and yet many equity-deserving groups, including women, remain underrepresented in science and research careers;

WHEREAS inclusive research strengthens our economy, healthcare system, and ability to address national and global challenges;

THEREFORE BE IT RESOLVED that the Council of the Town of Parry Sound supports the national call for stronger federal support for inclusive research that reflects the diversity of Canadian communities;

AND BE IT FURTHER RESOLVED that this resolution be shared with other municipalities in Ontario, the Federation of Canadian Municipalities, and relevant provincial and federal representatives for consideration and support.



Mayor Jamie McGarvey



**TOWNSHIP OF RIDEAU LAKES
Special Council Meeting**

RESOLUTION 104-2025
Title: MSC (PW) Rec #78-2025 re: Strong Mayor Powers (for Council approval)
Date: Wednesday, April 16, 2025

Moved by Councillor Dunfield
Seconded by Deputy Mayor P. Banks

WHEREAS at the Municipal Services Committee meeting held April 14, 2025, Recommendation #78-2025 was passed related to the recent announcement from the Government of Ontario on Strong Mayor Powers to an additional 169 municipalities effective May 1, 2025;

AND WHEREAS said recommendation further requested that the Province remove Rideau Lakes from the Strong Mayor Powers Legislation;

NOW THEREFORE be it resolved that the Council of The Corporation of the Township of Rideau Lakes concurs with MSC Recommendation #78-2025.

YES: 5 NO: 2 ABSTAIN: 0 CONFLICT: 0 ABSENT: 1

Carried

YES: 5 Councillor J. Banks Councillor Carr Councillor Dunfield Councillor Hutchings
Deputy Mayor P. Banks

NO: 2 Councillor Maxwell Councillor Pollard

CONFLICT: 0

ABSTAIN: 0

ABSENT: 1 Mayor Hoogenboom



**TOWNSHIP OF RIDEAU LAKES
Municipal Services Committee (PW)**

RECOMMENDATION: 78-2025

Title: Ontario Proposing to Expand Strong Mayor Powers to 169
Additional Municipalities

Date: Monday, April 14, 2025

Moved by Councillor Dunfield
Seconded by Deputy Mayor P. Banks

WHEREAS the Government of Ontario has announced an expansion of strong mayor powers to an additional 169 municipalities, effective May 1, 2025;

AND WHEREAS these powers allow mayors to unilaterally override council decisions, appoint senior municipal staff, and set budgets without majority council approval, undermining the principles of democratic governance;

AND WHEREAS municipal governance functions best through a collaborative decision-making process where elected councils, representing the collective voice of their communities, work alongside experienced municipal staff;

AND WHEREAS there is no evidence to suggest that strong mayor powers have increased housing starts, contrary to the provincial government's stated justification for their implementation;

AND WHEREAS the Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) has raised concerns that strong mayor powers blur the lines between political leadership and administrative expertise, threatening the neutrality of municipal public service;

AND WHEREAS the City of Orillia recently experienced a situation where its mayor unilaterally overturned a council decision regarding the hiring of a Chief Administrative Officer, demonstrating the potential for these powers to be misused;

AND WHEREAS the Township of Rideau Lakes has also experienced governance challenges resulting from mayoral overreach, further highlighting the risks posed by concentrating authority in a single elected official;

AND WHEREAS democratic principles require that municipal governance remain a system of "one person, one vote" rather than granting disproportionate power to a single individual;

NOW THEREFORE be it resolved that the Council of the Township of Rideau Lakes:

1. Strongly opposes the expansion of strong mayor powers to additional municipalities, including Rideau Lakes;
2. Calls on the Government of Ontario to reverse this decision and uphold the traditional balance of municipal governance; and
3. Directs the Clerk to send a copy of this resolution to:
 - The Honourable Rob Flack Minister of Municipal Affairs and Housing
 - MPP Steve Clark
 - The Honourable Premier of Ontario Doug Ford
 - The Association of Municipalities of Ontario (AMO)
 - The Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO)
 - All Ontario municipalities for their consideration and support.

AND FURTHER that the Province be requested to remove Rideau Lakes from the Strong Mayor Powers Legislation.

YES: 5 NO: 3 ABSTAIN: 0 ABSENT: 0

Carried

YES: 5

Councillor J. Banks Councillor Carr Councillor Dunfield
Councillor Hutchings Deputy Mayor P. Banks

NO: 3

Mayor Hoogenboom Councillor Maxwell Councillor Pollard



52 Seguin Street, Parry Sound, Ontario P2A 1B4
Tel: (705) 746-2101 • Fax: (705) 746-7461 • www.parrysound.ca

Office of the Mayor

April 22, 2025

Honourable Rob Flack
Minister of Municipal Affairs & Housing
College Park, 17th floor,
777 Bay St.
Toronto ON M7A 2J3

Via email: minister.mah@ontario.ca

Dear Minister Flack,

On behalf of Council of the Town of Parry Sound, please accept my congratulations on your recent appointment as Minister of Municipal Affairs & Housing. It's an important Ministry and we look forward to working with you and Ministry staff.

The Ministry of Municipal Affairs & Housing provided notice on April 9th that the Ministry was seeking comments regarding its intent to extend strong mayor powers to an additional 169 municipalities, including the Town of Parry Sound. The comment period was open until April 16th. These additional powers are not powers that I as Mayor believe are necessary and do not wish to exercise them. At our April 15th meeting, Council unanimously voted to reject strong mayor powers, request the province to repeal the legislation, or alternatively permit municipalities to opt out.

We were disappointed that there was no previous communication before the April 9th letter, with a comment period of only one week. Contrary to provincial claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape and accelerate the delivery of key priorities, research by the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has found no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and moreover the strong mayor powers have blurred the political-administrative authority between the roles of head of council and Chief Administrative Officers (CAOs) and senior staff, threatening the neutrality of the public service and politicizing local government leadership. We have seen very questionable use by mayors with strong mayor powers.

...2

Our public expects a democratic process. Given the overwhelming use of executive orders by the current US President and multiple respected analysts' concerns about the US slipping into authoritarianism, our country and its democratic institutions should be safeguarding these democratic principles that provide accountability to the public and not undermining them.

We encourage the provincial government to repeal this legislation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jamie McGarvey', with a long horizontal line extending to the right.

