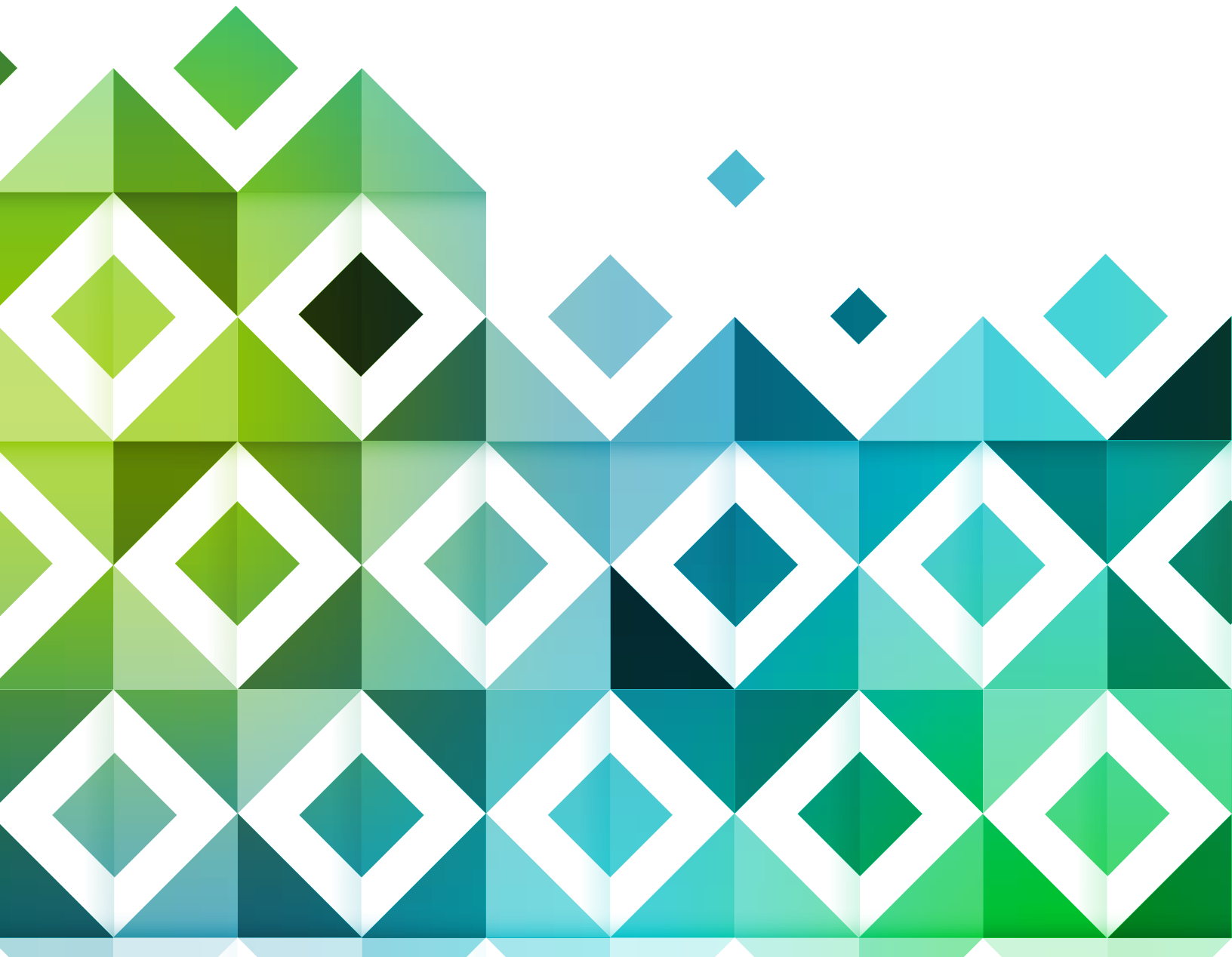


# 2018

## Budget Summary





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Regional Municipality of Niagara**

**Ontario**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morill*

Executive Director

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# Corporate Budget Schedules



# Corporate Budget Schedules

## Introduction to the Niagara Region

### About the Niagara Region

Niagara is a culturally rich and historically significant region offering its 449,098 residents a mix of urban and rural living. The region boasts a diverse economy that includes manufacturing, tourism, agriculture and agribusiness, transportation and logistics, and emerging sectors such as new media, green technology and bioscience. Located between two Great Lakes, Erie and Ontario, Niagara's many natural features and proximity to Toronto and to the United States, with which it shares a border, continue to shape the region's evolution as a centre of commerce and an international tourism destination. Regional government operations are overseen by Niagara Regional Council which is composed of 30 elected representatives from 12 area municipalities, plus the Regional Chair. In December 2014, a new term of Council was elected to serve the residents of Niagara for a four-year term until November 30, 2018.

To learn more, visit [www.niagararegion.ca](http://www.niagararegion.ca).

### Vision, Mission and Values

#### *Vision*

Niagara Region is a unified community of communities with diverse opportunities and qualities. Together we strive for a better tomorrow.

#### *Mission*

Niagara Region will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community-focused services.

#### *Values*

##### **Respect**

We treat everyone equitably with compassion, sensitivity and respect.

##### **Serve**

We serve Niagara with pride, care and excellence.

##### **Honesty**

We value honesty, integrity and trust.

##### **Choice**

We believe in social, environmental and economic choices that support our diverse community.

##### **Partnerships**

We foster collaboration and value partnerships.

# Corporate Budget Schedules

2014 – 2018 Regional Council



**Alan Caslin**  
REGIONAL CHAIR



**Sandy Annuziata**  
FORT ERIE



**Dave Augustyn**  
PELHAM



**David Barrick**  
PORT COLBORNE



**Brian Baty**  
PELHAM



**Bob Bentley**  
GRIMSBY



**Gary Burroughs**  
NIAGARA-ON-THE-LAKE



**Frank Campion**  
WELLAND



**Henry D'Angela**  
THOROLD



**Patrick Darte**  
NIAGARA-ON-THE-LAKE



**Jim Diodati**  
NIAGARA FALLS



**Sandra Easton**  
LINCOLN



**Kelly Edgar**  
ST. CATHARINES



**Bob Gale**  
NIAGARA FALLS



**Paul Grenier**  
WELLAND



**Brian Heit**  
ST. CATHARINES



**Bill Hodgson**  
LINCOLN



**April Jeffs**  
WAINFLEET



**Douglas Joyner**  
WEST LINCOLN



**Ted Luciani**  
THOROLD



**Debbie MacGregor**  
ST. CATHARINES



**John Maloney**  
PORT COLBORNE



**George Marshall**  
WELLAND



**Bart Maves**  
NIAGARA FALLS



**Andrew Petrowski**  
ST. CATHARINES



**Tony Quirk**  
GRIMSBY



**Wayne Redekop**  
FORT ERIE



**Tim Rigby**  
ST. CATHARINES



**Walter Sendzik**  
ST. CATHARINES



**Bruce Timms**  
ST. CATHARINES



**Selina Volpatti**  
NIAGARA FALLS

# Corporate Budget Schedules

## Corporate Leadership Team



**Carmelo D'Angelo**

Chief Administrative Officer



**Chris Carter**

General Manager



**Dr. M. Mustafa Hirji**

Medical Officer of Health  
Acting Commissioner Public Health and Emergency Services



**Jason Burgess**

Treasurer  
Acting Commissioner Enterprise Resource Management  
Services



**Rino Mostacci**

Commissioner Planning and Development Services



**Ron Tripp**

Commissioner Public Works

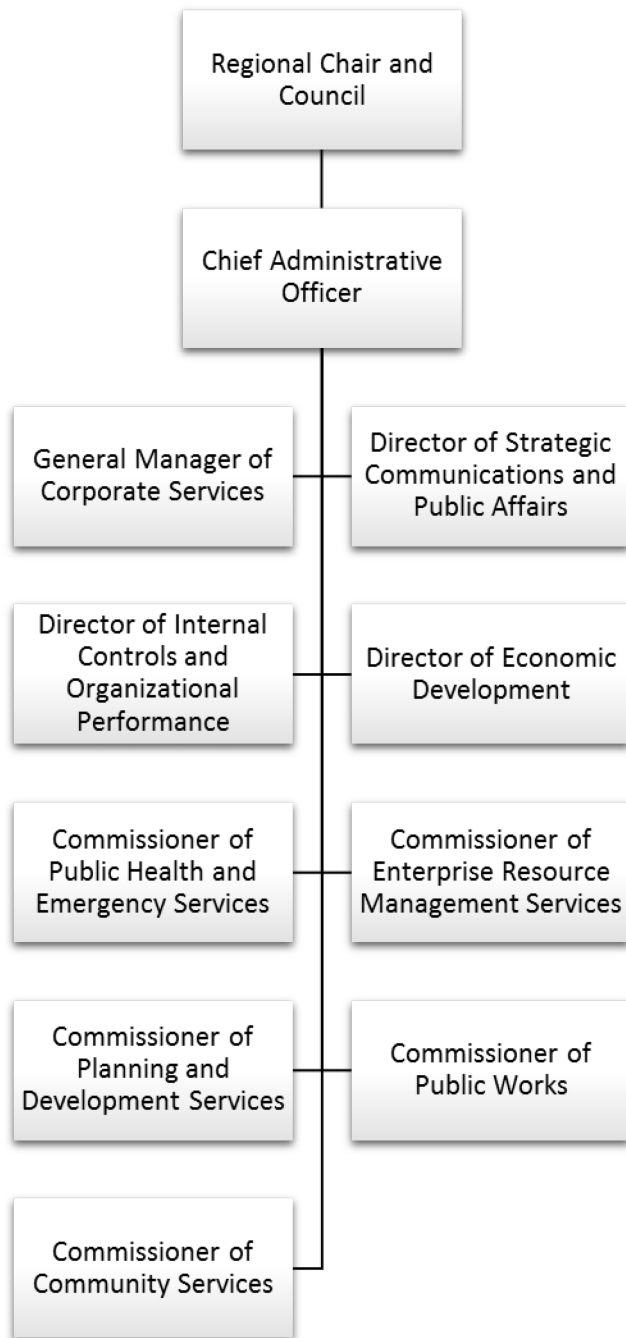


**Adrienne Jugley**

Commissioner Community Services



## Niagara Region Organizational Chart



# Corporate Budget Schedules

## Niagara Regional Council's Strategic Priorities 2015 – 2018

Niagara Regional Council's strategic priorities recognize the importance of long-term planning and priority setting in order to enable a more prosperous Niagara. Established in February 2015, the 2015-2018 Strategic Priorities are supported by strategies and service delivery plans for Niagara Region's diverse program areas and special initiatives.

Priority Areas Identified by Regional Council:



### **Moving People and Goods**

Create strong linkages between all modes of transportation.



### **Fostering Innovation, Investment and Entrepreneurship**

Providing necessary infrastructure to foster growth and be a catalyst to attract investment.



### **Building a Labour-Ready Workforce**

Economies are facing rapid change and unique skills and training are required to stay ahead of competition.



### **Positioning Niagara Globally**

Diversifying Niagara's population, economy and opportunities.



### **Doing Business Differently**

Utilizing strategies that foster economic prosperity in Niagara.



### **Advancing Organizational Excellence**

Building upon our strong internal foundation.

The Region is committed to advancing these priority areas and will regularly monitor and evaluate our progress based on six performance outcomes including: Growth, Employment, Taxation, Community Symptoms, Investment and Infrastructure.

To learn more about the Region's Strategic Priorities and performance outcome indicators, visit [www.niagararegion.ca/priorities](http://www.niagararegion.ca/priorities).

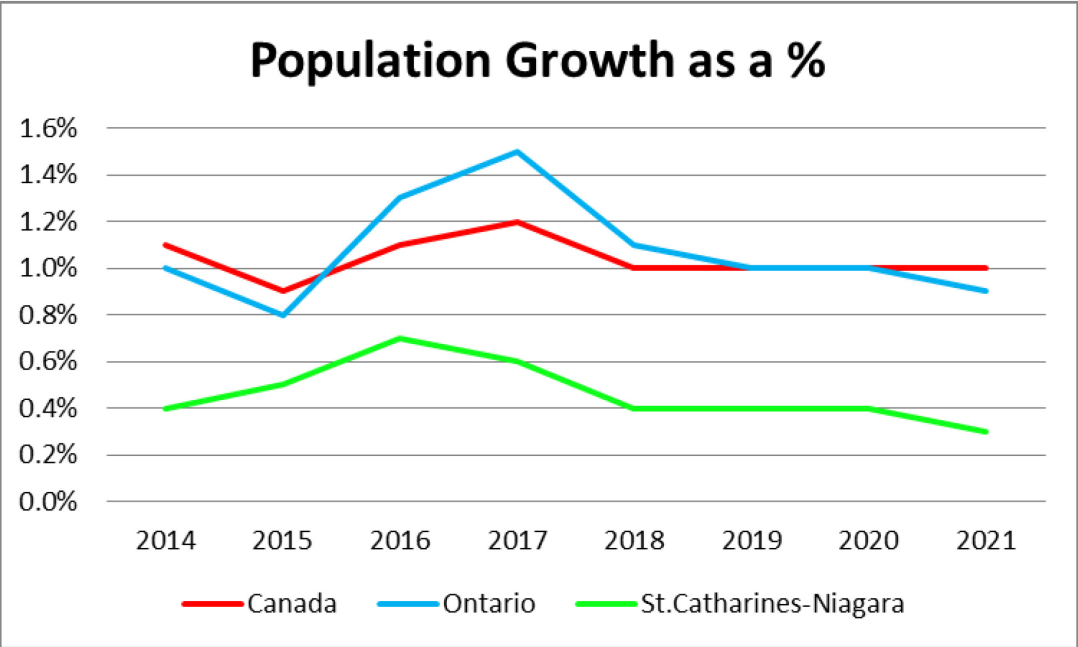
# Corporate Budget Schedules

## Economic Outlook

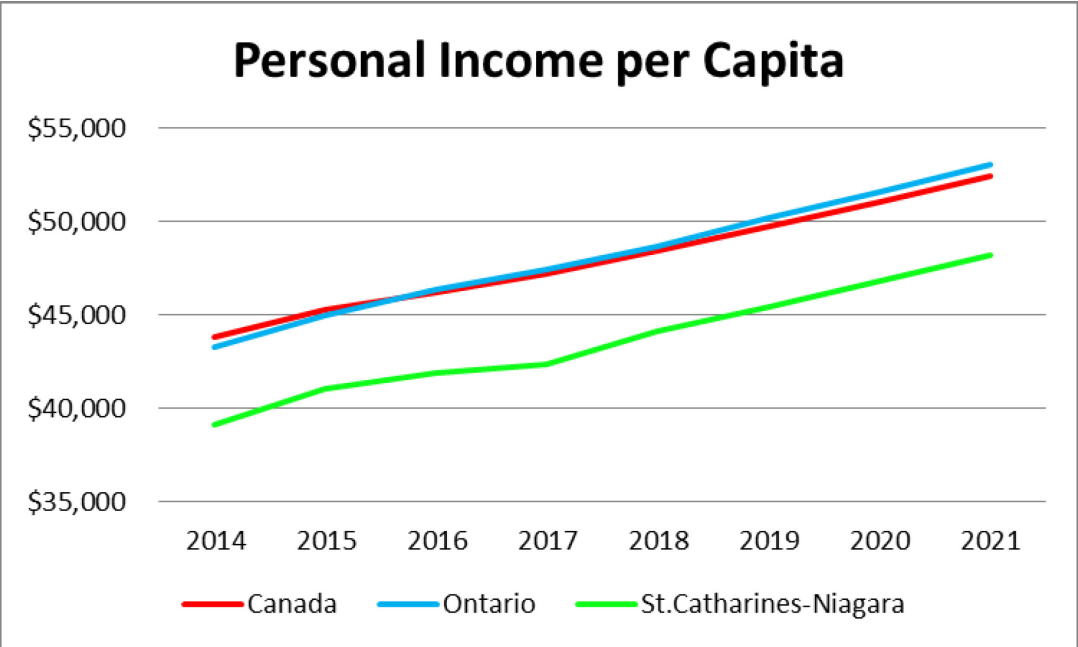
Note that CMA data in the following three schedules excludes Grimsby and West Lincoln in “St. Catharines – Niagara”

The Conference Board of Canada outlook is forecasting slow but steady growth Nationally, Provincially and in the Region.

- Population growth is forecasted to be below 0.5% annually until 2021, Housing starts to average below 2,000 units per year.



- Income increase gains at a higher rate than the Province or Canada.



# Corporate Budget Schedules

- GDP growth anticipated to slow as the Provincial and National GDP slows.

Real GDP Growth	2016	2017	2018-2021
Canada	1.4%	2.3%	1.8%
<b>Ontario</b>	<b>2.6%</b>	<b>2.3%</b>	<b>1.8%</b>
<b>St. Catharines - Niagara</b>	<b>1.8%</b>	<b>1.6%</b>	<b>1.4%</b>

Regional Planning Data is supportive of continued growth as can be seen via:

- Increase in pre-consultation, indicating increased development opportunities in the Region.
- Continued strength in housing prices, which are anticipated to remain steady in 2018 and 2019 according to Canada Mortgage and Housing Corporation (CMHC).
- Increasing housing starts and completions, representing new development and development charge revenue.
- Increases in non-residential building permit values, including Industrial, Commercial and Institutional growth according to Statistics Canada.

## Growth between Mid-Year 2016 and 2017

**+51%** Pre-consultation Meetings

**+29%** Average Home Sale Price

**+30%** Housing Completions

**+62%** Non-Residential Building Permit Values



# Corporate Budget Schedules

## Macro Trends for Niagara



**Aging Population:** Niagara’s median age is approximately 6 years older than the rest of the Province or Country. This will put more pressure on a number of the Region’s services (EMS, Senior Services, NRH). Niagara needs to prepare for this ahead of the rest of the Province and Country.



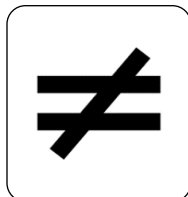
**Slowing Economy:** The Canadian and Ontario economy is expected to slow, Niagara’s economy is forecasted to continue to grow but potentially at a slower rate. Based on this, Federal and Provincial Governments may have tighter budgets which may place greater pressure on Niagara Region’s budget.



**Climate Change:** Climate change is creating increased risks for major weather events. There are more 1 in 5 year, 1 in 10 year and 1 in 100 year storms and weather events. This places more demand on existing infrastructure and may require more costly infrastructure to be built to accommodate these risks and will require the municipality to have increased budget flexibility to deal with “unexpected costs”.



**Technology and Regulatory disruption:** Will continue to impact the economy and place stress on how the Region delivers its services and the costs associated with maintaining its systems and its security. Technology may disrupt the Region’s economy or may present new economic opportunities (autonomous vehicles). Regulatory changes can add costs to the delivery of services or require new services to be adopted.



**Income Inequality:** Income gains have not been evenly spread over the population with the top 20% of income earners in Canada receiving the majority of the gains. This has created increased pressure on Municipal governments for their social services.

# Corporate Budget Schedules

## Introduction to the 2018 Budget

On December 7, 2017, Regional Council approved its balanced 2018 budget of \$1.1 billion, ensuring the continued delivery of high-quality programs and services, as well as funding to maintain our infrastructure and assets.

As with all budgets approved by this term of council, the focus for 2018 is on balance. The approved budget strikes a balance between taxpayer affordability, maintaining critical services and infrastructure and making investments in strategic areas that will support a more prosperous Niagara.

Residents will see a two per cent increase on the Regional portion of their property tax bill next year. For the average household with a home assessed at \$258,360, the Regional portion of their tax bill will increase by \$22 in 2018, totaling \$1,461 a year.

### 2018 Budget Highlights

The operating budget provides funding for the Region's programs and services and pays for investments that support economic prosperity, quality of life and our natural environment. Niagara Regional staff and Council worked collaboratively in a special budget meeting to bring the budget into the two per cent guidance.

Some of the 2018 budget investments include:

- An increase in front-line police officers
- An additional 24-hour ambulance, to provide quality and timely paramedic service that is experiencing annual increases in emergency call volume
- Additional funding to support Niagara Specialized Transit, a service that provides transportation options for some of the most vulnerable residents in our community
- Funding to continue with the consolidation of public transit across the Region
- Funding to combat the emerald ash borer issue on property owned by Niagara Region
- Initial budget allocation in support of the 2021 Canada Summer Games

Regional Council also approved the 2018 capital budget of \$187 million to support the following significant projects:

- \$15 million towards needed upgrades at the Port Dalhousie Wastewater Treatment Plant
- \$9.5 million for general road resurfacing and repair
- \$3 million for new buses to support enhancements to Niagara's inter-municipal transit service
- \$9.5 million to support affordable housing through Niagara Regional Housing

# Corporate Budget Schedules

## Quotes

"I am proud to say the 2018 budget strategically balances significant investments, service delivery and our responsibilities to maintain our infrastructure with affordability for residents and businesses. This budget, as with the others passed by this term of council, provides the funds needed to ensure we can meet our commitments and take advantage of opportunities while keeping property taxes as affordable as possible. I want to thank council, and our talented and professional staff, for preparing a balanced 2018 budget."

~ **Alan Caslin, Regional Chair**

"As Budget Chair, I believe the 2018 budget puts the affordability of our ratepayers first, while still continuing to fund the things that our residents rely on every day. Throughout this entire process, Council and staff worked diligently to ensure this budget meets the expectations of our residents for high quality services, programs and infrastructure, while always keeping Niagara's resident's ability to pay at the forefront. I am confident that this budget will continue to move Niagara toward prosperity and am proud of the fiscal responsibility this Council term has demonstrated with an average increase of 1.48% per year."

~ **Regional Councillor, David Barrick, Budget Review Committee of the Whole Chair**

"Managing a budget within an ever growing community has its opportunities and challenges. I want to thank all staff for their work in preparing the budget, and for Council's guidance and support, as we aim to provide quality municipal services to the diverse communities we serve."

~ **Carmen D'Angelo, Chief Administrative Officer**

## 2018 Budget

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
Tax Levy Budget Approved December 7, 2017	763,454,837	(416,706,348)	346,748,489
Rate Requisition Budget Approved November 2, 2017	170,780,545	(24,986,008)	145,794,538
<b>Total Operating Budget</b>	<b>934,235,382</b>	<b>(441,692,355)</b>	<b>492,543,027</b>
Capital Budget Approved December 7, 2017	186,582,315	(60,541,944)	126,040,371
<b>Total Budget</b>	<b>1,120,817,697</b>	<b>(502,234,299)</b>	<b>618,583,398</b>

# Corporate Budget Schedules

## 2018 Operating Budget Overview

Niagara Region’s budget serves as a means to allocate resources that will provide the services and maintain the infrastructure that residents and businesses depend on.

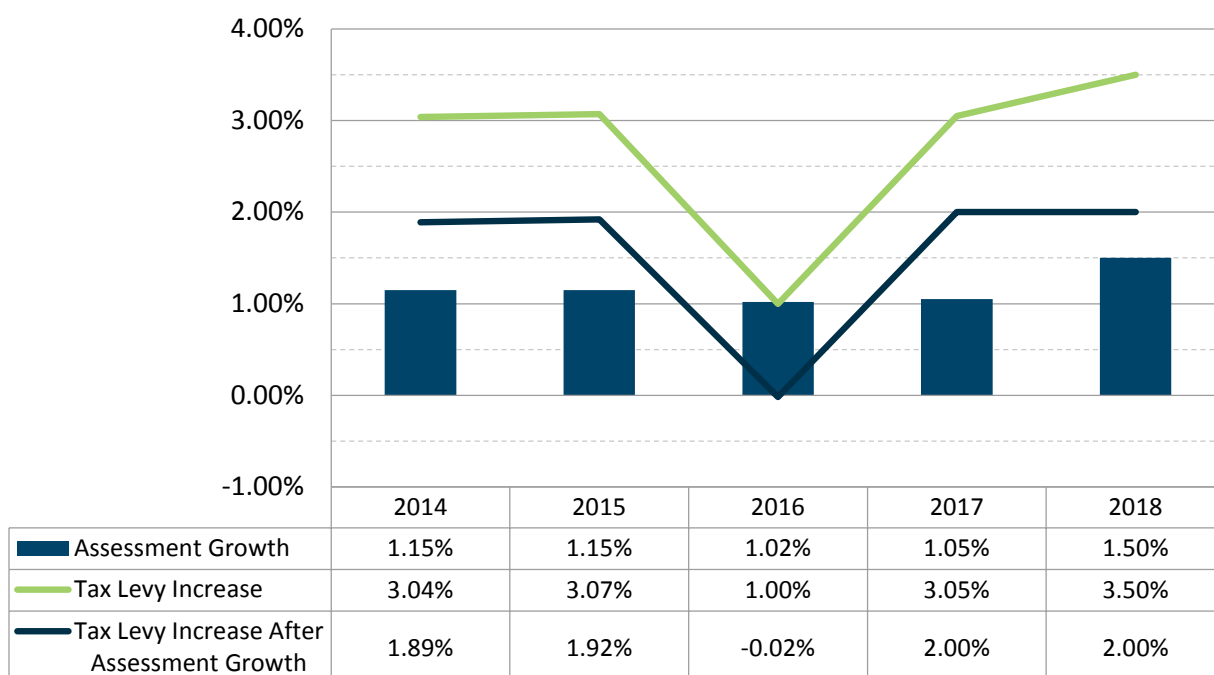
The operating budget process begins in March of each year, running through to December. Unlike some other levels of government, our municipal budget year mirrors the calendar year, running from January to December. While the budget is typically approved in December, final tax rates are not set until the February of the following year, as the Municipal Property Assessment Corporation (MPAC) uses December to finalize property assessments.

The operating budget provides for the everyday operation of Niagara Region’s services and programs. It includes salaries and benefits, the purchase of services from other groups, companies or agencies, along with costs for repairs and maintenance, and materials and supplies. It would be the equivalent of your personal budget for groceries, a morning coffee, lunch and gas for your vehicle.

The budget process requires each department, board, and agency to review their existing budgets to historical spend. This process is supported by our quarterly variance forecasting. The quarterly reports can be found on our website: [www.niagararegion.ca/business/finance/quarterly-reports](http://www.niagararegion.ca/business/finance/quarterly-reports). In addition to a review of prior spending patterns, adjustments are made for known process improvements and efficiencies, the economic indicators of the community, and strategic priorities, as established by Regional Council.

In a typical budget year, department budgets are completed in early September and presented and reviewed by Council over a three month period concluding with approval in December. The 2018 budget was approved by Council on Dec. 7, 2017.

### Historical Assessment Growth and Tax Levy Increases





# Corporate Budget Schedules

## 2018 Budget Schedule

Date	Meeting Type	Subject / Topic
June 29, 2017	Budget Review Committee of the Whole (BRCOTW)	Budget Guidance setting
September 26, 2017	Standing Committees	Capital
September 27, 2017	Standing Committees	Capital
October 12, 2017	BRCOTW	Capital
October 26, 2017	Budget Workshop	Rate
November 2, 2017	BRCOTW	Rate
November 16, 2017	Budget Workshop	Council Budget Authority over Agencies, Boards, and Commissions
November 16, 2017	Council	Rate By-Law
November 23, 2017	Budget Workshop	Levy
November 23, 2017	BRCOTW	Agencies, Boards, and Commissions
December 5, 2017	BRCOTW	Levy
December 7, 2017	BRCOTW	Levy
December 7, 2017	Council	Levy, Capital, and User Fee By-Laws

# Corporate Budget Schedules

## Budget Reconciliation - 2017 Approved versus Adjusted

Throughout the year, budget adjustments are made to reflect revised external funding for programs and to reallocate costs between departments or accounts due to operational changes. The primary drivers of the external funding adjustments are Ministry funded programs as they set their budgets following Regional budget approval. However, the Ministries want to see these dollars reflected in the Region's budget. For this reason, adjusting the gross levy budget throughout the year had been standing practice of Niagara Region. Adjusting the gross budget has no impact on the net tax levy or rate requisition as both external revenue and expenses are increased equally to reflect program requirements. Below is a summary of gross budget adjustments that were processed in 2017. These adjustments show the changes from the Council approved budget for 2017 to the adjusted budget that is being used as the starting point for the 2018 budget. Reallocations of costs within departments or categories are not summarized below. The adjusted budget is presented throughout this budget summary.

*Amounts in thousands*

Department	2017 Gross Budget	2017 Permanent FTEs	Reason for Adjustment
<b>Unadjusted Budget</b>	<b>901,145</b>	<b>3,644.5</b>	<b>2017 Council Approved Budget</b>
General Government	(5)	0.0	To record miscellaneous changes in account coding for cost savings/revenues identified for mitigation in 2017 budget process.
Corporate Administration	0	5.0	To implement a corporate reorganization plan as presented by the CAO to Council, detailed in report CAO 7-2017.
Community Services	135	0.0	To record revised funding and related expenditures from increased vendor rebates.
Community Services	75	0.0	To record revised funding and related expenditures for the Nursing Graduate Guarantee from the Ministry of Health and Long-term Care.
Community Services	667	1.0	To record Home for Good funding from the Ministry of Health and corresponding expenditures.
Community Services	4,924	5.9	To record new Ministry of Education funding for Expansion and Early Learning and Child Care and related expenditures, detailed in report COM 20-2017.
Public Health and Emergency Services	250	2.5	To record enhanced funding and related costs for Harm Reduction Program Enhancement for Opioid Response, detailed in report PHD 15-2017.
Planning and Development	28	0.0	To record additional revenues from subdivision review applications and related expenditures from repurposing a position to development planning.
<b>Subtotal Budget Adjustments</b>	<b>6,074</b>	<b>14.4</b>	<b>Total 2017 base budget adjustments</b>
<b>Adjusted Budget</b>	<b>907,219</b>	<b>3,658.9</b>	<b>2017 adjusted budget, as presented through this summary</b>

# Corporate Budget Schedules

## Budget Reconciliation - Cash versus Accruals

The Niagara Region, like most municipalities, does not budget for amortization and its annual impact on tangible capital assets, changes in the employee future benefit liabilities, and changes in the solid waste landfill closure and post closure costs liability. These items are required to show the Niagara Region's net financial position for Public Sector Accounting Board (PSAB) reporting purposes, but are mostly non-cash items and are therefore not included in the operating budget presented.

As demonstrated by the nil net surplus/ (deficit) the operating budget prepared and presented includes all cash required by the Niagara Region to fulfill its in year obligations and provide service in-year. In accordance with Ontario Regulation 284/09 the Niagara Region must report to Council the impact of non-budgeted items on the 2018 budget during the budget process. For the 2018 budget cycle this was presented in report CSD 80-2017. If these non-budgeted items were included in the annual operating budget it would result in an estimated net surplus of \$110.9 million in 2018.

*Amounts in thousands*

Description	2017 Budget	2018 Budget	Budget Change
Taxation – Levy	(348,537)	(359,806)	(11,269)
Taxation – Rate	(143,851)	(145,795)	(1,943)
Federal and Provincial Grants	(303,451)	(311,687)	(8,236)
By-Law Charges and Sales	(28,996)	(31,926)	(2,930)
Other Revenue	(67,525)	(68,863)	(1,339)
Transfers from Reserves	(14,859)	(16,159)	(1,300)
<b>Total Revenue</b>	<b>(907,219)</b>	<b>(934,235)</b>	<b>(27,016)</b>
Departments	448,805	456,802	7,997
Boards and Agencies	220,805	229,956	9,151
General Government – Expenditure	72,036	79,405	7,369
General Government – Revenue	12,803	13,008	205
Rate Programs	152,771	155,064	2,294
<b>Total Expense</b>	<b>907,219</b>	<b>934,235</b>	<b>27,016</b>
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Program Funding earned in a year	61,483	60,542	(941)
Operating Expenditures Resulting in Capital Assets	1,894	2,234	340
Capital Projects not resulting in tangible capital assets	(13,432)	(10,401)	3,031
Amortization	(61,516)	(64,019)	(2,503)
Net Transfers to reserves	56,472	55,013	(1,460)
Principal Debt Repayment	64,503	65,098	594
Landfill Liability decrease	1,935	2,982	1,047
Employee future benefits increase	(805)	(512)	293
<b>Net PSAB Surplus</b>	<b>110,535</b>	<b>110,936</b>	<b>402</b>

# Corporate Budget Schedules

## Basis of Accounting and Financial Reporting

Financial information and financial statements are prepared and presented in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

Niagara Region follows the accrual basis of accounting for financial reporting. This accrual method recognizes revenues as they are earned and expenditures as they are incurred. At year end if required revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed. Effective Jan 1, 2008 Niagara Region began reporting tangible capital assets on the annual financial statements as required by PSAB 3150, Tangible Capital Assets.

The fund accounting method or cash budget prepared by Niagara Region is converted to full accrual basis accounting for the purpose of financial reporting, in the following way:

- The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
- The Reserves or Reserve Fund is reflected in the Consolidated Statement of Financial Position as “Accumulated Surplus”.
- The Operating Fund is reflected in the Consolidated Statement of Operations which is adjusted to reflect interest on debt only, the amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and solid waste landfill closure and post closure expenses.
- Capital budgets should result in tangible capital assets –capital asset management policy defines tangible capital assets in section 7 of the policy.

### Fund Structure and Basis of Budgeting

Niagara Region uses fund accounting for budgeting purposes. Each established entity is self-balancing. The Regional budget is composed of two primary funding sources – tax levy supported services and rate supported services. Each of these includes an operating fund, capital fund and reserves and reserve funds. Tax supported services are levied on the assessed value of property. Rate supported services include water, wastewater and waste management, which are billed separately to the Local Area Municipalities.

The Municipal Act, O. Reg. 284/09 requires municipalities to budget for amortization expense, post-employment benefits and solid waste landfill closure and post closure expenses or, if the municipality does not budget for these items, to report to Council advising of these exclusions. To comply with this regulation the Niagara Region reports on how these expenses are to be funded before Council adopts the budget. However, Niagara Region does not budget for these items.

The operating and capital budgets are approved each year by Regional Council for the period of January 1 to December 31.

### *Operating Fund*

Activities are budgeted annually for each program based on the estimated operating costs. The operating budget includes annual expenditures for personnel costs, administrative expenses, materials,

# Corporate Budget Schedules

supplies and utilities, purchased services, Social Assistance and Housing Provider, financial expenditures, minor capital equipment and renovations, debt charges, reserve transfers, subsidy revenue for Ontario and Canada grants and program fees and service charges.

There are many considerations in developing budgets. Included are compensation agreements, inflation, mandated service requirements, Council Business Plan, Council Guidance, and customer needs. At the end of any given budget year as part of the year-end process, any net surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with the Council approved Surplus/Deficit policy, ensuring a closing balance of \$0 in the operating fund.

Niagara Region budgets by program, which reflects expenditures and revenues based on program delivery and responsibility. Niagara applies best practices in budgeting by allocating corporate support costs. This new methodology introduced in the 2013 budget divides support costs into categories and then allocates the cost to program /services based on program usage. The new model fully allocates all identified supports cost to programs and services.

## *Capital Fund*

Capital projects are generally budgeted in one year, however they can be budgeted in multiple years if each element is considered an independent discreet project such as design and construction. Niagara Region's capital budget includes expenditures and financing sources to acquire and/or construct tangible capital assets such as regional facilities, roads, bridges, EMS stations, long-term care facilities, water and wastewater treatment plants, waste management facilities and the purchase of fleet related equipment. The capital budget is established on a project by project basis, where the budget includes the full cost of the project regardless if costs are incurred in more than one fiscal year.

The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed and any surplus or deficit is transferred to a Capital Variance Project to be used in the event of contingency expenditures due to a project going over budget. During the year the balance within the capital variance project is monitored and a recommendation is made to Council to move funds back to the appropriate reserve or reserve fund to be used as funding sources for future Capital Projects in accordance with the Council approved Capital Asset Management Policy.

## *Reserve Funds*

The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short and long-term fiscal policies. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. The Region recently approved a policy on Reserves. Included in the policy is the categorization of reserves for specific purposes:

- Commitment
- Future liability
- Specified contribution
- Corporate stabilization
- Department specific
- Rate program

# Corporate Budget Schedules

## Relationship Between Departments and Reserve Funds

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Wastewater	Waste Management
Wastewater Capital						X	
Water Capital					X		
Waste Management Capital							X
General Capital Levy	X	X		X			
Infrastructure Deficit Reduction	X						
Court Services Facility Renewal		X					
Niagara Regional Housing			X				
Niagara Regional Housing Owned Units			X				
NRPS LTA Financing				X			
Police Capital Levy				X			
Police Ontario Police Video Training Alliance				X			
Police Vehicle and Equipment Replacement				X			
Wastewater Stabilization						X	
Water Stabilization					X		
Waste Management Stabilization							X
Encumbrance	X	X	X	X	X	X	X
Investment Income Stabilization	X						
Taxpayer Relief	X	X		X			
NRH Rent Supplements			X				
Police Contingency				X			
Police Services Board Contingency				X			
Ambulance Communication	X						

# Corporate Budget Schedules

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Wastewater	Waste Management
Circle Route Initiatives	X						
Future Benefit Costs	X						
Self-Insurance	X						
Smart Growth	X						
Landfill Liability							X
NRH Employee future benefits			X				
Police Accumulated Sick Leave				X			
Police Future Benefit Cost				X			
Police WSIB				X			

\*General Levy Programs include Governance, General Government, Corporate Administration, Corporate Services, Enterprise Resource Management Services, Community Services, Public Health and Emergency Services, Planning and Development, and Public Works Transportation.