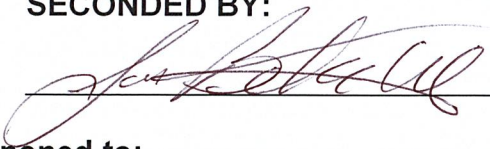
Jamie McGarvey
Mayor, Town of Parry Sound

c.c. Premier Doug Ford
MPP Graydon Smith
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities
Members of Town of Parry Sound Council
CAO Clayton Harris
Clerk Rebecca Johnson



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 – 047

DIVISION LIST	YES	NO	DATE: April 15, 2025
Councillor G. ASHFORD	☒	☐	MOVED BY: 
Councillor J. BELESKEY	☒	☐	
Councillor P. BORNEMAN	☒	☐	SECONDED BY: 
Councillor B. KEITH	☒	☐	
Councillor D. McCANN	☒	☐	
Councillor C. McDONALD	☒	☐	
Mayor J. McGARVEY	☒	☐	
CARRIED: ☒ DEFEATED: ☐ Postponed to: _____			

Whereas the Province has announced the expansion of strong mayor powers to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers; and

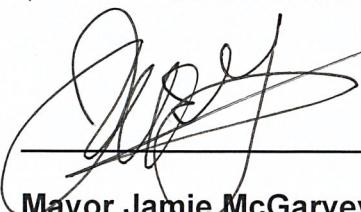
Whereas the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape, and accelerate the delivery of key priorities; and

Whereas research from the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has identified that: a) there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and b) strong mayor powers have blurred the political-administrative authority between the roles of head of council and chief administrative officers (CAOs), threatening the neutrality of the public service and politicizing local government leadership; and

Whereas strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

Now Therefore the Council of the Corporation of the Town of Parry Sound hereby resolves to reject the strong mayor powers granted to it, and requests that the Province repeal the legislation, or offer the option to municipalities to opt out of strong mayor powers; and

That this Resolution be forwarded to the Minister of Municipal Affairs & Housing Rob Flack, Premier Doug Ford, MPP Graydon Smith, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.



Mayor Jamie McGarvey

**THE CORPORATION OF THE MUNICIPALITY OF NORTH MIDDLESEX
RESOLUTION OF COUNCIL**

Member Present	YES	NO	DATE: APRIL 23, 2025
Councillor A. Cornelissen	☒	☐	MOVED BY: 
Councillor C. Daigle	☒	☐	
Councillor B. Irwin	☒	☐	SECONDED BY: 
Councillor S. Nirta	☒	☐	
Deputy Mayor P. Hodgins	☒	☐	
Mayor B. Ropp	☒	☐	

RESULT: Carried

WHEREAS the Province has announced the expansion of strong mayor powers to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers; and

WHEREAS the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape, and accelerate the delivery of key priorities; and Whereas research from the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has identified that: a) there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and b) strong mayor powers have blurred the political-administrative authority between the roles of head of council and chief administrative officers (CAOs), threatening the neutrality of the public service and politicizing local government leadership; and

WHEREAS strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

NOW THEREFORE the Council of the North Middlesex hereby resolves to reject the strong mayor powers granted to it, and requests that the Province repeal the legislation, or offer the option to municipalities to opt out of strong mayor powers; and

THAT this Resolution be forwarded to the Minister of Municipal Affairs & Housing Rob Flack, Premier Doug Ford, MPP Steve Pinsonneault, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.



52 Seguin Street, Parry Sound, Ontario P2A 1B4
Tel: (705) 746-2101 • Fax: (705) 746-7461 • www.parrysound.ca

Office of the Mayor

April 22, 2025

Honourable Rob Flack
Minister of Municipal Affairs & Housing
College Park, 17th floor,
777 Bay St.
Toronto ON M7A 2J3

Via email: minister.mah@ontario.ca

Dear Minister Flack,

On behalf of Council of the Town of Parry Sound, please accept my congratulations on your recent appointment as Minister of Municipal Affairs & Housing. It's an important Ministry and we look forward to working with you and Ministry staff.

The Ministry of Municipal Affairs & Housing provided notice on April 9th that the Ministry was seeking comments regarding its intent to extend strong mayor powers to an additional 169 municipalities, including the Town of Parry Sound. The comment period was open until April 16th. These additional powers are not powers that I as Mayor believe are necessary and do not wish to exercise them. At our April 15th meeting, Council unanimously voted to reject strong mayor powers, request the province to repeal the legislation, or alternatively permit municipalities to opt out.

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Our public expects a democratic process. Given the overwhelming use of executive orders by the current US President and multiple respected analysts' concerns about the US slipping into authoritarianism, our country and its democratic institutions should be safeguarding these democratic principles that provide accountability to the public and not undermining them.

We encourage the provincial government to repeal this legislation.

Sincerely,

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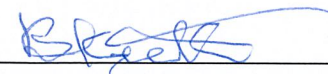
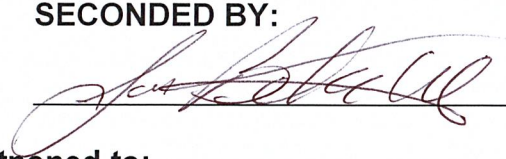
Jamie McGarvey
Mayor, Town of Parry Sound

c.c. Premier Doug Ford
MPP Graydon Smith
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities
Members of Town of Parry Sound Council
CAO Clayton Harris
Clerk Rebecca Johnson



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 – 047

DIVISION LIST	YES	NO	DATE: April 15, 2025
Councillor G. ASHFORD	☒	☐	MOVED BY: 
Councillor J. BELESKEY	☒	☐	
Councillor P. BORNEMAN	☒	☐	SECONDED BY: 
Councillor B. KEITH	☒	☐	
Councillor D. McCANN	☒	☐	
Councillor C. McDONALD	☒	☐	
Mayor J. McGARVEY	☒	☐	
CARRIED: ☒ DEFEATED: ☐ Postponed to: _____			

Whereas the Province has announced the expansion of strong mayor powers to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers; and

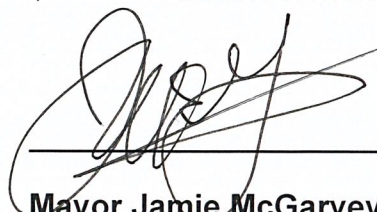
Whereas the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape, and accelerate the delivery of key priorities; and

Whereas research from the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has identified that: a) there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and b) strong mayor powers have blurred the political-administrative authority between the roles of head of council and chief administrative officers (CAOs), threatening the neutrality of the public service and politicizing local government leadership; and

Whereas strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

Now Therefore the Council of the Corporation of the Town of Parry Sound hereby resolves to reject the strong mayor powers granted to it, and requests that the Province repeal the legislation, or offer the option to municipalities to opt out of strong mayor powers; and

That this Resolution be forwarded to the Minister of Municipal Affairs & Housing Rob Flack, Premier Doug Ford, MPP Graydon Smith, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.