# Corporate Budget Schedules

## Staff Complement Full Time Equivalents

Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	0.0	1.0	2.0	1.0	2.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Clerks Secretariat and Administration	8.0	2.0	8.0	0.0	8.0	0.0
<b>Sub-total of Governance</b>	<b>9.0</b>	<b>2.0</b>	<b>9.0</b>	<b>2.0</b>	<b>9.0</b>	<b>2.0</b>
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	2.0	0.0
Strategic Communications and Public Affairs	8.0	1.0	10.0	1.0	10.0	0.0
Economic Development	6.0	0.0	8.0	1.0	8.0	0.3
Internal Control and Organizational Performance	12.0	0.0	13.0	0.8	13.0	0.0
<b>Sub-total of Corporate Administration</b>	<b>28.0</b>	<b>1.0</b>	<b>33.0</b>	<b>2.8</b>	<b>33.0</b>	<b>0.3</b>
General Manager's Office	2.0	0.0	2.0	0.0	2.0	0.3
Corporate Records, Print, and Mail Services	12.3	0.0	13.3	0.0	13.3	0.0
Human Resources Services	47.0	2.0	47.0	1.0	47.0	0.0
IT Solutions	54.0	0.0	59.0	1.0	59.0	2.0
<b>Sub-total of Corporate Services</b>	<b>115.3</b>	<b>2.0</b>	<b>121.3</b>	<b>2.0</b>	<b>121.3</b>	<b>2.3</b>
Enterprise Resource Management Administration	3.0	0.0	3.0	0.0	3.0	0.0
Financial Management and Planning	55.5	7.2	59.0	1.0	59.0	1.0
Procurement and Strategic Acquisitions	20.5	1.0	16.0	0.0	16.0	0.0
Legal Services	10.0	0.0	10.0	0.0	11.0	0.0
Construction, Energy and Facilities Management	34.9	4.0	34.9	4.0	35.2	3.6
<b>Sub-total of Enterprise Resource Management Services</b>	<b>123.9</b>	<b>12.2</b>	<b>122.9</b>	<b>5.0</b>	<b>124.2</b>	<b>4.6</b>
Commissioner	2.0	1.0	2.0	1.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	3.0	218.6	1.5	218.6	0.0
Children's Services	79.9	0.0	85.8	0.0	85.8	0.0
Seniors Services	831.5	6.3	830.5	6.3	830.5	6.3
Homelessness Services and Community Engagement	11.0	0.0	12.0	1.0	12.0	1.0
<b>Sub-total of Community Services</b>	<b>1,143.0</b>	<b>10.3</b>	<b>1,148.9</b>	<b>9.8</b>	<b>1,148.9</b>	<b>7.3</b>
Medical Officer of Health	5.0	0.0	5.0	0.0	5.6	0.0
Chronic Disease and Injury Prevention	40.5	0.0	38.5	1.0	36.5	1.0
Clinical Services	75.0	0.2	77.5	0.2	77.5	0.2
Environmental Health	46.0	0.0	46.0	0.0	45.0	0.0
Family Health	112.6	0.0	112.6	0.5	111.7	0.0
Mental Health	58.0	0.0	58.0	0.0	57.0	0.0
Organizational and Foundational Standards	23.9	0.5	25.9	0.0	28.3	0.0



# Corporate Budget Schedules

Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Emergency Medical Services	278.0	2.5	286.0	2.2	294.0	1.6
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
<b>Sub-total of Public Health and Emergency Services</b>	<b>641.2</b>	<b>3.2</b>	<b>651.7</b>	<b>3.9</b>	<b>657.8</b>	<b>2.8</b>
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0
Community and Long Range Planning	17.0	0.0	14.5	3.5	15.0	3.0
Development Planning	12.0	0.0	13.5	0.0	18.5	0.0
Infrastructure Planning and Engineering	6.0	0.0	6.0	0.0	6.0	0.0
Special Projects	0.0	0.0	2.0	1.0	3.0	1.0
<b>Sub-total of Planning and Development</b>	<b>37.0</b>	<b>0.0</b>	<b>38.0</b>	<b>4.5</b>	<b>44.5</b>	<b>4.0</b>
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Administration	3.0	0.0	3.0	2.0	3.0	5.0
Transportation Operations	127.1	0.0	127.1	0.0	127.0	0.0
Transportation Engineering	14.0	0.0	14.0	0.0	14.0	0.0
Transportation Planning	15.0	2.0	15.0	0.0	15.0	1.0
Fleet	21.5	0.0	21.5	0.0	21.5	0.0
Niagara Specialized Transit	0.0	0.0	0.0	0.0	0.0	0.0
Intermunicipal Transit	0.0	1.0	0.0	1.0	0.0	1.0
<b>Sub-total of Public Works – Transportation</b>	<b>182.6</b>	<b>3.0</b>	<b>182.6</b>	<b>3.0</b>	<b>182.5</b>	<b>7.0</b>
<b>Sub-total of Tax supported Regional departments</b>	<b>2,279.9</b>	<b>33.7</b>	<b>2,307.3</b>	<b>32.9</b>	<b>2,321.1</b>	<b>30.3</b>
Courts Services	27.0	1.0	27.0	1.0	26.0	0.0
Niagara Regional Housing	50.0	2.6	50.0	2.6	50.0	7.0
Niagara Regional Police Service	1,003.0	0.0	1,005.0	0.0	1,013.0	0.0
<b>Sub-total of Agencies, Boards, and Commissions</b>	<b>1,080.0</b>	<b>3.6</b>	<b>1,082.0</b>	<b>3.6</b>	<b>1,089.0</b>	<b>7.0</b>
<b>Total of Tax Levy supported programs</b>	<b>3,359.9</b>	<b>37.3</b>	<b>3,389.3</b>	<b>36.6</b>	<b>3,410.1</b>	<b>37.3</b>
Water Treatment	75.0	3.0	75.0	3.0	75.0	4.0
Wastewater Treatment	100.6	2.0	103.6	2.1	105.6	1.6
Self-Supporting Administration	19.0	2.0	19.0	2.0	24.0	1.0
Integrated Services	40.0	0.0	40.0	1.0	42.0	0.0
Waste Management	32.0	2.0	32.0	2.2	32.0	2.2
<b>Total of Rate Requisition supported programs</b>	<b>266.6</b>	<b>9.0</b>	<b>269.6</b>	<b>10.2</b>	<b>278.6</b>	<b>8.7</b>
<b>Grand Total of the Niagara Region</b>	<b>3,626.5</b>	<b>46.3</b>	<b>3,658.9</b>	<b>46.8</b>	<b>3,688.7</b>	<b>46.0</b>

# Corporate Budget Schedules

## Operating Budget Revenue Summary

The Niagara Region funds its operating program with a variety of revenues available and is actively seeking new grants and reevaluating its cost recovery on different programs. The revenues stated below can be explained by the following:

- Levy Taxation – The main source of internal funding for the majority of Regional programs as well as agencies, boards and commissions. This revenue is derived from property taxes paid by residents and businesses as assessed by the Municipal Property Assessment Corporation.
- Rate Taxation – This revenue group is separate from the property tax levy. These costs are requisitioned from the 12 local area municipalities based on the body of work done by that respective area (water, wastewater, and waste management) and allocated on use of services.
- Federal and Provincial Grants – This revenue incorporates transfers of funds from Canada and Ontario for work done on their behalf and are typically conditional based upon proper use and compliance. Federal and Provincial grants for capital works are not incorporated in the schedules below.
- By-Law Charges and Sales – These revenues are made up of user fees, and are paid as utilized such as but not limited to vaccinations, childcare fees, and public transit tickets, or as a result of non-compliance with specific Regional By-laws such as environmental enforcement. Rates related to all are reviewed annually by Council. 2018 rates were set through report CSD 76-2017, 2018 Fees and Charges.
- Other Revenue – Any sources of income that do not fall within one of the sources of revenue described are allocated to the Other Revenue grouping.
- Transfers From Funds – Transfers from Funds are transfers from equity due to prior years' activities. All transfers from reserve are subject to the Niagara Region's Reserve Policy, described in appendix 2, and specific transfers are outlined in the schedule Transfers from Reserve within the Equity Schedules section. Other transfers occurring in 2018 include a transfer from a Niagara Health System loan issued in 2011 per report CSD 146-2011, Proposed Internal Financing of NHS Funding Obligation.

### Operating Revenue Budget Summary (in thousands)

Revenue Description	2017 Budget	2018 Budget	Budget Change
Levy Taxation	348,537	359,806	11,269
Rate Taxation	143,851	145,795	1,943
Federal and Provincial Grants	303,451	311,687	8,236
By-Law Charges and Sales	28,996	31,926	2,930
Other Revenue	67,525	68,863	1,339
Transfers from Funds	14,859	16,159	1,300
<b>Total Revenue</b>	<b>907,219</b>	<b>934,235</b>	<b>27,016</b>

# Corporate Budget Schedules

## Operating Revenue Detail (in thousands)

Revenue Description	2017 Budget	2018 Budget	Budget Change
Property Tax Levy	335,024	346,748	11,724
Payments in Lieu of Taxes	8,989	9,179	190
Supplemental Taxes	4,524	3,878	(646)
<b>Total – Levy Taxation</b>	<b>348,537</b>	<b>359,806</b>	<b>11,269</b>
Wastewater Fixed Requisition	66,847	68,146	1,299
Water Fixed Requisition	10,528	10,762	233
Water Variable Rate	31,585	32,285	700
Waste Management Tax Levy	34,891	34,602	(289)
<b>Total – Rate Taxation</b>	<b>143,851</b>	<b>145,795</b>	<b>1,943</b>
Corporate Administration Grants	150	100	(50)
Enterprise Resource Management Services Grants	60	60	0
Community Services Grants	222,592	226,655	4,063
Public Health and Emergency Services Grants	59,334	60,432	1,098
Transportation Grants	344	0	(344)
Niagara Regional Housing Grants	11,919	14,431	2,512
Niagara Regional Police Grants	9,051	10,008	957
<b>Total – Federal and Provincial Grants</b>	<b>303,451</b>	<b>311,687</b>	<b>8,236</b>
Governance Charges and Sales	1	1	0
General Government Charges and Sales	80	55	(25)
Corporate Services Charges and Sales	4	4	0
Enterprise Resource Management Services Charges and Sales	240	245	6
Community Services Charges and Sales	2,972	2,903	(69)
Public Health and Emergency Services Charges and Sales	279	270	(10)
Planning and Development Charges and Sales	1,050	1,309	259
Transportation Charges and Sales	3,264	3,859	595
Water Operations Charges and Sales	15	5	(10)
Wastewater Operations Charges and Sales	1,017	1,084	67
Waste Management Services Charges and Sales	12,955	14,837	1,882
Niagara Regional Police Service Charges and Sales	7,119	7,355	236
<b>Total – By-Law Charges and Sales</b>	<b>28,996</b>	<b>31,926</b>	<b>2,930</b>
Other Court Services Revenue	8,065	6,740	(1,325)
Development Charges Revenue	1,731	2,918	1,188
Investment Income	13,413	13,664	251
Niagara Regional Housing Revenue	13,397	13,874	477
Police Secondment Revenue	816	900	84

# Corporate Budget Schedules

Revenue Description	2017 Budget	2018 Budget	Budget Change
Proceeds on Rent, Concessions, and Franchises	105	106	1
Proceeds on the Disposal of Capital Assets	535	635	100
Provincial Gas Tax recognition	1,225	804	(421)
Telecommunications Tower Revenue	374	401	26
Seniors Homes	22,296	22,510	213
Other Waste Management Revenue	4,139	4,615	476
Other Revenue	1,429	1,697	269
<b>Total – Other Revenue</b>	<b>67,525</b>	<b>68,863</b>	<b>1,339</b>
Transfers from Reserve Funds – Details in schedule Transfers From Reserves (linked)	14,412	15,724	1,312
Transfer from Niagara Health System loan interest income	448	436	(12)
<b>Total – Transfers from Funds</b>	<b>14,859</b>	<b>16,159</b>	<b>1,300</b>
<b>Total Revenue</b>	<b>907,219</b>	<b>934,235</b>	<b>27,016</b>

# Corporate Budget Schedules

## Program Change Summary

Amounts in thousands

Department	Program Change Description	2018 Gross Budget	2018 Net Budget	2018 Permanent FTEs
Governance	Integrity Commissioner	50	50	0.0
General Government	Niagara College Agri-Food Research and Training Facility	600	0	0.0
General Government	Tax Increment Grants	1,677	1,677	0.0
General Government	Reduction in Taxpayer Relief Reserve Funding	220	220	0.0
General Government	New Seniors Fort Erie Site Operating Costs	40	40	0.0
General Government	Regional Development Charge Exemptions	2,716	216	0.0
General Government	Legal Advice regarding Ontario Lottery and Gaming Commission Modernization Initiative	150	0	0.0
Corporate Administration	Economic Incentives and Development Relations Program Manager	15	15	0.0
Enterprise Resource Management Services	Legal Counsel Full Time Equivalent	140	140	1.0
Enterprise Resource Management Services	Sustainability Program Review	400	0	0.0
Enterprise Resource Management Services	Facilities Maintenance Supervisor	2	2	1.0
Public Health and Emergency Services	Physician Recruitment and Retention	(2)	(2)	1.0
Public Health and Emergency Services	2018 Ambulance Resource Enhancements	1,082	541	8.0
Planning and Development	Regional Official Plan	470	275	0.0
Planning and Development	Landscape Architecture	112	57	1.0
Planning and Development	Expedited Development Approvals	149	43	0.5
Planning and Development	Plan Review and Tree By-Law Enforcement	574	399	5.0
Transportation	Intermunicipal Transit Consulting Assignments	500	500	0.0
Transportation	Intermunicipal Transit Operating Routes	305	105	0.0
Transportation	Niagara Specialized Transit	437	409	0.0
Transportation	Emerald Ash Borer Tree	350	350	0.0

# Corporate Budget Schedules

Department	Program Change Description	2018 Gross Budget	2018 Net Budget	2018 Permanent FTEs
	Removal			
Transportation	Port Robinson Ferry	67	67	0.0
<b>Subtotal – Department Program Changes</b>		<b>10,169</b>	<b>5,103</b>	<b>17.5</b>
Niagara Regional Police Service	False Alarm Program	0	(100)	0.0
Niagara Regional Police Service	Front Desk Civilian Model	(244)	(244)	0.0
Niagara Regional Police Service	Investment in First Responders	305	305	8.0
<b>Subtotal – Agencies, Boards and Commissions</b>		<b>61</b>	<b>(39)</b>	<b>8.0</b>
Water and Wastewater Operations	Project Managers	85	85	5.0
Water Operations	Children’s Water Festival and Water Sampling	70	31	1.0
Wastewater Operations	Wastewater Operators	205	205	3.0
<b>Subtotal – Rate Program Changes</b>		<b>361</b>	<b>322</b>	<b>9.0</b>
<b>Total Program Changes</b>		<b>10,590</b>	<b>5,385</b>	<b>34.5</b>

# Corporate Budget Schedules

## Multi-year Operating Budget

In our annual and multi-year budgeting, we set a financial target to ensure practical and cautious use of taxpayer dollars. This direction is provided at the beginning of the budget process, typically in early June of each year. This applies to all departments, boards and agencies. Council approves the first future year request, and the two following future years are provided for informational purposes. These following two years provide insight on future budget pressures or initiatives.

### Multi-year Levy Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Compensation	356,158	358,329	376,392	384,398	393,241
Administrative	28,671	28,127	28,873	28,888	29,315
Operational and Supply	29,365	30,420	31,645	35,870	36,031
Occupancy and Infrastructure	26,466	26,877	26,861	27,704	28,458
Equipment, Vehicle, and Technology	13,390	13,159	13,609	14,105	14,580
Community Assistance	178,470	195,725	197,713	200,803	203,185
Partnership, Rebate, and Exemption	14,122	16,452	19,417	20,492	20,765
Financial Expenditures	48,535	57,224	57,635	58,171	50,669
Transfers to Funds	44,440	30,327	29,104	27,934	28,015
Intercompany Charges	(2,063)	(2,192)	(2,077)	(2,131)	(2,175)
<b>Gross Expenditure</b>	<b>737,554</b>	<b>754,449</b>	<b>779,171</b>	<b>796,234</b>	<b>802,084</b>
Taxation	(339,414)	(348,537)	(359,806)	(376,821)	(377,412)
Federal and Provincial Grants	(283,751)	(303,451)	(311,687)	(315,896)	(319,806)
By-Law Charges and Sales	(15,157)	(15,009)	(16,000)	(16,527)	(16,657)
Other Revenue	(65,008)	(61,987)	(61,828)	(63,145)	(64,229)
Transfers from Funds	(18,993)	(11,716)	(14,134)	(7,958)	(7,897)
<b>Gross Revenue</b>	<b>(722,323)</b>	<b>(740,700)</b>	<b>(763,455)</b>	<b>(780,346)</b>	<b>(786,001)</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>15,231</b>	<b>13,749</b>	<b>15,716</b>	<b>15,888</b>	<b>16,082</b>
Indirect Allocation	(5,577)	(5,397)	(5,354)	(5,529)	(5,739)
Capital Financing Allocation	(9,373)	(8,352)	(10,362)	(10,359)	(10,343)
<b>Indirect Allocation</b>	<b>(14,950)</b>	<b>(13,739)</b>	<b>(15,716)</b>	<b>(15,888)</b>	<b>(16,082)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>281</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Multi-year Rate Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Compensation	24,078	25,069	25,419	25,879	26,710
Administrative	3,606	3,935	4,188	4,137	4,161
Operational and Supply	47,339	49,604	52,200	53,582	53,468
Occupancy and Infrastructure	16,750	17,566	19,309	20,273	21,344
Equipment, Vehicle, and Technology	5,946	6,105	6,538	6,662	6,796
Partnership, Rebate, and Exemption	650	4,166	4,188	4,189	4,189

# Corporate Budget Schedules

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Financial Expenditures	(24)	0	0	0	0
Transfers to Funds	51,642	44,256	41,273	42,022	42,786
Intercompany Charges	1,916	2,069	1,947	1,989	2,033
<b>Gross Expenditure</b>	<b>151,903</b>	<b>152,771</b>	<b>155,064</b>	<b>158,732</b>	<b>161,486</b>
Taxation	(144,130)	(143,851)	(145,795)	(149,483)	(152,397)
By-Law Charges and Sales	(14,812)	(13,987)	(15,926)	(16,091)	(16,113)
Other Revenue	(5,109)	(5,538)	(7,035)	(7,046)	(7,058)
Transfers from Funds	(9,087)	(3,143)	(2,025)	(2,000)	(2,000)
<b>Gross Revenue</b>	<b>(173,139)</b>	<b>(166,520)</b>	<b>(170,781)</b>	<b>(174,620)</b>	<b>(177,568)</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(21,236)</b>	<b>(13,749)</b>	<b>(15,716)</b>	<b>(15,888)</b>	<b>(16,082)</b>
Indirect Allocation	5,577	5,397	5,354	5,529	5,739
Capital Financing Allocation	9,373	8,352	10,362	10,359	10,343
<b>Indirect Allocation</b>	<b>14,950</b>	<b>13,749</b>	<b>15,716</b>	<b>15,888</b>	<b>16,082</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>(6,286)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

## Multi-year Consolidated Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Compensation	380,236	383,399	401,811	410,277	419,951
Administrative	32,277	32,062	33,061	33,024	33,476
Operational and Supply	76,704	80,024	83,845	89,452	89,500
Occupancy and Infrastructure	43,216	44,443	46,171	47,977	49,802
Equipment, Vehicle, and Technology	19,336	19,264	20,147	20,767	21,375
Community Assistance	178,470	195,725	197,713	200,803	203,185
Partnership, Rebate, and Exemption	14,771	20,618	23,606	24,681	24,954
Financial Expenditures	48,512	57,224	57,635	58,171	50,669
Transfers to Funds	96,082	74,583	70,377	69,956	70,801
Expense Allocations to Capital	(147)	(123)	(130)	(142)	(143)
<b>Gross Expenditure</b>	<b>889,457</b>	<b>907,219</b>	<b>934,235</b>	<b>954,967</b>	<b>963,570</b>
Taxation	(482,543)	(492,388)	(505,600)	(526,304)	(529,809)
Federal and Provincial Grants	(283,751)	(303,451)	(311,687)	(315,896)	(319,806)
By-Law Charges and Sales	(29,970)	(28,996)	(31,926)	(32,618)	(32,770)
Other Revenue	(70,118)	(67,525)	(68,863)	(70,191)	(71,287)
Transfers from Funds	(28,080)	(14,859)	(16,159)	(9,958)	(9,897)
<b>Gross Revenue</b>	<b>(895,462)</b>	<b>(907,219)</b>	<b>(934,235)</b>	<b>(954,967)</b>	<b>(963,570)</b>
<b>Net Expenditure/(Revenue)</b>	<b>(6,005)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Corporate Budget Schedules

## Operating Budget Summary Including Allocations

Allocations are defined as costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service and debt charges incurred to programs and services based on projects the debt is issued to fund.

*Amounts in thousands*

Budget by Division (in thousands)	2017 Gross Expenditure	2017 Net Expenditure	2018 Gross Expenditure	2018 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	3,422	3,387	3,951	3,866	479	14.1%
Corporate Administration	5,361	5,211	5,234	5,134	(77)	-1.5%
Corporate Services	1,228	753	1,244	770	16	2.1%
Enterprise Resource Management Services	1,086	0	1,363	0	0	0.0%
Community Services	293,999	46,050	295,994	43,916	(2,134)	-4.6%
Public Health and Emergency Services	96,578	36,162	101,797	39,923	3,761	10.4%
Planning and Development	7,765	5,258	8,928	5,667	409	7.8%
Public Works – Transportation	69,038	63,316	66,093	60,393	(2,924)	-4.6%
<b>Subtotal of Regional Departments</b>	<b>478,477</b>	<b>160,137</b>	<b>484,603</b>	<b>159,667</b>	<b>(470)</b>	<b>-0.3%</b>
Court Services	7,231	(834)	6,196	(544)	289	-34.7%
Niagara Regional Housing	58,287	32,747	62,357	34,028	1,281	3.9%
Niagara Peninsula Conservation Authority	7,443	7,139	6,981	6,981	(158)	-2.2%
Niagara Regional Police Service	164,944	147,160	173,287	154,396	7,236	4.9%
<b>Subtotal of Outside Boards and Agencies</b>	<b>237,905</b>	<b>186,212</b>	<b>248,821</b>	<b>194,861</b>	<b>8,649</b>	<b>4.6%</b>
Debt Charges	5,791	0	5,806	0	0	-78.5%
Capital Levy	0	0	0	0	0	0.0%
Economic Incentives	4,305	3,130	7,844	5,094	1,964	62.8%
Youth Retention Program	60	60	60	60	0	0.0%

# Corporate Budget Schedules

Budget by Division (in thousands)	2017 Gross Expenditure	2017 Net Expenditure	2018 Gross Expenditure	2018 Net Expenditure	Net Change in Dollars	Net Change in Percent
Joint Initiatives	1,318	1,318	3,269	2,519	1,201	91.2%
Wainfleet Beach	40	40	42	42	2	5.0%
<b>Sub-total of General Government – Grants and Expenditure</b>	<b>11,514</b>	<b>4,548</b>	<b>17,022</b>	<b>7,716</b>	<b>3,168</b>	<b>69.7%</b>
Payments in Lieu	0	(8,989)	0	(9,179)	(190)	2.1%
Property Assessment	5,852	5,852	5,969	5,969	117	2.0%
Supplemental Taxes	0	(4,524)	0	(3,878)	646	-14.3%
Written-off Taxes	4,734	4,734	4,730	4,730	(4)	-0.1%
Tax Rebates	1,151	1,151	1,204	1,204	53	4.6%
Other Revenues	217	(236)	255	(179)	57,158	-24.2%
Reserve Funding	850	150	850	70	(80)	-53.3%
Investment Income	0	(14,011)	0	(14,232)	(221)	1.6%
<b>Subtotal of General Government – Net Revenue</b>	<b>12,803</b>	<b>(15,873)</b>	<b>13,008</b>	<b>(15,495)</b>	<b>378</b>	<b>-2.4%</b>
<b>Total of Tax Levy Supported Programs</b>	<b>740,700</b>	<b>335,024</b>	<b>763,455</b>	<b>346,748</b>	<b>11,724</b>	<b>3.5%</b>
Water Operations	42,488	42,114	43,462	43,047	933	2.2%
Wastewater Operations	72,046	66,847	73,264	68,146	1,299	1.9%
Waste Management Services	51,985	34,891	54,054	34,602	(289)	-0.8%
<b>Total of Rate Supported Programs</b>	<b>166,520</b>	<b>143,851</b>	<b>170,781</b>	<b>145,795</b>	<b>1,943</b>	<b>1.4%</b>
<b>Total of All Regional Programs</b>	<b>907,219</b>	<b>478,875</b>	<b>934,235</b>	<b>492,543</b>	<b>13,668</b>	<b>2.9%</b>

# Corporate Budget Schedules

## Operating Budget Summary Excluding Allocations

Amounts in thousands

Budget by Division (in thousands)	2017 Gross Expenditure	2017 Net Expenditure	2018 Gross Expenditure	2018 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	\$ 2,617	\$ 2,582	2,753	2,668	86	3.3%
Corporate Administration	6,612	6,462	6,312	6,212	(250)	-3.9%
Corporate Services	17,919	17,445	18,552	18,077	632	3.6%
Enterprise Resource Management Services	21,852	20,766	22,137	20,774	8	0.0%
Community Services	278,414	30,465	279,840	27,763	(2,702)	-8.9%
Public Health and Emergency Services	83,380	22,964	86,231	24,357	1,393	6.1%
Planning and Development	6,019	3,512	7,200	3,939	427	12.2%
Public Works – Transportation	31,991	26,269	33,777	28,077	1,808	6.9%
<b>Subtotal of Regional Departments</b>	<b>448,805</b>	<b>130,465</b>	<b>456,802</b>	<b>131,866</b>	<b>1,401</b>	<b>1.1%</b>
Court Services	5,808	(2,257)	4,888	(1,852)	405	-17.9%
Niagara Regional Housing	52,514	26,974	55,708	27,378	405	1.5%
Niagara Peninsula Conservation Authority	7,439	7,136	6,978	6,978	(158)	-2.2%
Niagara Regional Police Service	155,044	137,259	162,383	143,491	6,232	4.5%
<b>Subtotal of Outside Boards and Agencies</b>	<b>220,805</b>	<b>169,112</b>	<b>229,956</b>	<b>175,995</b>	<b>6,883</b>	<b>4.1%</b>
Debt Charges	49,799	44,007	51,928	46,121	2,114	4.8%
Capital Levy	16,514	16,514	16,634	16,634	120	0.7%
Economic Incentives	4,305	3,130	7,844	5,094	1,964	62.8%
Youth Retention Program	60	60	60	60	0	0.0%
Joint Initiatives	1,318	1,318	2,897	2,147	829	62.9%
Wainfleet Beach	40	40	42	42	2	5.0%
<b>Sub-total of General Government – Grants and Expenditure</b>	<b>72,036</b>	<b>65,069</b>	<b>79,405</b>	<b>70,099</b>	<b>5,029</b>	<b>7.7%</b>

# Corporate Budget Schedules

Budget by Division (in thousands)	2017 Gross Expenditure	2017 Net Expenditure	2018 Gross Expenditure	2018 Net Expenditure	Net Change in Dollars	Net Change in Percent
Payments in Lieu	0	(8,989)	0	(9,179)	(190)	2.1%
Property Assessment	5,852	5,852	5,969	5,969	117	2.0%
Supplemental Taxes	0	(4,524)	0	(3,878)	646	-14.3%
Written-off Taxes	4,734	4,734	4,730	4,730	(4)	-0.1%
Tax Rebates	1,151	1,151	1,204	1,204	53	4.6%
Other Revenues	217	(236)	255	(179)	57,158	-24.2%
Reserve Funding	850	150	850	70	(80)	-53.3%
Investment Income	0	(14,011)	0	(14,232)	(221)	1.6%
<b>Subtotal of General Government – Net Revenue</b>	<b>12,803</b>	<b>(15,873)</b>	<b>13,008</b>	<b>(15,495)</b>	<b>378</b>	<b>-2.4%</b>
<b>Total of Tax Levy Supported Programs</b>	<b>754,449</b>	<b>348,773</b>	<b>779,171</b>	<b>362,465</b>	<b>13,692</b>	<b>3.9%</b>
Water Operations	39,637	39,263	39,935	39,519	257	0.7%
Wastewater Operations	63,666	58,466	63,941	58,822	356	0.6%
Water & Wastewater Integrated Services	(187)	(187)	(384)	(384)	(197)	105.4%
Waste Management Services	49,654	32,560	51,573	32,121	(440)	-1.4%
<b>Total of Rate Supported Programs</b>	<b>152,771</b>	<b>130,102</b>	<b>155,064</b>	<b>130,078</b>	<b>(24)</b>	<b>0.0%</b>
<b>Total of All Regional Programs</b>	<b>907,219</b>	<b>478,875</b>	<b>934,235</b>	<b>492,543</b>	<b>13,668</b>	<b>2.9%</b>

# Capital Budget Summary

## 2018 Capital Budget Overview

Niagara Region's capital budget aligns with the same timeframe as the operating budget, with a common goal of balancing our immediate and future needs with affordability. Capital projects and assets include such things as:

- Vehicles
- Roads
- Bridges
- Water lines
- Buildings
- Software systems
- Equipment

In your personal financing, it would be the equivalent of purchasing large items, such as a house or car, where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a mortgage, loan).

Similarly, at the Region we use various forms of financing to support our capital plan, including:

- Debt financing
- Dollars from other levels of government
- Reserves (accumulated from previous planning)
- Levy (current year taxes)

Debt financing is proposed in an extremely conservative manner, with the 2018 projection calling for no more than 7.51 cents of every own source revenue dollar being spent on financing the debt from capital projects.

The bulk of our capital spend occurs in our Public Works area (transportation, water and wastewater divisions), and to a smaller extent in Corporate Services (properties and information technology), Community Services (seniors homes), and Public Health (emergency medical services).

To create our capital budget, we rely on a number of key pieces of information, most importantly a current inventory of our capital assets and the condition of those assets. We also develop two key pieces of information, and create multi-year plans to support our future needs based on forecasted residential and business growth and on how we plan on financing those projects.

Once all of this information is brought together, Council is able to make an informed decision regarding the approval of the annual capital budget.

Regional Council approved a \$187 million capital budget, including 184 distinct projects. The capital budget was created with consideration for council's strategic priorities, including Moving People and Goods; Fostering Innovation; Investment and Entrepreneurship; Building a Labour-ready Workforce; Positioning Niagara Globally; and Doing Business Differently.

# Capital Budget Summary

## Capital Budget by Revenue

### Capital Revenue Summary by Department (in thousands)

Capital Budget by Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Corporate Services	15,334	5,634	6,350	0	0	3,350
Enterprise Resource Management Services	7,673	6,098	0	1,575	0	0
Community Services	2,381	2,381	0	0	0	0
Public Health and Emergency Services	3,291	0	2,946	345	0	0
Planning and Development	1,200	1,200	0	0	0	0
Transportation	55,121	18,387	6,935	15,399	11,500	2,900
<b>Subtotal – Levy Departments</b>	<b>85,000</b>	<b>33,700</b>	<b>16,231</b>	<b>17,319</b>	<b>11,500</b>	<b>6,250</b>
Niagara Regional Housing	9,520	2,097	5,595	0	0	1,828
Niagara Regional Police Service	4,872	3,124	1,675	73	0	0
<b>Subtotal – Agencies, Boards and Commissions</b>	<b>14,392</b>	<b>5,221</b>	<b>7,270</b>	<b>73</b>	<b>0</b>	<b>1,828</b>
<b>Subtotal – Levy Programs</b>	<b>99,392</b>	<b>38,921</b>	<b>23,501</b>	<b>17,392</b>	<b>11,500</b>	<b>8,078</b>
Water	39,305	9,420	11,400	6,985	1,500	10,000
Wastewater	41,560	19,545	17,150	2,690	1,500	675
Waste Management	6,325	6,103	0	222	0	0
<b>Subtotal – Rate Programs</b>	<b>87,190</b>	<b>35,068</b>	<b>28,550</b>	<b>9,897</b>	<b>3,000</b>	<b>10,675</b>
<b>Total</b>	<b>186,582</b>	<b>73,989</b>	<b>52,051</b>	<b>27,289</b>	<b>14,500</b>	<b>18,753</b>

# Capital Budget Summary

## Capital Revenue Detail by Project (in thousands)

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Canada Summer Games	9,700	0	6,350	0	0	3,350
2018 Annual - IT	200	200	0	0	0	0
In-Year External Dept Projects						
Data Analysis, Visualization and Decision Support Software	300	300	0	0	0	0
2018 Aerial Photography Acquisition	100	100	0	0	0	0
2018 Annual - IT Asset Replacement	3,147	3,147	0	0	0	0
2018 Annual - Survey Equipment Replacement	88	88	0	0	0	0
2018 Annual - Application Lifecycle Replacement	300	300	0	0	0	0
Payment Card Industry Data Security Standard (PCI DSS) Compliance	500	500	0	0	0	0
Court Administration Management System (CAMS) Replacement	250	250	0	0	0	0
Documents, Records and Information Management Software	750	750	0	0	0	0
<b>Subtotal - Corporate Services</b>	<b>5,634</b>	<b>5,634</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Annual - Strategic Property	100	100	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Acquisitions						
Social Housing	1,750	175	0	1,575	0	0
ASD Capital Requirements						
Envelope stuffer in Accounting Services	25	25	0	0	0	0
2018 Annual - Code and Legislative Compliance	350	350	0	0	0	0
Bldg Ext-NR-SAE0 Niagara Falls Roof Replacement-Design	30	30	0	0	0	0
Bldg Int-NRPS-68 Church Lifecycle Renewal	395	395	0	0	0	0
Bldg Site-EMS Generators-Phase 2	768	768	0	0	0	0
Bldg Site-NR-Thorold Yard Potable Water	56	56	0	0	0	0
Bldg Site-NR-Equipment Replacement Program	79	79	0	0	0	0
2018 Annual - Energy Conservation Program	807	807	0	0	0	0
Bldg Int-2018 Region HQ-Space Acc	662	662	0	0	0	0
Bldg Site-NR-Roof Condition Audits & Specifications	75	75	0	0	0	0
Bldg Ext-Welland Public Health Life Cycle Renewal	204	204	0	0	0	0
Bldg Site-NRHQ-Parking-CE Shipping	107	107	0	0	0	0



# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Asset Utilization and Rationalization Plan	100	100	0	0	0	0
Bldg Site-NRHQ-Generator Replacement	1,990	1,990	0	0	0	0
Bldg Ext-NRHQ-CE Roof Replacement-Design	75	75	0	0	0	0
Procurement Electronic Bidding System	100	100	0	0	0	0
<b>Subtotal – Enterprise Resource Management Services</b>	<b>7,673</b>	<b>6,098</b>	<b>0</b>	<b>1,575</b>	<b>0</b>	<b>0</b>
2018 Annual - LTC Homes - Capital Improvements/Replacements	1,026	1,026	0	0	0	0
2018 Annual - LTC Homes - Machinery/Equipment	264	264	0	0	0	0
2018 Annual - LTC Homes - Resident Care Equipment	490	490	0	0	0	0
2018 Annual - LTC Homes - Roof Replacement	403	403	0	0	0	0
2018 Annual - LTC Homes - Bed Replacement	200	200	0	0	0	0
<b>Subtotal - Community Services</b>	<b>2,381</b>	<b>2,381</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2018 Annual - EMS - Ambulance and Equipment Replacement	2,595	0	2,250	345	0	0
EMS - Laptop and	696	0	696	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Software Replacements						
<b>Subtotal - Public Health and Emergency Services</b>	<b>3,291</b>	<b>0</b>	<b>2,946</b>	<b>345</b>	<b>0</b>	<b>0</b>
HQ Landscape Master Plan	1,200	1,200	0	0	0	0
<b>Subtotal - Planning and Development</b>	<b>1,200</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	8,780	0	0	8,680	0	100
Cpcty Imprv- Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	3,600	540	0	3,060	0	0
Struc Rehab - Reece Bridge - Replacement (Str. 069205)	1,000	0	1,000	0	0	0
Rds Rehab c/w bike lanes- Lakeshore Rd (Townline to Creek)	5,550	0	0	0	5,550	0
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	1,000	150	0	850	0	0
Rds Rehab - RR 63 Canborough Rd - Embankment Stab & Road Reconstruction	2,535	0	0	0	2,535	0
Struc Rehab - East Main St. Bridge (West of RR84) - Bridge Rehab	500	0	500	0	0	0
Rds Rehab - Pelham Rd. Reconstruction	500	450	0	50	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
(Ph 3) - Wessell Dr. to 8th						
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	1,040	936	0	104	0	0
Struc Rehab - Niagara St. Bridge - Bridge Replacement	300	0	300	0	0	0
Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	500	0	0	0	0	500
Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	1,050	945	0	105	0	0
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	500	500	0	0	0	0
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	300	270	0	30	0	0
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	300	270	0	30	0	0
St. Davids Road East (from Hwy 406 to Collier Rd)	1,000	900	0	100	0	0
IMT - Capital Acquisition	3,000	2,600	0	0	0	400
St. David's Rd Interchange Improvements @ Hwy 406 - TH	2,800	1,140	0	760	0	900
2018 Annual - Guide Rail	350	350	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Improvements						
2018 Annual - Illumination Installation & Upgrades	400	360	0	40	0	0
2018 Annual - Railway Crossing Improvements	100	100	0	0	0	0
2018 Annual - Fleet Vehicle & Equipment Replacements	266	266	0	0	0	0
2018 Annual - Traffic Signals	2,000	1,800	0	200	0	0
2018 Annual - Storm Sewers & Culverts	750	750	0	0	0	0
Rds Equip Prgm - Equipment Upg	200	200	0	0	0	0
Rds Fac Prgm - Patrol Yard Imprv	1,000	1,000	0	0	0	0
Struc Rehab - Mewburn Road @ CNR Tracks	500	75	0	425	0	0
Int Imprv - RR57 Thorold Stone Road at Cardinal Dr	300	0	0	300	0	0
Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	200	180	0	20	0	0
Struc Rehab - Schisler Road Bridge (#027230)	300	0	300	0	0	0
Int Imprv-RR81 King St @ Main & Nineteenth-LN	400	400	0	0	0	0
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	500	0	500	0	0	0
Struc Rehab - Hydro Canal Bridge North (Str.	200	0	200	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
020230 )						
Struc Rehab - JR	500	0	500	0	0	0
Stork Bridge - Bridge Rehab (Str. 038205)						
Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406 Rds Rehab - RR 49 (McLeod Rd) Ph 2 - HEPC to Wilson	500	500	0	0	0	0
Rds Rehab - RR 81	700	105	0	595	0	0
St. Paul St W - Burgoyne Bridge to CNR Tracks	500	450	0	50	0	0
2018 Annual - Development Projects	1,000	0	0	0	0	1,000
2018 Annual - Engineering for Future Projects	300	300	0	0	0	0
2018 Annual - Miscellaneous Road Properties	200	200	0	0	0	0
Rds Rehab - 2018 Roads Resurfacing	9,500	2,450	3,635	0	3,415	0
Struc Rehab - 2018 Engineering for Future Projects	200	200	0	0	0	0
<b>Subtotal – Transportation</b>	<b>55,121</b>	<b>18,387</b>	<b>6,935</b>	<b>15,399</b>	<b>11,500</b>	<b>2,900</b>
<b>Subtotal – Levy Departments</b>	<b>85,000</b>	<b>33,700</b>	<b>16,231</b>	<b>17,319</b>	<b>11,500</b>	<b>6,250</b>
NRH - 2018 Units Capital Program	1,600	199	1,042	0	0	359
NRH - 2018 Annual Emergency Capital Program	300	300	0	0	0	0
NRH - 2018 Grounds Capital Program	727	96	631	0	0	0
NRH - 2018 Annual Building Capital Program	4,673	392	3,922	0	0	359

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
NRH - 2018 Multi-Residential Intensification - Welland	2,220	1,110	0	0	0	1,110
<b>Subtotal - Niagara Regional Housing</b>	<b>9,520</b>	<b>2,097</b>	<b>5,595</b>	<b>0</b>	<b>0</b>	<b>1,828</b>
NRPS - Vehicle Replacements (2018)	1,400	1,400	0	0	0	0
NRPS - IT & Network Equipment Replacement (2018)	1,100	1,100	0	0	0	0
NRPS - LIDAR Units (2018)	14	14	0	0	0	0
NRPS - Evidence Mgmt. System - 5 & 8 Districts (2018)	80	80	0	0	0	0
NRPS - CEW Replacement - Emergency Services (2018)	24	24	0	0	0	0
NRPS - MDT Replacement (2018)	800	0	800	0	0	0
NRPS - Tactical/Explosives Disposal Robot (2018)	175	175	0	0	0	0
NRPS - HRIS Scheduling Solution (2018)	500	0	500	0	0	0
NRPS - Collison Reporting Software (2018)	28	28	0	0	0	0
NRPS - Powdered Narcotics Handling Equipment (2018)	73	0	0	73	0	0
NRPS - Air Monitor (2018)	10	10	0	0	0	0
NRPS - Flashback Video Recorders	21	21	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
(2018)						
NRPS - EOD 10	40	40	0	0	0	0
Bomb Suit (2018)						
NRPS - Communications	53	53	0	0	0	0
Noise Reduction						
(2018)						
NRPS - Information Management	375	0	375	0	0	0
Governance						
(2018)						
NRPS – HQ/2	180	180	0	0	0	0
District Front Desk Retrofit						
<b>Subtotal – Niagara Regional Police Service</b>	<b>4,872</b>	<b>3,124</b>	<b>1,675</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Subtotal – Agencies, Boards, and Commissions</b>	<b>14,392</b>	<b>5,221</b>	<b>7,270</b>	<b>73</b>	<b>0</b>	<b>1,828</b>
<b>Subtotal – Levy Programs</b>	<b>99,392</b>	<b>38,921</b>	<b>23,501</b>	<b>17,392</b>	<b>11,500</b>	<b>8,078</b>
Martindale Watermain Replacement	500	0	500	0	0	0
WTP Upgrade Prg- Port Colborne	2,000	0	500	0	1,500	0
WTP Upgrade Pelham Elevated Tank – Corrosion Protection	2,380	2,380	0	0	0	0
WTP Upgrade Prgm - Niagara Falls WTP Sludge Pump & De-Clhor	1,495	1,495	0	0	0	0
WTP Upgrade - DeCew Isolating Valve Replacement	285	285	0	0	0	0
Grimsby WTP Upgrade - Laneway and Valve	1,030	0	1,030	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Replacements						
WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	595	595	0	0	0	0
Deconstruction of King St. Elevated Storage Tank	775	543	0	233	0	0
Niagara Falls WTP Temporary Raw Water Intake	10,000	0	0	0	0	10,000
Grimsby Watermain Replacement Elizabeth St to Baker Rd N	12,800	0	6,400	6,400	0	0
Niagara Street Transmission Main Crossing Welland River	350	0	350	0	0	0
Decew Falls WTP SCADA System Upgrade	155	155	0	0	0	0
2018 - Fuel Tank Replacement Program	120	120	0	0	0	0
2018 - Hardware & Software Upgrade Program	140	140	0	0	0	0
2018 - Valve Replacement Program	85	85	0	0	0	0
2018 WTP Upgrade - GAC Replacement	1,760	1,760	0	0	0	0
2018 WTP Upgrade - Roof Replacement Program	80	80	0	0	0	0
New Fort Erie ET DeCew Falls Bypass Channel Weir Upgrade	255	128	0	128	0	0
	60	60	0	0	0	0



# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
(Middle Res)						
2018 Water Security Improvement	100	100	0	0	0	0
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	565	0	565	0	0	0
New Pelham ET Downing Avenue Transmission Main Replacement	185	93	0	93	0	0
2018 Chemical System Upgrade Program	300	300	0	0	0	0
New Barrick Road Watermain	250	250	0	0	0	0
Decommissioning of St. David's Standpipe	265	133	0	133	0	0
Elevated Tank Rehabilitation - Thorold South - Zone 3	85	85	0	0	0	0
Elevated Tanks - Improvements - DeCew Zone 2 & Smithville - SC & WL	2,365	310	2,055	0	0	0
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	125	125	0	0	0	0
<b>Subtotal – Water</b>	<b>39,305</b>	<b>9,420</b>	<b>11,400</b>	<b>6,985</b>	<b>1,500</b>	<b>10,000</b>
Park Lane PS Upgrade	1,100	1,100	0	0	0	0
Baker Rd WWTP Grit System Upgrade	1,500	1,500	0	0	0	0
Stamford Interceptor Renewal - Phase I	3,100	950	650	0	1,500	0
Haulage Road Sanitary Pump	2,000	2,000	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Station Upgrade Sewer & Forcemain - Oakes Park Trunk Relining	800	800	0	0	0	0
Port Dalhousie WWTP Upgrade	15,000	0	15,000	0	0	0
Port Weller Bar Screen Replacement	1,100	1,100	0	0	0	0
Seaway Secondary Clarifier Replacement	2,300	2,300	0	0	0	0
Smithville Lagoon Decommissioning	300	300	0	0	0	0
Niagara Falls Effluent Outfall Relocation / Bypass	675	0	0	0	0	675
Pipe and Manhole Rehabilitation Program	250	250	0	0	0	0
Cole Farm SPS Upgrade	200	200	0	0	0	0
Seaway WWTP Aeration Blower Replacement	200	200	0	0	0	0
Pump Station Flow Metering	150	150	0	0	0	0
MCC Upgrade Wastewater Program	200	200	0	0	0	0
Fuel Tank Replacement Program	400	400	0	0	0	0
Odor Control System Program	100	100	0	0	0	0
Chemical System Upgrade Program	500	500	0	0	0	0
Operations and Maintenance Vehicle	250	250	0	0	0	0
Roof Replacement Program	100	100	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	200	200	0	0	0	0
WWTP Digester & Sludge Management	500	500	0	0	0	0
Mewburn SPS Upgrade	250	250	0	0	0	0
Computer Hardware and Software (Wastewater) Replacement	140	140	0	0	0	0
WW Facilities Security Improvement Program	175	175	0	0	0	0
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	750	750	0	0	0	0
Rosemount South SPS Pump Replacement	200	100	0	100	0	0
Beaverdams SPS Pump Replacement	150	30	0	120	0	0
Campden SPS Pump Replacement	200	20	0	180	0	0
Stamford Sewer Trunk Rehabilitation - Phase II	350	350	0	0	0	0
WWTP Upgrade - Port Weller 1-4 Secondary Clarifier Handrail Replacement	120	120	0	0	0	0
Portable Sewage Bypass Pumps	100	100	0	0	0	0
Laurie Ave SPS and Forcemain	700	70	0	630	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Upgrade Environmental Center Lab Equipment Replacement	250	250	0	0	0	0
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	300	300	0	0	0	0
George Street SPS Upgrade	200	200	0	0	0	0
City Hall SPS and Forcemain Upgrade	300	300	0	0	0	0
Bridgeport SPS Pump Replacement	150	30	0	120	0	0
WWTP Upgrade - Port Robinson Lagoon Decommissioning	300	300	0	0	0	0
Jordan Valley SPS Pump Replacement	175	35	0	140	0	0
East Side SPS Forcemain Replacement	75	75	0	0	0	0
South Niagara Falls Wastewater Treatment Plant	2,500	0	1,500	1,000	0	0
St.Davids #1 Sanitary Pump Station Forcemain Replacement	750	750	0	0	0	0
Primary Digester #2 Roof Replacement –	2,000	2,000	0	0	0	0
Niagara Falls WWTP Catherine Street SPS Upgrades	500	100	0	400	0	0
<b>Subtotal – Wastewater</b>	<b>41,560</b>	<b>19,545</b>	<b>17,150</b>	<b>2,690</b>	<b>1,500</b>	<b>675</b>
Humberstone -	1,120	1,120	0	0	0	0

# Capital Budget Summary

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Landfill Gas Collection System						
NR-12 - Pumping Station Upgrades	382	382	0	0	0	0
Bridge Street - Public Drop-Off Depot	297	110	0	187	0	0
Improvement NR-12 - Drop-Off Depot	112	77	0	35	0	0
Improvements NR-12 - Cell # 4	2,030	2,030	0	0	0	0
NR-12 - Scale House	143	143	0	0	0	0
Improvements Humberstone - Landfill Expansion	1,636	1,636	0	0	0	0
2018 Annual - Miscellaneous Enhancements and Replacements	275	275	0	0	0	0
Line 5 - LCS Improvements	110	110	0	0	0	0
Recycling Centre - 2018 Building and Equipment	110	110	0	0	0	0
2018 Annual - Property Acquisition	110	110	0	0	0	0
<b>Subtotal – Waste Management</b>	<b>6,325</b>	<b>6,103</b>	<b>0</b>	<b>222</b>	<b>0</b>	<b>0</b>
<b>Subtotal – Rate Programs</b>	<b>87,190</b>	<b>35,068</b>	<b>28,550</b>	<b>9,897</b>	<b>3,000</b>	<b>10,675</b>
<b>Total</b>	<b>186,582</b>	<b>73,989</b>	<b>52,051</b>	<b>27,289</b>	<b>14,500</b>	<b>18,753</b>

# Capital Budget Summary

## Operating Impact of Capital

### Operating Costs of Capital Projects (in thousands)

The following costs have been included in the 2018 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Costs	2018 Costs	2019 Costs	2020 Costs
Corporate Information Management System	Repairs and maintenance	0	150	150
Customer Service Strategic Priority	Program support cost	20	20	0
IT Annual Asset Replacements	Repairs and maintenance	0	50	50
IT Business Intelligence & Data Analytics	Program support cost	0	120	120
IT Court Administration Management System	Program support cost	0	100	100
IT PCI Compliance	Program support cost and repairs and maintenance	0	25	25
<b>Subtotal – Corporate Services</b>		<b>20</b>	<b>465</b>	<b>445</b>
Annual Miscellaneous Levy Properties	Repairs and Maintenance	1	1	1
<b>Subtotal – Enterprise Resource Management Services</b>		<b>1</b>	<b>1</b>	<b>1</b>
EMS Annual Ambulance and Equipment Replacement	Program support cost and repairs and maintenance	49	50	51
<b>Subtotal – Public Health and Emergency Services</b>		<b>49</b>	<b>50</b>	<b>51</b>
HQ Landscape Master Plan	Program support cost, repairs and maintenance and utilities	75	155	155
<b>Subtotal – Planning and Development</b>		<b>75</b>	<b>155</b>	<b>155</b>
<b>Subtotal – Levy Departments</b>		<b>145</b>	<b>671</b>	<b>652</b>
Water Centralized Maintenance Facility	Program support cost, repairs and maintenance and utilities	28	28	28
Water Grimsby System Storage	Repairs and maintenance and utilities	6	11	11
Water Transmission Main over Welland River	Utilities	1	1	1
WTP Niagara Falls Temporary Raw Water Intake	Utilities	0	0	215
<b>Subtotal – Water</b>		<b>34</b>	<b>40</b>	<b>255</b>
Wastewater Centralized Maintenance Facility	Program support cost, repairs and maintenance and utilities	29	0	0
WWTP Niagara Falls Effluent Outflow	Utilities	150	150	150

# Capital Budget Summary

Project Description	Nature of Operating Costs	2018 Costs	2019 Costs	2020 Costs
<b>Subtotal – Wastewater</b>		<b>179</b>	<b>150</b>	<b>150</b>
<b>Subtotal – Rate Departments</b>		<b>213</b>	<b>190</b>	<b>405</b>
<b>Total – Operating Costs</b>		<b>358</b>	<b>861</b>	<b>1,057</b>

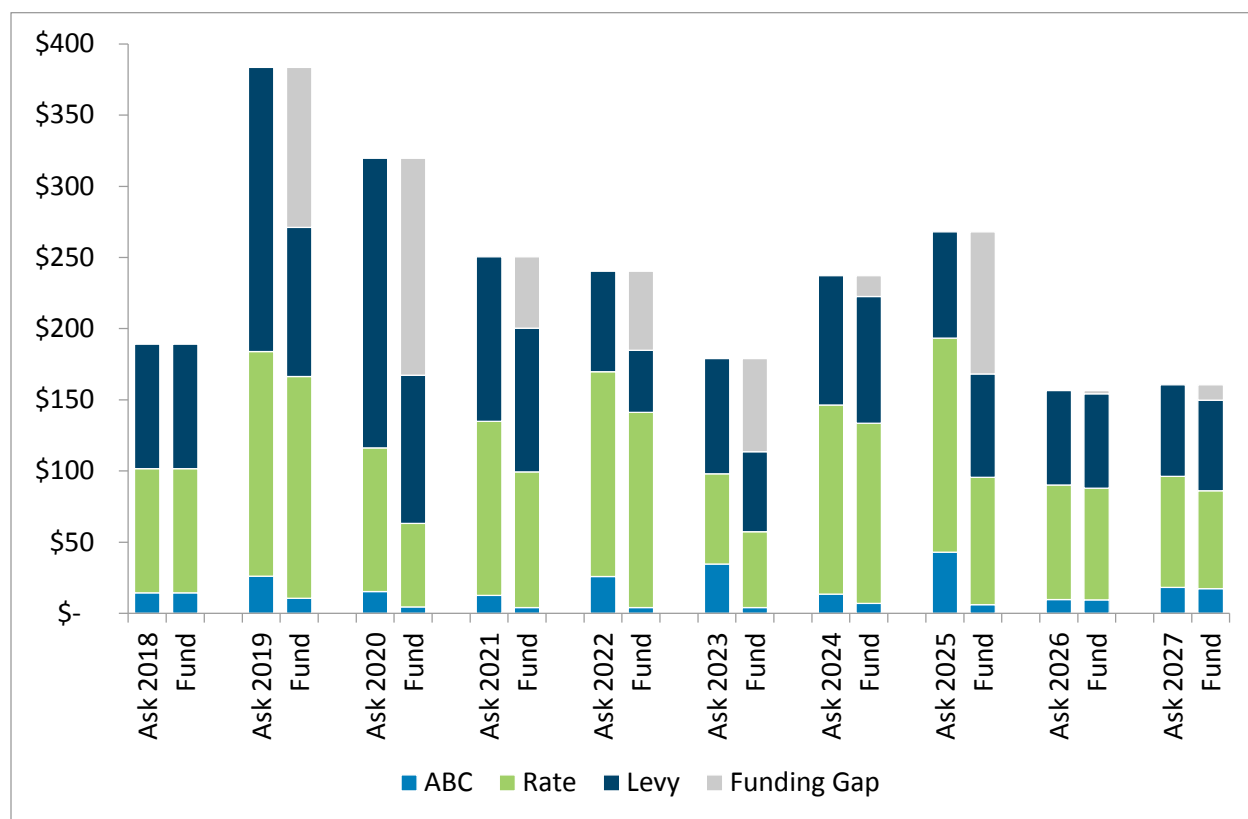
## Operating Savings from Capital Projects (in thousands)

The following savings have been included in the 2018 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Savings	2018 Savings	2019 Savings	2020 Savings
Building Exterior - Division St Lifecycle Renewal	Utilities	0	1	1
Building Interior - HQ Space Accommodations	Repairs and maintenance	0	24	0
Annual Energy Conservation Program	Utilities	0	41	75
<b>Subtotal – Enterprise Resource Management Services</b>		<b>0</b>	<b>66</b>	<b>76</b>
NRPS HQ/2D Front Desk Retrofit	Program support cost	244	325	325
<b>Subtotal – Niagara Regional Police Service</b>		<b>244</b>	<b>325</b>	<b>325</b>
<b>Waste Management Solar Panel Installations</b>	Utilities	<b>10</b>	<b>10</b>	<b>10</b>
<b>Subtotal – Waste Management</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>Total – Operating Savings</b>		<b>254</b>	<b>401</b>	<b>411</b>

# Capital Budget Summary

## Capital Budget with Nine Year Forecast



### Ten Year Capital Budget Revenue Summary (in thousands)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2018	186,582	73,989	52,051	27,289	14,500	18,753	0
2019	386,043	152,570	28,270	54,845	13,300	22,136	114,921
2020	319,671	57,699	31,000	59,915	13,300	5,368	152,390
2021	250,453	82,717	47,065	34,788	13,900	21,964	50,020
2022	240,377	77,271	6,840	85,220	13,900	1,568	55,578
2023	179,084	61,968	9,373	26,822	14,100	1,318	65,501
2024	237,126	55,919	32,555	116,410	14,100	3,619	14,523
2025	267,883	65,343	32,792	54,355	14,700	1,050	99,644



# Capital Budget Summary

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2026	156,598	52,419	35,539	50,627	14,700	1,000	2,312
2027	160,576	58,999	40,567	34,805	15,300	0	10,906
<b>Total</b>	<b>2,384,393</b>	<b>738,894</b>	<b>316,052</b>	<b>545,076</b>	<b>141,800</b>	<b>76,776</b>	<b>565,795</b>

## Ten Year Capital Budget Department Summary (in thousands)

Department	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Corporate Administration	15,334	9,380	3,880	3,980	4,080	4,080	4,080	4,180	4,280	4,280	57,554
Properties	7,673	28,949	69,471	41,600	1,600	1,600	1,600	1,993	1,600	1,600	157,685
Community Services	2,381	1,981	1,796	2,328	1,693	2,335	2,413	1,827	1,967	1,991	20,712
Public Health and EMS	3,291	3,100	3,288	4,474	4,500	3,499	2,611	3,149	5,324	3,056	36,292
Planning	1,200	1,500	3,000	0	0	0	0	0	0	0	5,700
Transportation	55,121	157,300	121,915	63,220	58,850	69,480	79,964	63,320	53,150	53,400	775,720
<b>Subtotal – Levy Departments</b>	<b>85,000</b>	<b>202,210</b>	<b>203,350</b>	<b>115,602</b>	<b>70,723</b>	<b>80,994</b>	<b>90,668</b>	<b>74,469</b>	<b>66,321</b>	<b>64,327</b>	<b>1,053,663</b>
Niagara Regional Housing	9,520	20,124	11,237	8,864	22,508	6,762	10,625	4,986	6,619	14,999	116,244
Niagara Regional Police	4,872	5,958	4,138	3,829	3,364	27,864	2,914	37,964	3,164	3,164	97,231
Subtotal – Agencies, Boards, and Commissions	14,392	26,082	15,375	12,693	25,872	34,626	13,539	42,950	9,783	18,163	213,475
Subtotal – Levy Programs	99,392	228,292	218,725	128,295	96,595	115,620	104,207	117,419	76,104	82,490	1,267,138
Water	39,305	80,077	23,408	64,700	93,549	23,010	81,609	24,245	21,269	28,643	479,815
Wastewater	41,560	69,800	71,150	52,300	49,200	38,190	49,350	122,900	57,325	44,700	596,475
Waste Management	6,325	7,874	6,389	5,158	1,033	2,264	1,960	3,319	1,900	4,743	40,965
Subtotal – Rate Programs	87,190	157,751	100,947	122,158	143,782	63,464	132,919	150,464	80,494	78,086	1,117,255
<b>Grand Total</b>	<b>186,582</b>	<b>386,043</b>	<b>319,672</b>	<b>250,453</b>	<b>240,377</b>	<b>179,084</b>	<b>237,126</b>	<b>267,883</b>	<b>156,598</b>	<b>160,576</b>	<b>2,384,393</b>

# Capital Budget Summary

## Ten Year Capital Budget Project Detail (in thousands)

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Canada Summer Games	9,700	0	0	0	0	0	0	0	0	0	9,700
Cust Srvc Strategic Priority	0	5,450	200	200	200	200	200	200	200	200	7,050
2018 Annual - IT In- Year External Dept Projects	200	0	0	0	0	0	0	0	0	0	200
Data Analysis, Visualization and Decision Support Software	300	0	0	0	0	0	0	0	0	0	300
2018 Aerial Photography Acquisition	100	0	0	0	0	0	0	0	0	0	100
2018 Annual - IT Asset Replacement	3,147	0	0	0	0	0	0	0	0	0	3,147
2018 Annual - Survey Equipment Replacement	87	0	0	0	0	0	0	0	0	0	87
2018 Annual - Application Lifecycle Replacement	300	0	0	0	0	0	0	0	0	0	300
Payment Card Industry Data Security Standard (PCI DSS) Compliance	500	0	0	0	0	0	0	0	0	0	500
Court Administration Management System (CAMS) Replacement	250	250	0	0	0	0	0	0	0	0	500
Documents, Records and Information Management Software	750	0	0	0	0	0	0	0	0	0	750
HRIS Improvements and Upgrades	0	250	250	250	250	250	250	250	250	250	2,250
Annual - IT In-Year External Dept Projects	0	200	200	200	200	200	200	200	200	200	1,800
Annual - IT Asset Replacement	0	2,500	2,500	2,600	2,600	2,700	2,700	2,800	2,800	2,900	24,100
Aerial Photography Acquisition	0	0	0	0	100	0	0	0	100	0	200
Annual - Survey Equipment Replacement	0	30	30	30	30	30	30	30	30	30	270
ERP Improvements and Upgrades	0	400	400	400	400	400	400	400	400	400	3,600

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Annual - Application Lifecycle Replacement	0	300	300	300	300	300	300	300	300	300	2,700
<b>Subtotal – Corporate Services</b>	<b>15,334</b>	<b>9,380</b>	<b>3,880</b>	<b>3,980</b>	<b>4,080</b>	<b>4,080</b>	<b>4,080</b>	<b>4,180</b>	<b>4,280</b>	<b>4,280</b>	<b>57,554</b>
Annual - Strategic Property Acquisitions	100	0	0	0	0	0	0	0	0	0	100
Social Housing ASD Capital Requirements	1,750	1,250	0	0	0	0	0	0	0	0	3,000
Envelope stuffer in Accounting Services	25	0	0	0	0	0	0	0	0	0	25
Long-trm Acc- LTC Homes Redevelopment	0	21,800	40,000	40,000	0	0	0	0	0	0	101,800
Long-trm Acc - EMS Central Hub	0	0	27,555	0	0	0	0	0	0	0	27,555
2018 Annual - Code and Legislative Compliance	350	250	250	250	250	250	250	250	250	250	2,600
Bldg Ext-NRPS-Gun Range Roof Replacement	0	683	0	0	0	0	0	0	0	0	683
Bldg Ext-NR-SAEO Niagara Falls Roof Replacement- Design	30	287	0	0	0	0	0	0	0	0	317
Bldg Int-NRPS-68 Church Lifecycle Renewal	395	400	316	0	0	0	0	0	0	0	1,111
Bldg Site-EMS Generators-Phase 2	768	0	0	0	0	0	0	0	0	0	768
Bldg Site-NRPS-HQ2D Parking Lot	0	600	0	0	0	0	0	0	0	0	600
Bldg Site-NR-Thorold Yard Potable Water	56	492	0	0	0	0	0	0	0	0	548
Bldg Ext-NR-Thorold Yard Roof Replacement	0	201	0	0	0	0	0	0	0	0	201
Bldg Site-NR-Equipment Replacement Program	79	100	100	100	100	100	100	100	100	100	979
2018 Annual - Energy Conservation Program	807	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,807
Bldg Int-2018 Region HQ-Space Acc	662	0	0	0	0	0	0	0	0	0	662
Bldg Site-NR-Roof Condition Audits & Specifications	75	0	0	0	0	0	0	0	0	0	75
Bldg Ext-Welland Public	204	0	0	0	0	0	0	0	0	0	204

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Health Life Cycle Renewal											
Bldg Site-NRHQ-Parking-CE Shipping	107	0	0	0	0	0	0	0	0	0	107
Asset Utilization and Rationalization Plan	100	0	0	0	0	0	0	0	0	0	100
Bldg Site-NRHQ-Generator Replacement	1,990	0	0	0	0	0	0	0	0	0	1,990
Bldg Int-NRHQ-Emergency PA System & Fire Alarm System	0	569	0	0	0	0	0	0	0	0	569
Bldg Ext-NRHQ-CE Roof Replacement-Design	75	650	0	0	0	0	0	0	0	0	725
Procurement Electronic Bidding System	100	0	0	0	0	0	0	0	0	0	100
Bldg Int-NRHQ - Council Chambers Renovations	0	325	0	0	0	0	0	0	0	0	325
Bldg Site-Emergency Services-Parking Lot	0	92	0	0	0	0	0	0	0	0	92
Bldg Ext-NRPS Niagara Falls-Roof Replacement	0	0	0	0	0	0	0	392	0	0	392
Annual - Strategic Property Acquisitions	0	250	250	250	250	250	250	250	250	250	2,250
<b>Subtotal – Enterprise Resource Management Services</b>	<b>7,673</b>	<b>28,949</b>	<b>69,471</b>	<b>41,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,992</b>	<b>1,600</b>	<b>1,600</b>	<b>157,685</b>
2018 Annual - LTC Homes - Capital Improvements/Replacements	1,025	0	0	0	0	0	0	0	0	0	1,025
2018 Annual - LTC Homes - Machinery/Equipment	264	0	0	0	0	0	0	0	0	0	264
2018 Annual - LTC Homes - Resident Care Equipment	490	0	0	0	0	0	0	0	0	0	490
2018 Annual - LTC Homes - Roof Replacement	402	0	0	0	0	0	0	0	0	0	402
2018 Annual - LTC Homes - Bed Replacement	200	0	0	0	0	0	0	0	0	0	200
Community Services Portal IT Equipment	0	80	0	0	0	0	0	0	0	0	80

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
LTC Homes - Annual Bed Replacement	0	200	200	200	200	200	300	300	200	200	2,000
LTC Homes - Annual Capital Improvements/ Replacements	0	548	480	480	480	480	517	480	480	480	4,425
LTC Homes - Annual Machinery/Equipment	0	503	376	1,153	518	1,160	1,101	432	672	696	6,611
LTC Homes - Annual Resident Care Equipment	0	500	590	345	345	345	345	465	465	465	3,865
LTC Homes - Annual Roof Replacement	0	150	150	150	150	150	150	150	150	150	1,350
<b>Total Community Services</b>	<b>2,381</b>	<b>1,981</b>	<b>1,796</b>	<b>2,328</b>	<b>1,693</b>	<b>2,335</b>	<b>2,413</b>	<b>1,827</b>	<b>1,967</b>	<b>1,991</b>	<b>20,712</b>
2018 Annual - EMS - Ambulance and Equipment Replacement	2,595	0	0	0	0	0	0	0	0	0	2,595
EMS - Mass Regional Emergency Notification System	0	500	0	0	0	0	0	0	0	0	500
EMS - Laptop and Software Replacements	696	0	0	0	0	0	0	0	0	0	696
Annual - EMS - Ambulance and Equipment Replacement	0	2,225	2,822	2,464	2,561	2,730	2,611	3,149	2,959	3,056	24,577
EMS - Defibrillator Replacement	0	0	0	2,010	0	0	0	0	2,365	0	4,375
EMS - Stryker Stretcher and Load Systems	0	0	466	0	1,940	0	0	0	0	0	2,406
EMS - Stair Chair Enhancement/Sto Go	0	375	0	0	0	0	0	0	0	0	375
Annual - EMS - Laptop and Software	0	0	0	0	0	768	0	0	0	0	768
<b>Subtotal – Public Health and Emergency Services</b>	<b>3,291</b>	<b>3,100</b>	<b>3,288</b>	<b>4,474</b>	<b>4,501</b>	<b>3,498</b>	<b>2,611</b>	<b>3,149</b>	<b>5,324</b>	<b>3,056</b>	<b>36,292</b>
HQ Landscape Master Plan	1,200	1,500	3,000	0	0	0	0	0	0	0	5,700
<b>Subtotal – Planning and Development</b>	<b>1,200</b>	<b>1,500</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,700</b>
Cpcty Imprv - RR512 Livingstone Ave - Casablanca to Main - 2	0	800	6,500	0	0	0	0	0	0	0	7,300

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
lanes											
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	8,780	16,100	0	0	0	0	0	0	0	0	24,880
Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	3,600	6,000	6,000	0	0	0	0	0	0	0	15,600
Recon Old Hwy 8 (Vinhaven Tr-23rd St, Lincoln	0	800	4,000	0	0	0	0	0	0	0	4,800
Int Imprv - RR 81 (St. Paul St) at Vansickle Rd / First St	0	0	4,650	0	0	0	0	0	0	0	4,650
Rds Rehab - Glendale Ave Recon & Widening (Jacobsen Ave to Burleigh Hill)	0	1,200	0	0	0	0	0	0	0	0	1,200
Struc Rehab - Reece Bridge - Replacement (Str. 069205)	1,000	0	0	0	0	0	0	0	0	0	1,000
Rds Rehab c/w bike lanes-Lakeshore Rd (Townline to Creek)	5,550	0	0	0	0	0	0	0	0	0	5,550
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	1,000	1,000	4,800	0	0	0	0	0	0	0	6,800
Cpcty Imprv - RR55 Niagara Stone Rd-Con 6 to E/W Line	0	0	7,100	0	0	0	0	0	0	0	7,100
Rds Rehab - RR 63 Canborough Rd - Embankment Stab & Road Reconstruction	2,535	0	0	0	0	0	0	0	0	0	2,535
Rds Rehab - RR 81 York Rd. Rehabilitation - RR 55 to Airport	0	1,500	0	0	0	0	0	0	0	0	1,500
Struc Rehab - East Main St. Bridge (West of RR84) - Bridge Rehab	500	4,000	0	0	0	0	0	0	0	0	4,500
Cpcty Imprv - Glendale Ave Interchange at QEW	0	600	1,000	0	0	0	5,000	0	0	0	6,600

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Rds Rehab - Pelham Rd. Reconstruction (Ph 3) - Wessell Dr. to 8th	500	6,000	0	0	0	0	0	0	0	0	6,500
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	1,040	4,860	0	0	0	0	0	0	0	0	5,900
Rds Rehab - RR 42 (Ontario St.) Reconstruction - Lakeshore to Linwell	0	5,400	0	0	0	0	0	0	0	0	5,400
Rds Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	5,000	8,000	0	0	0	0	0	0	0	13,000
Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	0	5,200	0	0	0	0	0	0	0	0	5,200
Struc Rehab - Niagara St. Bridge - Bridge Replacement	300	6,000	0	0	0	0	0	0	0	0	6,300
Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	500	5,000	5,000	0	0	0	0	0	0	0	10,500
Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	1,050	3,950	0	0	0	0	0	0	0	0	5,000
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	500	2,800	0	0	0	0	0	0	0	0	3,300
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	300	500	3,500	0	0	0	0	0	0	0	4,300
Rds Rehab - RR 69 Twenty Mile - RR 24 Victoria Ave to Mountain Rd	0	4,000	4,000	0	0	0	0	0	0	0	8,000
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	300	2,000	0	0	0	0	0	0	0	0	2,300
St. Davids Road East	1,000	3,500	0	0	0	0	0	0	0	0	4,500

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
(from Hwy 406 to Collier Rd)											
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	500	6,000	0	0	0	0	0	0	0	6,500
Rds Rehab - RR 87 Main St - Locke St to Ann St	0	3,500	0	0	0	0	0	0	0	0	3,500
Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd	0	4,200	0	0	0	0	0	0	0	0	4,200
Cpcty Imprv - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	0	500	1,200	3,200	0	0	0	0	5,200
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	500	0	7,000	0	0	0	0	0	0	7,500
IMT - Capital Acquisition	3,000	1,000	3,000	0	0	1,250	1,514	0	0	0	9,764
St. David's Rd Interchange	2,800	0	0	0	0	0	0	0	0	0	2,800
Improvements @ Hwy 406 - TH											
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	0	1,000	0	0	0	0	0	0	0	0	1,000
2018 Annual - Guide Rail Improvements	350	0	0	0	0	0	0	0	0	0	350
2018 Annual - Illumination Installation & Upgrades	400	0	0	0	0	0	0	0	0	0	400
2018 Annual - Railway Crossing Improvements	100	0	0	0	0	0	0	0	0	0	100
2018 Annual - Fleet Vehicle & Equipment Replacements	266	0	0	0	0	0	0	0	0	0	266
2018 Annual - Traffic Signals	2,000	0	0	0	0	0	0	0	0	0	2,000
2018 Annual - Storm Sewers & Culverts	750	0	0	0	0	0	0	0	0	0	750
Rds Equip Prgm - Equipment Upg	200	0	0	0	0	0	0	0	0	0	200
Rds Fac Prgm - Patrol Yard Imprv	1,000	0	0	0	0	0	0	0	0	0	1,000



# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Struc Rehab - Mewburn Road @ CNR Tracks	500	875	0	0	0	0	0	0	0	0	1,375
Int Imprv - RR57 Thorold Stone Road at Cardinal Dr	300	1,500	0	0	0	0	0	0	0	0	1,800
Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	200	1,800	0	0	0	0	0	0	0	0	2,000
Struc Rehab - Schisler Road Bridge (#027230)	300	1,300	0	0	0	0	0	0	0	0	1,600
Int Imprv-RR81 King St @ Main & Nineteenth-LN	400	2,000	0	0	0	0	0	0	0	0	2,400
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	500	3,500	0	0	0	0	0	0	0	0	4,000
Struc Rehab - Hydro Canal Bridge North (Str. 020230 )	200	350	3,500	0	0	0	0	0	0	0	4,050
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	500	2,000	0	0	0	0	0	0	0	0	2,500
Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	500	0	0	0	0	0	0	0	0	0	500
Rds Rehab - RR 49 (McLeod Rd) Ph 2 - HEPC to Wilson	700	2,800	0	0	0	0	0	0	0	0	3,500
Rds Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	500	2,000	0	0	0	0	0	0	0	0	2,500
2018 Annual - Development Projects	1,000	0	0	0	0	0	0	0	0	0	1,000
2018 Annual - Engineering for Future Projects	300	0	0	0	0	0	0	0	0	0	300
2018 Annual - Miscellaneous Road Properties	200	0	0	0	0	0	0	0	0	0	200
Rds Rehab - 2018 Roads Resurfacing	9,500	0	0	0	0	0	0	0	0	0	9,500
Struc Rehab - 2018 Engineering for Future Projects	200	0	0	0	0	0	0	0	0	0	200
Int Improv RR20 - S	0	3,600	0	0	0	0	0	0	0	0	3,600

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Grimsby Rd 5 to Griffin St (Phase 2)											
Struc Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	3,300	0	0	0	0	0	0	0	0	3,300
Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL	0	150	500	1,000	0	0	0	0	0	0	1,650
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	0	500	0	0	0	0	0	0	0	0	500
Struc Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	0	0	0	1,000	0	0	0	0	0	1,000
Int Imprv - RR 49 McLeod Rd at Drummond Rd	0	0	2,000	0	0	0	0	0	0	0	2,000
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	0	3,000	0	0	0	0	0	0	0	0	3,000
Rds Rehab - RR 20 St. Catharines St - Industrial Park Rd to Townline Rd	0	0	2,100	0	0	0	0	0	0	0	2,100
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	0	500	1,500	3,700	0	0	0	0	0	0	5,700
Struc Rehab - 15 Mile Creek Bridge (040220)	0	150	1,100	0	0	0	0	0	0	0	1,250
Struc Rehab - Townline Rd Bridge at Miller Rd (084205)	0	120	700	0	0	0	0	0	0	0	820
Struc Rehab - Stanley Ave Bridge (102205)	0	250	2,200	0	0	0	0	0	0	0	2,450
Struc Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	200	4,400	0	0	0	0	0	0	0	4,600
Struc Rehab - Beaver Creek Bridge (063215)	0	150	1,200	0	0	0	0	0	0	0	1,350
Struc Rehab - Glendale Ave Bridge (089215)	0	300	2,000	0	0	0	0	0	0	0	2,300
Struc Rehab - Montrose Rd - Culvert (098220)	0	0	600	0	0	0	0	0	0	0	600
Struc Rehab - Ontario Ave Bridge over Hwy	0	0	0	2,000	0	0	0	0	0	0	2,000

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
420 (420215)											
Struc Rehab - Seventh St Bridge (034205)	0	200	1,200	0	0	0	0	0	0	0	1,400
Struc Rehab - Stevensville Bridge (116215)	0	150	2,000	0	0	0	0	0	0	0	2,150
Struc Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	70	600	0	0	0	0	0	0	0	670
Struc Rehab - Warner Bridge (014205)	0	200	0	2,200	0	0	0	0	0	0	2,400
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	0	0	0	3,000	0	0	0	0	0	0	3,000
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	0	250	5,000	0	0	0	0	0	0	5,250
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	0	200	2,200	0	0	0	0	0	0	2,400
Struc Rehab - Lakeport Road (087210) & Frank Weir (087205)	0	0	150	1,200	0	0	0	0	0	0	1,350
Cpcty Imprv - West St. Catharines Arterial Road Improvements	0	0	3,000	2,500	3,000	0	0	3,000	0	0	11,500
Rds Rehab - RR 81 Main St - Cabernet to Baker Rd & Nelles to Orchard	0	2,750	0	0	3,750	0	0	0	0	0	6,500
Struc Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	0	2,400	0	0	0	0	0	2,400
Struc Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	0	120	1,500	0	0	0	0	0	1,620
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	0	500	1,000	0	0	0	12,000	0	0	0	13,500

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Cpcty Imprv - RR 57 Thorold Stone Rd (Phase 2) - Gale Centre to Victoria Ave	0	0	0	1,000	1,000	8,000	0	0	0	0	10,000
Rds Rehab - RR 19 Gilmore Rd (Phase 2) - Thompson to Concession	0	0	0	200	0	3,500	0	0	0	0	3,700
Struc Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	0	0	0	250	0	3,000	0	0	0	0	3,250
Struc Rehab - King St - Culvert Rehab / Replacement (Str. 081320)	0	0	0	250	0	3,500	0	0	0	0	3,750
Cpcty Imprv - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	0	250	500	0	2,500	0	0	0	3,250
Rds Rehab - RR 86 Stewart Rd - Lakeshore Rd to Carlton St	0	0	0	0	0	0	7,000	0	0	0	7,000
Cpcty Imprv - Canadian Motor Speedway - Infrastructure	0	2,500	0	0	0	0	0	0	0	0	2,500
116-Lyons Creek/Willick-NF	0	0	300	2,000	0	0	0	0	0	0	2,300
Cpcty Imprv - NOTL Transportation Study	0	0	0	0	0	6,000	6,000	6,000	0	0	18,000
116-Eagle/Bowen-FE	0	0	0	2,500	0	0	0	0	0	0	2,500
Cpcty Imprv - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	0	500	0	0	2,000	0	0	0	2,750
21-QEW/Thompson-FE	0	0	0	500	3,000	0	0	0	0	0	3,500
81-081205-Fourty Mile Creek-GR	0	0	0	0	0	0	0	5,000	0	0	5,000
Annual - Development Projects	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Rds Fac Prgm - Pelham Patrol Yard	0	0	5,000	0	0	0	0	0	0	0	5,000
Annual - Guide Rail Improvement Program	0	350	350	350	350	350	350	350	350	350	3,150
Annual - Illumination	0	400	450	500	550	600	650	700	750	800	5,400

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Installation & Upgrade Program											
Annual - Engineering for Future Projects	0	400	500	500	500	500	500	500	500	500	4,400
Annual - Transportation Master Plans	0	0	700	0	0	0	1,400	0	0	0	2,100
Annual - Fleet Vehicle & Equipment Replacement Program	0	2,325	1,215	3,200	2,600	2,080	2,200	2,220	1,500	1,650	18,990
Annual - Miscellaneous Road Properties	0	200	200	200	200	200	200	200	200	200	1,800
Annual - Railway Crossing Improvement Program	0	100	100	150	150	150	200	200	200	250	1,500
Annual - Traffic Signal Program	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,000
Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	0	1,400	0	0	0	0	0	0	0	0	1,400
Annual - Storm Sewers & Culvert Program	0	750	750	750	750	750	750	750	750	750	6,750
Int Impr - RR77 Fourth Ave @ First St Louth, SC	0	0	600	0	0	0	0	0	0	0	600
Rds Rehab - Roads Resurfacing	0	12,000	12,000	12,000	14,000	14,000	14,000	14,000	14,000	14,000	120,000
Rds Equip Prgm - Equipment Upg	0	200	200	200	200	200	200	200	200	200	1,800
Struc Rehab - Annual Engineering for Future Projects	0	200	200	200	200	200	200	200	200	200	1,800
Rds Rehab - Roads Reconstruction	0	0	0	0	11,000	12,000	8,000	7,000	16,000	16,000	70,000
Rds Fac Prgm - Patrol Yard Imprv	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Struc Rehab - Structural Rehabilitation Program - Engineering & Construction	0	0	0	0	5,000	6,000	11,000	10,000	11,000	11,000	54,000
61-Stanley/Four Mile Creek-NOTL	0	300	1,600	0	0	0	0	0	0	0	1,900
Cpcty Imprv - Niagara Falls Sustainable Transportation Master Plan	0	0	0	0	0	0	0	0	3,500	3,500	7,000
102-Hwy 420/Ferry-NF	0	0	0	0	2,000	0	0	0	0	0	2,000