Mayor Jamie McGarvey

The Corporation of the City of Cambridge
Corporate Services Department
Clerk's Division
Tel: (519) 740-4680 ext. 4585
mantond@cambridge.ca

April 23, 2025

Re: Request the Redistribution of the Provincial Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding

At its Council Meeting of April 15, 2025, the Council of the Corporation of the City of Cambridge passed the following Motion:

WHEREAS municipalities face growing infrastructure needs, including roads, bridges, public transit, water systems, and other critical services, which are essential to community well-being and economic development; and

WHEREAS the current sources of municipal revenue, including property taxes and user fees, are insufficient to meet these increasing demands for infrastructure investment; and

WHEREAS the Province of Ontario currently collects the Land Transfer Tax (LTT) on property transactions in municipalities across the province, generating significant revenue that is not directly shared with municipalities; and

WHEREAS the Federal Government collects the Goods and Services Tax (GST) on property transactions, a portion of which could be directed to municipalities to address local infrastructure needs; and

WHEREAS redistributing a portion of the Provincial Land Transfer Tax and GST to municipalities would provide a predictable and sustainable source of funding for local infrastructure projects without creating a new tax burden on residents or homebuyers; and

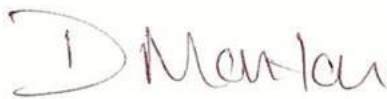
WHEREAS a redistribution of a portion of the existing Land Transfer Tax and GST would allow municipalities to better plan and invest in long-term infrastructure initiatives, supporting local economic growth and improving the quality of life for residents;

1. Now Therefore Be It Hereby Resolved That Cambridge City Council formally requests the Provincial Government to consider redistributing a portion of the Land Transfer Tax collected on property transactions to municipalities; and

2. Be It Further Resolved That Cambridge City Council calls on the Federal Government to allocate a percentage of the GST collected on property sales to municipalities; and
3. Be It Further Resolved That this redistribution of the Land Transfer Tax and GST should be structured to provide predictable and sustainable funding to municipalities, allowing for better long-term planning and investment in infrastructure projects that benefit local communities, thus ensuring that local governments receive a fair share of the revenue to address critical infrastructure needs; and
4. Be It Further Resolved That copies of this resolution be forwarded to the Right Honourable Prime Minister Mark Carney, the Right Honourable Premier Doug Ford, the Ontario Minister of Finance, the Minister of Municipal Affairs and Housing, local Members of Parliament (MPs) and Members of Provincial Parliament (MPPs); and
5. Be It Further Resolved That copies of this resolution be forwarded to all 444 Municipalities in Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.

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 Carney
Hon. Premier Ford
Ontario Minister of Finance
Minister of Municipal Affairs and Housing
Local MPs and MPPs
Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities

Executive Services
99-A Advance Avenue, Napanee, ON K7R 3Y5 www.greaternapanee.com

April 23, 2025

Township of Rideau Lakes
1439 County Road 8
Delta, ON K0E 1G0
Sent via email: mtruelove@rideaulakes.ca

Re: Strong Mayor Powers

To Whom It May Concern,

Please be advised that the Council of the Town of Greater Napanee passed a resolution at its regular session meeting of April 22, 2025 in support of your correspondence regarding Strong Mayor Powers Legislation. A copy of the resolution is enclosed for your reference.

Please do not hesitate to contact me at jwalters@greaternapanee.com if you require any further information with respect to this resolution.

Sincerely,



Jessica Walters
Clerk

cc: Honourable Premier Doug Ford
Honourable Ric Bresee, MPP Hastings-Lennox and Addington
Honourable Rob Flack, Minister of Municipal Affairs and Housing
AMO
AMCTO
All Ontario municipalities

RESOLUTION #194/25 Pinnell Jr., Norrie

That the Town of Greater Napanee sends a letter of support to the Township of Rideau Lakes in regard to their opposition of Ontario Expanding Strong Mayor Powers to 169 Additional Municipalities, and that the Town of Greater Napanee also request to be excluded from the Strong Mayor Powers;

And that a copy of the letter of support be sent to the Honorable Premier Doug Ford, the Honorable MPP Ric Bresee; the Honorable Rob Flack, Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario; the Association of Municipal Managers, Clerks and Treasurers of Ontario, and all other municipalities in Ontario for their consideration and support.

For: 5 Opposed: 2 Abstained:0 Absent: 0

CARRIED.

For:

Councillor Schenk, Councillor Hicks, Councillor Pinnell Jr., Councillor Norrie, Councillor Martin

Opposed:

Mayor Richardson, Deputy Mayor Calver

April 24, 2025

Dear Municipal Councillors,

Subject: Niagara Region Waste Management Strategic Plan Update and Phase Three Engagement Opportunities

The purpose of this letter is to inform you that registration is now open and to invite you to one of our two upcoming Phase Three Waste Management Strategic Plan online open houses. Here, we will present the draft plan and the future programs and initiatives under consideration. A recording will be posted on the project website for those unable to attend.

Open house dates:

- Monday May 26 at 11:00 a.m. to 12:00 p.m. - [Register for Open House 1](https://events.teams.microsoft.com/event/25f3268c-ea55-40d2-b7ea-1bd135fd9b7f@f8214d3d-965c-48cb-b18b-ed323372be42)
(<https://events.teams.microsoft.com/event/25f3268c-ea55-40d2-b7ea-1bd135fd9b7f@f8214d3d-965c-48cb-b18b-ed323372be42>)
- Thursday May 29 at 7:00 p.m. to 8:00 p.m. - [Register for Open House 2](https://events.teams.microsoft.com/event/81dbe632-0d05-40ea-a60a-069d5a320cb0@f8214d3d-965c-48cb-b18b-ed323372be42)
(<https://events.teams.microsoft.com/event/81dbe632-0d05-40ea-a60a-069d5a320cb0@f8214d3d-965c-48cb-b18b-ed323372be42>)

Please visit niagararegion.ca/future-of-waste

(<https://www.niagararegion.ca/projects/waste-management-strategic-plan/>) for more information on the Plan.

If you have any questions, please contact us at wmstratplan@niagararegion.ca or phone Project Manager Jennifer Mazurek at 905-980-6000 ext. 3236.