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	0	500	0	3,300	0	0	0	0	0	0	3,800
Rds Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	0	0	0	0	0	0	6,000	0	0	6,000
Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	0	0	0	0	0	0	300	3,000	0	0	3,300
<b>Subtotal - Transportation</b>	<b>55,121</b>	<b>157,300</b>	<b>121,915</b>	<b>63,220</b>	<b>58,850</b>	<b>69,480</b>	<b>79,964</b>	<b>63,320</b>	<b>53,150</b>	<b>53,400</b>	<b>775,720</b>
<b>Subtotal – Levy Departments</b>	<b>85,000</b>	<b>202,210</b>	<b>203,350</b>	<b>115,602</b>	<b>70,723</b>	<b>80,994</b>	<b>90,668</b>	<b>74,469</b>	<b>66,321</b>	<b>64,327</b>	<b>1,053,663</b>
NRH - 2018 Units Capital Program	1,600	0	0	0	0	0	0	0	0	0	1,600
NRH - 2018 Annual Emergency Capital Program	300	0	0	0	0	0	0	0	0	0	300
NRH - 2018 Grounds Capital Program	727	0	0	0	0	0	0	0	0	0	727
NRH - 2018 Annual Building Capital Program	4,673	0	0	0	0	0	0	0	0	0	4,673
NRH - 2018 Multi-Residential Intensification - Welland	2,220	0	0	0	0	0	0	0	0	0	2,220
NRH - Multi-Residential Intensification - Niagara Falls	0	8,400	0	0	0	0	0	0	0	0	8,400
NRH - Annual Unit Capital Program	0	5,011	4,889	4,526	11,700	2,037	5,472	434	2,574	5,076	41,719
NRH - Annual Emergency Capital Program	0	300	300	300	300	300	300	300	300	300	2,700
NRH - Annual Grounds Capital Program	0	915	1,300	835	1,660	261	1,436	400	287	885	7,979
NRH - Annual Building Capital Program	0	5,498	4,748	3,203	8,847	4,164	3,417	3,852	3,457	8,739	45,925
<b>Subtotal – Niagara Regional Housing</b>	<b>9,520</b>	<b>20,124</b>	<b>11,237</b>	<b>8,864</b>	<b>22,507</b>	<b>6,762</b>	<b>10,625</b>	<b>4,986</b>	<b>6,618</b>	<b>15,000</b>	<b>116,243</b>
NRPS - Vehicle Replacements (2018)	1,400	0	0	0	0	0	0	0	0	0	1,400
NRPS - IT & Network	1,100	0	0	0	0	0	0	0	0	0	1,100

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Equipment Replacement (2018)											
NRPS - LIDAR Units (2018)	14	0	0	0	0	0	0	0	0	0	14
NRPS - Evidence Mgmt. System - 5 & 8 Districts (2018)	80	0	0	0	0	0	0	0	0	0	80
NRPS - CEW Replacement - Emergency Services (2018)	24	0	0	0	0	0	0	0	0	0	24
NRPS - MDT Replacement (2018)	800	0	0	0	0	0	0	0	0	0	800
NRPS - Tactical/Explosives Disposal Robot (2018)	175	0	0	0	0	0	0	0	0	0	175
NRPS - HRIS Scheduling Solution (2018)	500	0	0	0	0	0	0	0	0	0	500
NRPS - Collison Reporting Software (2018)	28	0	0	0	0	0	0	0	0	0	28
NRPS - Powdered Narcotics Handling Equipment (2018)	72	0	0	0	0	0	0	0	0	0	72
NRPS - Air Monitor (2018)	10	0	0	0	0	0	0	0	0	0	10
NRPS - Flashback Video Recorders (2018)	21	0	0	0	0	0	0	0	0	0	21
NRPS - EOD 10 Bomb Suit (2018)	40	0	0	0	0	0	0	0	0	0	40
NRPS - Communications Noise Reduction (2018)	53	0	0	0	0	0	0	0	0	0	53
NRPS - Information Management Governance (2018)	375	0	0	0	0	0	0	0	0	0	375
NRPS – HQ/2 District Front Desk Retrofit	180	0	0	0	0	0	0	0	0	0	180
NRPS - Hydraulic Gun Chopper	0	0	0	15	0	0	0	0	0	0	15
NRPS - Voice Radio System	0	0	1,000	1,000	0	0	0	0	0	0	2,000
NRPS - LIDAR Units (Post 2018)	0	14	14	14	14	14	14	14	14	14	126
NRPS - CEW	0	24	24	0	0	0	0	0	0	0	48

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Replacement - Emergency Services - Post 2018											
NRPS - Capital Asset Acquisitions - Post 2018	0	200	200	200	200	200	200	250	250	250	1,950
NRPS - Annual Vehicle Replacements - Post 2018	0	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,700	1,700	14,500
NRPS - Tac 6 Bomb Suit – CBRNE Support	0	20	0	0	0	0	0	0	0	0	20
NRPS - IT & Network Equipment Replacement - Post 2018	0	900	900	900	950	950	1,000	1,000	1,100	1,100	8,800
NRPS - CEW Replacement - District Operations - Post 2018	0	0	100	100	100	100	100	100	100	100	800
NRPS - Body Worn Video/Camera Implementation	0	3,000	0	0	0	0	0	0	0	0	3,000
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	0	0	0	25,000	0	35,000	0	0	60,000
NRPS - Command Post	0	300	0	0	0	0	0	0	0	0	300
NRPS - Tactical Rescue Vehicle	0	0	300	0	0	0	0	0	0	0	300
NRPS - Remote Controlled Explosive Unit	0	0	0	0	500	0	0	0	0	0	500
<b>Subtotal – Niagara Regional Police Service</b>	<b>4,872</b>	<b>5,958</b>	<b>4,138</b>	<b>3,829</b>	<b>3,364</b>	<b>27,864</b>	<b>2,914</b>	<b>37,964</b>	<b>3,164</b>	<b>3,164</b>	<b>97,231</b>
Subtotal – Agencies, Boards and Commissions	14,392	26,082	15,375	12,693	25,872	34,626	13,539	42,950	9,783	18,163	213,475
Subtotal – Levy Programs	99,392	228,292	218,725	128,295	96,595	115,620	104,207	117,419	76,104	82,490	1,267,138
Misc Prgm-Stevensville Reservoir and Pump Station expansion	0	0	379	0	2,476	0	0	0	0	0	2,855
Grimsby System Storage	0	9,665	0	0	0	0	0	0	0	0	9,665
Martindale Watermain Replacement	500	0	0	0	0	0	0	0	0	0	500
WTP Upgrade Prg-Port Colborne WTP Upgrade	2,000	0	0	0	0	0	0	0	0	0	2,000



# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Welland WTP – Transmission Main Crossing (Welland Canal)	0	4,620	0	0	0	0	0	0	0	0	4,620
Pelham Elevated Tank – Corrosion Protection	2,380	0	0	0	0	0	0	0	0	0	2,380
WTP Upgrade Prgm - Niagara Falls WTP Sludge Pump & De-Clhor	1,495	0	0	0	0	0	0	0	0	0	1,495
Environmental Centre Expansion	0	6,000	0	0	0	0	0	0	0	0	6,000
WTP Upgrade - DeCew Isolating Valve Replacement	285	0	0	0	0	0	0	0	0	0	285
Grimsby WTP Upgrade - Laneway and Valve Replacements	1,030	0	0	0	0	0	0	0	0	0	1,030
WTP Upgrade - Rosehill New Intake	0	1,500	0	11,000	0	0	0	0	0	0	12,500
WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	595	0	0	0	0	0	0	0	0	0	595
Deconstruction of King St. Elevated Storage Tank	775	0	0	0	0	0	0	0	0	0	775
Watermain - DeCew Falls Modification to the Channel. EA/OPG Partnership	0	2,986	0	19,524	0	0	0	0	0	0	22,510
Niagara Falls WTP Temporary Raw Water Intake	10,000	0	0	0	0	0	0	0	0	0	10,000
WTP Upgrade - Welland Upgrade - Phase 2	0	36,500	0	0	0	0	0	0	0	0	36,500
Grimsby Watermain Replacement Elizabeth St to Baker Rd N	12,800	0	0	0	0	0	0	0	0	0	12,800
Niagara Street Transmission Main Crossing Welland River	350	3,000	0	0	0	0	0	0	0	0	3,350
Virgil Elevated Tank – Corrosion Protection	0	0	1,500	0	0	0	0	0	0	0	1,500

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Decew Falls WTP SCADA System Upgrade	155	0	0	0	0	0	0	0	0	0	155
Biometric - Time and Attendance System	0	50	0	0	0	0	0	0	0	0	50
2018 - Fuel Tank Replacement Program	120	0	0	0	0	0	0	0	0	0	120
2018 - Hardware & Software Upgrade Program	140	0	0	0	0	0	0	0	0	0	140
2018 - Valve Replacement Program	85	0	250	0	0	0	0	0	0	0	335
2018 WTP Upgrade - GAC Replacement	1,760	0	0	0	0	0	0	0	0	0	1,760
2018 WTP Upgrade - Roof Replacement Program	80	0	250	0	0	0	0	0	0	0	330
New Fort Erie ET	255	250	1,669	0	10,912	0	0	0	0	0	13,086
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	60	125	0	0	0	0	0	0	0	0	185
2018 Water Security Improvement	100	0	0	0	0	0	0	0	0	0	100
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	565	0	1,000	0	0	0	0	0	0	0	1,565
New Pelham ET	185	0	1,000	0	0	1,210	0	7,911	0	0	10,306
Downing Avenue Transmission Main Replacement	300	0	2,000	0	0	0	0	0	0	0	2,300
2018 Chemical System Upgrade Program	250	0	0	0	0	0	0	0	0	0	250
New Barrick Road Watermain	265	1,500	0	9,815	0	0	0	0	0	0	11,580
Decommissioning of St. David's Standpipe	85	0	275	0	0	0	0	0	0	0	360
Elevated Tank Rehabilitation - Thorold South - Zone 3	2,365	0	0	0	0	0	0	0	0	0	2,365
Elevated Tanks - Improvements - DeCew Zone 2 & Smithville - SC & WL	125	0	0	0	0	0	0	0	0	0	125
WTP Upgrade - DeCew Falls Intake Building	200	0	1,000	0	0	0	0	0	0	0	1,200

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Rehabilitation											
Annual - Water Hardware & Software Upgrades	0	100	0	100	100	100	100	100	0	100	700
WTP Upgrade - DeCew Falls Waste Optimization - Wastewater Forcemain	0	0	0	3,000	0	0	0	0	0	0	3,000
Annual - Valve Replacement Program	0	0	0	0	75	0	250	0	75	0	400
Decommissioning of Central Ave (Fort Erie South) ET	0	0	0	0	500	0	0	0	0	0	500
DeCew Falls High Lift Booster Station Upgrade	0	300	0	2,000	0	0	0	0	0	0	2,300
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	0	0	0	6,307	0	35,737	0	0	0	42,044
Annual - WTP Upgrade - GAC Replacement	0	1,700	2,000	2,500	5,000	2,500	2,500	2,500	2,500	2,500	23,700
WTP Upgrade - DeCew Falls Plant 3 Filter Upgrades	0	10,000	0	0	0	0	0	0	0	0	10,000
Grimsby WTP Expansion	0	0	7,724	0	43,772	0	0	0	0	0	51,496
WTP Upgrade - Plant Sustainability Program	0	0	0	3,000	0	10,000	10,000	10,000	10,000	20,000	63,000
WTP Upgrade - DeCew Falls Roadway Improvements	0	0	750	0	0	0	0	0	0	0	750
Annual - WTP Upgrade - Roof Replacement	0	0	0	150	0	1,000	250	0	2,000	3,000	6,400
DeCew Falls - Plant 3 - Trac Vac Equipment Installation	0	0	350	0	2,500	0	0	0	0	0	2,850
Annual - Master Meter Replacement	0	100	0	250	0	100	0	250	0	100	800
Annual - Water Security Improvements	0	100	100	100	100	100	100	100	0	0	700
Mountain Road to 420 - Pipe Relocation for QEW Widening	0	0	0	500	0	0	0	0	0	0	500
WTP Upgrade - Grimsby Filter Systems	0	0	0	0	0	0	1,029	0	6,694	0	7,723

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Upgrade											
Annual - Misc Prgm - Chemical System Upgrade	0	0	250	0	250	0	250	0	0	0	750
Upgrade Shoalt's Drive Low Zone Booster Station	0	0	0	0	398	0	2,603	0	0	0	3,001
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	0	0	0	0	0	0	58	58
Misc Prgm - Elevated Tank Painting Program	0	0	0	0	2,000	5,000	0	0	0	0	7,000
Upgrade Shoalt's Drive High Zone Booster Station	0	0	0	0	1,025	0	6,700	0	0	0	7,725
Watermain - Port Robinson System Interconnect	0	381	0	2,161	0	0	0	0	0	0	2,542
Lundy's Lane Watermain Replacement	0	850	0	9,350	0	0	0	0	0	0	10,200
New Trunk Main to Fort Erie Elevated Tank	0	0	616	0	3,491	0	0	0	0	0	4,107
Decommissioning of Pelham ET	0	0	0	0	0	0	21	134	0	875	1,030
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	0	0	0	0	0	10	10
Misc Prgm - Reservoir & Storage Program	0	0	0	250	250	2,000	0	250	0	1,000	3,750
Decommissioning of Ridgeway Standpipe	0	350	0	0	0	0	0	0	0	0	350
DeCew Falls WTP - Plant 2 Upgrades - Phase III	0	0	1,000	0	10,000	0	0	0	0	0	11,000
Watermain - Evaluation and Replacement Program	0	0	1,000	1,000	1,000	1,000	1,000	3,000	0	1,000	9,000
New Trunk Main in Central Fort Erie	0	0	0	0	1,480	0	8,057	0	0	0	9,537
WTP Upgrade - DeCew Falls Plant 1 Mixing Chamber Baffles	0	0	0	0	0	0	500	0	0	0	500

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
New Transmission Main in Smithville	0	0	295	0	1,913	0	12,512	0	0	0	14,720
<b>Subtotal - Water</b>	<b>39,305</b>	<b>80,077</b>	<b>23,408</b>	<b>64,700</b>	<b>93,549</b>	<b>23,010</b>	<b>81,609</b>	<b>24,245</b>	<b>21,269</b>	<b>28,643</b>	<b>479,815</b>
Shirley Road Pump Station Upgrade	0	375	0	2,500	0	0	0	0	0	0	2,875
Lakeside Pump Station Upgrade	0	1,700	0	0	0	0	0	0	0	0	1,700
Woodsvie Pump Station Upgrades	0	2,500	0	0	0	0	0	0	0	0	2,500
Park Lane PS Upgrade	1,100	0	0	0	0	0	0	0	0	0	1,100
Baker Rd WWTP Grit System Upgrade	1,500	0	0	0	0	0	0	0	0	0	1,500
Stamford Interceptor Renewal - Phase I	3,100	0	0	0	0	0	0	0	0	0	3,100
WWTP Upgrade - NOTL Lagoon Decommissioning	0	10,000	0	0	0	0	0	0	0	0	10,000
Environmental Center Expansion	0	6,000	0	0	0	0	0	0	0	0	6,000
Haulage Road Sanitary Pump Station Upgrade	2,000	0	0	0	0	0	0	0	0	0	2,000
Pump Stn - Riverview SPS	0	1,000	0	0	0	0	0	0	0	0	1,000
Sewer & Forcemain - Oakes Park Trunk Relining	800	0	0	0	0	0	0	0	0	0	800
Port Dalhousie WWTP Upgrade	15,000	0	12,500	0	0	0	0	0	0	0	27,500
Port Weller Bar Screen Replacement	1,100	0	0	0	0	0	0	0	0	0	1,100
Seaway Secondary Clarifier Replacement	2,300	0	0	0	0	0	0	0	0	0	2,300
Smithville Lagoon Decommissioning	300	0	3,500	0	0	0	0	0	0	0	3,800
Niagara Falls Effluent Outfall Relocation / Bypass	675	5,325	0	0	0	0	0	0	0	0	6,000
Pipe and Manhole Rehabilitation Program	250	0	0	0	0	0	0	0	0	0	250
Stevensville-Douglastown Lagoon Upgrade	0	2,500	0	0	0	0	0	0	0	0	2,500
Cole Farm SPS Upgrade	200	0	1,500	0	0	0	0	0	0	0	1,700

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Misc Prgm - Grit Upgrade	0	0	250	0	1,500	250	0	1,500	250	0	3,750
Bender Hill SPS Upgrade	0	600	6,000	0	0	0	0	0	0	0	6,600
Seaway WWTP Aeration Blower Replacement	200	0	0	0	0	0	0	0	0	0	200
Pump Station Flow Metering	150	0	300	0	0	0	0	0	0	0	450
MCC Upgrade Wastewater Program	200	1,500	0	0	0	0	0	0	0	0	1,700
Fuel Tank Replacement Program	400	0	0	0	0	0	0	0	0	0	400
Odor Control System Program	100	0	0	0	0	0	0	0	0	0	100
Chemical System Upgrade Program	500	0	0	0	0	0	0	0	0	0	500
Operations and Maintenance Vehicle	250	0	0	0	0	0	0	0	0	0	250
Roof Replacement Program	100	250	0	0	0	0	0	0	0	0	350
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	200	0	2,000	0	0	0	0	0	0	0	2,200
WWTP Digester & Sludge Management	500	0	0	0	0	0	0	0	0	0	500
Mewburn SPS Upgrade	250	200	0	1,000	0	0	0	0	0	0	1,450
Computer Hardware and Software (Wastewater) Replacement	140	0	0	0	0	0	0	0	0	0	140
WW Facilities Security Improvement Program	175	0	0	0	0	0	0	0	0	0	175
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	750	0	8,000	0	0	0	0	0	0	0	8,750
Rosemount South SPS Pump Replacement	200	0	800	0	0	0	0	0	0	0	1,000
Beaverdams SPS Pump Replacement	150	0	600	0	0	0	0	0	0	0	750
Campden SPS Pump Replacement	200	0	1,100	0	0	0	0	0	0	0	1,300
Stamford Sewer Trunk Rehabilitation - Phase II	350	0	5,000	0	0	0	0	0	0	0	5,350

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
WWTP Upgrade - Port Weller 1-4 Secondary Clarifier Handrail Replacement	120	0	0	0	0	0	0	0	0	0	120
Portable Sewage Bypass Pumps	100	0	0	0	0	0	0	0	0	0	100
Laurie Ave SPS and Forcemain Upgrade	700	0	4,000	0	0	0	0	0	0	0	4,700
Environmental Center Lab Equipment Replacement	250	0	0	0	0	0	0	0	0	0	250
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	300	0	4,300	0	0	0	0	0	0	0	4,600
George Street SPS Upgrade	200	0	800	0	0	0	0	0	0	0	1,000
City Hall SPS and Forcemain Upgrade	300	0	2,800	0	0	0	0	0	0	0	3,100
Bridgeport SPS Pump Replacement	150	0	750	0	0	0	0	0	0	0	900
WWTP Upgrade - Port Robinson Lagoon Decommissioning	300	0	250	0	3,000	0	0	0	0	0	3,550
Jordan Valley SPS Pump Replacement	175	0	1,000	0	0	0	0	0	0	0	1,175
Biometric - Time and Attendance System	0	50	0	0	0	0	0	0	0	0	50
East Side SPS Forcemain Replacement	75	350	0	10,000	0	0	0	0	0	0	10,425
South Niagara Falls Wastewater Treatment Plant	2,500	0	0	0	0	16,500	0	109,000	0	0	128,000
St.Davids #1 Sanitary Pump Station Forcemain Replacement	750	0	0	0	0	0	0	0	0	0	750
Primary Digester #2 Roof Replacement – Niagara Falls WWTP	2,000	0	0	0	0	0	0	0	0	0	2,000
Catherine Street SPS Upgrades	500	0	400	0	2,500	0	0	0	0	0	3,400
Pump Station Flow Metering	0	0	0	150	0	300	150	0	300	150	1,050
Neighbourhood of St.	0	0	0	0	250	0	1,000	0	0	0	1,250

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
David's SPS Upgrade											
Stevensville SPS Upgrade	0	0	0	0	0	0	250	0	1,000	0	1,250
St.Davids #2 SPS Upgrade	0	0	575	0	3,300	0	0	0	0	0	3,875
MCC Upgrade	0	0	0	200	1,500	0	200	1,500	0	200	3,600
Wastewater Program											
Rolling Acres SPS Upgrades	0	0	0	250	0	1,500	0	0	0	0	1,750
Bal Harbor SPS Electrical Upgrade	0	0	200	0	700	0	0	0	0	0	900
Queenston WWTP Decommissioning	0	0	0	0	0	0	300	0	1,700	0	2,000
Queenston SPS and Queenston Forcemain to the Niagara Falls System (New)	0	0	0	2,100	0	12,050	0	0	0	0	14,150
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	0	0	0	0	350	0	2,300	2,650
Baker Road WWTP Capacity Expansion	0	0	0	0	850	0	5,400	0	35,500	0	41,750
Odor Control System Program	0	100	100	100	100	100	100	100	100	100	900
Drummond Road SPS Upgrades	0	0	0	0	250	0	1,000	0	0	0	1,250
Nigh Rd SPS Pump Replacement	0	0	0	0	0	0	0	200	0	1,000	1,200
Chemical System Upgrade Program	0	500	500	250	250	250	250	250	250	250	2,750
Black Horse SPS Upgrade	0	0	0	0	0	0	700	0	3,900	0	4,600
Lake Street SPS Upgrade	0	700	0	3,800	0	0	0	0	0	0	4,500
Central SPS/HRT Upgrades	0	0	0	250	0	1,000	0	0	0	0	1,250
Alliston Ave SPS Pump Replacement	0	0	0	0	0	0	0	200	0	1,000	1,200
Roof Replacement Program	0	0	0	100	250	0	100	250	0	100	800
New Black Horse Forcemain to Niagara Falls	0	0	0	0	0	0	2,200	0	12,500	0	14,700
Seaway WWTP Electrical Upgrades	0	250	0	2,500	0	0	0	0	0	0	2,750



# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Victoria Avenue SPS Upgrades	0	0	700	0	3,500	0	0	0	0	0	4,200
Smithville Forcemain Twinning	0	0	0	0	0	0	0	2,800	0	16,000	18,800
WWTP Digester & Sludge Management	0	1,500	500	500	500	500	500	500	500	500	5,500
Hurricane Rd SPS Pump Replacement	0	0	0	0	0	200	0	1,100	0	0	1,300
Lakewood Gardens SPS Upgrades	0	0	150	0	750	0	0	0	0	0	900
Computer Hardware and Software (Wastewater) Replacement	0	100	100	100	100	140	100	100	100	100	940
South Side High Lift Conveyance	0	0	0	0	5,700	0	32,300	0	0	0	38,000
Dain City SPS Upgrade	0	250	0	2,000	0	0	0	0	0	0	2,250
Biggar Lagoon SPS Upgrade	0	0	600	0	3,500	0	0	0	0	0	4,100
Welland WWTP Upgrade - Phase 2	0	2,000	0	21,000	0	0	0	0	0	0	23,000
Smithville SPS Upgrade	0	0	0	0	0	0	0	1,300	0	7,000	8,300
WW Facilities Security Improvement Program	0	175	200	200	225	225	250	250	250	250	2,025
Lakeshore Road SPS Upgrade	0	0	400	0	2,300	0	0	0	0	0	2,700
Welland - OAW Diversion Building Decommission	0	0	0	0	0	0	0	150	0	0	150
Port Weller WWTP - Aeration Upgrades	0	0	9,000	0	0	0	0	0	0	0	9,000
Line 2 SPS Pump Replacement	0	150	0	600	0	0	0	0	0	0	750
Pipe and Manhole Rehabilitation Program	0	0	250	0	250	0	250	0	250	0	1,000
Sewer & Forcemain - Gordon Street Trunk Relining	0	0	0	0	225	0	700	0	0	0	925
Nickel St. SPS Upgrades	0	0	0	250	0	1,000	0	0	0	0	1,250
Spring Gardens SPS	0	0	0	200	0	1,000	0	0	0	0	1,200
St. Davids #1 SPS Upgrade and Forcemain Twinning	0	0	850	0	4,900	0	0	0	0	0	5,750

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Tupper Drive Trunk Sewer Relining	0	1,500	0	0	0	0	0	0	0	0	1,500
WWTP Upg - Biggar Lagoon	0	300	0	250	0	2,000	0	0	0	0	2,550
Decommissioning Flow Meters in Trunk Sewers	0	0	225	0	0	225	0	0	225	0	675
Sewer & Forcemain - Quaker Rd Trunk Sewer	0	0	300	0	1,500	0	0	0	0	0	1,800
Main St SPS Upgrades	0	0	0	0	0	0	0	200	0	1,500	1,700
Carleton PS Forcemain Replacement	0	125	0	750	0	0	0	0	0	0	875
Centre St. SPS Upgrades	0	0	0	0	250	0	1,000	0	0	0	1,250
Boiler Replacement/ Refurbishment WW Program	0	500	500	500	500	500	500	500	500	500	4,500
Towpath SPS Pump Replacement	0	0	0	0	0	200	0	800	0	0	1,000
East Side SPS upgrade	0	0	0	0	3,500	0	0	0	0	0	3,500
Argyle SPS Upgrades	0	0	0	0	200	0	800	0	0	0	1,000
Renown SPS Upgrade	0	250	0	2,500	0	0	0	0	0	0	2,750
Misc Prgm - Master Meter Replacement	0	250	0	250	0	250	0	0	0	0	750
WWTP Upgrade - Niagara Falls Rotating Biological Contactors	0	22,000	0	0	6,000	0	0	0	0	0	28,000
Seaway WWTP Biosolids and Digestion Upgrade	0	5,500	0	0	0	0	0	0	0	0	5,500
Port Weller - Maintenance & Screen Room Building Rehabilitation	0	0	150	0	850	0	0	0	0	0	1,000
Sewer & Forcemain - Foss Road Forcemain Upsizing	0	0	0	0	0	0	0	150	0	4,500	4,650
Biosolids Management - Replacement Rotating Assembly and Components for Centrifuge	0	1,300	0	0	0	0	1,300	0	0	0	2,600
Foss Rd SPS Upgrade	0	0	0	0	0	0	0	350	0	1,700	2,050

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	0	0	0	0	1,350	0	7,550	8,900
<b>Subtotal - Wastewater</b>	<b>41,560</b>	<b>69,800</b>	<b>71,150</b>	<b>52,300</b>	<b>49,200</b>	<b>38,190</b>	<b>49,350</b>	<b>122,900</b>	<b>57,325</b>	<b>44,700</b>	<b>596,475</b>
Humberstone - Litter Fencing Replacement	0	110	0	0	0	0	0	0	0	0	110
Humberstone - Landfill Gas Collection System	1,120	0	0	0	0	0	0	0	0	0	1,120
NR-12 - Pumping Station Upgrades	382	0	0	0	0	0	0	0	0	0	382
Glenridge - Leachate Collection System Upgrades	0	825	0	0	0	0	0	0	0	0	825
Mountain Road - Constructed Wetlands/Storm Pond Expansion	0	300	0	0	0	0	0	0	0	0	300
Mountain Road - Scale House/Storage Building	0	61	0	0	0	0	0	0	0	0	61
Bridge Street - Public Drop-Off Depot Improvement	297	0	0	0	0	0	0	0	0	0	297
Glenridge - Stormwater Diversion	0	0	385	0	0	0	0	0	0	0	385
Mountain Road - Leachate Collection System	0	0	1,100	0	0	0	0	0	0	0	1,100
NR-12 - Drop-Off Depot Improvements	112	0	0	0	0	0	0	0	0	0	112
NR-12 - Cell # 4	2,030	1,370	0	0	0	0	0	0	0	0	3,400
NR-12 - Scale House Improvements	143	0	0	0	0	0	0	0	0	0	143
Humberstone - Storage Building	0	474	0	0	0	0	0	0	0	0	474
Humberstone - Landfill Expansion	1,636	2,582	0	0	0	0	0	0	0	0	4,218
2018 Annual - Miscellaneous Enhancements and Replacements	275	0	0	0	0	0	0	0	0	0	275
Line 5 - LCS Improvements	110	825	0	0	0	0	0	0	0	0	935
Recycling Centre - 2018 Building and	110	0	0	0	0	0	0	0	0	0	110

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Equipment											
2018 Annual - Property Acquisition	110	0	0	0	0	0	0	0	0	0	110
Solar Panels	0	110	0	0	0	0	0	0	0	0	110
Humberstone - Drop-Off Depot	0	0	500	0	0	0	0	0	0	0	500
Annual - Miscellaneous Enhancements and Replacements	0	165	165	165	165	165	165	165	165	165	1,485
Humberstone - Leachate Collection System Manholes	0	0	0	3,300	0	0	0	0	0	0	3,300
NR-12 - Site Works	0	0	55	0	55	0	55	0	55	0	220
Elm Street - Asphalt Road	0	0	200	0	0	0	0	0	0	0	200
Mountain Road - End Use Works	0	83	0	0	0	0	0	0	0	0	83
Recycling Centre - Building and Equipment	0	110	110	110	110	110	110	110	110	110	990
Annual - Property Acquisition	0	110	110	110	110	110	110	110	110	110	990
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	0	0	0	0	0	0	462	462
Humberstone - Paving Upgrades	0	0	425	0	0	0	0	330	0	0	755
NR-12 - New Cell #5	0	0	0	0	0	0	0	0	178	1,780	1,958
Recycling Centre - Loader Replacement	0	0	0	328	338	349	0	369	381	393	2,158
RW Planning - Long-Term Disposal Technology	0	0	0	0	0	400	400	400	400	0	1,600
Bridge Street - Reuse Centre	0	155	0	0	0	0	0	0	0	0	155
Humberstone - Site Improvements and Enhancements	0	0	0	150	0	150	0	150	0	150	600
NR-12 - Transfer Station	0	0	0	110	0	0	0	0	0	0	110
Recycling Centre -	0	594	1,479	885	255	980	1,120	1,135	0	290	6,738

# Capital Budget Summary

Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Facility Improvements											
NR-12 - SWM Pond Upgrades	0	0	540	0	0	0	0	0	0	0	540
Humberstone - New Scales	0	0	0	0	0	0	0	0	0	390	390
Humberstone - Pump Station Upgrades	0	0	0	0	0	0	0	0	501	893	1,394
Humberstone - LGCCS (Future Phases)	0	0	1,320	0	0	0	0	550	0	0	1,870
<b>Subtotal – Waste Management</b>	<b>6,325</b>	<b>7,874</b>	<b>6,389</b>	<b>5,158</b>	<b>1,033</b>	<b>2,264</b>	<b>1,960</b>	<b>3,319</b>	<b>1,900</b>	<b>4,743</b>	<b>40,965</b>
<b>Subtotal – Rate Programs</b>	<b>87,190</b>	<b>157,751</b>	<b>100,947</b>	<b>122,158</b>	<b>143,782</b>	<b>63,464</b>	<b>132,919</b>	<b>150,464</b>	<b>80,494</b>	<b>78,086</b>	<b>1,117,255</b>
<b>Total – Regional Capital Program</b>	<b>186,582</b>	<b>386,043</b>	<b>319,672</b>	<b>250,453</b>	<b>240,377</b>	<b>179,084</b>	<b>237,126</b>	<b>267,883</b>	<b>156,598</b>	<b>160,576</b>	<b>2,384,393</b>

# Departments, Agencies, Boards, and Commissions



# Department Summaries

## Governance

### Mission Statement:

Niagara Region will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community focused services.

### What does Governance do?

Niagara Regional Council acts as the final decision-making body for Niagara Region. Council membership includes 18 elected representatives from Niagara’s area municipalities, 12 elected mayors from Niagara’s area municipalities, and one Regional Chair.

The Municipal Act defines the responsibilities of the Regional Chair who holds dual roles as the Head of Council and the Chief Executive Officer of the Region. As the Head of Council, the Regional Chair presides over Council meetings so that its business can be carried out efficiently and effectively; provides information and recommendations to Regional Council with respect to the role of Regional Council; and represents the Region at official functions. As the Chief Executive Officer, the Regional Chair upholds and promotes the purposes of the Region and fosters public interest and involvement in the Region and its activities.

Regional Councilors have a number of responsibilities as elected officials. Councilors participate on Regional Council and Committees of the Whole (including Budget) to make decisions for Niagara Region. They are required to participate on at least one of our Standing Committees, and are encouraged to participate in any number of Advisory or Steering Committees.



### Who works for Governance?

Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	0.0	1.0	2.0	1.0	2.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Clerks Secretariat and Administration	8.0	2.0	8.0	0.0	8.0	0.0
<b>Total</b>	<b>9.0</b>	<b>2.0</b>	<b>9.0</b>	<b>2.0</b>	<b>9.0</b>	<b>2.0</b>

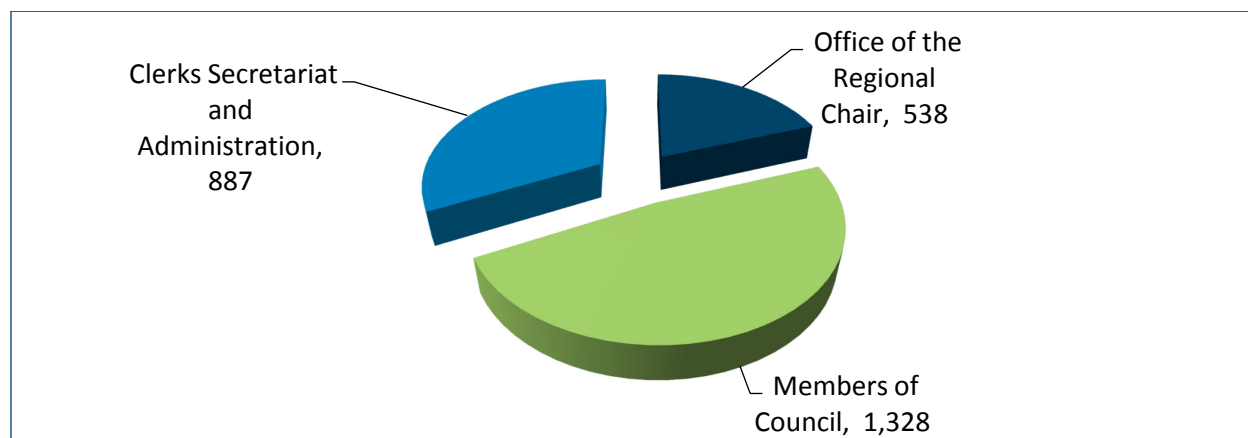
\*Regional Clerk rolls up under Governance for financial purposes, but reports to the General Manager.

# Department Summaries

## Operating Budget Summary (in thousands)

Governance has a gross expenditure budget of \$2,753 and a net budget of \$2,668. This represents a \$86 increase, or 3.3 per cent, over the prior year's approved budget of \$2,582.

Service demands impacting the 2018 budget increase include an approved program change of \$50 in funding for an Integrity Commissioner and \$51 in Chair and Councilor compensation. An additional \$50 was included in the budget for the costs of the 2018 election, offset fully by a transfer from the taxpayer relief reserve.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$2,223	\$2,309	\$2,362	\$53	2.28%
Administrative	226	290	376	86	29.56%
Operational and Supply	1	1	1	(0)	-15.38%
Equipment, Vehicle, and Technology	2	3	3	0	0.00%
Partnership, Rebate, and Exemption	6	7	7	0	0.00%
Transfers to Funds	35	0	0	0	0.00%
Intercompany Charges	4	6	4	(2)	-39.46%
<b>Gross Expenditure</b>	<b>\$2,498</b>	<b>\$2,617</b>	<b>\$2,753</b>	<b>\$136</b>	<b>5.20%</b>
By-Law Charges and Sales	(0)	(1)	(1)	0	0.00%
Other Revenue	(36)	(34)	(34)	0	0.00%
Transfers from Funds	0	0	(50)	(50)	0.00%
<b>Gross Revenue</b>	<b>(37)</b>	<b>(35)</b>	<b>(85)</b>	<b>(50)</b>	<b>-143.27%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>2,461</b>	<b>2,582</b>	<b>2,668</b>	<b>86</b>	<b>3.34%</b>
Indirect Allocation	648	638	992	354	55.59%
Capital Financing Allocation	311	168	206	38	22.66%
<b>Indirect Allocation</b>	<b>959</b>	<b>805</b>	<b>1,198</b>	<b>392</b>	<b>48.73%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$3,420</b>	<b>\$3,387</b>	<b>\$3,866</b>	<b>\$479</b>	<b>14.13%</b>



# Department Summaries

## General Government – Grants and Expenditure

### What does General Government – Grants and Expenditure do?

General Government is responsible for all corporate grants not applicable to specific departments and capital financing administration.

The Region contributes funding to partners within the community, including the Niagara Health System's cancer centre, Wainfleet beach, research agreements, and most recently, funding for the 2021 Canada Summer Games. Economic Incentive grants are also provided to allow funding for Regional development charge reductions or exemptions that require other funding sources, development related tax increase reductions, and Planning administered Smarter Niagara Incentive Program and Public Realms Incentive Programs.



The Region funds its capital programs through multiple financing sources such as capital levy reserve contributions and debt charges. Debt charges are budgeted based on a combination of scheduled payments of issued debts and estimated payments of all Council approved unissued debt. Any excess budget from unissued debt is allocated back into the capital program through reserve transfers or reductions in debt requirements (debt substitutions).

### Who works for General Government – Grants and Expenditure?

No staff are directly allocated to General Government, although it is overseen by staff of various divisions in the Enterprise Resource Management Services and Planning and Development departments.

### Operating Budget Summary (in thousands)

General Government has a gross expenditure budget of \$79,405 and a net budget of \$70,099. This represents a \$5,029 increase, or 7.7 per cent, over the prior year's approved budget of \$65,069.

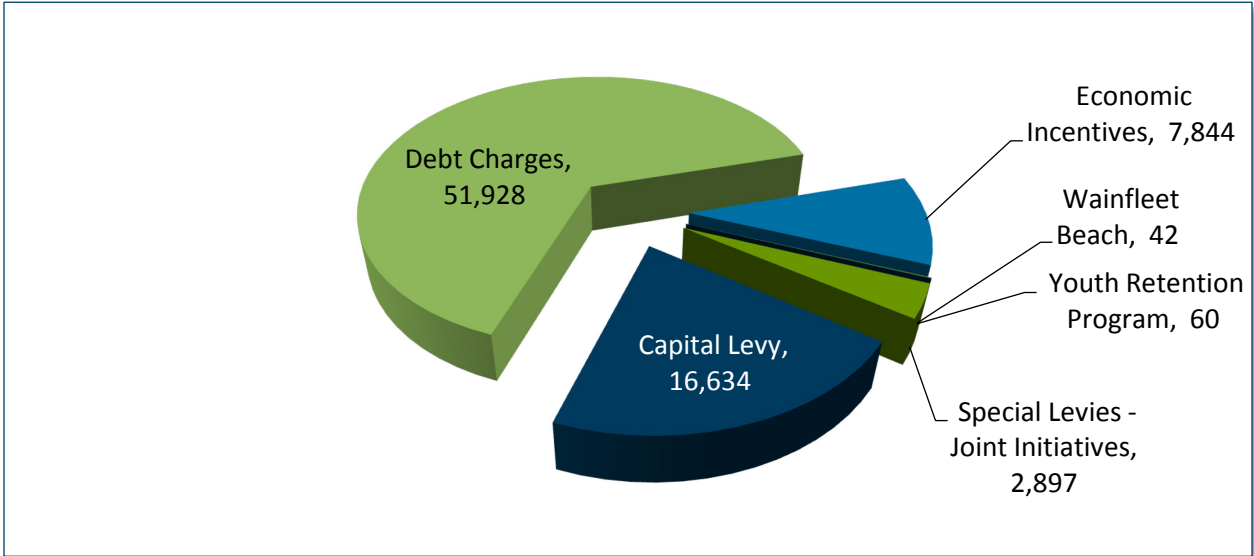
The 2018 budget includes a number of service enhancements and additional grants. New and enhanced grants include \$600 for a grant to Niagara College to support agri-food research and a training facility was approved fully funded by the Capital Levy reserve and to continue by using base research grant funding in future years, \$1,677 for tax increment grants approved for properties that are finishing construction and will be assessed for taxes, and \$3,038 for Regional Development Charge grants to

# Department Summaries

support exemptions approved by Council through the Development Charge By-law 2017-88, funded partially by \$2,500 from the Capital Levy reserve.