Sincerely,



Catherine Habermehl
Director, Waste Management Services



PORT COLBORNE

Legislative Services

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

T 905.228.8031 F 905.834.5746
E charlotte.madden@portcolborne.ca

April 24, 2025

Email: mark.carney@parl.gc.ca

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

Dear Honourable Mark Carney:

**Re: City of Port Colborne Support the Town of Grimsby regarding Manufacturing of
Emergency Response Vehicles in Canada**

Please be advised that, at its meeting of April 22, 2025 the Council of The Corporation of the City of Port Colborne supported the resolution received from the Town of Grimsby regarding the Manufacturing of Emergency Response Vehicles in Canada.

The correspondence is attached for your consideration.

Sincerely,

Charlotte Madden
City Clerk

ec: The Honourable Doug Ford, Premier of Ontario
The Honourable Melanie Joly, Minister of Foreign Affairs
The Honourable David McGuinty, Minister of Public Safety and Emergency Preparedness
The Honourable Vic Fedeli, Minister of Economic Development, Job Creation and Trade
The Honourable Stephen Crawford, Minister of Public and Business Service Delivery and Procurement
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
Federation of Canadian Municipalities
Association of Municipalities of Ontario
Local MPs and MPPs
Ann-Marie Norio, Clerk, Region of Niagara
Local Area Municipalities



**The Corporation of the Town of Grimsby
Administration**

Office of the Town Clerk

160 Livingston Avenue, Grimsby, ON L3M 0J5

Phone: 905-945-9634 Ext. 2171 | **Fax:** 905-945-5010

Email: vssteel@grimsby.ca

April 9, 2025

SENT VIA E-MAIL

mark.carney@parl.gc.ca

The Right Honourable Mark Carney

Prime Minister of Canada

80 Wellington Street

Ottawa, ON K1A 0A2

Attention: The Right Honourable Mark Carney

RE: Manufacturing of Emergency Response Vehicles in Canada

Please be advised that the Council of the Corporation of the Town of Grimsby at its meeting held on March 31, 2025, passed the following resolution at the recommendation of the Town of Grimsby and Town of Lincoln's Joint Fire Services Advisory Committee:

Moved by: Councillor Delight Davoli

Seconded by: Mayor Sandra Easton

Whereas fire protection services are a critical component of public safety in every Canadian municipality;

And whereas the majority of fire trucks and emergency response vehicles and their associated major components are currently manufactured outside of Canada, contributing to extended delivery times, rising costs, and supply chain vulnerabilities;

And whereas building fire trucks domestically would strengthen Canada's emergency preparedness, create high-quality skilled jobs, stimulate local economies, reduce risk and exposures due to tariffs, and reduce dependence on foreign suppliers;

RE: Manufacturing of Emergency Response Vehicles in Canada

And whereas Canadian municipalities continue to experience increased demand for reliable and timely delivery of fire and emergency service vehicles due to growth and modernization of fleets;

Therefore be it resolved that the Joint Fire Services Advisory Committee recommend to the Councils of the Town of Lincoln and Grimsby calls on the Government of Canada and Province of Ontario to explore opportunities to incentivize and support the manufacturing of fire trucks and emergency response vehicles within Canada;

And further that a copy of this resolution be forwarded to the Prime Minister of Canada, Premier of Ontario, the Federal Minister of Innovation, Science and Industry, the Federal Minister of Public Safety, the Ontario Minister of Economic Development, Job Creation and Trade, the Ontario Minister of Public and Business Service Delivery, the Ontario Minister of Municipal Affairs and Housing, the Federation of Canadian Municipalities (FCM), Association of Municipalities of Ontario (AMO), the Region of Niagara, Local Area Municipalities, and local MPs and MPPs for their consideration and support.

If you require any additional information, please reach out.

Regards,



Victoria Steele
Town Clerk

RE: Manufacturing of Emergency Response Vehicles in Canada

CC: The Honourable Doug Ford, Premier of Ontario premier@ontario.ca; The Honourable Melanie Joly, Minister of Foreign Affairs Melanie.joly@parl.gc.ca; The Honourable David McGuinty, Minister of Public Safety and Emergency Preparedness David.mcguinty@parl.gc.ca; The Honourable Vic Fedeli, Minister of Economic Development, Job Creation and Trade Vic.fedeli@pc.ola.org; The Honourable Stephen Crawford, Minister of Public and Business Service Delivery and Procurement Stephen.crawford@pc.ola.org; The Honourable Rob Flack, Minister of Municipal Affairs and Housing Rob.flack@pc.ola.org; Federation of Canadian Municipalities resolutions@fcm.ca; Association of Municipalities of Ontario policy@amo.on.ca; Julie Kirkelos, Clerk, Town of Lincoln jkirkelos@lincoln.ca; Jessica Dyson, Director of Legal and Legislative Services, Township of West Lincoln jdyson@westlincoln.ca; Amber Chrastina, Clerk, Township of Wainfleet achrastina@wainfleet.ca; Tara Stephens, Clerk, City of Welland tara.stephens@welland.ca; Peter Todd, Clerk, Town of Fort Erie ptodd@forterie.ca; Sarah Leach, Clerk, Town of Pelham sleach@pelham.ca; Bill Matson, Clerk, City of Niagara Falls bmatson@niagarafalls.ca; Charlotte Cooper-Madden, Clerk, City of Port Colborne cityclerk@portcolborne.ca; Donna Delvecchio, Clerk, City of St. Catharines ddelvecchio@stcatharines.ca; Nicholas Debono, Clerk, City of Thorold clerk@thorold.ca; Grant Bivol, Clerk, Town of Niagara-on-the-Lake clerks@notl.com; Ann-Marie Norio, Clerk, Region of Niagara ann-marie.norio@niagararegion.ca; Dean Allison, MP Niagara West dean.allison@parl.gc.ca; Tony Baldinelli, MP Niagara Falls-Niagara-on-the-Lake Tony.Baldinelli@parl.gc.ca; Chris Bittle MP St. Catharines chris.bittle@parl.gc.ca; Vance Badawey MP Niagara South vance.badawey@parl.gc.ca; Sam Oosterhoff MPP Niagara West Sam.Oosterhoff@pc.ola.org; Wayne Gates MPP Niagara Falls wgates-qp@ndp.on.ca; Jennie Stevens MPP St. Catharines jstevens-qp@ndp.on.ca; Jeff Burch MPP Niagara Centre jburch-qp@ndp.on.ca

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

April 25, 2025

CL 6-2025, April 24, 2025

CSC 3-2025, April 9, 2025

CSD 16-2025, April 9, 2025

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

Debt Information Report – 2025 Debenture Issuance

CSD 16-2025

Regional Council, at its meeting held on April 24, 2025, passed the following recommendation of its Corporate Services Committee:

That Report CSD 16-2025, dated April 9, 2025, respecting Debt Information Report – 2025 Debenture Issuance, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities Council members for information.

A copy of Report CSD 16-2025 is enclosed for your reference.

Yours truly,



Ann-Marie Norio

Regional Clerk

:rh

CLK-C 2025-035

cc: L. Chen, Manager, Revenue Planning and Strategy, Corporate Services
D. Carnegie, Commissioner/ Treasurer, Corporate Services
K. Beach, Executive Assistant to the Commissioner/Treasurer, Corporate Services

Subject: Debt Information Report – 2025 Debenture Issuance

Report to: Corporate Services Committee

Report date: Wednesday, April 9, 2025

Recommendations

1. That this report **BE RECEIVED** for information; and
2. That this report **BE CIRCULATED** to the Local Area Municipalities Council members for information.

Key Facts

- The purpose of this report is to advise Council of the Region's intention to issue debentures in 2025 for both the Region and the Local Area Municipalities (LAMs), in accordance with established debenture issuance procedures.
- Each year the Region and LAMs require the issuance of debentures for Council approved capital projects. During construction, these projects were internally financed and are now either complete or are nearing completion and debenture financing must be secured. A total issuance of \$157.0 million is being proposed (see Appendix 1 to Report CSD 16-2025).
- Of the proposed \$157.0 million debt issuance, \$79.9 million relates to regional debt which will increase the Region's 2025 outstanding debt from \$358.7 million to \$438.6 million. Previously authorized but unissued debt for the Region will decrease by \$79.9 million, from \$428.7 million to \$348.8 million.
- The Region largely raises funds through the sale of Niagara Region debentures in the capital markets or through the Infrastructure Ontario (IO) lending program.
- Regional staff are proposing two capital markets debt issuances this year in June and December 2025 in alignment with the 2025 Council approved business case, and one debt issuance through the IO lending program in October 2025.
- Regional staff monitor the rates for the IO lending program and capital markets and propose the issuance of debentures in consideration of interest rate levels and cash flow management.

- Current and future debenture approvals and issuances are recommended in consideration of the impact on our Annual Repayment Limit (ARL), Standard and Poor (S&P) impacts and our IO Sector Limit which are all discussed in more detail in the report.

Financial Considerations

The Region plans to issue debentures in 2025 for its financing requirements and that of certain LAMs identified in Appendix 1 to Report CSD 16-2025. The debenture issuance requirements for 2025 are summarized as follows:

Table 1 – Summary of Debt Requirements

Debt Term	Region Amount	LAM Amount	Total
1-10 Year Debt		\$31.3 M	\$31.3 M
15-30 Year Debt	\$79.9 M	\$45.8 M	\$125.7 M
Total	\$79.9 M	\$77.1 M	\$157.0 M

Total issued debt will be recorded as a long-term liability on the Region's financial statements with a corresponding debt recoverable from the LAM for the amount issued on behalf of the LAMs. Debt servicing costs associated with the Region's approved debt have been included within the Region's operating budget. The projected debt servicing costs associated with the Region's debt requirement of \$79.9 million is estimated at \$5.4 million and can be accommodated within the approved budget.

Each year the Region includes in its annual budget the estimated cost of debt servicing for Council approved but unissued debt. When developing budgets staff consider forecasted interest rates to ensure the full cost of debt servicing is included in the annual budget. The region currently has \$428.7 million of approved but unissued debt. Knowing that not all unissued debt is required currently, staff will continue to monitor interest rates and recommend debt issuance when projects are substantially complete and while taking into consideration interest rates and cash flow requirements. Debt servicing costs for the LAMs are budgeted by each individual LAM and recovered by the Region from the LAM.

The Region's \$79.9 million debt requirement in 2025 relates to the long-term care home project. IO approved the Region's application for debt financing of the new long term care home in St. Catharines in 2023. The debt will be financed over 25 years to align

with the Construction Funding Subsidy (CFS). The CFS received helps offset the debt servicing costs and is calculated using a set per diem based on market segment.

Other Regional and Municipal debt considerations for 2025 and going forward include:

Instructure Ontario Sector Limit

Following the approval of the significant debt financing for the two new Long Term Care Homes of \$135 million in 2023, IO made finance staff aware that the Region is approaching its sector limit. All municipalities in Ontario are subject to a concentration limit, referenced as a Sector Limit, which is the same amount across all Upper and Single Tiers, not dependent on size or geographic location. The sector limit places limitations on the amount of IO debt that the Region and its LAMs will be able to access in the future. As of the end of 2024, the sector limit for the Region was identified as \$623.5 million with \$76.7 million remaining unutilized. It is estimated that an additional \$20 million of sector limit room will become available each year as other debt obligations fall off. As IO is heavily relied upon for its availability of longer term (25 and 30 year) financing, relative to the market debentures, the sector limit will require the Region and LAMs to continue to work collaboratively to stay within the limit or consider alternative financing methods.

Standard and Poor (S&P)

On October 8, 2024, S&P reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden.

In their 2024 report, S&P Global Ratings lauded the Niagara Region for sound and transparent financial management protocols. It also deemed strengths of the regional economy to include sectors such as manufacturing and trade, healthcare, and the innovative Port Colborne electric vehicle battery separator facility currently under construction. Still, S&P predicted that the Niagara Region will face adversity in preserving its AA+ credit rating as it adds debt to upgrade essential infrastructure needs, especially in the realms of transportation and water/wastewater.

Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets. One criteria evaluated by S&P is consolidated debt outstanding (Region and LAMs) over total operating revenues (Region and LAMs), staff were advised that the Region

should strive to remain below 75% in order to sustain its current credit rating. The Region's 2024 S&P ratio was 61.4% and 2025 forecasted ratio would be 63.9% based on proposed debt issuance in this report. It is expected that the S&P ratio will increase to 70.1% in 2026 and could exceed the 75% in the next five years based on forecasted LAM debt requirement and approved unissued Regional debt. A downgrading of the Region's credit rating could result in higher interest rates for the Region's debt which will impact Regional and LAM operating budgets.