Additional program changes include \$1,304 to support operating costs related to the 2021 Canada Summer Games, \$40 for operating costs related to the construction of the new Fort Erie Seniors long-term care home, and \$150 in funding for required legal advice.

Other pressures include a \$1,812 increase in debt charges for the Water and Wastewater capital programs that are fully funded through indirect allocations, \$200 for broadband infrastructure funding moved from Economic Development, and a reduction in Smarter Niagara Incentive Program grants of \$1,100 that were fully funded through transfers from the Smart Growth reserve.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Administrative	0	0	950	950	0.00%
Operational and Supply	31	40	42	2	5.00%
Financial Expenditures	39,055	49,799	50,415	617	1.24%
Partnership, Rebate, and Exemption	4,355	4,565	9,054	4,489	98.34%
Transfers to Funds	27,096	17,311	18,944	1,633	9.43%
Intercompany Charges	5	0	0	0	0.00%
<b>Gross Expenditure</b>	<b>\$70,543</b>	<b>\$72,036</b>	<b>\$79,405</b>	<b>\$7,369</b>	<b>10.23%</b>
Transfers from Funds	(6,745)	(6,966)	(9,306)	(2,340)	-33.59%
<b>Gross Revenue</b>	<b>(6,745)</b>	<b>(6,966)</b>	<b>(9,306)</b>	<b>(2,340)</b>	<b>-33.59%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>63,797</b>	<b>65,069</b>	<b>70,099</b>	<b>5,029</b>	<b>7.73%</b>
Capital Financing Allocation	(59,707)	(60,521)	(62,383)	(1,862)	-3.08%
<b>Indirect Allocation</b>	<b>(59,707)</b>	<b>(60,521)</b>	<b>(62,383)</b>	<b>(1,862)</b>	<b>-3.08%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$4,090</b>	<b>\$4,548</b>	<b>\$7,716</b>	<b>\$3,168</b>	<b>69.65%</b>

# Department Summaries

## General Government – Net Revenue

### What does General Government – Net Revenue do?

General Government is responsible for administering corporate revenue not applicable to specific departments.

These corporate revenues are taxes other than property tax levy, strategic use of reserve funds, investment income on reserve funds, and other forms of non-departmental revenue. Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC) make up the majority of corporate revenue, and are the result of our property tax levy on our residents. Investment income on investments held with different institutions are reported on quarterly and administered corporately.

### Who works for General Government – Net Revenue Budget?

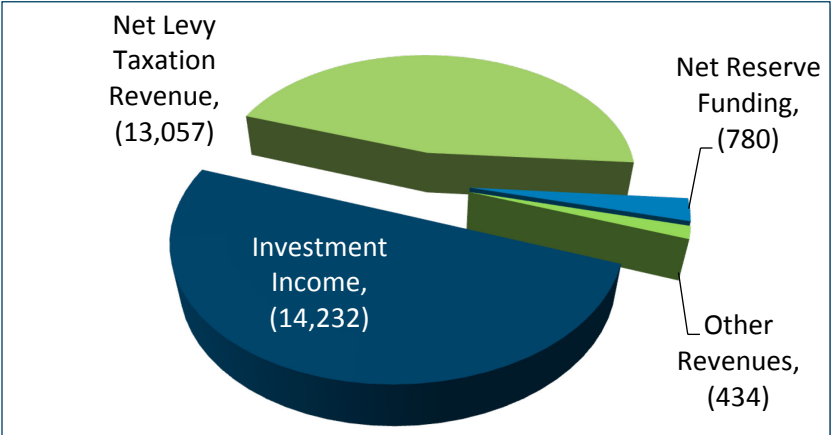
No staff is directly allocated to General Government – Net Revenue, although it is overseen by staff of Financial Management and Planning and Procurement Services in Enterprise Resource Management Services.

### Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$15,495. This represents a \$378 increase, or 2.4 per cent, over the prior year’s approved budget of \$15,873.

The 2018 General Government – Net Revenue budget includes program changes to reduce the Niagara Region’s reliance on reserve transfers for \$220 and operating costs related to the building of a new Seniors home in Fort Erie for \$40.

Other factors effecting Net Revenue include a reduction in supplemental taxation revenue of \$646, inflationary increase of property assessment costs for \$117, offset by increases in payments-in-lieu of taxes of \$190, and net investment income of \$251, and a transfer from the Police Long-Term Accommodations reserve for \$300 added to reduce the tax levy increase.



# Department Summaries

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Administrative	7,556	5,927	6,044	117	1.97%
Occupancy and Infrastructure	18	14	53	38	262.07%
Financial Expenditures	6,407	4,684	4,680	(4)	-0.08%
Partnership, Rebate, and Exemption	645	1,151	1,204	53	4.61%
Transfers to Funds	3,294	1,135	1,135	0	0.00%
Intercompany Charges	(93)	(108)	(108)	1	0.49%
<b>Gross Expenditure</b>	<b>\$17,828</b>	<b>\$12,803</b>	<b>\$13,008</b>	<b>\$205</b>	<b>1.60%</b>
Taxation	(14,226)	(13,513)	(13,057)	456	3.37%
By-Law Charges and Sales	(33)	(80)	(55)	25	31.65%
Other Revenue	(14,550)	(13,786)	(14,044)	(258)	-1.87%
Transfers from Funds	(2,750)	(1,298)	(1,348)	(50)	-3.87%
<b>Gross Revenue</b>	<b>(31,560)</b>	<b>(28,677)</b>	<b>(28,503)</b>	<b>173</b>	<b>0.60%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$(13,732)</b>	<b>\$(15,873)</b>	<b>\$(15,495)</b>	<b>\$378</b>	<b>2%</b>

# Department Summaries

## Corporate Administration

### What does Corporate Administration do?

The CAO is responsible for providing advice to Regional Council and leadership to senior staff. The CAO is also responsible for ensuring that policies and direction of Regional Council are implemented with efficiency and effectiveness. The Office of the CAO oversees the following divisions:

**Internal Control and Organizational Performance** is responsible for internal audits, performance measurements as well as consulting services. **Internal Audit** provides independent assurance that the Region's risk management, governance and internal control processes are operating effectively as well as evaluates business programs and processes to support continuous improvement. **Performance Measurement** provides our leaders with the information and data required to discuss the results of their strategy, program or service which helps drive decisions to move the initiative forward as well as actions to take for improvement. **Consulting Services** support Regional departments in the ongoing process of the identification, scoping and implementation of improvement initiatives. In addition, they support the development and implementation of Council Business Plan and its related priorities.

**Strategic Communications and Public Affairs** develops, manages and maintains the internal and external communication plans in support of the Regional Council's strategic priorities by enhancing or protecting the Region's brand and reputation. This division also manages media and public relations, as well as developing and maintaining strong working relationships with key constituency groups.

**Economic Development** supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale. To work in partnership with the region's 12 municipalities, post-secondary institutions, business community and associates and nonprofit organizations to provide effective, innovative services that encourage investment, in the region, along with business support services to attract, maintain and increase jobs in Niagara. The department supports the retention, growth, increased entrepreneurship, and expanding innovation of existing companies and encourages new companies to relocate to Niagara.



# Department Summaries

## How is Corporate Administration measured?

Business Growth (Employers)		
Baseline (2015)	Current (Q1 2017)	Target (2018)
113	168	200

Employment Growth (Jobs)		
Baseline (2015)	Current (Q1 2017)	Target (2018)
2,432	1,225	2,500

Council Priority Project Milestone Completion		
Baseline (September 2016)	Current (November 2017)	Target (2018)
53%	76%	100%

## Who works in Corporate Administration?



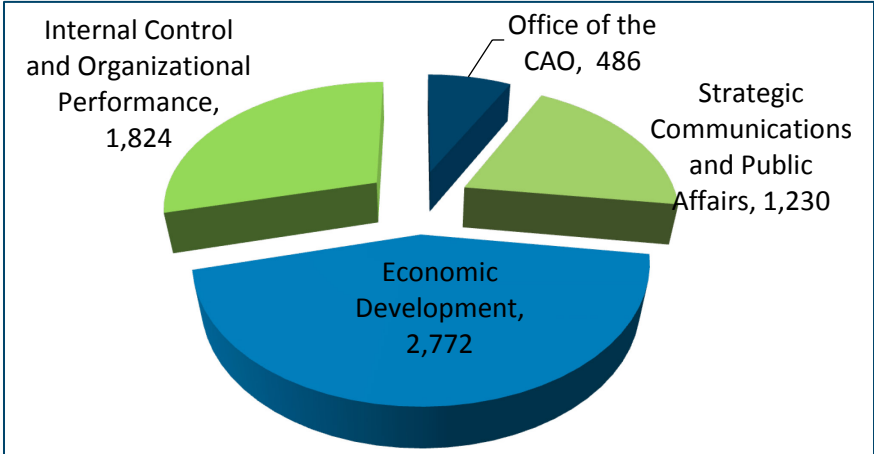
# Department Summaries

Full Time Equivalents by Division	2016		2017		2018	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	2.0	0.0
Strategic Communications and Public Affairs	8.0	1.0	10.0	1.0	10.0	0.0
Economic Development	6.0	0.0	8.0	1.0	8.0	0.3
Internal Control and Organizational Performance	12.0	0.0	13.0	0.8	13.0	0.0
<b>Total</b>	<b>28.0</b>	<b>1.0</b>	<b>33.0</b>	<b>2.8</b>	<b>33.0</b>	<b>0.3</b>

## Operating Budget Summary (in thousands)

Corporate Administration has a gross expenditure budget of \$6,312 and a net budget of \$6,212. This represents a \$250 decrease, or 3.9 per cent, over the prior year's approved budget of \$6,462.

Changes impacting the 2018 budget include \$50 reduction in federal funding and the transition of a Foreign Trade Zone role to Niagara Development Corridor Partnership Inc. within Economic Development. Also, \$200 of broadband infrastructure funding moved to General Government. Additional consulting costs were reduced to offset compensation rate pressures to ensure a zero base increase.



# Department Summaries

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$735	\$3,922	\$3,870	\$(52)	-1.33%
Administrative	859	1,880	1,833	(47)	-2.52%
Operational and Supply	2	2	2	0	0.00%
Occupancy and Infrastructure	12	0	0	0	0.00%
Equipment, Vehicle, and Technology	20	31	31	0	0.00%
Financial Expenditures	1	0	0	0	0.00%
Partnership, Rebate, and Exemption	1,089	768	568	(200)	-26.03%
Transfers to Funds	95	0	0	0	0.00%
Intercompany Charges	(92)	9	8	(1)	-11.27%
<b>Gross Expenditure</b>	<b>\$2,721</b>	<b>\$6,612</b>	<b>\$6,312</b>	<b>\$(300)</b>	<b>-4.54%</b>
Federal and Provincial Grants	(33)	(150)	(100)	50	33.33%
Other Revenue	(14)	0	0	0	0.00%
Transfers from Funds	(211)	0	0	0	0.00%
<b>Gross Revenue</b>	<b>(257)</b>	<b>(150)</b>	<b>(100)</b>	<b>50</b>	<b>33.33%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>2,464</b>	<b>6,462</b>	<b>6,212</b>	<b>(250)</b>	<b>-3.87%</b>
Indirect Allocation	544	(1,381)	(1,259)	122	8.84%
Capital Financing Allocation	125	130	181	51	39.47%
<b>Indirect Allocation</b>	<b>669</b>	<b>(1,251)</b>	<b>(1,078)</b>	<b>173</b>	<b>13.85%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$3,133</b>	<b>\$5,211</b>	<b>\$5,134</b>	<b>\$(77)</b>	<b>-1.48%</b>



# Department Summaries

## Corporate Services

### Mission Statement:

Corporate Services delivers efficient and innovative service excellence to external and internal customers in an integrated and timely manner.

### What does Corporate Services do?

The **General Manager** oversees the following divisions; Human Resources, IT Solutions, Office of the Regional Clerk and Customer Service (OneX).

**Human Resources** provides value-added consultation, services, and programs that support the Organization's most important asset – its diverse community of Employees and prospective candidates for employment who focus on providing exceptional customer service delivery and operational innovation and excellence in everything we do. The Division provides organizational development and design services, job analysis and evaluation, talent management programs such as talent acquisition, orientation, performance effectiveness and improvement, employee engagement, employee relations/dispute resolution in both union and non-union work environments, collective agreement administration and negotiation services, learning and development, organizational succession planning, employee recognition and total rewards (payroll, employee benefits, pension and leave administration (where applicable), employee wellness and health and safety promotion and disability support programs. The Division also promotes our Respectful Workplace Policy and the treatment of people with dignity, respect and compassion and creates and administers programs and policies that foster fair, consistent, ethical and equitable treatment for all staff.

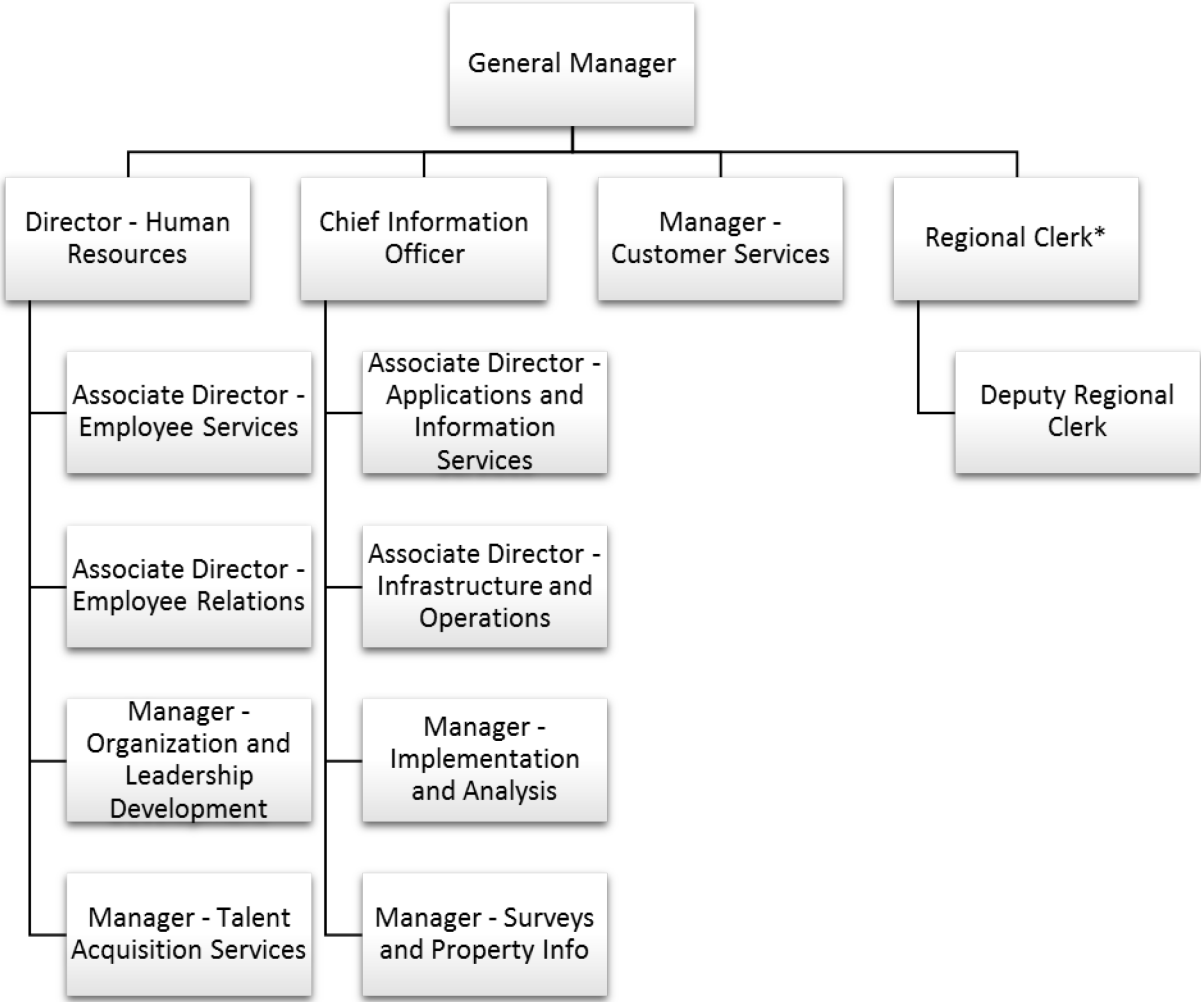
**IT Solutions** supports all technology, information and communication systems for the Region and is divided into Consulting and Analysis, Application and Information Services, and Infrastructure and Operations. **Consulting and Analysis** is concerned with portfolio and project management as well as business analysis. **Application and Information Services** manages corporate data, develops and supports applications to improve business processes in addition to maintaining online tools, including web services and web-based mapping. **Infrastructure and Operations** manages the network and telecommunications infrastructure, data security as well as provides internal technical support to staff. **Surveys and Property Information** works with Regional departments to provide legal and engineering surveys and mapping, as well as maintaining and distributing the property information of all Regional properties.

The **Office of the Regional Clerk** serves Regional Council by providing administrative, legislative and clerical support to Regional Council, the Office of the Regional Chair, the Office of the Chief Administrative Officer, and the corporate organization. The Office of the Regional Clerk serves the corporation by overseeing Information Management Services, which is responsible for the classification and maintenance of traditional and electronic corporate records; administration of an inactive records centre; training and outreach; responsible for regional AODA compliance and processing of Freedom of Information requests. The Office of the Regional Clerk serves the public by providing a Commissioner for taking Affidavits for the declaration of oaths, by responding to information requests concerning Regional Council and Committee agendas, reports, and minutes, and by processing Freedom of Information requests.

# Department Summaries

**Customer Service (OneX)** has been developed to oversee the development and implementation of a customer service strategy for the Niagara Region. The division will initiate community engagement strategies to develop and monitor benchmarks for expected service standards. The vision is to deliver regionally integrated and customer-centric service excellence anywhere, anytime.

## Who works for Corporate Services?



*\*Regional Clerk rolls up under Governance for financial purposes, but reports to the General Manager.*

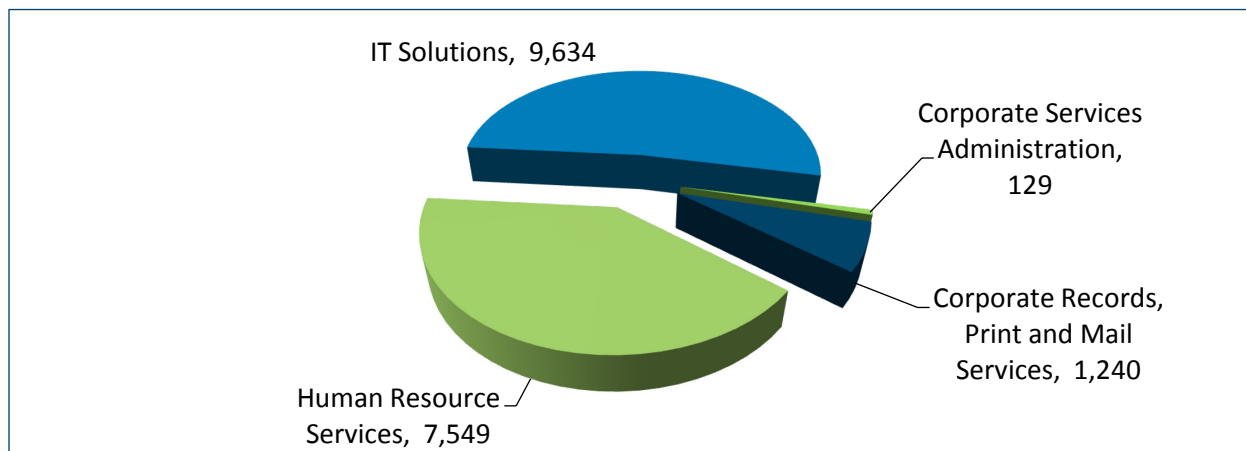
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
General Manager’s Office	2.0	0.0	2.0	0.0	2.0	0.3
Corporate Records, Print, and Mail Services	12.3	0.0	13.3	0.0	13.3	0.0
Human Resources Services	47.0	2.0	47.0	1.0	47.0	0.0
IT Solutions	54.0	0.0	59.0	1.0	59.0	2.0
<b>Total</b>	<b>115.3</b>	<b>2.0</b>	<b>121.3</b>	<b>2.0</b>	<b>121.3</b>	<b>2.3</b>

# Department Summaries

## Operating Budget Summary (in thousands)

Corporate Services has a gross expenditure budget of \$18,552 and a net budget of \$18,077. This represents a \$632 increase, or 3.6 per cent, over the prior year's approved budget of \$17,445.

Pressures affecting the 2018 budget for Corporate Services include rightsizing employee benefits for \$264 and IT equipment repairs and maintenance costs for \$142.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$10,399	\$12,900	\$13,377	\$476	3.69%
Administrative	2,592	2,885	2,835	(49)	-1.72%
Operational and Supply	41	68	145	77	113.66%
Occupancy and Infrastructure	3	27	29	1	4.77%
Equipment, Vehicle, and Technology	113	2,182	2,323	141	6.47%
Financial Expenditures	0	64	64	0	0.00%
Transfers to Funds	546	0	0	0	0.00%
Intercompany Charges	(51)	(207)	(221)	(14)	-6.95%
<b>Gross Expenditure</b>	<b>\$13,643</b>	<b>\$17,919</b>	<b>\$18,552</b>	<b>\$632</b>	<b>3.53%</b>
By-Law Charges and Sales	(6)	(4)	(4)	0	0.00%
Other Revenues	(132)	(271)	(321)	(50)	-18.59%
Transfers from Funds	(970)	(200)	(150)	50	25.00%
<b>Gross Revenue</b>	<b>(1,107)</b>	<b>(475)</b>	<b>(475)</b>	<b>(0)</b>	<b>-0.06%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>12,536</b>	<b>17,445</b>	<b>18,077</b>	<b>632</b>	<b>3.62%</b>
Indirect Allocation	(10,338)	(16,698)	(17,313)	(615)	-3.68%
Capital Financing Allocation	167	7	5	(1)	-19.43%
<b>Indirect Allocation</b>	<b>(10,171)</b>	<b>(16,692)</b>	<b>(17,307)</b>	<b>(616)</b>	<b>-3.69%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$2,365</b>	<b>\$753</b>	<b>\$770</b>	<b>\$16</b>	<b>2.14%</b>

# Department Summaries

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	5,634
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>5,634</b>

The 2018 capital program represents ten distinct projects budgeted at \$15,334. This accounts for approximately 3 per cent of the Region's capital budget for 2018. 100 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources.

Major highlights of the 2018 Corporate Services capital program include a funding allowance for the 2021 Canada Summer Games, many various asset replacements, and software upgrades.

Project Name	Gross Capital Request	Project Description
Canada Summer Games	\$9,700	Funding for capital projects related to the Canada Summer Games.
2018 Annual - IT In-Year External Dept Projects	200	Hardware and software related to in-year additions to 2018 work plan.
Data Analysis, Visualization and Decision Support Software	300	Data Analysis, Visualization and Decision Support Software.
2018 Aerial Photography Acquisition	100	2018 Digital Aerial Photography Acquisition for the entire Region (Flight & data processing)
2018 Annual - IT Asset Replacement	3,147	Replacement of various IT assets that have reached the end of their useful life. Useful life of IT assets estimated at 4-6 years.
2018 Annual - Survey Equipment Replacement	88	Purchase, update and replace specific survey equipment.
2018 Annual - Application Lifecycle Replacement	300	Replacement of applications that have reached lifecycle maturity.
Payment Card Industry Data Security Standard (PCI DSS) Compliance	500	Software/hardware related to ensure the Region's systems and processes meet the requirements of Payment Card Industry Data Security Standard (PCI DSS) compliance.
Court Administration Management System (CAMS) Replacement	250	Replacement of Region developed legacy Court Administration Management System that supports 39 municipalities.
Documents, Records and Information Management Software	750	Document, Records and Information Management Software (Corporate Information Management - CIM)
<b>Total</b>	<b>15,334</b>	

# Department Summaries

## Enterprise Resource Management Services

### Mission Statement:

Innovative solutions for Niagara

### What does Enterprise Resource Management Services do?

The Enterprise Resource Management Services (ERMS) department is responsible for Financial Management and Planning, Legal Services, Purchasing as well as Construction, Energy and Facilities.

**Financial Management and Planning** is concerned with three main areas. **Reporting and Analysis** provides internal and external stakeholders with financial reporting and analysis as well as organize and carry out the annual year-end audit and financial statement preparation. **Budget Planning and Strategy** develops the consolidated operating and capital budgets as well as long term financial strategies and policies. **Financial Operations and Systems** provides corporate payment, invoicing and collection services and support region's Enterprise Resource Planning system.

**Legal Services** provides legal advice, research and opinions for the Region as well as handling litigation matters. Legal Services also encompasses the **Risk Management** and **Claims Administration** division which provides advice, opinions and information on risk and insurance and handles insurable and non-insurable claims by and against the Region.

**Procurement & Strategic Acquisitions** is made up of two main divisions. **Procurement** oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations. It leverages innovative tools and complex finance models to ensure value in all aspects of the acquisition process. **Strategic Acquisitions** consists of **Strategic Sourcing** and **Real Estate Services (RES)**. **Strategic Sourcing** is responsible for the overall management and strategic direction of the Region's strategic initiatives/sourcing, contract management, vendor management, alternative service delivery and real property programs for internal departments and shared services partners. **Real Estate Services (RES)** oversees the acquisition of property rights for Region capital works projects and operational requirements whether it is outright property ownership utility easements or utilizing another's property by the leasing or licensing buildings or land. Additionally, RES oversees leasing office space, Region lands for billboard signage, and licensing private interests for the use of Region lands and Facilities.

**Construction, Energy and Facilities Management** is divided into three main divisions; Projects and Asset Management, Energy Management and Facilities Operations. **Projects and Asset Management** is responsible for the delivery of Capital projects (design, construction, project management and administration). **Energy Management** initiates the Region's energy strategy, identifies energy conservation opportunities as well as promotes the efficient use of energy. **Operations** is responsible for building repairs, maintenance and improvements in addition to contract administration.

# Department Summaries

How is Enterprise Resource Management Services measured?

Operating Costs Governance and Corporate Management		
Baseline (2015)	Current (2016)	Target (Median)
1%	1.2%	1.5%

Purchasing Cost/\$1,000		
Baseline (2015)	Current (2016)	Target (Median)
\$2.46	\$2.01	\$4.60

Accounts Payable Cost per Invoice		
Baseline (2015)	Current (2016)	Target (Median)
\$5.75	\$5.75	\$6.32

Total Costs of facilities (Headquarters)		
Baseline (2015)	Current (2016)	Target (Median)
\$13.25	\$13.00	\$13.04

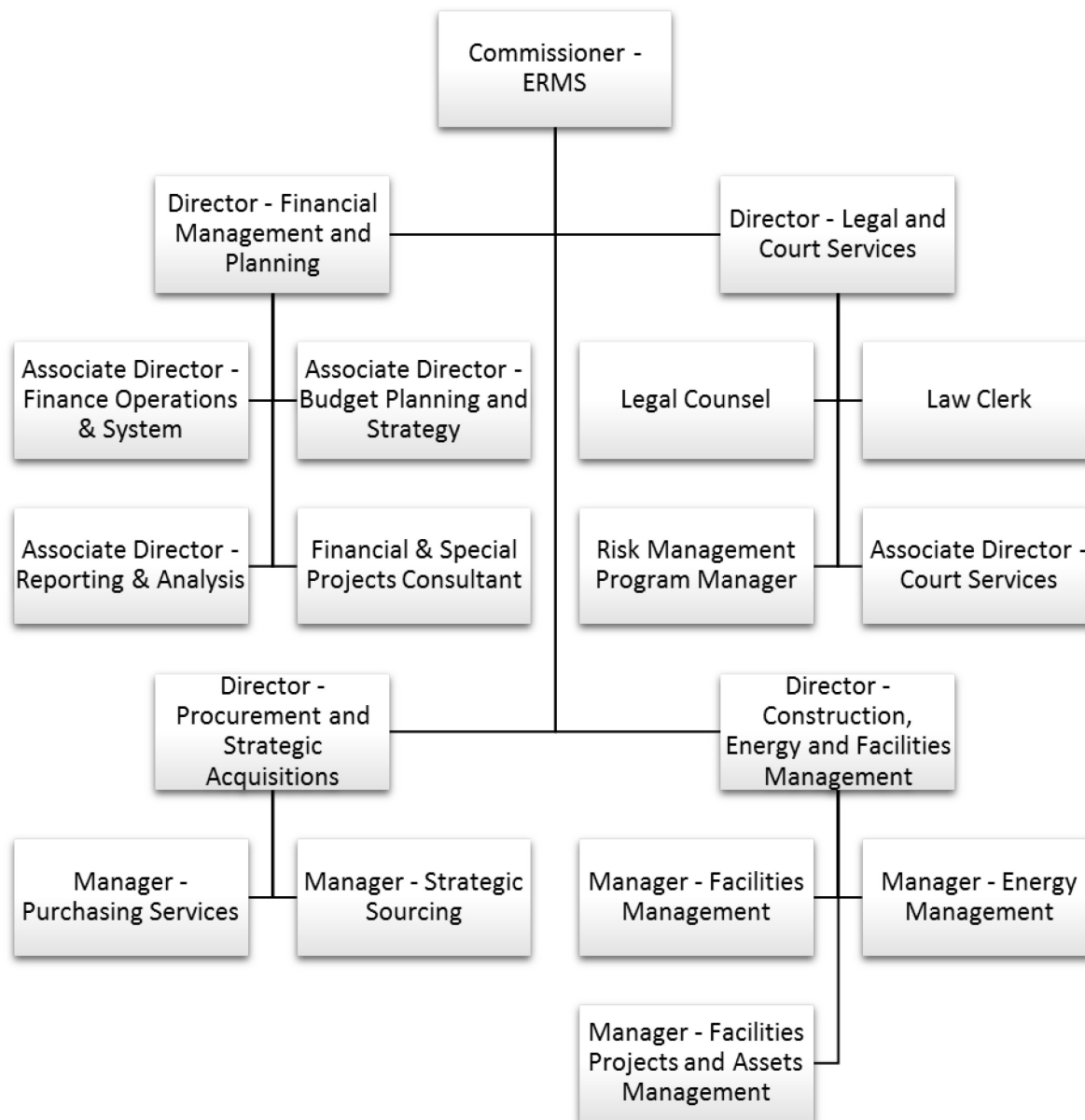
In-house Legal Cost/\$1,000		
Baseline (2015)	Current (2016)	Target (Median)
\$1.17	\$0.96	\$2.34

Outside Legal Cost/\$1,000		
Baseline (2015)	Current (2016)	Target (Median)
\$0.30	\$0.38	\$0.29



# Department Summaries

Who works for Enterprise Resource Management Services?



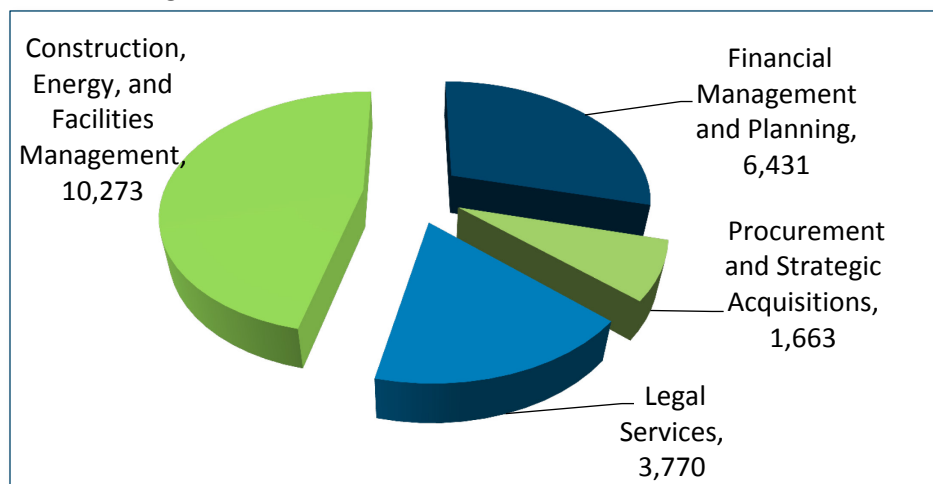
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Enterprise Resource Management Administration	3.0	0.0	3.0	0.0	3.0	0.0
Financial Management and Planning	55.5	7.2	59.0	1.0	59.0	1.0
Procurement and Strategic Acquisitions	20.5	1.0	16.0	0.0	16.0	0.0
Legal Services	10.0	0.0	10.0	0.0	11.0	0.0
Construction, Energy and Facilities Management	34.9	4.0	34.9	4.0	35.2	3.6
<b>Total</b>	<b>123.9</b>	<b>12.2</b>	<b>122.9</b>	<b>5.0</b>	<b>124.2</b>	<b>4.6</b>

# Department Summaries

## Operating Budget Summary (in thousands)

ERMS has a gross expenditure budget of \$22,137 and a net budget of \$20,774. This represents an \$8 increase, or 0.0 per cent, over the prior year's approved budget of \$20,766.

Service demands in 2018 impacting the budget include several program changes. The budget includes \$140 for a new legal counsel, and a sustainability review for \$400 funded through the taxpayer relief reserve. Other pressures felt by ERMS include utilities cost increases of \$198, and compensation pressure on FTEs other than those requested in a program change of \$532, offset by insurance savings of \$300 and \$184 in savings on the new Welland courthouse.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$15,912	\$11,129	\$11,781	\$652	5.86%
Administrative	4,598	3,772	3,595	(177)	-4.69%
Operational and Supply	109	48	51	4	7.36%
Occupancy and Infrastructure	5,653	6,866	6,735	(131)	-1.90%
Equipment, Vehicle, and Technology	2,458	87	118	31	35.17%
Community Assistance	155	5	0	(5)	-100.00%
Transfers to Funds	99	(2)	0	2	100.00%
Intercompany Charges	(313)	(52)	(143)	(91)	-173.82%
<b>Gross Expenditure</b>	<b>\$28,670</b>	<b>\$21,852</b>	<b>\$22,137</b>	<b>\$285</b>	<b>1.31%</b>
Federal and Provincial Grants	(78)	(60)	(60)	(0)	0.00%
By-Law Charges and Sales	(189)	(240)	(245)	(6)	-2.43%
Other Revenue	(372)	(159)	(220)	(61)	-38.38%
Transfers from Funds	(642)	(627)	(838)	(211)	-33.59%
<b>Gross Revenue</b>	<b>(1,281)</b>	<b>(1,086)</b>	<b>(1,363)</b>	<b>(277)</b>	<b>-25.55%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>27,389</b>	<b>20,766</b>	<b>20,774</b>	<b>8</b>	<b>0.04%</b>
Indirect Allocation	(27,389)	(20,766)	(20,788)	(22)	-0.11%
Capital Financing Allocation	0	0	14	14	0.00%
<b>Indirect Allocation</b>	<b>(27,389)</b>	<b>(20,766)</b>	<b>(20,774)</b>	<b>(8)</b>	<b>-0.04%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



# Department Summaries

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	6,098
Debt	0
Development Charges	1,575
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>7,673</b>

The 2018 capital program represents 18 distinct projects budgeted at \$7,673. This accounts for approximately 4 per cent of the Region's capital budget for 2018. 79 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 21 per cent from external sources.

Major highlights of the 2018 ERMS capital program include the replacement of the back-up generators at Regional headquarters that support the new IT data centre and emergency operations centre, as well as continuing the alternative service delivery project for affordable housing.

Project Name	Gross Capital Request	Project Description
Annual - Strategic Property Acquisitions	\$100	Acquisition of properties adjacent to Regional properties for anticipated future needs, or for potential future site builds.
Social Housing ASD Capital Requirements	1,750	Capital requirements for Social Housing Alternative Service Delivery Project Phase 3. This funding will be used to create incremental social housing units in Niagara based on the findings from the Phase 2 report.
Envelope stuffer in Accounting Services	25	Replacement of Regional Headquarters envelope stuffer (stuffs invoices, cheques, etc.) in advance of end of useful life.
2018 Annual - Code and Legislative Compliance	350	This project is to address any facility capital expenditures as required due to Code changes, legislative requirements and/or orders and aging infrastructure. 2018 priorities include Designated Substance Survey (DSS) Survey Reassessments, TSSA work, and Biohazard control.
Bldg Ext-NR-SAEO Niagara Falls Roof Replacement-Design	30	Roof Design and Specifications for Niagara Falls SAEO at 5853 Peer Street.
Bldg Int-NRPS-68 Church Lifecycle Renewal	395	Life Cycle Renewal for 68 Church Street including exterior paving and entrance work, air handling unit coil replacement, window sealants, and elevator modernization work.
Bldg Site-EMS Generators-Phase 2	768	Installation of back-up generators at 7 EMS facilities Region wide (St. Catharines (2), Grimsby, Port Colborne, West Lincoln, Ridgeway, Pelham)
Bldg Site-NR-Thorold Yard Potable Water	56	Design Services for Potable Water Cistern System for 250 Thorold Townline Road, Thorold. This is the site of Thorold Patrol Yard building, the Public Works Service Center (Thorold Service Center), the Transportation Building of the Thorold Patrol Yard and the Niagara Regional Police Fleet building.

# Department Summaries

Project Name	Gross Capital Request	Project Description
Bldg Site-NR- Equipment Replacement Program	79	Equipment replacement yearly program for facility components and equipment requiring replacement. Priorities for 2018 include Uninterrupted Power Supply (UPS) units as well as 1 stationary and 5 mobile hot water pressure washers for NR yards.
2018 Annual - Energy Conservation Program	807	Region-wide Energy Conservation Program/projects. 2018 priorities include Lighting Audits, Lighting Retrofits, Energy Conservation and Demand Management (ECDM) Plan update, and Combined Heat and Power (CHP) Cogen Engineering Design and Specifications. Projects will be based on reasonable payback periods and available incentives.
Bldg Int-2018 Region HQ- Space Acc	662	Niagara Region Headquarters Space Accommodations, workstation reconfiguration and furniture. 2017 priorities include: Community Services (CS) Phase 2 Accommodations; Enterprise Resource Management Services (ERMS), IT and Customer Services Accommodations; and Public Works/Planning/Economic Development Accommodations (PWPED).
Bldg Site-NR-Roof Condition Audits & Specifications	75	Roof Condition Audits and Specifications for Niagara Region Facilities
Bldg Ext-Welland Public Health Life Cycle Renewal	204	Lifecycle renewal for 200 Division Street Welland including replacement of solarium windows with energy efficient windows.
Bldg Site-NRHQ-Parking-CE Shipping	107	Replacement of Parking Lot Adjacent to Niagara Region Headquarters (NRHQ) Campbell West Shipping Area.
Asset Utilization and Rationalization Plan	100	Asset Utilization Plan and Rationalization Plan for Niagara Region, to align space utilization in order to meet organizational goals and objectives while maximizing efficiency, minimizing costs and employing best practices in space planning.
Bldg Site-NRHQ-Generator Replacement	1,990	Replacement of Emergency Power Generators at Niagara Region Headquarters (NRHQ) Campbell East and Campbell West including optimizing the design and location of equipment, increasing service levels and reliability.
Bldg Ext-NRHQ-CE Roof Replacement-Design	75	Design and Specifications for Campbell East Roof Replacement
Procurement Electronic Bidding System	100	To facilitate a comprehensive review of the Region's current e-Bidding system with due consideration to alternative solutions including the identification of a preferred costing model; Client pay or Vendor Pay with zero cost to the Region. Capital monies would be required in the event that a Client Pay Model was adopted.
<b>Total</b>	<b>7,673</b>	

# Department Summaries

## Community Services

### Mission Statement:

With a commitment to excellence and innovation, we respond to the fundamental needs of Niagara's most vulnerable citizens through a spectrum of integrated programs and partnerships.