Annual Repayment Limit (ARL)

The Province imposes on each municipality an Annual Repayment Limit (ARL) of the amount of operating revenues that can be dedicated to servicing debt. Region's ARL is forecasted to be 5.69% after the 2025 debenture issuance, well below the 25% ARL set by the Province. The ARL for each LAM is provided in Appendix 2 to Report CSD 16-2025 and is based on the latest available published Financial Information Return (FIR) which is generally 2023. While the Region has significant room to absorb debt servicing costs within the ARL, an increase in debt does put pressure on operating budgets and the increase in debt outstanding would put pressure on the S&P evaluation of total debt outstanding.

Macroeconomic Outlook

According to the Region's main bank, RBC, the threat of significant international trade disruptions is overshadowing what would have been a substantially improving Canadian economy. The positive effect of lower interest rates had been showing up earlier than we expected a quarter ago without the tariff threats. RBC anticipates the Bank of Canada will cut the overnight rate to 2.25% by the summer this year due to the ongoing Canada-US trade war. Regional staff monitor the rates for the IO lending program and capital markets and propose the issuance of debentures in consideration of interest rate levels and cash flow management.

Financing Strategy

The Regions Capital financing Policy (Appendix 3 to Report CSD 16-2025) is a strategy for establishing adequate levels of funding for capital projects that address sustainment, growth and new strategic investments. The policy supports debt for growth and strategic investments in an effort to be strategic within the debt constraints. It also ensures that as current property owners use capital assets, they are paying for the life cycle sustainment costs through annual operating budget transfers to capital reserves. The Region is forecasting that total 16 capital projects will be complete or nearing

completion in 2025. These projects were approved with debt financing by Council through budget process. Due to declining interest rates and effective cash flow management, staff are recommending to not proceed with debt financing in 2025.

Analysis

Each year, the Region raises funds through the sale of Niagara Region debentures in the capital markets or through the IO lending program to finance previously approved capital projects for both the Region and the LAMs. While projects are under construction funding is generally provided internally and once projects are complete financing must be secured. The authority to issue debentures is granted solely to regional government in accordance with the *Municipal Act*.

A listing of the proposed debenture amounts is shown in Appendix 1 to Report CSD 16-2025:

- **For the 1–10-year term**, the proposed requirement for the municipalities of Welland, St. Catharines, and Lincoln totals \$31.3 million.
- **For the 15–30-year term**, The proposed requirement for the Region's Long Term Care Home project is \$79.9 million. The proposed requirement for the municipalities of Lincoln, Niagara Falls, Port Colborne, Niagara-on-the-Lake and St. Catharines totals \$45.8 million.

Capital Markets

The Region monitors the markets and in consultation with our fiscal agents determines the most appropriate time to enter the capital markets. Some of the main benefits of implementing two debt issuances through the capital markets include:

- **Interest rate risk management** – by issuing debt more frequently the Region reduces risk to interest rate fluctuations. If rates rise, only a portion of the year's debt is affected rather than the entire issuance. On the other hand, the Region will be able to take advantage of lower interest rate through the second issuance should the rates fall later in the year.
- **Diversified investor base** – multiple issuances provide more opportunities for different investors to participate, potentially improving demand and reducing borrowing costs. Some investors may prefer shorter or longer maturities depending on market conditions.

- **More competitive pricing** - If demand is high at one issuance but low at another, a twice-yearly approach provides flexibility to tap the market when conditions are more favorable, potentially securing better interest rates.
- **Cashflow and budgeting flexibility** - municipalities often have ongoing capital projects with varying cash needs. Issuing debt in two smaller tranches allows better alignment of debt proceeds with project expenditures, reducing the risk of idle cash and improving budget management.
- **Improved public perception and transparency** - frequent issuance can demonstrate proactive financial management, reassuring taxpayers, rating agencies, and investors that the municipality is carefully planning its debt strategy.

While issuing debt twice a year may increase administrative and legal costs slightly, these benefits are expected to outweigh the downsides, especially for municipalities with large or ongoing capital programs.

Table 2 – Summary of Capital Markets Issuances

Municipality	June Issuance	December Issuance	Total Capital Markets Debt
Niagara Region			
Lincoln	\$2.1 M		\$2.1 M
Niagara-on-the-Lake	\$1.7 M		\$1.7 M
St. Catharines	-	\$9.3 M	\$9.3 M
Welland	\$9.9 M	\$10.5 M	\$20.4 M
Total	\$13.7 M	\$19.8 M	\$33.5 M

The Region engages its fiscal syndicate in the sale of Regional debentures in the capital markets; the syndicate is comprised of three fiscal agents: CIBC World Markets, RBC Capital Markets and National Bank Financial. National Bank Financial will be the lead for the June 2025 capital market transaction as per the annual established rotation.

Infrastructure Ontario (IO)

Staff are also proceeding with debenture issues via the IO lending program throughout the remainder of 2025.

Table 3 – Summary of IO Issuance

Municipality	IO Debt
Niagara Region	\$79.9 M*
Lincoln	\$21.9 M**
Niagara Falls	\$15.1 M
Port Colborne	\$6.5 M
Total	\$123.5 M

Notes:

* \$79.9 million for Long-term Care Home in St. Catharines was reflected in the IO unutilized debt room at the end of 2024;

** Out of the \$21.9 million, \$15.0 is pre-approved IO construction loans which were reflected in the IO unutilized debt room at the of 2024.

Table 4 – Available IO Debt Room

2024 Amount Remaining	\$76.7 M
2025 Principal Payment	\$20.0 M
2025 Amount Remaining	\$96.7 M
2025 Proposed IO Issuance (Table 3)	(\$123.5 M)
Add Back Amounts Accounted for in 2024	\$94.9 M
2025 Amount Remaining at Yearend	\$68.1 M

Sinking Fund

Given that the Region is approaching its sector limit, other options for longer term financing will need to be considered. One option is to issue longer term debt through the capital markets, which can only be accessed through a bullet bond, and requires a sinking fund. The region currently has one sinking fund, that relates to debt issued for the Region and the City of St. Catharines, in 2010. Sinking funds require the annual investment of funds over the term of the debenture and the funds must be accounted for and reported on separately including annual audited financial statements. Staff have not pursued this particular type of debt since 2010 as a result of the administration required. Resources required to administer further sinking funds would need to be considered with this option. The capital markets offer serial or amortized loans for terms 20 years or less, which is another option. This option could result in potential operating budget pressure as 30-year projects would need to be financed over shorter amortization periods. Approximately \$343.8 million or 80% of the Regions unissued debt is currently budgeted for based on a 30-year term.