### What does Community Services do?

Community Services is broken down in the following divisions; Children's Services, Homelessness Services and Community Engagement, Seniors Services and Social Assistance and Employment Opportunities.

**Children's Services** ensure access to a coordinated diverse range of affordable quality services and supports for young children and families residing in Niagara. Some of the services provided include financial assistance for eligible families, support for children who may be at risk of a developmental delay or have diagnosed special needs as well as operating 5 licensed child care centres and a home child care program servicing the Niagara Region. In addition, this division provides general operating and wage enhancement grants to service providers to support operations and staff employed in licensed child care programs.

**Homelessness Services and Community Engagement** support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis as well as helps to coordinate and deliver the Region's 10-year Housing and Homelessness Action Plan.

**Senior Services** provides high quality, compassionate care to our residents through a range of integrated programs and partnerships. The division operates eight long-term care homes for people who need around the clock nursing and personal care. The homes are staffed by Registered Nurses, Registered Practical Nurses and Personal Support Workers who provide 24 hour nursing care and support. Residents can also access, recreational activities, on-site physiotherapy, rehabilitation counselling as well as pastoral care.



**Social Assistance and Employment Opportunities** provides financial assistance and a range of employment supports and activities, in partnership with community agencies, to enable participants to achieve independence through sustainable employment. This division is responsible for administering the Ontario Works Act. This Act is the provincial legislation that offers temporary financial assistance and employment supports to the members of our community most in need.

# Department Summaries

## How is Community Services measured?

### Childcare

Toddler Childcare Spaces		
Baseline (2016)	Current (2017)	Target (2018)
1,091	1,159	1,234

Infant Childcare Spaces		
Baseline (2016)	Current (2017)	Target (2018)
117	217	237

### Seniors Services

Long Term Care Occupancy Number of Clients Served		
Baseline	Current (2017)	Target (Annual)
	98.7%	97%

Client Intervention and Support (Outreach) Number of Clients Served		
Baseline	Current (2017)	Target (Annual)
	792	825

Adult Day Program Number of Clients Served		
Baseline	Current (2017)	Target (Annual)
	484	540

Wellness and Health Promotion Number of Clients Served		
Baseline	Current (2017)	Target (Annual)
	425	300

### Social Assistance and Employment Opportunities

Caseload		
Baseline	Current (2017)	Target (Below)
	10,418	11,818

Client to Staff Ratio		
Baseline	Current (2017)	Target (Annual)
	1:48	1:35 to 1:51

New Job Starts		
Baseline	Current (Q3 2017)	Target (Annual)
	1,238	1,350

Unique Employers		
Baseline	Current (2017)	Target (Annual)
	1,108	650

### Homelessness Services and Community Engagement

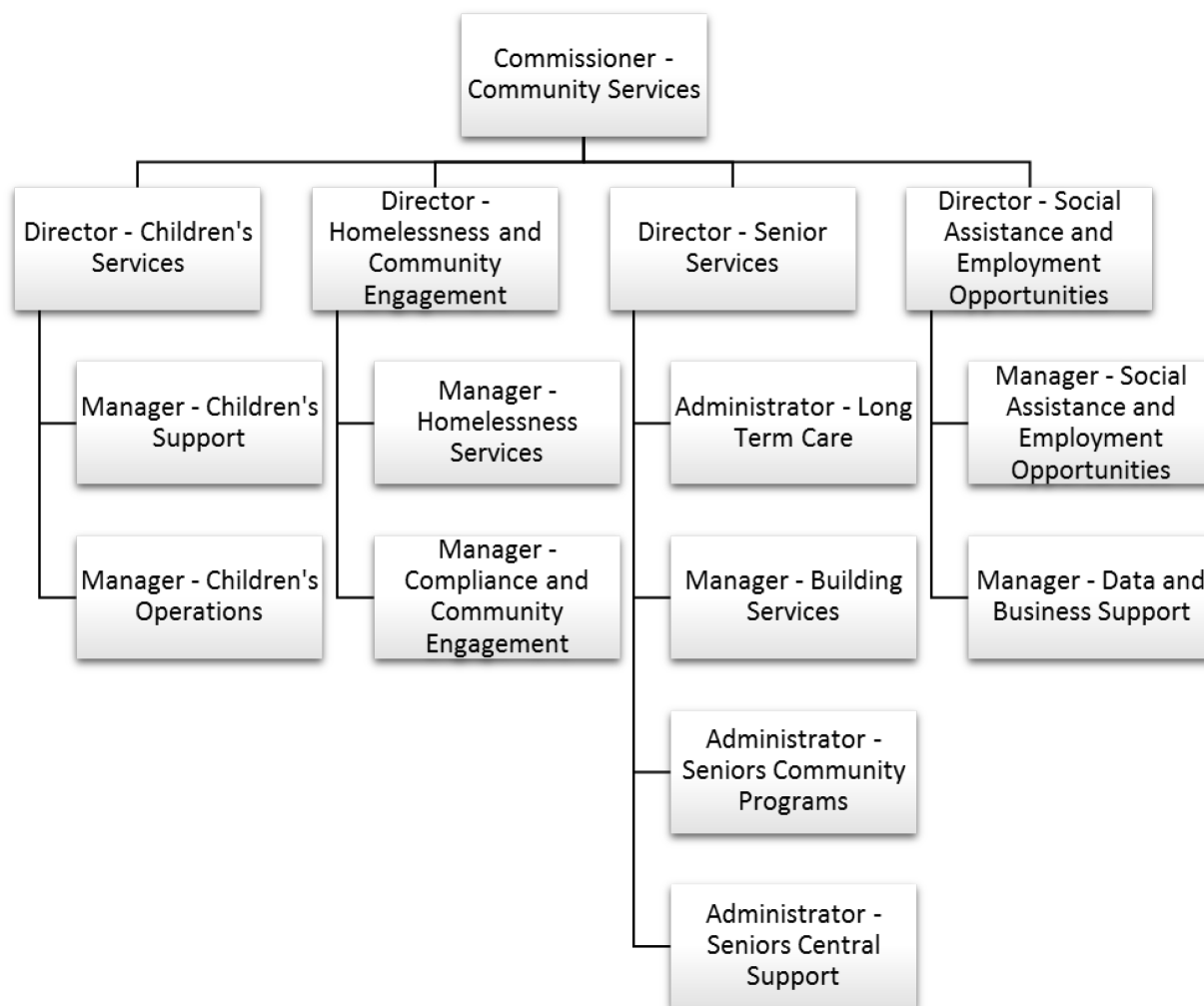
Top 60 shelter users' average number of visits		
Baseline (2014)	Current (2017)	Target (Below)
12.6	18.6	12.6

Households visiting shelter 4 to 6 times per year		
Baseline (2014)	Current (Q3 2017)	Target (Below)
221	119	221

Top 60 shelter users' average number of days		
Baseline (2014)	Current (Q3 2017)	Target (Below)
131.1	181.8	131.1

# Department Summaries

## Who works for Community Services?



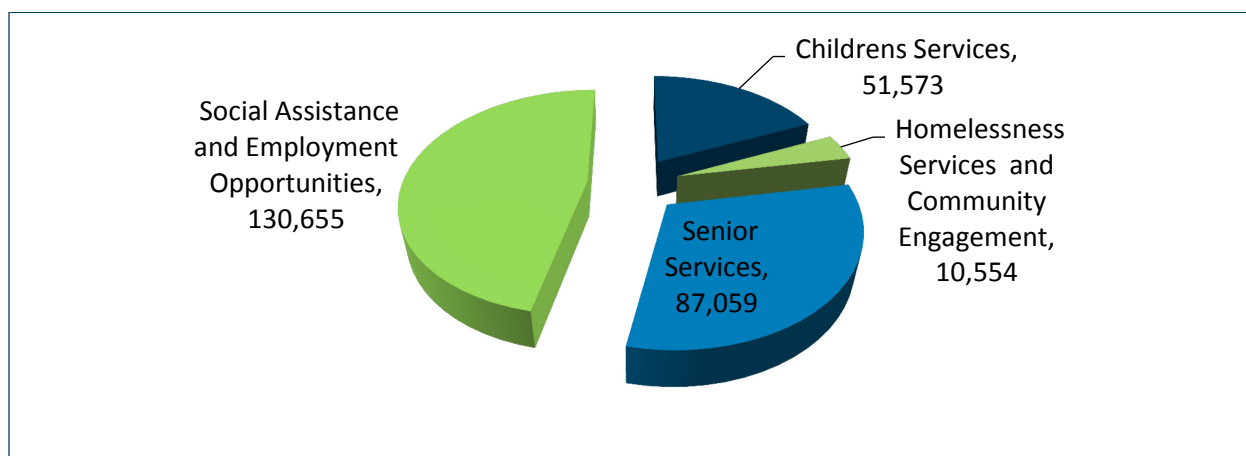
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Commissioner	2.0	1.0	2.0	1.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	3.0	218.6	1.5	218.6	0.0
Children's Services	79.9	0.0	85.8	0.0	85.8	0.0
Seniors Services	831.5	6.3	830.5	6.3	830.5	6.3
Homelessness Services and Community Engagement	11.0	0.0	12.0	1.0	12.0	1.0
<b>Total</b>	<b>1,143.0</b>	<b>10.3</b>	<b>1,148.9</b>	<b>9.8</b>	<b>1,148.9</b>	<b>7.3</b>

# Department Summaries

## Operating Budget Summary (in thousands)

Community Services has a gross expenditure budget of \$279,840 and a net budget of \$27,763. This represents a \$2,702 decrease, or 8.9 per cent, over the prior year's approved budget of \$30,465.

Factors affecting the Community Services 2018 budget include compensation rate, the realignment of budgeted assistance payments and subsidy to the projected caseload, and the final year of increase in the Social Assistance and Employment Opportunities upload funding of \$2,823 as it has reached 100%.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$94,045	\$95,692	\$98,049	\$2,357	2.46%
Administrative	1,494	2,015	1,919	(96)	-4.76%
Operational and Supply	8,345	8,052	8,196	144	1.79%
Occupancy and Infrastructure	4,870	3,736	3,805	69	1.86%
Equipment, Vehicle, and Technology	1,254	813	821	9	1.06%
Community Assistance	147,164	165,839	164,716	(1,123)	-0.68%
Financial Expenditures	16	0	0	0	0.00%
Transfers to Funds	0	1,829	1,829	0	0.00%
Intercompany Charges	638	438	504	66	15.04%
<b>Gross Expenditure</b>	<b>\$257,825</b>	<b>\$278,414</b>	<b>\$279,840</b>	<b>\$1,426</b>	<b>0.51%</b>
Federal and Provincial Grants	(202,320)	(222,592)	(226,655)	(4,063)	-1.83%
By-Law Charges and Sales	(2,964)	(2,972)	(2,903)	69	2.33%
Other Revenue	(22,677)	(22,306)	(22,520)	(213)	-0.96%
Transfers from Funds	(259)	(79)	0	79	100.00%
<b>Gross Revenue</b>	<b>(228,221)</b>	<b>(247,950)</b>	<b>(252,078)</b>	<b>(4,128)</b>	<b>-1.66%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>29,605</b>	<b>30,465</b>	<b>27,763</b>	<b>(2,702)</b>	<b>-8.87%</b>
Indirect Allocation	10,450	10,713	11,249	536	5.01%
Capital Financing Allocation	7,267	4,872	4,904	32	0.66%
<b>Indirect Allocation</b>	<b>17,717</b>	<b>15,585</b>	<b>16,153</b>	<b>568</b>	<b>3.65%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$47,322</b>	<b>\$46,050</b>	<b>\$43,916</b>	<b>\$(2,134)</b>	<b>-4.63%</b>

# Department Summaries

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	2,381
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>2,381</b>

The 2018 capital program represents five distinct projects budgeted at \$2,381. This accounts for approximately 1.3 per cent of the Region’s capital budget for 2018. 100 per cent of the revenues required to fund the 2018 capital program are derived from the Region’s internal sources.

Project Name	Gross Capital Request	Project Description
2018 Annual - LTC Homes - Capital Improvements / Replacements	\$1,026	Annual program for several capital improvement projects at the 8 LTC homes throughout the Region. Capital improvement/replacement priority projects have been identified based on building condition assessment reports, preventative maintenance trend analysis and equipment lifecycle data.
2018 Annual - LTC Homes - Machinery/Equipment	264	Annual program for replacement of machinery and equipment across the 8 LTC homes based on results of building condition assessments.
2018 Annual - LTC Homes - Resident Care Equipment	490	Annual replacement program for resident care equipment that is at the end of its estimated useful life. This program includes resident lifts, tubs, resident communication response system (nurse call systems) and nursing equipment.
2018 Annual - LTC Homes - Roof Replacement	402	Annual replacement program of roofing systems at the long-term care homes that are in poor condition and in need of replacement.
2018 Annual - LTC Homes - Bed Replacement	199	Annual replacement program for resident beds that are at the end of the estimated useful life across the 8 LTC homes.
<b>Total</b>	<b>\$2,381</b>	

# Department Summaries

## Public Health and Emergency Services

### Mission Statement:

Impact on health/health equity through resonance with the people of Niagara.

### What does Public Health and Emergency Services do?

The Public Health and Emergency Services department is responsible for the general health and well-being of Niagara's residents and is further broken down to the following divisions:

**Chronic Disease and Injury Prevention** division is responsible for the prevention and misuse of drugs and alcohol, as well as helping people learn how to be safe in their everyday lives; in the home and on the road. In addition, the division supports workplace health through policy development and enforces the Smoke-Free Ontario Act.

The **Clinical Services** division provides immunization clinics and information, infection prevention and control activities as well as management of infectious diseases. Other services provided include sexual health services and clinics as well as mental health services.

**Emergency Medical Services** division is responsible for providing 24-hour emergency pre-hospital medical care. It includes a team of paramedics, emergency medical dispatchers and community response units. Also, a state of the art communications dispatch centre is managed for 9-1-1 ambulance calls. The division also provides public safety education programs and medical coverage for events.





# Department Summaries

**Environmental Health** investigates public health concerns about environmental health hazards as well as conducts inspections of food establishments, nursing homes, migrant farm worker housing, and personal services establishments. In addition, inspection of water quality of beaches and small water drinking systems are done periodically as well as surveillance of mosquitoes and ticks to prevent West Nile Virus and Lyme disease. The division also provides leadership of emergency management planning for public health emergencies.

**Family Health** provides resources and services to pregnant women, expectant or new families with children from birth to 18 years. Some of the program areas include reproductive health, healthy babies/healthy children, child health, dental health, infant and child development services as well as school health programs providing support and resources to families of school-aged children.



The **Medical** division is accountable for the general health and well-being of Niagara's residents and also acts as the public voice at a local, provincial, and federal level for the health needs of our community. In addition, it identifies potential health risks and coordinates a local response as well as interprets and acts upon emerging information about potential threats to the health of the community. The division has a solid foundation in scientific, medical, and clinical fields, as well as risk management and communication skills.

The **Organizational and Foundational Standards** division provides functional support and leadership across a broad spectrum of areas including continuous quality improvement and education, community development, communications, media relations and public relations, social marketing, community surveillance, research and evaluation, medical informatics, physical resources and assets, occupational health and safety as well as general administrative support.

## How is Public Health and Emergency Services measured?

Dental Decay Rate in Kindergarten Children		
Baseline (2014)	Current (Q2 2017)	Target (2018)
29%	28%	28%

Tobacco Retail Compliance (non-seasonal)		
Baseline (2013)	Current (2016)	Target (2018)
90%	95%	95%

# Department Summaries

Clients assessed by Psychiatrist within one month in the EPI program		
Baseline (2015)	Current (2016)	Target (2018)
100%	100%	100%

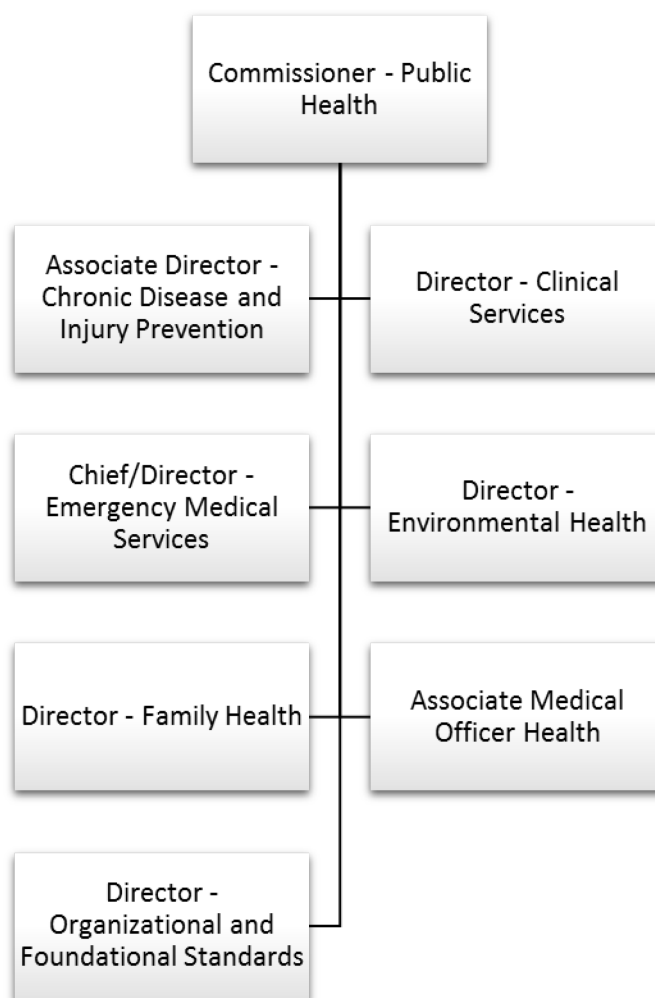
Food Handler Certification Rates		
Baseline (2013)	Current (2016)	Target (2018)
82%	89%	92%

Breastfeeding Rate		
Baseline (2014)	Current (2016)	Target (2018)
84%	87%	86%

Ambulance arrival on scene within 8 minutes for CTAS 1		
Baseline (2013)	Current (2016)	Target (2018)
76%	76%	80%

MMR Vaccine Coverage in Niagara for Children Ages 7-17		
Baseline (January 2015)	Current (Q2 2017)	Target (2018)
93%	94%	95%

## Who works for Public Health and Emergency Services?



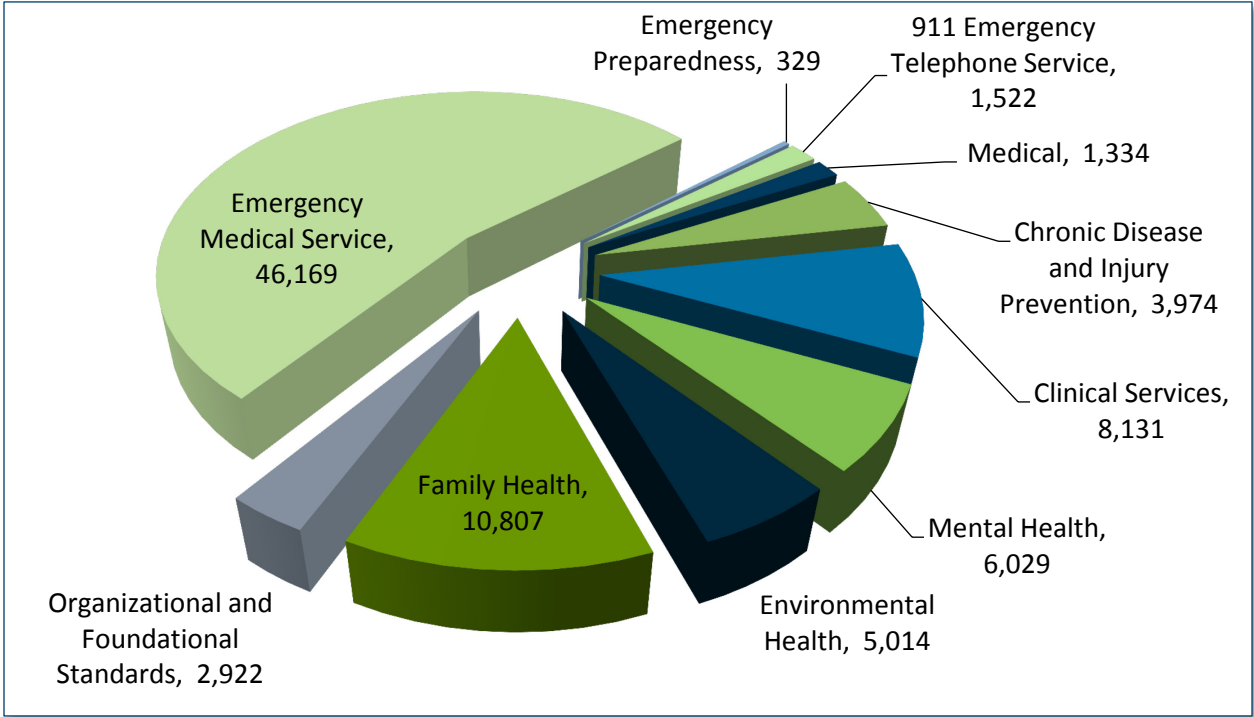
# Department Summaries

Full Time Equivalents by Division	2016		2017		2018	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Medical Officer of Health	5.0	0.0	5.0	0.0	5.6	0.0
Chronic Disease and Injury Prevention	40.5	0.0	38.5	1.0	36.5	1.0
Clinical Services	75.0	0.2	77.5	0.2	77.5	0.2
Environmental Health	46.0	0.0	46.0	0.0	45.0	0.0
Family Health	112.6	0.0	112.6	0.5	111.7	0.0
Mental Health	58.0	0.0	58.0	0.0	57.0	0.0
Organizational and Foundational Standards	23.9	0.5	25.9	0.0	28.3	0.0
Emergency Medical Services	278.0	2.5	286.0	2.2	294.0	1.6
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
<b>Total</b>	<b>641.2</b>	<b>3.2</b>	<b>651.7</b>	<b>3.9</b>	<b>657.8</b>	<b>2.8</b>

## Operating Budget Summary (in thousands)

Public Health and Emergency Services has a gross expenditure budget of \$86,231 and a net budget of \$24,357. This represents a \$1,393 increase, or 6.1 per cent, over the prior year's approved budget of \$22,964.

Other factors impacting the Public Health and Emergency Services budget include program changes for \$1,082 to support an additional 24 hour ambulance service, funded 50% by transfers from the taxpayer relief reserve until subsidy is received and the hiring of the prior contracted physician recruiter. Other costs include changes to WSIB for post-traumatic stress disorder for a net of \$400 and increased compensation rates.



# Department Summaries

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$70,356	\$72,487	\$75,438	\$2,952	4.07%
Administrative	2,581	2,206	2,015	(191)	-8.66%
Operational and Supply	4,758	4,389	4,313	(76)	-1.72%
Occupancy and Infrastructure	698	703	712	8	1.19%
Equipment, Vehicle, and Technology	2,076	1,974	1,983	9	0.47%
Community Assistance	16	0	0	0	0.00%
Financial Expenditures	(1)	0	0	0	0.00%
Transfers to Funds	275	70	83	13	17.95%
Intercompany Charges	1,564	1,551	1,687	136	8.76%
<b>Gross Expenditure</b>	<b>\$82,322</b>	<b>\$83,380</b>	<b>\$86,231</b>	<b>\$2,851</b>	<b>3.42%</b>
Federal and Provincial Grants	(59,079)	(59,334)	(60,432)	(1,098)	-1.85%
By-Law Charges and Sales	(321)	(279)	(270)	10	3.58%
Other Revenue	(574)	(305)	(204)	101	33.13%
Transfers from Funds	(1,176)	(496)	(968)	(471)	-94.96%
<b>Gross Revenue</b>	<b>(61,149)</b>	<b>(60,416)</b>	<b>(61,874)</b>	<b>(1,458)</b>	<b>-2.41%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>21,173</b>	<b>22,964</b>	<b>24,357</b>	<b>1,393</b>	<b>6.07%</b>
Indirect Allocation	8,483	8,301	8,350	49	0.59%
Capital Financing Allocation	6,816	4,897	7,215	2,318	47.34%
<b>Indirect Allocation</b>	<b>15,299</b>	<b>13,198</b>	<b>15,565</b>	<b>2,367</b>	<b>17.94%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$36,472</b>	<b>\$36,162</b>	<b>\$39,923</b>	<b>\$3,761</b>	<b>10.40%</b>

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	0
Debt	2,946
Development Charges	345
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>3,291</b>

The 2018 capital program represents two distinct projects budgeted at \$3,291. This accounts for approximately 1.8 per cent of the Region's capital budget for 2018. 90 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 10 per cent from external sources.

Project Name	Gross Capital Request	Project Description
2018 Annual - EMS - Ambulance and Equipment Replacement	\$2,595	Annual purchase and replacement of ambulances and equipment. Niagara EMS purchases between 8-10 ambulances each year as part of its annual replacement program. Annual purchase of equipment takes place on an as needed basis.
EMS - Laptop and Software Replacements	696	Replacement of ambulance ePCR (Electronic Patient Care Report) laptop units and patient transfer software.
<b>Total</b>	<b>\$3,291</b>	

# Department Summaries

## Planning and Development Services

### Mission Statement:

Creating healthy and prosperous communities through partnerships and customer-focused solutions.

### What does Planning and Development Services do?

This department is further broken down into the following divisions; Development Services, Community and Long Range Planning as well as Infrastructure Planning and Development Engineering.

**Development Services** provides comments, analysis and approvals on a variety of development related planning applications and policies. This division implements Provincial and Regional policies that guide growth and manage the use of land within Niagara. Development Services is also responsible for coordinating and developing the Regional position on all development related planning applications circulated by the 12 area municipalities.

The **Community and Long Range Planning** division promotes strategic growth and policy through land use planning, community planning, incentive programs and customer service. Some of its responsibilities include urban growth management, strategic planning projects as well as administering a full suite of incentive programs.

The **Infrastructure Planning and Development Engineering** division provides strategic planning to support growth management, land use planning and development, and private servicing / septic review and approval. It is directly responsible for growth infrastructure and capacity planning, water and wastewater master planning as well as infrastructure improvements associated with development, including legal agreements.

### How is Planning and Development Services measured?

Number of Pre-Consultation Meetings		
Baseline (Q2 2013)	Current (Q2 2017)	Target (Q2 2018)
187	356	255

Number of Approved Building Permits		
Baseline (2013)	Current (2016)	Target (2018)
6,509	7,744	TBD

New Construction Activity		
Baseline (2013)	Current (2016)	Target (2018)
\$919 million	\$1.3 billion	\$1.1 billion

Number of Planning Applications Received		
Baseline (Q2 2013)	Current (Q2 2017)	Target (Q2 2018)
327	387	375

Economic Impact of Regional Development Charge Industrial Grants (in jobs)		
Baseline (2017 forecast)	Current (Q1 2017)	Target (2018)
250	196	300

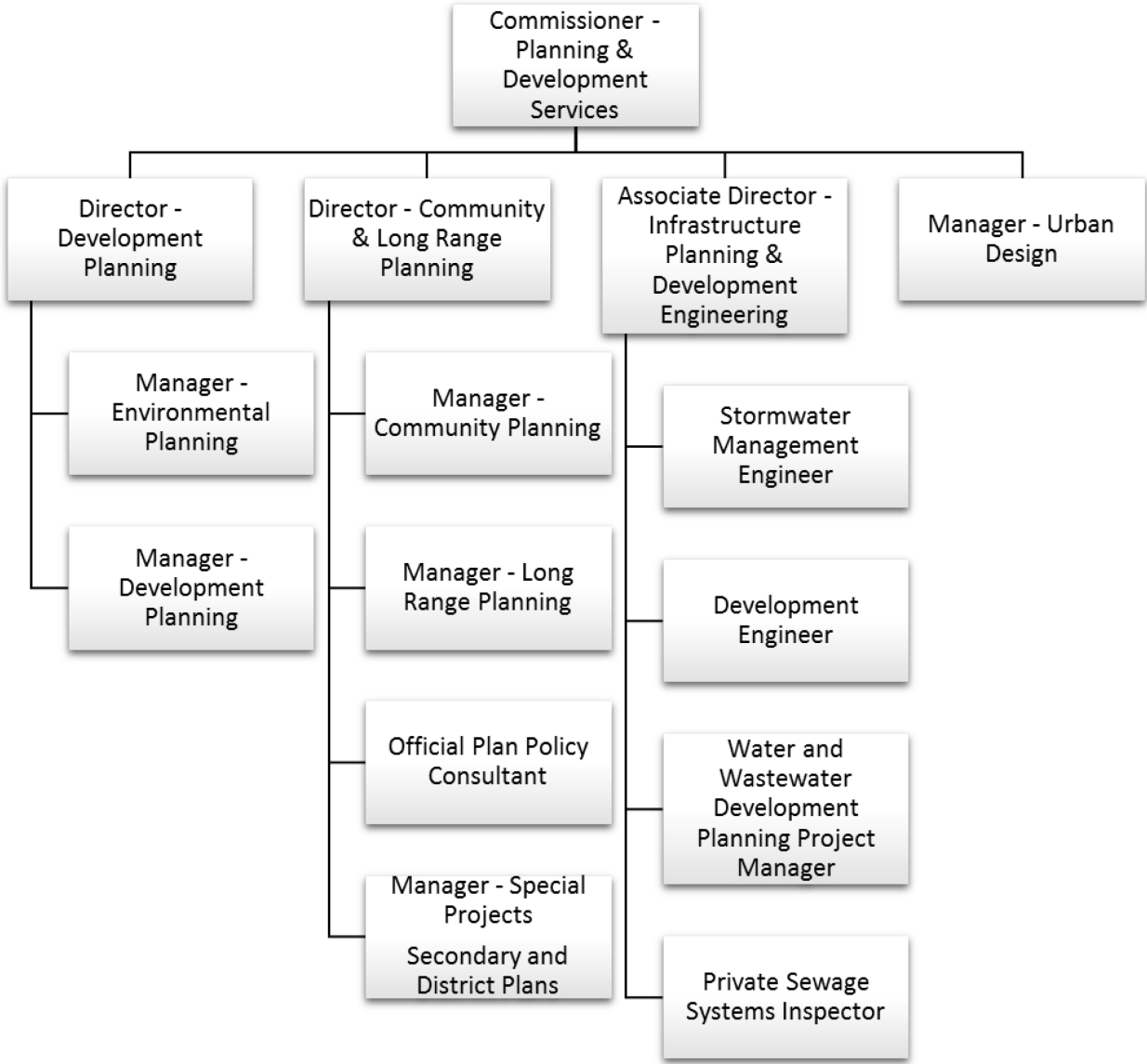
Taxable Assessment Growth		
Baseline (2017 forecast)	Current (2018)	Target
1.05%	1.5%	1.5%

Population Growth (5 year average)		
Baseline (2013)	Current (2016)	Target (2018)
0.22%	0.76%	0.44%

Average Household Income		
Baseline (2010)	Current (2015)	Target (2020)
\$72,453	\$81,842	\$94,793

# Department Summaries

## Who works for Planning & Development Services?



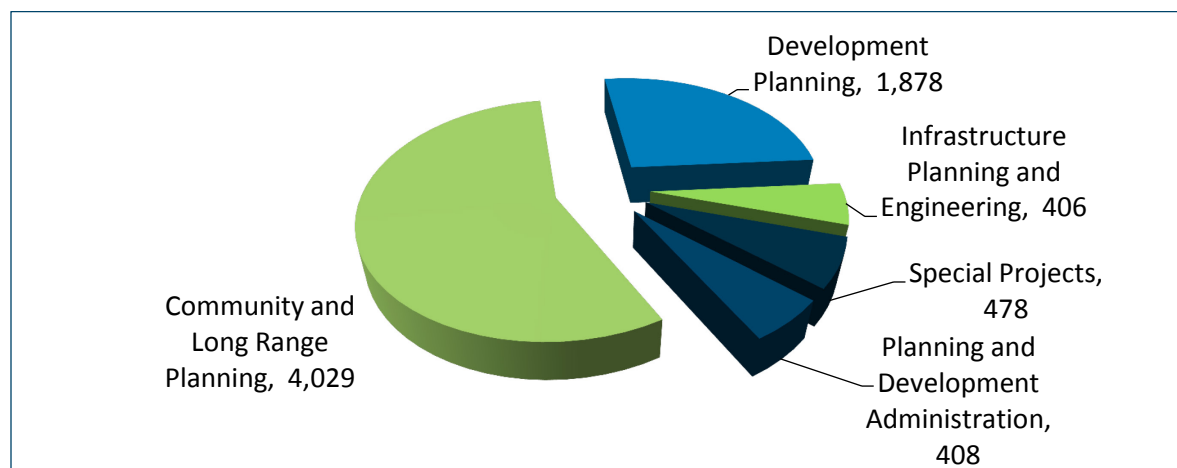
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0
Community and Long Range Planning	17.0	0.0	14.5	3.5	15.0	3.0
Development Planning	12.0	0.0	13.5	0.0	18.5	0.0
Infrastructure Planning and Engineering	6.0	0.0	6.0	0.0	6.0	0.0
Special Projects	0.0	0.0	2.0	1.0	3.0	1.0
<b>Total</b>	<b>37.0</b>	<b>0.0</b>	<b>38.0</b>	<b>4.5</b>	<b>44.5</b>	<b>4.0</b>

# Department Summaries

## Operating Budget Summary (in thousands)

Planning and Development has a gross expenditure budget of \$7,200 and a net budget of \$3,939. This represents a \$427 increase, or 12.2 per cent, over the prior year's approved budget of \$3,512.

Service enhancements impacting the 2018 Planning and Development budget include the continuation of the Regional Official Plan with incremental costs of \$275, the addition of a landscape architect position with net costs of \$57, the continuation of the expedited development approvals enhancement for \$43, and the Plan Review and Tree By-Law Enforcement responsibilities previously held by the NPCA which have been moved to the Region, requiring five permanent positions and costing \$399. The addition of Environmental and Natural Heritage reviews of development and official plans and the Tree-By-Law enforcement is offset by a reduction in special levy transfer to the NPCA of \$313.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$3,718	\$4,317	\$5,136	\$819	18.98%
Administrative	851	565	1,073	508	89.79%
Operational and Supply	10	3	18	16	601.94%
Occupancy and Infrastructure	55	36	36	0	0.00%
Community Assistance	596	1,390	1,240	(150)	-10.79%
Transfers to Funds	3,289	0	0	0	0.00%
Intercompany Charges	(302)	(292)	(303)	(12)	-3.96%
<b>Gross Expenditure</b>	<b>\$8,217</b>	<b>\$6,019</b>	<b>\$7,200</b>	<b>\$1,181</b>	<b>19.62%</b>
By-Law Charges and Sales	(1,028)	(1,050)	(1,309)	(259)	-24.64%
Other Revenue	(218)	(457)	(802)	(345)	-75.44%
Transfers from Funds	(3,509)	(1,000)	(1,150)	(150)	-15.00%
<b>Gross Revenue</b>	<b>(4,756)</b>	<b>(2,507)</b>	<b>(3,261)</b>	<b>(754)</b>	<b>-30.06%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>3,461</b>	<b>3,512</b>	<b>3,939</b>	<b>427</b>	<b>12.16%</b>
Indirect Allocation	1,089	1,114	921	(192)	-17.27%
Capital Financing Allocation	410	632	807	175	27.64%
<b>Indirect Allocation</b>	<b>1,499</b>	<b>1,746</b>	<b>1,729</b>	<b>(18)</b>	<b>-1.00%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$4,960</b>	<b>\$5,258</b>	<b>\$5,667</b>	<b>\$409</b>	<b>7.79%</b>

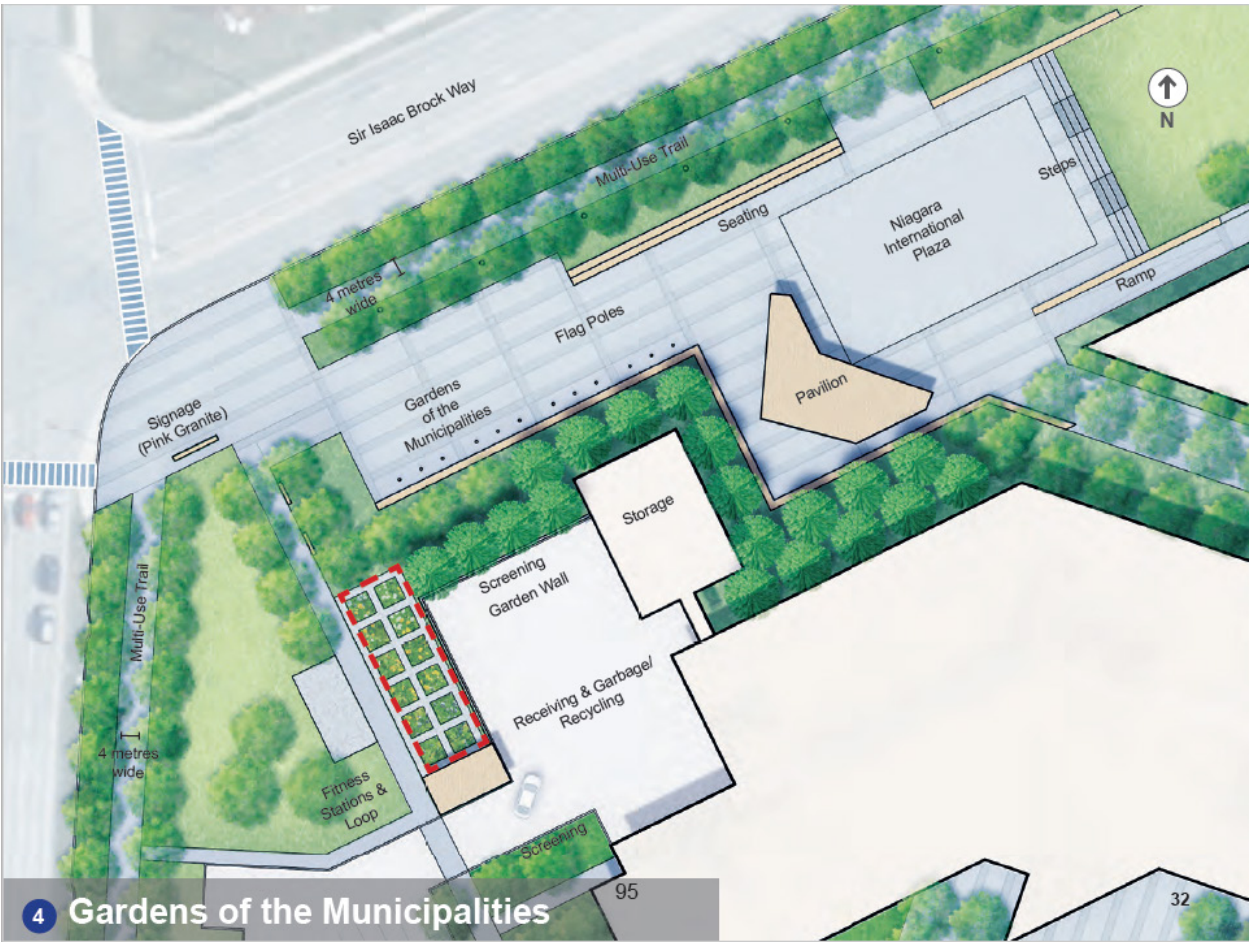
# Department Summaries

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	1,200
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>1,200</b>

The 2018 capital program represents one distinct project budgeted at \$1,200. This accounts for approximately 0.6 per cent of the Region’s capital budget for 2018. 100 per cent of the revenues required to fund the 2018 capital program are derived from the Region’s internal sources.

Project Name	Gross Capital Request	Project Description
HQ Landscape Master Plan	\$1,200	Landscape architecture services to further develop and construct a park around the Regional Headquarters Building.
<b>Total</b>	<b>\$1,200</b>	





# Department Summaries

## Public Works

### Mission Statement:

To provide basic and essential infrastructure and services to protect the health of the public, environment and economy of the community.

### What does Public Works do?

Public Works is concerned with delivering services to protect the environment and contribute to the economic prosperity of Niagara. The department is divided into Transportation Services, Waste Management and Water and Wastewater.

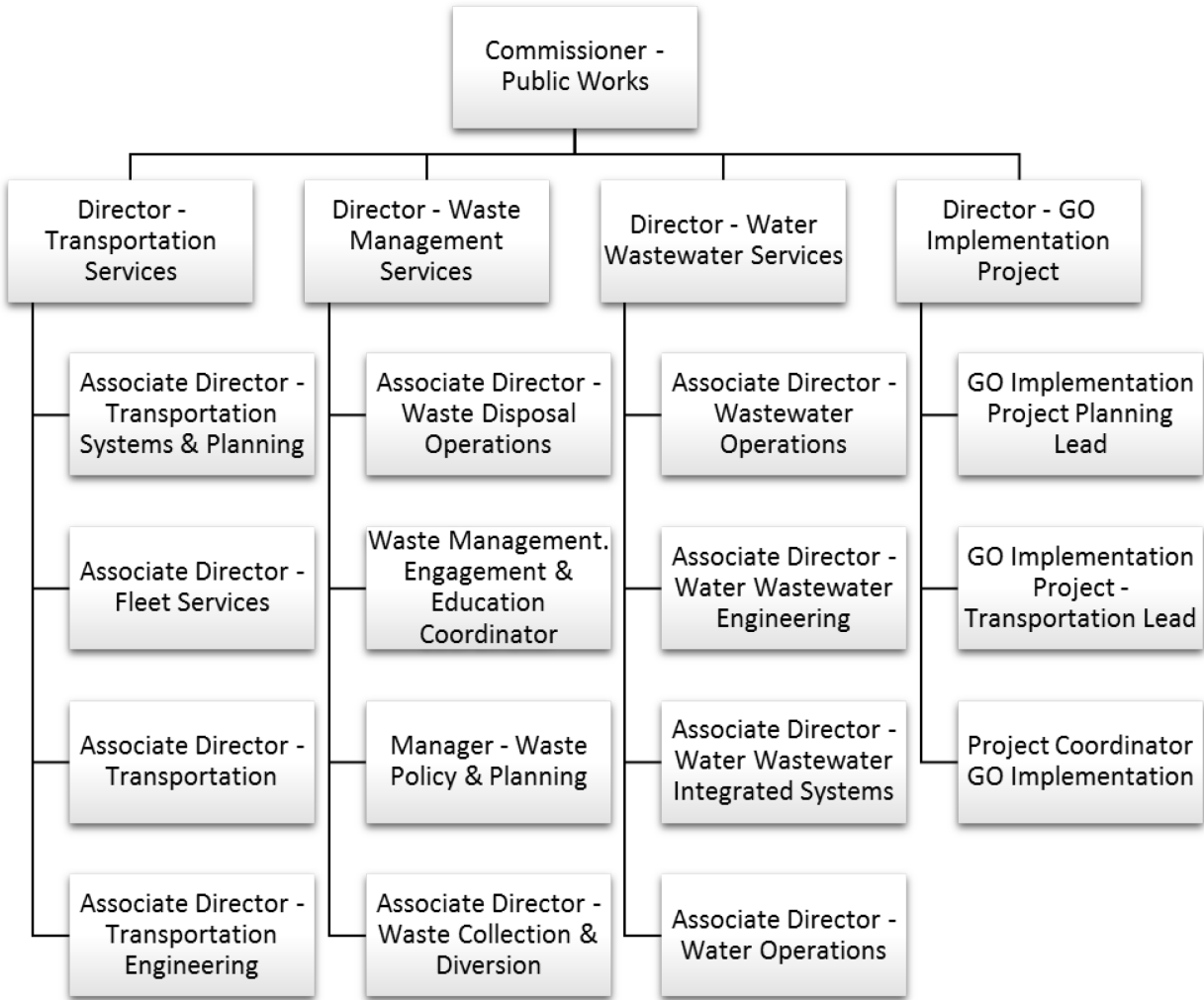
**Transportation Services** is responsible for the planning, design, operation and maintenance of the 800 km regional road network. Some of its programs include road and bridge resurfacing, snow plowing, traffic signals and street lighting, storm sewers and drainage assessments, bike paths, road signage as well as railway crossings. This division is also responsible for the maintenance of the Region's fleet of vehicles.

**Waste Management** is responsible for the planning, management and operations of residential and commercial curbside waste, recycling and organics collection programs. It is also responsible for overseeing 3 regional landfills, a Recycling Centre, 3 household hazardous waste depots, 3 material drop-off depots as well as 11 closed landfills.

**Water and Wastewater** provides safe and reliable water and wastewater services, while practicing good resource stewardship. This division is responsible for the operation and maintenance of 6 water treatment plants, 38 water reservoirs and elevated tanks, 23 booster and chlorine booster stations as well as 300 km of trunk water mains. The division also treats the wastewater from Niagara's sewers through the operation of 11 wastewater facilities.

# Department Summaries

## Who Works for Public Works?



Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0

# Department Summaries

## Public Works – Transportation Services

**Mission Statement:**

To support a safe, efficient and cost effective transportation network for users and stakeholders across Niagara.



**What does Public Works – Transportation Services do?**

**Transportation Services** is responsible for the planning, design, operation and maintenance of the 800 km regional road network. Some of its programs include road and bridge resurfacing, snow plowing, traffic signals and street lighting, storm sewers and drainage assessments, bike paths, road signage as well as railway crossings. This division is also responsible for the maintenance of the Region’s fleet of vehicles.



# Department Summaries

## How is Public Works – Transportation Services measured?

Pavement Condition Rating		
Baseline (2014)	Current (2016)	Target (2018)
70 PCI	72 PCI	73 PCI

Bridge Condition Rating		
Baseline (2014)	Current (2016)	Target (2018)
49%	61%	600%

## Who works for Public Works – Transportation Services?



Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Administration	3.0	0.0	3.0	2.0	3.0	5.0
Operations	127.1	0.0	127.1	0.0	127.0	0.0
Engineering	14.0	0.0	14.0	0.0	14.0	0.0
Planning	15.0	2.0	15.0	0.0	15.0	1.0
Fleet	21.5	0.0	21.5	0.0	21.5	0.0
Niagara Specialized Transit	0.0	0.0	0.0	0.0	0.0	0.0
Intermunicipal Transit	0.0	1.0	0.0	1.0	0.0	1.0
<b>Total</b>	<b>180.6</b>	<b>3.0</b>	<b>180.6</b>	<b>3.0</b>	<b>180.5</b>	<b>7.0</b>

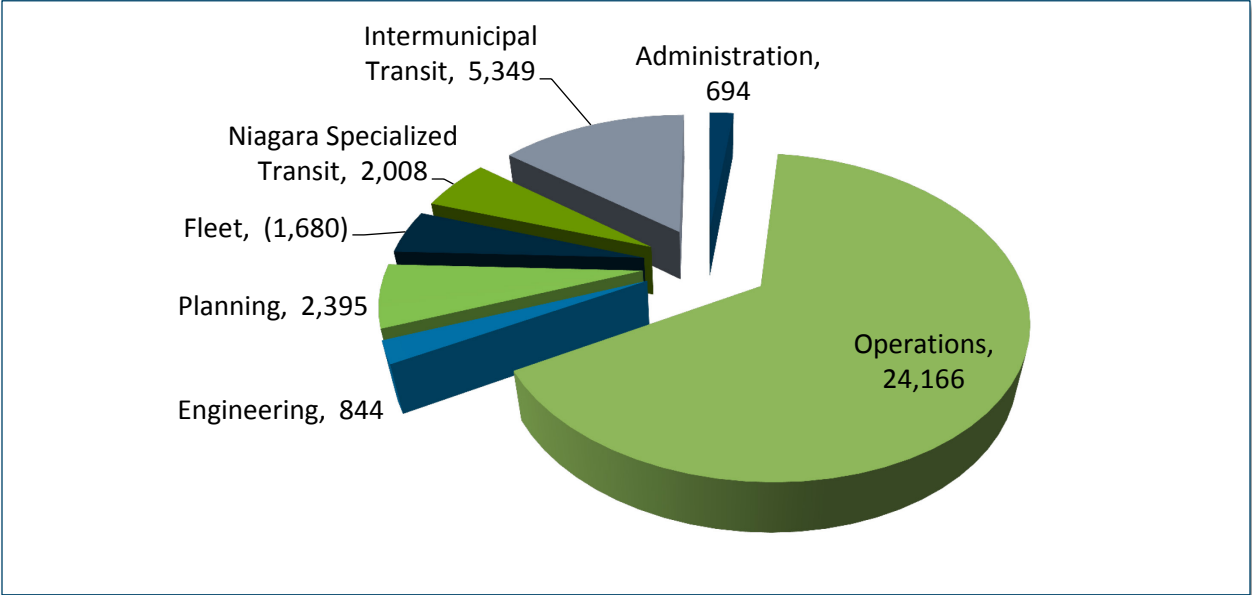
# Department Summaries

## Operating Budget Summary (in thousands)

Public Works - Levy has a gross expenditure budget of \$33,777 and a net budget of \$28,077. This represents a \$1,808 increase, or 6.9 per cent, over the prior year's approved budget of \$26,269.

Service enhancements included in the 2018 Transportation budget are the emerald ash borer tree removal enhancement over 2017's budget of \$350, extension of the time-limited Port Robinson ferry program change for \$67, Intermunicipal Transit (IMT) consulting assignments for \$500, reconfiguration of IMT routes for increased ridership for a net cost of \$105, and additional cost requirements for higher Niagara Specialized Transit ridership than anticipated of \$409.

Other pressures include compensation rate increases, and increases in base operations and IMT costs.



# Department Summaries

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$13,316	\$14,664	\$15,041	\$377	2.57%
Administrative	1,617	1,690	2,012	323	19.09%
Operational and Supply	12,846	13,991	15,660	1,670	11.93%
Occupancy and Infrastructure	578	895	871	(24)	-2.63%
Equipment, Vehicle, and Technology	1,781	1,936	2,016	80	4.15%
Partnership, Rebate, and Exemption	60	1,132	367	(765)	-67.61%
Transfers to Funds	457	(120)	(130)	(10)	-8.33%
Intercompany Charges	(2,144)	(2,195)	(2,060)	135	6.14%
<b>Gross Expenditure</b>	<b>\$28,511</b>	<b>\$31,991</b>	<b>\$33,777</b>	<b>\$1,786</b>	<b>5.58%</b>
By-Law Charges and Sales	(2,471)	(3,264)	(3,859)	(595)	-18.22%
Other Revenue	(2,121)	(1,813)	(1,541)	272	15.01%
Transfers from Funds	(796)	(300)	(300)	0	0.00%
<b>Gross Revenue</b>	<b>(5,388)</b>	<b>(5,722)</b>	<b>(5,700)</b>	<b>22</b>	<b>0.38%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>23,123</b>	<b>26,269</b>	<b>28,077</b>	<b>1,808</b>	<b>6.88%</b>
Indirect Allocation	3,519	4,179	3,945	(234)	-5.59%
Capital Financing Allocation	26,508	32,868	28,371	(4,498)	-13.68%
<b>Indirect Allocation</b>	<b>30,027</b>	<b>37,047</b>	<b>32,315</b>	<b>(4,731)</b>	<b>-12.77%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$53,150</b>	<b>\$63,316</b>	<b>\$60,393</b>	<b>\$(2,924)</b>	<b>-4.62%</b>

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	18,387
Debt	6,935
Development Charges	15,399
Federal Gas Tax	11,500
Other External Sources	2,900
<b>Total Gross Capital Request and Funding</b>	<b>55,121</b>

The 2018 capital program represents 42 distinct projects budgeted at \$55,121. This accounts for approximately 30 per cent of the Region's capital budget for 2018. 46 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 54 per cent from external sources.

Major highlights of the 2018 Transportation capital program include:

- \$9.5M Roads Rehabilitation – Road resurfacing throughout the Region to help extend the useful life of the roads.
- \$8.8M Martindale Road – Road reconstruction and capacity improvements from the QEW to Fourth.
- \$5.5M Lakeshore Road – Road reconstruction and waterfront trail.
- \$3.6M Thorold Stone Road – Extension of road through brownfield lands.
- \$3.0M Inter-Municipal Transit – Capital acquisitions to support the implementation of the IMT system in the Region

# Department Summaries

Project Name	Gross Capital Request	Project Description
Roads Rehabilitation - RR38 Martindale Rd - QEW to Fourth Reconstruction	8,780	Roadway improvements to address current roadway and capacity deficiencies due to traffic congestion and growth/development in the Fourth Ave / Martindale Road area.
Capacity Improvement - Recon RR 57 (Thorold Stone Rd) Extension East of Stanley Ave	3,600	New 4 lane urban road section through brownfield lands in the City of Niagara Falls
Structural Rehabilitation - Reece Bridge - Replacement (Str. 069205)	1,000	Replacement of Structure No. 069205 (Reece Bridge), which carries Regional Road 69 (Twenty Mile Rd) over 20 Mile Creek in the Town of West Lincoln.
Roads Rehabilitation c/w bike lanes - Lakeshore Rd (Townline to Creek)	5,550	Reconstruction of the road to address pavement condition and the waterfront trail as recommended in the environmental assessment (EA) study report which was filed in Q4 of 2014.
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	1,000	Capacity Improvements to RR 10 Casablanca Boulevard between RR 39 North Service Road and RR 81 Main Street West
Roads Rehabilitation - RR 63 Canborough Rd - Embankment Stab & Road Reconstruction	2,535	To address slope stabilization issues and failures, also to address pavement condition with road reconstruction
Structural Rehabilitation - East Main St. Bridge (West of RR84) - Bridge Rehab	500	Rehabilitation of Structure No. 027225 (East Main St Bridge) which carries Regional Road 27 (East Main Street) over the CNR tracks in the City of Welland.
Roads Rehabilitation - Pelham Rd. Reconstruction (Phase 3) - Wessell Dr. to 8th	500	To implement third construction phase to address drainage and pavement deficiencies along RR 69.
Roads Rehabilitation - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	1,040	Reconstruction of RR1 (Dominion Rd) from Helena Street to Lakeshore Road.
Structural Rehabilitation - Niagara St. Bridge - Bridge Replacement	300	Replacement of Niagara Street Bridge Structure No. 050205
Structural Rehabilitation - St. Paul W CNR Bridge - Bridge Replacement	500	This project involves the complete replacement of this bridge, which is in poor condition, which carries RR 81 over the CN tracks in west St. Catharines.
Roads Rehabilitation - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	1,050	Detailed design for the future reconstruction of Regional Road 27 (Riverside Drive) from Prince Charles Drive to Lincoln Street.
Intersection Improvements - RR20 - Industrial Park Dr to Townline Rd (Phase 3)	500	Intersection improvements to address intersection operation capacity deficiencies, road conditions, street lighting and active transportation as a result of continual

# Department Summaries

Project Name	Gross Capital Request	Project Description
		growth in the area.
Roads Rehabilitation - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	300	Reconstruction of RR63 Canborough Rd with limits from Wellandport Road to Wellandport Community Centre West Lincoln.
Roads Rehabilitation - RR 89 Glendale Ave - Welland Canal to Homer Rd	300	Roadway improvements and extension of Multi-use path on RR89 Glendale Ave, between the Welland Canal and Homer Road.
St. Davids Road East (from Hwy 406 to Collier Rd)	1,000	Reconstruction of RR 71 St. David's Road between Hwy 406 and RR 56 Collier Road in the City of Thorold/St. Catharines
Inter-Municipal Transit - Capital Acquisition	3,000	Capital Acquisitions for implementing the integrated Inter-Municipal Transit (IMT) System in Niagara Region.
St. David's Rd Interchange Improvements @ Hwy 406 - TH	2,800	Cost Sharing with MTO for implementation of Active Transportation facility on Hwy 406& Hwy 58 and St. David's Road interchange
2018 Annual - Guide Rail Improvements	350	Annual allowance to replace damaged, deficient or substandard guide rails, and to install new guide rails that are warranted.
2018 Annual - Illumination Installation & Upgrades	400	To replace street lighting systems that are deficient or substandard, and to install new illumination systems that are warranted.
2018 Annual - Railway Crossing Improvements	100	To improve ride quality on roadway at railway level crossing around the region.
2018 Annual - Fleet Vehicle & Equipment Replacements	266	To replace vehicles and equipment that have come to the end of their life cycle.
2018 Annual - Traffic Signals	2,000	The Annual - Traffic Signal Program addresses the installation and replacement of traffic signals and related equipment deficiencies to support the safe and efficient movement of people and goods.
2018 Annual - Storm Sewers & Culverts	750	Annual allowance to replace damaged or deficient storm sewers and cross culverts
Roads Equipment Program - Equipment Upgrades	200	To make capital upgrades/renewals to transportation operations equipment. These equipment inventories are significant and essential to the consistent delivery of roads related activities.
Roads Facilities Program - Patrol Yard Improvements	1,000	2018 Transportation Operations Facilities Upgrade Program
Structural Rehabilitation - Mewburn Road @ CNR Tracks	500	Cost sharing for Structural Replacement of the Mewburn Road Bridge with the City of Niagara Falls and the CNR.
Intersection Improvements - RR57 Thorold Stone Road at	300	Construction works to include new left turn lanes on Thorold Stone Road at Cardinal Drive in Niagara Falls.



# Department Summaries

Project Name	Gross Capital Request	Project Description
Cardinal Dr		
Rd Rehabilitation - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	200	Reconstruction of Burleigh Hill Drive from Glendale Avenue to St. David's Road
Structural Rehabilitation - Schisler Road Bridge (#027230)	300	Rehabilitation of Schisler Road Bridge Structure No.027230 in the City of Niagara Falls
Intersection Improvements - RR81 King St @ Main & Nineteenth-LN	400	Cost sharing for intersection improvements with Local Municipality.
Structural Rehabilitation - 20 Mile Arch - (Str. 081210) - Replace	500	Replacement of 20 Mile Arch Bridge Structure No. 081210 in the Town of Lincoln
Structural Rehabilitation - Hydro Canal Bridge North (Str. 020230 )	200	Rehabilitation of Hydro Canal North Bridge Structure No. 020230 in the City of Niagara Falls
Structural Rehabilitation - JR Stork Bridge - Bridge Rehab (Str. 038205)	500	Rehabilitation of JR Stork Bridge Structure No.038205 in the City of St. Catharines
Multi-Use Path - Sir Isaac Brock Way, Merrittville to 406	500	A new Multi-use Path connecting Schmon Parkway and the west ramp of Hwy 406 interchange
Roads Rehabilitation - RR 49 (McLeod Rd) Ph 2 - HEPC to Wilson	700	Capacity and Operational improvements on McLeod Rd between the Hydro Electric Power Canal (HEPC) and Wilson Crescent, in the City of Niagara Falls
Roads Rehabilitation - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	500	Reconstruction of RR81 St. Paul St West from Burgoyne Bridge to the CNR Tracks
2018 Annual - Development Projects	1,000	Annual allowance to partner / coordinate road works to assist with development opportunities associated with road improvement projects.
2018 Annual - Engineering for Future Projects	300	Annual allowance to commence engineering for future Regional projects and/or projects with Local Area Municipalities and site specific development driven projects.
2018 Annual - Miscellaneous Road Properties	200	To acquire or address property needs that are not part of an existing capital project with approved funding, and to acquire property to establish proper road corridor widths and sightline triangles.
Roads Rehabilitation - 2018 Roads Resurfacing	9,500	Grinding out and repaving the road asphalt surface to restore it to its original state to help prevent further pavement deterioration and to sustain existing pavements.
Structural Rehabilitation -	200	Annual allowance to commence engineering for future

# Department Summaries

Project Name	Gross Capital Request	Project Description
2018 Engineering for Future Projects		structural projects.
<b>Total</b>	<b>\$55,121</b>	

# Department Summaries

## Public Works – Water and Wastewater Operations

### Mission Statement:

To provide safe and reliable water and wastewater services, while practicing good resource stewardship.

### What does Public Works – Water and Wastewater Operations do?

**Water and Wastewater** are forecasted to treat 57.0 billion liters of water (57.0 billion in 2017) and 68.1 billion liters of wastewater in 2018 (76.7 billion in 2017). The water department is responsible for the operation and maintenance of 6 water treatment plants, 38 water reservoirs and elevated tanks, 23 booster and chlorine booster stations as well as 316 kilometers of trunk water mains. The wastewater department is responsible for the operation of 11 wastewater facilities, one biosolids storage facility, with collection through 123 pump stations and 283 km of forcemains and gravity sewers.



### How is Public Works – Water and Wastewater Operations measured?

Cost per Megalitre of Water Treated		
Baseline (2014)	Current (2016)	MBN Canada Median 2016
\$580	\$485	\$730

Cost per Megalitre of Wastewater Collected		
Baseline (2014)	Current (2016)	MBN Canada Median 2016
\$761	\$877	\$877

Water Operations Compliance		
Baseline (2014)	Current (2016)	Target (2018)
100%	100%	100%

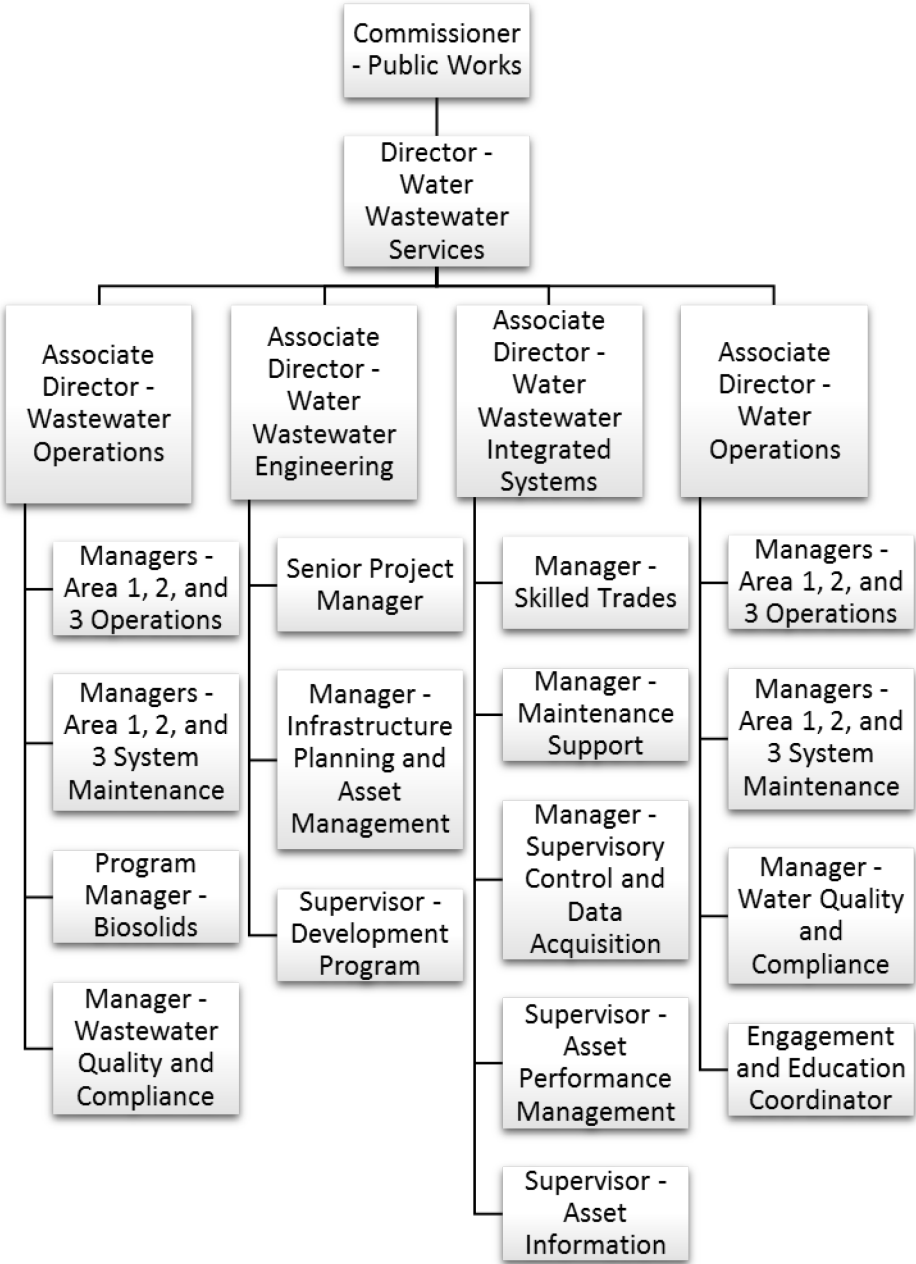
Percentage of Wet Weather Flow Captured		
Ontario F-5-5 Requirement	Current (2017)	Target (2018)
90%	98.9%	100%

Percentage Wastewater Bypassing Treatment		
Baseline (2014)	Current (2016)	Target (2018)
3.04%	1.10%	0.0%

Annual Spend on Growth Infrastructure (in millions)		
Baseline (2014)	Current (2017)	Target (2018)
	\$10.22	\$20.69

# Department Summaries

## Who works for Public Works – Water and Wastewater Operations?



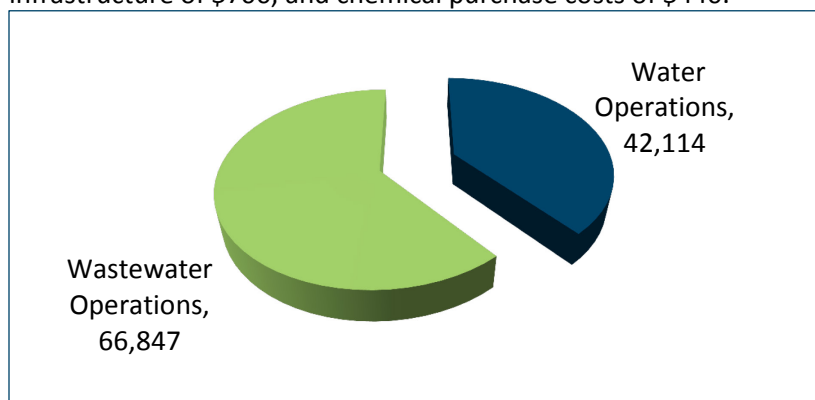
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Water Treatment	75.0	3.0	75.0	3.0	75.0	4.0
Wastewater Treatment	100.6	2.0	103.6	2.1	105.6	1.6
Self-Supporting Administration	19.0	2.0	19.0	2.0	24.0	1.0
Integrated Services	40.0	0.0	40.0	1.0	42.0	0.0
<b>Total</b>	<b>234.6</b>	<b>7.0</b>	<b>237.6</b>	<b>8.1</b>	<b>246.6</b>	<b>6.6</b>

# Department Summaries

## Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2018 net requisition rate budget is \$111,192. This represents a \$2,232 increase, or 2.0 per cent, over the prior year's approved budget of \$108,960.

Service enhancements included in the 2018 budget are five permanent project managers from the reduction of two temporary FTEs, costs related to moving the formerly NPCA administered Children's Water Festival and Water Sampling under the Region's control, offset by costs no longer provided on the NPCA levy for these services, and the addition of three permanent wastewater operator employees. Other pressures include increases in electricity costs of \$1,040, repairs and maintenance on aging infrastructure of \$700, and chemical purchase costs of \$440.



Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$20,689	\$21,547	\$21,843	\$297	1.38%
Administrative	2,906	2,635	2,975	340	12.92%
Operational and Supply	10,879	11,576	12,441	864	7.47%
Occupancy and Infrastructure	15,532	16,243	17,817	1,574	9.69%
Equipment, Vehicle, and Technology	5,007	4,911	5,451	540	11.00%
Financial Expenditures	(5)	0	0	0	0.00%
Partnership, Rebate, and Exemption	433	4,000	4,015	15	0.38%
Transfers to Funds	48,240	40,251	37,138	(3,113)	-7.73%
Intercompany Charges	1,809	1,953	1,812	(142)	-7.25%
<b>Gross Expenditure</b>	<b>\$105,490</b>	<b>\$103,116</b>	<b>\$103,492</b>	<b>\$375</b>	<b>0.36%</b>
Taxation	(108,810)	(108,960)	(111,192)	(2,232)	-2.05%
By-Law Charges and Sales	(1,090)	(1,032)	(1,089)	(57)	-5.51%
Other Revenue	(346)	(1,399)	(2,420)	(1,021)	-72.95%
Transfers from Funds	(8,843)	(3,143)	(2,025)	1,118	35.57%
<b>Gross Revenue</b>	<b>(119,089)</b>	<b>(114,534)</b>	<b>(116,726)</b>	<b>(2,192)</b>	<b>-1.91%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(13,599)</b>	<b>(11,418)</b>	<b>(13,235)</b>	<b>(1,816)</b>	<b>-15.91%</b>
Indirect Allocation	4,030	3,979	3,802	(177)	-4.45%
Capital Financing Allocation	7,620	7,439	9,432	1,993	26.79%
<b>Indirect Allocation</b>	<b>11,650</b>	<b>11,418</b>	<b>13,235</b>	<b>1,816</b>	<b>15.91%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$(1,949)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

# Department Summaries

## Water Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	9,420
Debt	11,400
Development Charges	6,985
Federal Gas Tax	1,500
Other External Sources	10,000
<b>Total Gross Capital Request and Funding</b>	<b>39,305</b>

The 2018 capital program represents 29 distinct projects budgeted at \$39,305. This accounts for approximately 21 per cent of the Region's capital budget for 2018. 53 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 47 per cent from external sources.

Major highlights of the 2018 water capital program include:

- \$12.8M Grimsby Watermain – Replacement from Elizabeth St to Baker Road North
- \$10.0M Niagara Falls WTP – Construction of a temporary raw water intake to accommodate OPG's proposed shutdown of the power canal (funded by OPG)
- \$2.4M Pelham Elevated Tank – Corrosion protection
- \$2.4M Thorold South Elevated Tank – Corrosion protection

Project Name	Gross Capital Request	Project Description
Martindale Watermain Replacement	500	Construction – Replacement of a portion of the Aaron and Martindale Road Transmission Main in coordination with Martindale Road reconstruction work being performed by Niagara Region's Transportation Service.
WTP Upgrades - Port Colborne WTP Upgrade	2,000	Port Colborne WTP upgrades that included improvements to the electrical, flocculation, settling and filter processes.
Pelham Elevated Tank – Corrosion Protection	2,380	Construction – Internal and External Corrosion Protection of the Pelham Elevated Tank.
WTP Upgrades - Niagara Falls WTP Sludge Pump & De-Chlorination	1,495	Niagara Falls WTP improvements are needed to the Sludge Pumping and De-chlorination Systems
WTP Upgrades - DeCew Isolating Valve Replacement	285	Replacement of DeCew Falls isolation valve between the Middle and Lower Raw Water Reservoirs.
WTP Upgrades - Grimsby Laneway and Valve Replacements	1,030	Construction - Laneway improvements at the Grimsby Water Treatment Plant and Valve Replacements.
WTP Upgrades - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	595	Construction – Upgrades to the Niagara Falls Water Treatment Plant. Work will be done at both Plant 1 and 2 and includes filter media replacement, filter structure/under drains repair, lead abatement, inlet valve replacement, heating improvements and entrance accessibility upgrades.
Deconstruction of King St. Elevated Storage Tank	775	Construction – Decommissioning of the King St Elevated Storage tank, and restoration of the site.
Niagara Falls WTP Temporary Raw Water	10,000	Construction – A second intake (temporary) for Niagara Falls Water Treatment Plant from the Niagara River, as a

# Department Summaries

Project Name	Gross Capital Request	Project Description
Intake		result of proposed shutdown by OPG's Queenston / Chippawa Power Canal.
Grimsby Watermain Replacement - Elizabeth St to Baker Rd N	12,800	This project will replace a 500 mm ductile iron watermain in the Town of Grimsby that has had several recent failures (breaks) and has been identified in the recent Master Servicing Plan (2017) as needing to be increased in size (diameter) to meet future flow demands.
Niagara Street Transmission Main Crossing Welland River	350	Design of a new 600mm transmission watermain in Welland that crossing the Niagara Street bridge (Welland River) from Mill Street to Riverbank Street
Decew Falls WTP SCADA System Upgrade	155	Replacement of the DeCew WTP SCADA system.
2018 - Fuel Tank Replacement Program	120	Construction – The replacement/repair of 4 diesel fuel tanks that failed their inspections.
2018 - Hardware & Software Upgrade Program	140	Replacement of computer hardware and software
2018 - Valve Replacement Program	85	Ongoing sustainability program to rehabilitate or upgrade valves and associated chambers.
2018 WTP Upgrade - GAC Replacement	1,760	Construction - Ongoing program for filter media replacement (Granulated Activated Carbon and Sand). DeCew Plant 2 requires media replacement in 2018. Also the Welland WTP has one (1) filter that needs the media replaced 2018
2018 WTP Upgrade - Roof Replacement Program	80	Design - Roof replacements in Area 3 Water (DeCew System)
New Fort Erie ET	255	Construction of a new Elevated Tank to meet the growth demands of the Town of Fort Erie and surround area.
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	60	Design - Reconstruction of Bypass Weir and Channel from the Middle Reservoir to Morning Star Mills.
2018 Water Security Improvement	100	This project will improve upon perimeter security for aging infrastructure such as perimeter doors, intrusion detection, and video management to assist staff with day to day operation and maintenance activities at the Niagara Falls WTP.
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	565	Design - Highlift Station, Lowlift station, and Substation upgrades with associated equipment process improvements
New Pelham ET	185	This project will undertake an "Environmental Assessment" (EA) for the construct a new "Elevated Tank" (ET) in the Town of Pelham to meet growth demands that have been identified in the recent Master Servicing Plan (2017).
Downing Avenue Transmission Main	300	Replacement of the Downing Avenue 600mm Transmission Main in the City of St. Catharines

# Department Summaries

Project Name	Gross Capital Request	Project Description
Replacement		
2018 Chemical System Upgrade Program	250	Upgrade program for chemical systems at Water Treatment Facilities for equipment that has reached the end of its service life. This includes replacing metering, piping and storage to support coagulation and disinfection.
New Barrick Road Watermain	265	New watermain crossing from the New Elevated Tank at Barrick, under the Welland Canal and connecting to the existing transmission main at Hwy. 140.
Decommissioning of St. David's Standpipe	85	Design - Demolition of the St. David's Standpipe Water Tank in the Town-of-Niagara-on-the-Lake
Elevated Tank Rehabilitation - Thorold South - Zone 3	2,365	The Thorold South Elevated Tank (ET) requires corrosion protection of all metal parts. The existing protective coating system (paint) has reached the end of its service life.
Elevated Tanks - Improvements - DeCew Zone 2 & Smithville - SC & WL	125	Construction - DeCew Zone 2 Standpipe and the Smithville Elevated tank require access improvements to comply with Ministry of Labour requirements
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	200	Design – DeCew Falls WTP intake building rehabilitation including travelling screen replacement, electrical systems and HVAC.
<b>Total</b>	<b>\$39,305</b>	

## Wastewater Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	19,545
Debt	17,150
Development Charges	2,690
Federal Gas Tax	1,500
Other External Sources	675
<b>Total Gross Capital Request and Funding</b>	<b>41,560</b>

The 2018 capital program represents 45 distinct projects budgeted at \$41,560. This accounts for approximately 22 per cent of the Region's capital budget for 2018. 88 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 12 per cent from external sources.

Major highlights of the 2018 wastewater capital program include:

- \$15.0M Port Dalhousie WWTP – Various upgrades to the plant
- \$3.1M Stamford Interceptor – trunk sewer rehabilitation
- \$2.5M South Niagara Falls WWTP – Environmental assessment for the construction of a new plant



# Department Summaries

Project Name	Gross Capital Request	Project Description
Park Lane PS Upgrade	1,100	Construction – Park Lane sanitary pumping station requires a sustainability upgrade
Baker Rd WWTP Grit System Upgrade	1,500	Grit system upgrade to replace the existing air lift system at Baker Rd Wastewater Treatment Plant.
Stamford Interceptor Renewal - Phase I	3,100	Construction – Stamford Interceptor Trunk Sewer requires rehabilitation because corrosion has caused significant structural damage.
Haulage Road Sanitary Pump Station Upgrade	2,000	Construction – Haulage Road Sanitary Pump Station (SPS) requires a sustainability upgrade
Sewer & Forcemain - Oakes Park Trunk Relining	800	Construction – Rehabilitation of the Oakes Park trunk sewer and manholes
Port Dalhousie WWTP Upgrade	15,000	Construction – Various upgrades to the Port Dalhousie WWTP.
Port Weller Bar Screen Replacement	1,100	Construction – Replacement of the Port Weller Bar Screens
Seaway Secondary Clarifier Replacement	2,300	Construction – Replacement of the Seaway WWTP secondary clarifier sludge collector systems
Smithville Lagoon Decommissioning	300	Design – Decommissioning of the Smithville Lagoons
Niagara Falls Effluent Outfall Relocation / Bypass	675	Design and Construction – A temporary effluent outfall from the Niagara Falls WWTP, and four sanitary pumping station temporary bypass outfalls.
Pipe and Manhole Rehabilitation Program	250	Design and Construction – Pipe and Manhole rehabilitation program. This program undertakes rehabilitation work for sanitary sewer pipes and manholes to extend the service life.
Cole Farm SPS Upgrade	200	Design – Cole Farm Sanitary Pumping Station Upgrade to improve the electrical and mechanical systems.
Seaway WWTP Aeration Blower Replacement	200	Construction – Replacement of the Seaway WWTP aeration blowers.
Pump Station Flow Metering	150	Design - New or replacement of flow meters in various pumps stations throughout the Niagara Region.
MCC Upgrade Wastewater Program	200	Design – Replacement of MCC's at the wastewater treatment plants and pump stations.
Fuel Tank Replacement Program	400	Construction – The replacement/ repair of 17 diesel fuel tanks that failed their inspections.
Odor Control System Program	100	Construction – Replacement of various odor control systems at the pump station and wastewater treatment plant across the Region.
Chemical System Upgrade Program	500	Construction – Upgrades to the chemical feed systems at the various wastewater treatment plants.
Operations and Maintenance Vehicle	250	The purchase of pickup truck for Crystal Beach WWTP, larger boom truck for WW Operations, and a full size van for Niagara-on-the-Lake WWTP.