Borrowing Rates

- The current 10-year rates for IO and capital markets are approximately 3.60% and 3.575% respectively.
- The Region's last 10-year capital markets issuance was in 2024 for \$27.5 million at an average rate of 4.140%.
- The current 25-year IO rate is 4.33%.
- In September 2024, the Region settled an IO serial debenture for a Regional Long Term Care Home at a rate of 4.34% for 25 years.

These rates are indicative of current conditions including the past decreases to the Bank of Canada rate, and it should be noted that rates may change according to subsequent market conditions and timing of the actual debenture issue. Interest rates for both IO and capital markets are in line with budget assumptions therefore staff are not anticipating further pressure as a result of interest rates at this time.

Future Debt Planning and Modernization

Regional and LAM staff are in discussions around the future of the Regions debt program with the goal of establishing common debt approval and issuance principles in support of maintaining our credit rating with S&P and supporting the debenture needs of both the Region and LAMs for longer term debt. To support this work there will need to

be more investment made in understanding our consolidated future capital needs and available funding sources. These conversations will also consider other debt funding instruments. Both Region and LAM staff are actively monitoring and applying for applicable grant funding which would potentially reduce debt requirement following funding approval.

Alternatives Reviewed

The only alternatives available to the Region are:

- The decision of whether to issue debt with IO or capital markets however there are some limitations regarding the term of the debt and the administrative effort associated with setting up a sinking fund.
- The timing of the debenture which staff will monitor based on interest rate levels and cash flow requirements.

Relationship to Council Strategic Priorities

The proposed 2025 debt issuance will fund capital infrastructure projects that support Council's strategic priorities of:

- Effective Region
- Equitable Region

Other Pertinent Reports

[CSD 64-2024 2025 Consolidated General Levy Budget](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=0281408c-b40e-404a-b9b0-5cdd3582ac52&Agenda=Merged&lang=English&Item=22&Tab=attachments>)

[BRC-C 25-2024 2025 Consolidated General Levy Budget Update Memo](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6fe248c3-7e32-435a-8ffc-103cabcc703d&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)

[CSD 48-2024 2025 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=93252d78-80cf-4c36-9b0f-2f9cb97010a3&Agenda=Merged&lang=English>)

[CSD 46-2024 2025 Capital Budget](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=5b219e1e-806b-4418-92d6-0adf0327c6cd&Agenda=Agenda&lang=English&Item=13&Tab=attachments>)

[CSD 44-2024 Waste Management 2025 Operating Budget and Requisition](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6ed594dd-1cef-4a22-92e7-186d204662a7&Agenda=Agenda&lang=English>)

[BRC-C 2-2024 2025 Proposed Operating Budget and Special Levy Requisition –
Niagara Transit Commission](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=93252d78-80cf-4c36-9b0f-2f9cb97010a3&Agenda=Merged&lang=English>)

[BRC-C 3-2024 Niagara Transit Commission Additional Budget Information](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=93252d78-80cf-4c36-9b0f-2f9cb97010a3&Agenda=Merged&lang=English>)

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Appendices

Appendix 1	Proposed 2025 Debenture Amounts
Appendix 2	Annual Repayment Limits
Appendix 3	C-F-027 Capital Financing Policy

Proposed 2025 Debenture Amount

CSD 16-2025

Appendix 1

The Regional Municipality of Niagara

Description	Q2 Issuance	Q4 Issuance	IO Construction Loan	Total Proposed Amount
1-10 Year Term				
Area Municipalities				
Lincoln	2,079,000			2,079,000
St. Catharines		8,800,000		8,800,000
Welland	9,875,900	10,502,454		20,378,354
Total for Area Municipalities	11,954,900	19,302,454	-	31,257,354
Total 1 - 10 Year Term	11,954,900	19,302,454	-	31,257,354
15-30 Year Term				
Region				
Facilities - LTC		79,883,688		79,883,688
Total for Region	-	79,883,688	-	79,883,688
Area Municipalities				
Port Colborne		6,511,500		6,511,500
St. Catharines		500,000		500,000
Lincoln		6,898,670	15,031,423	21,930,093
NOTL	1,740,000			1,740,000
Niagara Falls		15,126,617		15,126,617
Total for Area Municipalities	1,740,000	29,036,787	15,031,423	45,808,210
Total 15 - 30 Year Term	1,740,000	108,920,475	15,031,423	125,691,898
Total Proposed Debenture Amount - 2025	13,694,900	128,222,929	15,031,423	156,949,252

Annual Repayment Limits

CSD 16-2025
Appendix 2

Niagara Region:	Total Outstanding Debt (including sinking fund assets) as at Dec 31, 2024 (in \$000s)	Principal Payments in 2025 (in \$000s)	Adjusted Debt Outstanding As at Dec. 31, 2025 (in \$000s)	Forecasted Debt Issuance for 2025 (in \$000s)	Total Debt Outstanding, including 2025 Forecasted Issuance As at Dec. 31, 2025 (in \$000s)	Annual Repayment Limit % (Note 1)
IT Solutions	791	(35)	756	-	756	
Court Services	7,342	(321)	7,020	-	7,020	
Properties Management	4,445	(1,223)	3,222	-	3,222	
General Government - Other	3,955	(605)	3,349	-	3,349	
General Government	16,532	(2,184)	14,348	-	14,348	
Police	70,922	(4,951)	65,971	-	65,971	
Roads	95,378	(11,403)	83,976	-	83,976	
Transportation	95,378	(11,403)	83,976	-	83,976	
Public Health	5,937	(380)	5,558	-	5,558	
Emergency Medical Services	2,462	(104)	2,357	-	2,357	
Public Health	8,399	(484)	7,915	-	7,915	
Community Services	5,332	(277)	5,054	-	5,054	
Seniors Services	71,216	(2,958)	68,258	79,884	148,142	
Community Services	76,548	(3,236)	73,312	79,884	153,196	
NRH	27,891	(5,201)	22,690	-	22,690	
Sub-Total Levy	295,670	(27,458)	268,212	79,884	348,095	
NRT	11,027	(1,915)	9,112	-	9,112	
Sub-Total Special Levy	11,027	(1,915)	9,112	-	9,112	
Wastewater	64,075	(3,421)	60,654	-	60,654	
Water	21,525	(777)	20,748	-	20,748	
Sub-Total Rate	85,601	(4,198)	81,403	-	81,403	
Total Niagara Region:	392,298	(33,572)	358,726	79,884	438,610	5.69%

Niagara Region:	Total Outstanding Debt (including sinking fund assets) as at Dec 31, 2024 (in \$000s)	Principal Payments in 2025 (in \$000s)	Adjusted Debt Outstanding As at Dec. 31, 2025 (in \$000s)	Forecasted Debt Issuance for 2025 (in \$000s)	Total Debt Outstanding, including 2025 Forecasted Issuance As at Dec. 31, 2025 (in \$000s)	Annual Repayment Limit % (Note 1)
External:						
Fort Erie	9,267	(1,163)	8,104	-	8,104	1.56%
Grimsby	8,630	(648)	7,982	-	7,982	1.11%
Lincoln	30,294	(870)	29,424	24,009	53,433	6.92%
Niagara Falls	75,432	(5,429)	70,002	15,127	85,129	4.59%
NOTL	8,050	(617)	7,433	1,740	9,173	4.22%
Pelham	24,275	(2,075)	22,200	-	22,200	10.17%
Port Colborne	24,968	(1,191)	23,777	6,512	30,289	5.49%
St. Catharines	93,997	(13,127)	80,869	9,300	90,169	9.03%
Thorold	299	(146)	152	-	152	0.04%
Wainfleet	5,432	(371)	5,061	-	5,061	2.11%
Welland	64,088	(8,536)	55,551	20,378	75,930	15.06%
West Lincoln	21,115	(944)	20,171	-	20,171	7.90%
Local Area Municipalities	365,846	(35,118)	330,727	77,066	407,793	
Total Consolidated	758,144	(68,690)	689,454	156,949	846,403	

Note 1 - The ARL for the Region and the Local Area Municipalities (LAMs) is based on the most recent Financial Information Return (FIR). The Region relies upon the LAMs to update their FIR and ARL in accordance with the Municipal Act. The ARL for the Region and for those LAMs seeking debentures in 2025 has been updated to include debt servicing estimates for the 2025 debt issuance.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Financial</i>	<i>Capital Financing Policy</i>

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Policy Owner	Corporate Services, Financial Management and Planning
Approval Body	Council
Authorization Regerence:	Council Minutes CL 18-2019 October 17, 2019: Minute Item 12.1 (COTW 8-2019 October 3, 2019) Report CSD 51-2019
Effective Date	October 17, 2019
Review by Date	October 2020

1. Policy

This policy establishes principles and practices for preparing Niagara Region's Capital Budget, operating impacts and multi-year capital forecast and the prudent use of funding. The Region recognizes the importance of creating a capital financing strategy. This strategy will utilize the following principles:

1.1. Ensure long-term financial sustainability and flexibility

- a. On an annual basis, the multiyear capital plan shall be analyzed for funding requirements.
 - i. Projects that are aligned to asset management should utilize reserves and any deficiencies shall be communicated and considered in the operating budget before utilizing debt.
 - ii. Projects that are supporting growth should be funded with development charges.
 - iii. Projects that are new strategic investments should be funded with debt.
 - iv. The cost of servicing the debt and operating impacts of capital will be requested in the operating budget in the year the capital program is approved.
 - v. Favourable timing variances on debt charges or operating impacts resulting from timing of project completion will be utilized to substitute previously approved debt or fund pay as you go for projects aligned to the asset management plan or otherwise as approved in the budget.
- b. To the extent practicable, the hierarchy and principle of allocating funding will be in the following order.
 - i. External sources that are known to the project should be utilized first
 - ii. Federal Gas Tax will be allocated to reduce the use of reserves or debt funding.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Financial</i>	<i>Capital Financing Policy</i>

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- iii. Development Charges Reserve will be allocated in accordance to the methodology included in the Development Charge background study.
- iv. Reserves (pay as you go) will be allocated as defined under C-F-013 Reserve and Reserve Funds Policy and as updated from time to time to support renewal investment and state of good repair projects as identified in the asset management plan.
- v. Debt will be utilized for growth and strategic investment projects.

1.2. Maintain a Strong Credit Rating

- a. The Region will undertake due diligence and consider the impacts of debt financing on the Regions credit rating.

1.3. Adhere to Statutory Requirements

- a. On an annual basis, the capital budget will be developed including a multi-year capital plan and include a financing strategy adhering to legislative requirements including but not limited to asset management regulations and compliance to the provincially mandated 25% annual repayment limit.

2. Purpose

Niagara Region prepares a Capital Budget annually as required by the Municipal Act. In addition, multi-year capital forecasts are prepared to plan funding for upcoming capital requirements. This policy will establish the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency and legislative compliance of its capital funding program.

3. Scope

This policy applies to the following:

- a. Capital budget financing for projects.
- b. Operating budget impacts required to support the approved Capital projects including but not limited to debt servicing costs, operations and maintenance.
- c. The administration and management of the issuance of debt for approved capital projects.

The Budget Control By-Law defines the Region's authority over Agencies, Board and commissions and this policy shall comply congruently.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Financial</i>	<i>Capital Financing Policy</i>

3.2.Roles and Responsibilities

- a. The Responsibility of Regional Council
 - i. To approve the annual budget.
 - ii. To pass debenture by-law prior to the issuance of debentures.
- b. The Responsibilities of the Corporate Leadership Team
 - i. To recommend and support the budget submissions to Council.
- c. The Responsibilities of the Financial Management and Planning Team
 - i. To transparently consolidate and present budget considerations to Council in accordance with the policy.
 - ii. To direct staff on strategy to meet Council's expectations of the annual budget.
 - iii. To recalculate the Annual Repayment Limit (O. Reg. 403/02, s. 4(1)) each year.
 - iv. To manage the administration of the debenture issuances.
 - v. To lead the annual credit rating review process.
- d. The Responsibilities of Project Managers
 - i. To provide sufficient information to determine the type of project for the financing strategy.
 - ii. To provide required capital project information including specific external funding sources.

4. References and Related Documents.

4.1.Legislation, By-Laws and/or Directives

- a. Municipal Act, 2001, S.O. 2001, C .25
- b. Tile Drainage Act, R.S.O. 1990, c.T.8
- c. Local Improvement Act, R.S.O. 1990, C. L.26
- d. Asset Management Planning for Municipal Infrastructure O.Reg. 588/17
- e. Budget Control By-law No. 2017-63

4.2.Procedures

5. Related Policies

- a. Operating Surplus/Deficit Policy (C-F-022)
- b. Reserve and Reserve Fund Policy (C-F-013)

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Financial</i>	<i>Capital Financing Policy</i>

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6. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date
Regional Council	October 17, 2019	October 17, 2019

Revision History

Revision No.	Date	Summary of Change(s)	Changed by