# Department Summaries

Project Name	Gross Capital Request	Project Description
Roof Replacement Program	100	Design– Roof Replacement at various buildings within wastewater
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	200	Design – Rehabilitation of the Niagara Parkway sanitary trunk sewer
WWTP Digester & Sludge Management	500	Construction – The digester and sludge management program is a sustainability program which includes taking digesters out of service for cleaning, repair, inspection, rehabilitation, and compliance approval.
Mewburn SPS Upgrade	250	Design – Upgrade of the Mewburn sanitary pumping station.
Computer Hardware and Software (Wastewater) Replacement	140	Replacement of computer hardware and software
WW Facilities Security Improvement Program	175	Security improvement program for wastewater facilities.
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	750	Anger Ave WWTP Upgrade – Biosolids Handling System Upgrades
Rosemount South SPS Pump Replacement	200	Design – Pump replacement to increase capacity and sustainability upgrade to the Rosemount South SPS.
Beaverdams SPS Pump Replacement	150	Design – Pump replacement and any necessary station upgrades at the Beaverdams SPS.
Campden SPS Pump Replacement	200	Design – Pump replacement and any necessary station upgrades at the Campden SPS.
Stamford Sewer Trunk Rehabilitation - Phase II	350	Design – Rehabilitation of the Stamford Interceptor (Phase 2) 1.5km of 1050 mm diameter trunk sewer from the CNR property to Niagara Falls WWTP.
WWTP Upgrade - Port Weller 1-4 Secondary Clarifier Handrail Replacement	120	Construction – Replacement of the Port Weller Secondary Clarifier #1-4 handrails.
Portable Sewage Bypass Pumps	100	Purchase – Portable sewage bypass pumps on a trailer.
Laurie Ave SPS and Forcemain Upgrade	700	Design – Capacity upgrades at the Laurie Ave SPS and forcemain upgrade.
Environmental Center Lab Equipment Replacement	250	Replacement of the environmental center lab equipment, cabinetry and work surfaces.
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	300	Design – Rehabilitation of 1.8 km of 1200mm concrete sanitary trunk sewer.
George Street SPS Upgrade	200	Design – Upgrade of the George Street sanitary pump station
City Hall SPS and Forcemain Upgrade	300	Design – Upgrade of the City Hall SPS and replacement of approximately 400m of 250 mm diameter forcemain.

# Department Summaries

Project Name	Gross Capital Request	Project Description
Bridgeport SPS Pump Replacement	150	Design – Pump replacement and any necessary station upgrades at Bridgeport SPS
WWTP Upgrade - Port Robinson Lagoon Decommissioning	300	Environmental Site Assessment and Risk Assessment of the Port Robinson Lagoon Decommissioning.
Jordan Valley SPS Pump Replacement	175	Design – Replacement of the Jordan Valley SPS Pumps to increase the sanitary pumping station capacity.
East Side SPS Forcemain Replacement	75	Design – Replacement of the Eastside sanitary pumping station forcemain in Port Colborne.
South Niagara Falls Wastewater Treatment Plant	2,500	Environmental Assessment – New South Niagara Falls Wastewater Treatment Plant
St. Davids #1 SPS Forcemain Replacement	750	Construction – Replacement of approximately 300m of the St. Davids #1 sanitary pumping station forcemain.
Primary Digester #2 Roof Replacement – Niagara Falls WWTP	2,000	Construction – Replacement of the Niagara Falls primary digester #2 roof.
Catherine Street SPS Upgrades	500	Land Acquisition – Land is required to upgrade the Catherine Street sanitary pumping station which is located in Fort Erie.
<b>Total</b>	<b>\$41,560</b>	

# Department Summaries

## Public Works – Waste Management Services

### Mission Statement:

To deliver services to protect the environment, and contribute to the economic prosperity of Niagara.

### What does Public Works –Waste Management Services do?

**Waste Management** is responsible for the planning, management and operations of residential and commercial curbside waste, recycling and organics collection programs. It is also responsible for overseeing 3 regional landfills, a Recycling Centre, 3 household hazardous waste depots, 3 material drop-off depots as well as 11 closed landfills.



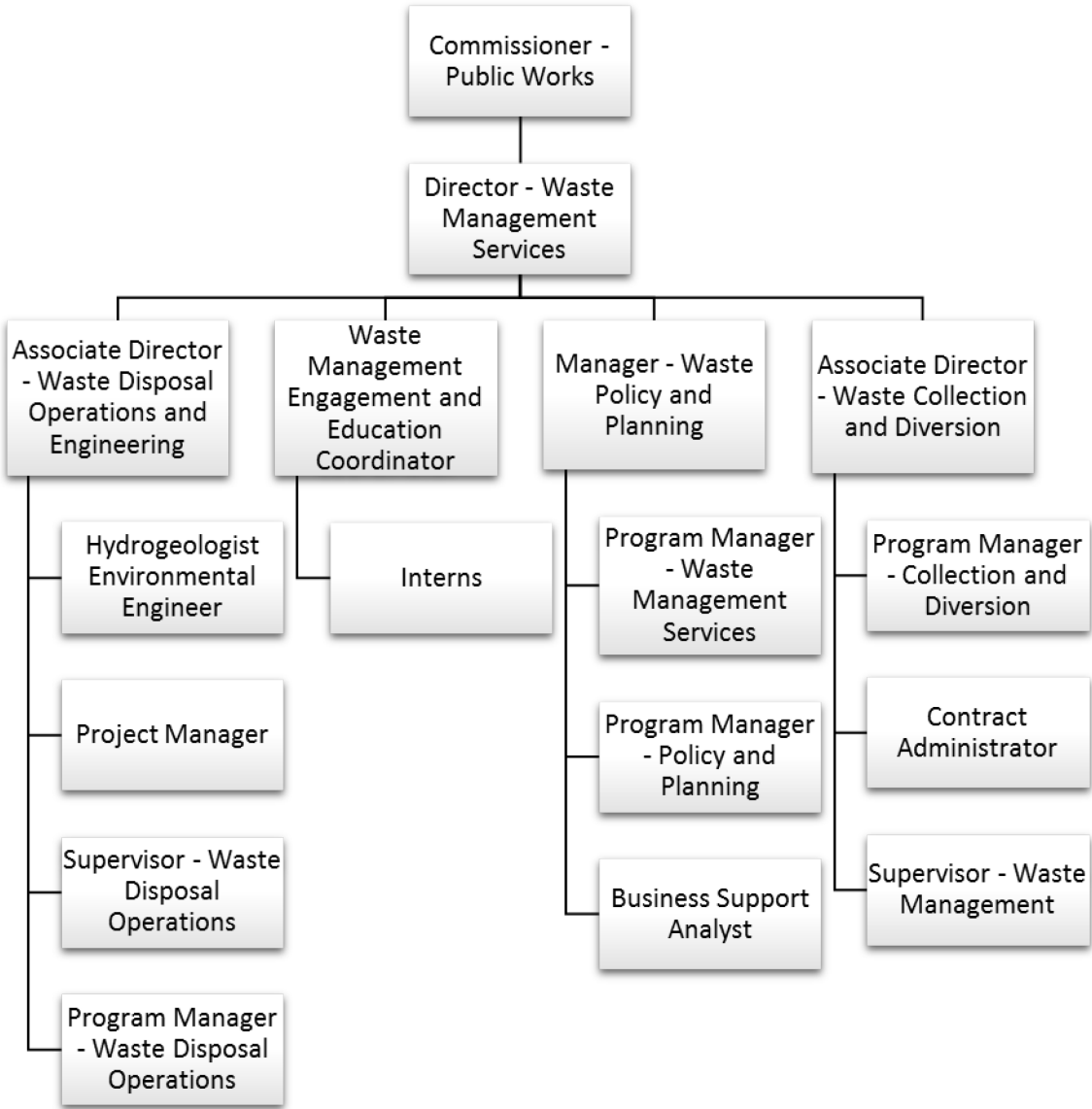
### How is Public Works – Waste Management measured?

Quality of Processed Aluminum Marketed		
Baseline	Current (2017)	Target (2018)
	B Grade 39%	B Grade 30%

Residential Waste Diverted from Landfill per Capita		
Baseline	Current (2017)	Target (2018)
	238 kg	238 kg

# Department Summaries

## Who works for Public Works –Waste Management Services?



Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Waste Management	32.0	2.0	32.0	2.2	32.0	2.2

### Operating Budget Summary (in thousands)

Waste Management Services’ 2018 net requisition budget is \$34,602. This represents a \$289 decrease, or 0.8 per cent, over the prior year’s approved budget of \$34,891.

Pressures to the 2018 budget include contract escalation of \$329, recycling facility utility and labour costs of \$267, higher recyclable purchases \$804, and increased landfill costs of \$456. These are offset by increases in recyclables revenue for \$1,679 and volume of tipping fees for \$103.

# Department Summaries

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$3,389	\$3,523	\$3,575	\$53	1.50%
Administrative	700	1,300	1,213	(87)	-6.69%
Operational and Supply	36,461	38,028	39,760	1,732	4.55%
Occupancy and Infrastructure	1,217	1,323	1,492	169	12.81%
Equipment, Vehicle, and Technology	939	1,194	1,088	(107)	-8.94%
Financial Expenditures	(19)	0	0	0	0.00%
Partnership, Rebate, and Exemption	217	166	173	7	4.20%
Transfers to Funds	3,402	4,005	4,136	131	3.26%
Intercompany Charges	107	116	136	20	17.08%
<b>Gross Expenditure</b>	<b>\$46,412</b>	<b>\$49,654</b>	<b>\$51,573</b>	<b>\$1,918</b>	<b>3.86%</b>
Taxation	(35,320)	(34,891)	(34,602)	289	0.83%
By-Law Charges and Sales	(13,723)	(12,955)	(14,837)	(1,882)	-14.53%
Other Revenue	(4,763)	(4,139)	(4,615)	(476)	-11.50%
Transfers from Funds	(244)	0	0	0	0.00%
<b>Gross Revenue</b>	<b>(54,050)</b>	<b>(51,985)</b>	<b>(54,054)</b>	<b>(2,069)</b>	<b>-3.98%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(7,637)</b>	<b>(2,331)</b>	<b>(2,482)</b>	<b>(151)</b>	<b>-6.48%</b>
Indirect Allocation	1,547	1,417	1,552	134	9.48%
Capital Financing Allocation	1,753	913	930	17	1.82%
<b>Indirect Allocation</b>	<b>3,300</b>	<b>2,331</b>	<b>2,482</b>	<b>151</b>	<b>6.48%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$(4,337)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	6,103
Debt	0
Development Charges	222
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>6,325</b>

The 2018 capital program represents 11 distinct projects budgeted at \$6,325. This accounts for approximately 3 per cent of the Region's capital budget for 2018. 96 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining four per cent from external sources

Project Name	Gross Capital Request	Project Description
Humberstone - Landfill Gas Collection System	1,120	Additional funding for construction of Phase II of Landfill Gas Collection and Control System (LGCCS) in accordance with requirements in O. Reg. 232/98.
NR-12 - Pumping Station Upgrades	382	Required upgrades for the NR-12 and Park Road Leachate Pumping Stations.
Bridge Street - Public Drop-Off Depot Improvement	297	Upgrades to the current scale house, existing weigh scale and the construction of a new Drop-Off Depot to reduce wait times for customers.
NR-12 - Drop-Off Depot	112	Additional funding to ensure the sustainability of the

# Department Summaries

Project Name	Gross Capital Request	Project Description
Improvements		Residential Waste and Recycling Drop-Off Depot (Drop-Off Depot).
NR-12 - Cell # 4	2,030	Design and Construction of Cell # 4 at NR-12 landfill cap, storm water swales and berms using excess soils from NR-12 Cell # 4 construction.
NR-12 - Scale House Improvements	143	The existing scale house requires additional space to avoid health and safety issues, improve storage, a room for meetings and administrative activities and an HVAC upgrade.
Humberstone - Landfill Expansion	1,636	Upgrades to the leachate collection and stormwater systems and addition of Supervising Control And Data Acquisition (SCADA) controls are required as part of the landfill expansion.
2018 Annual - Miscellaneous Enhancements and Replacements	275	Annual program for the remediation of leachate seeps at sites, replacement of pumps that may need to be replaced at any of the nine leachate pumping stations, other work subject to the results of annual monitoring programs and other facility upgrades.
Line 5 - LCS Improvements	110	Investigation and design of the west side of the leachate collection system (LCS) to improve hydraulic containment and avoid off-Site contamination and non-compliance with our Environmental Compliance Approval.
Recycling Centre - 2018 Building and Equipment	110	Replacement of minor equipment and building upgrades to support the Recycling Centre subject to the result of annual inspections.
2018 Annual - Property Acquisition	110	Funds to acquire properties adjacent to the two active and twelve closed landfill sites to ensure adequate buffer subject to availability of the property and need.
<b>Total</b>	<b>\$6,325</b>	

# Agencies, Boards, and Commissions

## Court Services

### Mission Statement:

To achieve excellence in leadership, collaboration & relationships. To foster engagement through open communication, empowerment and innovation. To deliver fair, accessible and respectful customer service.

### What does Courts Services do?

In January 2001, the Province of Ontario, as part of its strategy to realign provincial and municipal roles in the delivery of public services, transferred the responsibility for the administration and prosecution of provincial offences to the 13 municipalities. The Regional Municipality of Niagara ("Niagara Region"), acting as agent on behalf of the 12 local area municipalities, administers the Provincial Offences Court.

Niagara Region's Court Services staff is responsible for setting trials, prosecuting certain provincial offences, recording court proceedings, and receiving and enforcing fine payments resulting from charges laid by the various police forces and enforcement agencies operating within the Region pursuant to the Provincial Offences Act, for matters such as Highway Traffic Act, Trespass to Property Act, Liquor License Act and municipal by-laws.



### Who works for Courts Services?

Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Courts Services	27.0	1.0	27.0	1.0	26.0	0.0



# Agencies, Boards, and Commissions

## Operating Budget Summary (in thousands)

The 2018 Court Services net revenue after indirect allocations is budgeted at \$544. This represents a \$289 reduction, or 34.7%, from the 2017 budgeted net revenue.

Pressures impacting the Courts Services 2018 budget relate to reduced infraction and delinquent revenues of \$1,325, this is offset by a related reduction in distribution of revenue to municipalities and a number of cost reducing measures made possible by the decrease in volume.

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$1,963	\$2,090	\$2,000	\$(90)	-4.30%
Administrative	2,306	2,270	1,867	(403)	-17.77%
Operational and Supply	1,269	1,324	921	(403)	-30.44%
Occupancy and Infrastructure	12	7	0	(7)	-100.00%
Equipment, Vehicle, and Technology	7	2	1	(1)	-69.70%
Financial Expenditures	141	125	109	(16)	-12.89%
Intercompany Charges	6	(9)	(9)	(0)	-0.48%
<b>Gross Expenditure</b>	<b>\$5,704</b>	<b>\$5,808</b>	<b>\$4,888</b>	<b>\$(920)</b>	<b>-15.84%</b>
Other Revenue	(7,823)	(8,065)	(6,740)	1,325	16.43%
<b>Gross Revenue</b>	<b>(7,823)</b>	<b>(8,065)</b>	<b>(6,740)</b>	<b>1,325</b>	<b>16.43%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(2,119)</b>	<b>(2,257)</b>	<b>(1,852)</b>	<b>405</b>	<b>17.93%</b>
Indirect Allocation	766	791	624	(167)	-21.08%
Capital Financing Allocation	769	632	683	51	8.14%
<b>Indirect Allocation</b>	<b>1,535</b>	<b>1,423</b>	<b>1,307</b>	<b>(115)</b>	<b>-8.11%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$(584)</b>	<b>\$(834)</b>	<b>\$(544)</b>	<b>\$289</b>	<b>34.70%</b>

# Agencies, Boards, and Commissions

## Niagara Regional Housing

### Mission Statement:

To expand opportunities to make affordable housing an integral part of building healthy and sustainable communities in Niagara.



### What does Niagara Regional Housing do?

Acting as the Service Manager designated on behalf of the Niagara Region, Niagara Regional Housing (NRH) is responsible for the administration of affordable housing across the Niagara Region. Recognizing stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality affordable housing in Niagara through a combination of programs and services including:

**Public Housing** - NRH operates 2,751 Public Housing units in a portfolio of apartment buildings, townhomes and semi-detached or detached homes for families, adults and seniors. Approximately 97% of tenants pay Rent-Geared-to-Income (RGI) which is 30% of their household income.

**Non-Profit & Co-operative Housing Programs** - NRH provides legislative oversight and subsidies to 60 Non-Profit & Co-operative Housing organizations across Niagara. These organizations own and manage more than 3,900 rental units serving a range of RGI and market-rent tenants.

**Rent Supplement Program** - NRH has agreements with more than 200 private landlords for approximately 1,000 units that are filled from the Centralized Waiting List. The rent supplement program allows NRH to expand its offering to tenants in need by accessing units available in the private rental market. The rent supplement program continues to grow through the use of new Ministry allocated funding sources including the Investment in Affordable Housing Extension (IAH-E) and the Social Infrastructure Fund (SIF),

**Housing Allowance Program** - NRH provides a supplement payment directly to private and non-profit landlords or directly to tenants. The program is intended to provide temporary assistance while the

# Agencies, Boards, and Commissions

tenant remains on the waiting list for a permanent rent-geared-to-income unit. NRH is focusing on growth of the housing allowance program through additional IAH-E and SIF funding.

**Housing First** - In partnership with the Niagara Region’s Community Services, along with community agencies, the Housing First program helps people move quickly from homelessness to their own homes by providing supports to help them find and keep housing.

**New Development** - NRH began construction of the \$15.8 million, 85-unit Carton Street development, addressing the urgent need for affordable rental units in St. Catharines. NRH has also provided capital funding and support to three community partners in the development of an additional 36-units in Niagara funded by the IAH-E.

**Niagara Renovates** - NRH provides funding through the Niagara Renovates program which assists private homeowners and landlords with renovations including major repairs, accessibility modifications, and secondary suites. Funding to support this program is allocated from the Ministry through the IAH-E and SIF.

**Welcome Home Niagara** - NRH offers down payment assistance for eligible applicants within the Region. Available funds are limited and will be allotted on a first come first serve basis. Funding to support this program is allocated from the Ministry through the IAH-E and SIF.

**Community Programs** - In partnership with community agencies, NRH offers over 200 community programs including educational and life skill programs and assistance, mediation and conflict resolution, crisis management and community support information to help maintain successful tenancies.

## Who works for Niagara Regional Housing?

Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Housing	50.0	2.6	50.0	2.6	50.0	7.0



# Agencies, Boards, and Commissions

## Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$55,708 and a net budget of \$27,378. This represents a \$405 increase, or 1.5 per cent, over the prior year's approved budget of \$26,974.

Factors affecting the 2018 budget include \$3,111 in increase to various community assistance programs (rent supplements, non-profit, co-op, and federal provider subsidies) and compensation increases due to rates and additional temporary staffing, these are offset by increases from funding sources, federal, rental revenue and investment income.

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$4,586	\$4,350	\$4,752	\$402	9.25%
Administrative	533	683	529	(154)	-22.55%
Operational and Supply	43	79	81	2	2.85%
Occupancy and Infrastructure	14,223	14,247	14,288	40	0.28%
Equipment, Vehicle, and Technology	623	274	248	(26)	-9.36%
Community Assistance	31,291	29,886	32,996	3,111	10.41%
Financial Expenditures	2,762	2,543	2,363	(181)	-7.11%
Transfers to Funds	1,930	396	390	(7)	-1.67%
Intercompany Charges	57	55	61	6	10.19%
<b>Gross Expenditure</b>	<b>\$56,049</b>	<b>\$52,514</b>	<b>\$55,708</b>	<b>\$3,194</b>	<b>6.08%</b>
Federal and Provincial Grants	(14,229)	(11,919)	(14,431)	(2,512)	-21.08%
Other Revenue	(14,723)	(13,397)	(13,874)	(477)	-3.56%
Transfers from Funds	(1,236)	(224)	(24)	200	89.29%
<b>Gross Revenue</b>	<b>(30,188)</b>	<b>(25,540)</b>	<b>(28,329)</b>	<b>(2,789)</b>	<b>-10.92%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>25,861</b>	<b>26,974</b>	<b>27,378</b>	<b>405</b>	<b>1.50%</b>
Indirect Allocation	1,463	1,740	1,824	84	4.80%
Capital Financing Allocation	3,682	4,033	4,826	793	19.65%
<b>Indirect Allocation</b>	<b>5,145</b>	<b>5,774</b>	<b>6,650</b>	<b>876</b>	<b>15.18%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$31,006</b>	<b>\$32,747</b>	<b>\$34,028</b>	<b>\$1,281</b>	<b>3.91%</b>

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	2,097
Debt	5,595
Development Charges	0
Federal Gas Tax	0
Other External Sources	1,828
<b>Total Gross Capital Request and Funding</b>	<b>9,520</b>

The 2018 capital program represents five distinct projects budgeted at \$9,520. This accounts for approximately 5 per cent of the Region's capital budget for 2018. 81 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining 19 per cent from external sources.

# Agencies, Boards, and Commissions

Project Name	Gross Capital Request	Project Description
2018 Units Capital Program	\$1,600	Capital jobs that are within NRH-owned tenant units including replacements or remodeling and/or upgrading (e.g. electrical, plumbing, etc.) in alignment with required building code changes.
2018 Annual Emergency Capital Program	300	Emergency capital work outside of the current year NRH asset management strategic plan requiring immediate attention.
2018 Grounds Capital Program	727	Capital work to the NRH-owned buildings and properties such as driveway or sidewalk replacements extensive landscaping including re-grading fencing lighting etc.
2018 Annual Building Capital Program	4,673	Capital work related to the replacement and upgrades to the building structures and components.
2018 Multi-Residential Intensification - Welland	2,220	2018 NRH Multi-Residential Intensification - Welland project proposes the construction of 6 new 2-storey townhouses (12 units total), in replacement of two existing duplexes (4 units). The development of new rental units will provide permanent accommodation for households on the waiting list and increase the supply of newer accessible and energy-efficient rental housing options.
<b>Total</b>	<b>\$9,520</b>	

# Agencies, Boards, and Commissions

## Niagara Peninsula Conservation Authority

### Mission Statement:

To manage our watershed's natural resources by balancing environmental, community, and economic needs.

### What does the Niagara Peninsula Conservation Authority do?

The Niagara Peninsula Conservation Authority (NPCA) was established on April 30, 1959 under the Conservation Authorities Act, and serves approximately half a million people in an area known as the Niagara Peninsula Watershed. This area of jurisdiction encompasses the whole of Niagara Region, 21% of the City of Hamilton and 25% of Haldimand County. At its inception, the driving force behind the Conservation Authority movement was its grassroots land stewardship and water protection programs. Today, this vital commitment continues as we strive to manage the impact of human activities, urban growth and rural activities on the watershed.

With its unique resources, the Niagara Peninsula is one of the most complex watersheds in the Province. It includes lands drained by the Niagara River, Twenty Mile Creek, the Welland River, the Welland Canal, Lake Erie and Lake Ontario. Nestled between two Great Lakes and transversed by the Niagara Escarpment, the Niagara Peninsula has truly unique climatic and biotic zones that are unlike anywhere else in North America. Programs focus on watershed management activities that help keep people and their property safe from events such as flooding and erosion.

The NPCA delivers programs, advises municipalities and regulates land use according to a complex series of legislative mandates. The NPCA fulfills this mandate by advocating and implementing programs that:

- Improve the quality of lands and waters within its jurisdiction.
- Contribute to public safety from flooding and erosion.
- Provide for the management of conservation and hazard lands.
- Enhance the quality of life in its watershed by using its lands for regional recreation, heritage preservation and conservation education.

As stewards of the watershed's natural resources, the NPCA works with landowners, government, conservation clubs, volunteer groups, individuals of all ages and many other partners to accomplish the work that needs to be done. Each year, thousands of voluntary hours are contributed to help protect the ecological health of Niagara's watershed through public engagement in stewardship activities, playing a vital role in helping achieve the underlying goals of these programs.

(Source: <https://npca.ca/about> )

### Who works for the Niagara Peninsula Conservation Authority?

The NPCA operates under its own levying authority and does not utilize any Regional staff. The staff of the NPCA resides under their corporation and is not rolled into the Niagara Region's for any reporting purposes.

# Agencies, Boards, and Commissions

## Operating Budget Summary (in thousands)

The NPCA has a levy request of the Niagara Region of \$6,978. This represents a \$462 decrease, or 6.2 per cent, over the prior year's Board approved budget for Niagara Region's allocation of \$7,136, reducing water reserve requirements by \$300.

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Partnership, Rebate, and Exemption	7,370	7,439	6,978	(462)	-6.21%
<b>Gross Expenditure</b>	<b>\$7,370</b>	<b>\$7,439</b>	<b>\$6,978</b>	<b>\$(462)</b>	<b>-6.21%</b>
Other Revenue	(3)	(3)	0	3	100.00%
Transfers from Funds	(300)	(300)	0	300	100.00%
<b>Gross Revenue</b>	<b>(303)</b>	<b>(303)</b>	<b>0</b>	<b>303</b>	<b>100.00%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>7,067</b>	<b>7,136</b>	<b>6,978</b>	<b>(158)</b>	<b>-2.22%</b>
Indirect Allocation	3	3	4	0	9.27%
<b>Indirect Allocation</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>9.27%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$7,070</b>	<b>\$7,139</b>	<b>\$6,981</b>	<b>\$(158)</b>	<b>-2.21%</b>

# Agencies, Boards, and Commissions

## Niagara Regional Police Service

### Mission Statement:

The Niagara Regional Police Service is dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara. In partnership with the community, we shall provide quality policing services, with integrity, diligence and sensitivity.

### What does the Niagara Regional Police Service do?

Established on January 1st, 1971, the Niagara Regional Police Service is the oldest regional police service in Ontario. In an area of 1,863 square kilometers, the Niagara Regional Police Service patrols one of Ontario's largest geographic Regions. The Niagara Regional Police is comprised of highly trained and motivated individuals dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

The Niagara Region has unique policing challenges:

- the combination of urban and rural development;
- the large annual influx of tourists;
- its proximity to the United States;
- the effect of the nation's busiest border crossings;
- a major summer cottage population in varying communities; and
- a waterfront shoreline that surrounds the Region on three sides.



To address all of these challenges the Niagara Regional Police Service has members who assume a variety of policing roles. From regular uniformed patrol officers to specialized forensic specialists and emergency tactics officers, the members of this Service work hard every day to keep Niagara safe.



# Agencies, Boards, and Commissions

## Who works for the Niagara Regional Police Service?

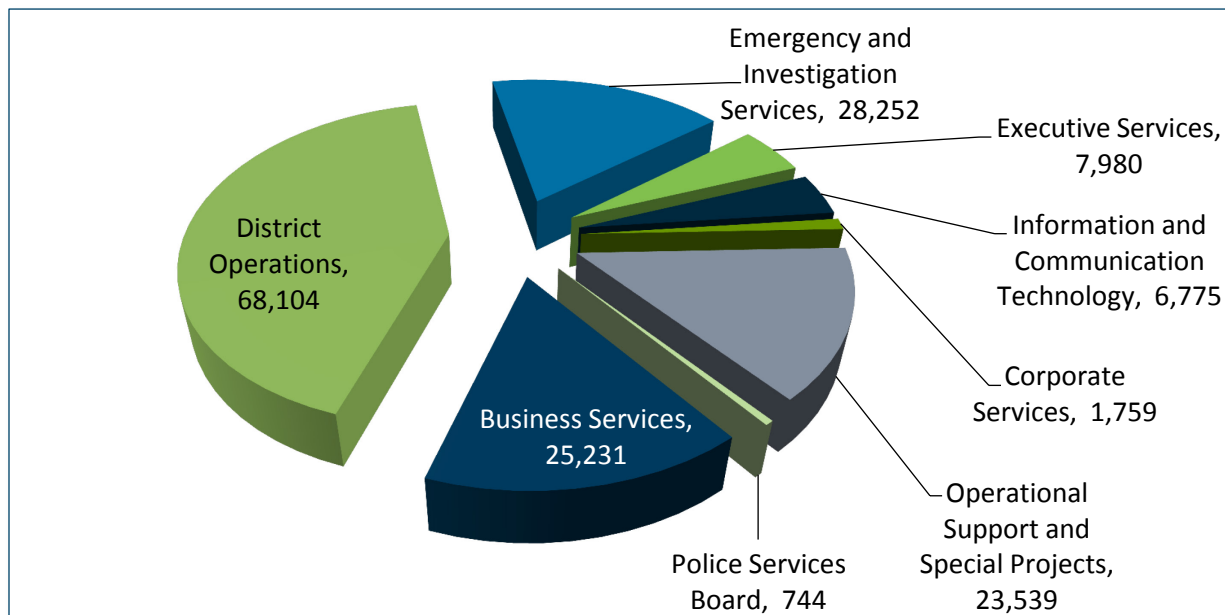
Full Time Equivalents by Division	2016	2016	2017	2017	2018	2018
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Business Services	78.0	0.0	79.0	0.0	85.0	0.0
District Operations	472.0	0.0	471.0	0.0	471.0	0.0
Emergency and Investigation Services	179.0	0.0	179.0	0.0	180.0	0.0
Executive Services	49.0	0.0	48.0	0.0	48.0	0.0
Information and Communication Technology	27.0	0.0	27.0	0.0	28.0	0.0
Corporate Services	8.0	0.0	8.0	0.0	8.0	0.0
Operational Support and Special Projects	190.0	0.0	193.0	0.0	193.0	0.0
Police Services Board	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1,003.0</b>	<b>0.0</b>	<b>1,005.0</b>	<b>0.0</b>	<b>1,013.0</b>	<b>0.0</b>

## Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$162,383 and a net budget of \$143,491. This represents a \$6,232 increase, or 4.5 per cent, over the prior year's approved budget of \$137,259.

Included in the 2018 operating budget request for the Niagara Regional Police Service are program changes for the False Alarm Program involving program review and additional revenue of \$100, Front Desk Civilian Model redeploying eight uniform officers to the front-line saving \$200 in overtime expenses, and Investment in First Responders adding eight additional front line officers for a net increase of \$360.

Other factors affecting the 2018 budget include the impact of arbitrated compensation rate increases.



# Agencies, Boards, and Commissions

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$138,904	\$134,471	\$144,587	\$10,117	7.52%
Administrative	3,458	3,943	3,824	(119)	-3.02%
Operational and Supply	1,942	2,143	2,255	113	5.25%
Occupancy and Infrastructure	368	341	327	(14)	-4.18%
Equipment, Vehicle, and Technology	5,002	5,822	6,029	207	3.55%
Financial Expenditures	(0)	4	4	0	0.00%
Transfers to Funds	7,176	9,585	6,723	(2,862)	-29.86%
Intercompany Charges	(1,195)	(1,266)	(1,367)	(101)	-7.99%
<b>Gross Expenditure</b>	<b>\$155,653</b>	<b>\$155,044</b>	<b>\$162,383</b>	<b>\$7,339</b>	<b>4.73%</b>
Federal and Provincial Grants	(8,013)	(9,051)	(10,008)	(957)	-10.57%
By-Law Charges and Sales	(8,144)	(7,119)	(7,355)	(236)	-3.31%
Other Revenue	(1,765)	(1,389)	(1,529)	(139)	-10.03%
Transfers from Funds	(400)	(225)	0	225	100.00%
<b>Gross Revenue</b>	<b>(18,322)</b>	<b>(17,784)</b>	<b>(18,891)</b>	<b>(1,107)</b>	<b>-6.23%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>137,331</b>	<b>137,259</b>	<b>143,491</b>	<b>6,232</b>	<b>4.54%</b>
Indirect Allocation	5,184	5,969	6,096	126	2.11%
Capital Financing Allocation	4,280	3,931	4,809	878	22.35%
<b>Indirect Allocation</b>	<b>9,464</b>	<b>9,900</b>	<b>10,905</b>	<b>1,004</b>	<b>10.14%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$146,795</b>	<b>\$147,160</b>	<b>\$154,396</b>	<b>\$7,236</b>	<b>4.92%</b>

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	2,097
Debt	5,595
Development Charges	0
Federal Gas Tax	0
Other External Sources	1,828
<b>Total Gross Capital Request and Funding</b>	<b>9,520</b>

The 2018 capital program represents 16 distinct projects budgeted at \$4,872. This accounts for approximately 3 per cent of the Region's capital budget for 2018. 99 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources, with the remaining one per cent from external sources.

Project Name	Gross Capital Request	Project Description
Vehicle Replacements (2018)	\$1,400	2018 Vehicle Replacement program.
IT & Network Equipment Replacement (2018)	1,100	This Capital Project provides funding to purchase and/or replace - as deemed operationally and technologically - necessary Technology Services equipment, Cell Security Cameras, enhancing and enabling additional functionality to in-vehicle Mobile Data Terminals (MDTs).
LIDAR Units (2018)	14	Replacement and Upgrade of District Operations LIDAR Units.
Evidence Mgmt. System - 5	80	The Evidence Management Unit would like to replace the

# Agencies, Boards, and Commissions

Project Name	Gross Capital Request	Project Description
& 8 Districts (2018)		temporary evidence submission lockers that exist in 5 and 8 Districts with an automated temporary evidence locker system.
CEW Replacement - Emergency Services (2018)	24	The Taser model X26 has been replaced by the X26P. The remaining X26 units are approaching the end of their operational lifespan. This project is part of the plan to replace the Emergency Services remaining X26 with X26P units over the next three years.
MDT Replacement (2018)	800	Mobile Data Terminals (MDT) Replacements in marked and unmarked vehicles.
Tactical/Explosives Disposal Robot (2018)	175	Replacement of 13 year old analogue robot with new tactical/explosives robot.
HRIS Scheduling Solution (2018)	500	The Service is proposing to design and implement an automated labour scheduling solution that will enhance staffing management by providing a real time view of our staffing coverage including scheduled leave, training and court.
Collison Reporting Software (2018)	28	Replace current collision reconstruction drawing program with new technology (software program).
Powdered Narcotics Handling Equipment (2018)	73	This is a one-time purchase of equipment that will be used for officer safety proposes when handling and dealing with unknown or suspected powdered Controlled Substances.
Air Monitor (2018)	10	This is a one-time purchase of equipment that will be used for officer safety proposes when handling and dealing with unknown or suspected powdered Controlled Substances.
Flashback Video Recorders (2018)	20	Replace outdate covert video recorder equipment.
EOD 10 Bomb Suit (2018)	40	This project aims to replace our 8 year old EOD9 suit. Our current suit has passed the manufactures operational service life for protection of 7 years.
Communications Noise Reduction (2018)	53	Purchase and Installation of Noise Damping/Absorbing materials (one time purchase) in the Communications Unit (HQ) as recommended by an Acoustic Engineer.
Information Management Governance (2018)	375	The Information Management Strategy and Governance (IMS&G) is a discipline that governs accountability for the structure and design, storage and security, routing, records movement, quality, delivery, traceability/tracking, ease of search, and usage of information required for management and business intelligence purposes.
HQ/2 District Front Desk Retrofit	180	HQ/2 District Front Desk Retrofit.
<b>Total</b>	<b>\$4,872</b>	

# Equity Schedules

# Equity Schedules

## Long-Term Debt Strategy

Fundamental to the long-term financial health of the Niagara Region and local area municipalities (LAMs) is Niagara Region's Standard & Poor's (S&P) rating. On October 27, 2017 S&P reaffirmed Niagara Region's "AA" rating with stable outlook. The rating reflects S&P's opinion that Niagara Region has strong financial management, exceptional liquidity, a moderate debt burden and very low contingent liabilities. Highlights of the report also note that Niagara Region could receive a stronger rating if the Region demonstrated significant and sustained economic improvement through healthier growth in population and household incomes, more in line with that of the province. As a result of the trends identified by S&P, in the 2018 budget Niagara Region has continued using the debt charge placeholder as a tool to control debt charges levels and future debt issuance amounts, continues to use levy reserves, and is funding economic development initiatives.

### Capital Program Funding Model

The purpose of the capital program funding model is to balance immediate and future needs, affordability and sustainability, while minimizing risk and supporting economic growth in the Niagara Region. This model is fundamental to the long-term financial health of Niagara Region, supports the S&P's rating, and therefore minimizes the cost of borrowing to the Region and LAMs.

The intent of the model is achieved by adhering to the following concepts:

- Capital projects are budgeted in their entirety to support transparency of total project costing. Where a project could be considered for phasing the design and construction costs can be budgeted in different years.
- A source of funding is required for each capital project so one Council does not impede a future Council:
  - a. Ensures the 2018 program is maintained within the affordability envelope
  - b. Ensures accountability of project funding lies with the approving Council

This model is a conservative approach to managing the Region's capital funding requirements.

To support the 2018 budget, the total authorized long-term debt will rise to \$490.5 million in 2018 (\$493.2 million by 2027). However, based on planned issuance, the debt balance is forecasted to be \$420.5 million by 2027 and the Annual Repayment Limit (ARL) is not expected to go above 8.45 per cent (related debt charges as a percentage of own source revenue), meaning that no more than 8.45 cents per every own source revenue dollar will be spent on debt charges (principal and interest). Staff works diligently throughout the year to ensure that available funds are used to reduce the amount of long-term outstanding debt; through capital project close-outs reports and budget reductions. The capital program funding model, as outlined above, has been designed to support a strong and stable S&P rating.

# Equity Schedules

## Long-Term Debt Schedules

Issued Debt Forecast (in thousands)

Department	2016 Year-end Balance	2017 Year-end Balance	2018 Forecasted Debt Issuance	2018 Principal Repayments	2018 Year-end Balance	2018 Interest Payments
Corporate Services	2,599	3,107	0	(544)	2,563	(57)
Enterprise Resource Management Services	13,565	12,474	0	(1,073)	11,401	(624)
Community Services	22,910	24,269	12,999	(2,754)	34,714	(986)
Public Health and Emergency Management	8,269	8,821	3,256	(2,877)	9,201	(372)
Planning and Development	121	93	0	(30)	63	(4)
Transportation	85,559	112,719	24,717	(11,912)	125,525	(4,246)
<b>Subtotal – Levy Departments</b>	<b>133,024</b>	<b>161,983</b>	<b>40,972</b>	<b>(19,188)</b>	<b>183,467</b>	<b>(6,288)</b>
Courts Services	0	9,433	0	(286)	9,147	(248)
Niagara Regional Housing	20,306	19,798	7,030	(2,975)	23,853	(741)
Niagara Regional Police Service	88,982	85,144	314	(3,801)	81,656	(3,102)
<b>Subtotal – Agencies and Boards</b>	<b>109,288</b>	<b>114,375</b>	<b>7,344</b>	<b>(7,062)</b>	<b>114,657</b>	<b>(4,091)</b>
<b>Total – Levy Funded Programs</b>	<b>239,712</b>	<b>272,950</b>	<b>48,316</b>	<b>(26,250)</b>	<b>298,123</b>	<b>(10,379)</b>
Water	9,719	9,214	0	(458)	8,756	(548)
Wastewater	61,929	58,971	0	(2,808)	56,163	(3,156)
Waste Management	2,994	2,290	0	(733)	1,558	(87)
<b>Subtotal – Rate Departments</b>	<b>74,641</b>	<b>70,475</b>	<b>0</b>	<b>(3,998)</b>	<b>66,477</b>	<b>(3,792)</b>
<b>Total Regional Debt</b>	<b>316,953</b>	<b>346,533</b>	<b>48,316</b>	<b>(30,248)</b>	<b>364,600</b>	<b>(14,170)</b>

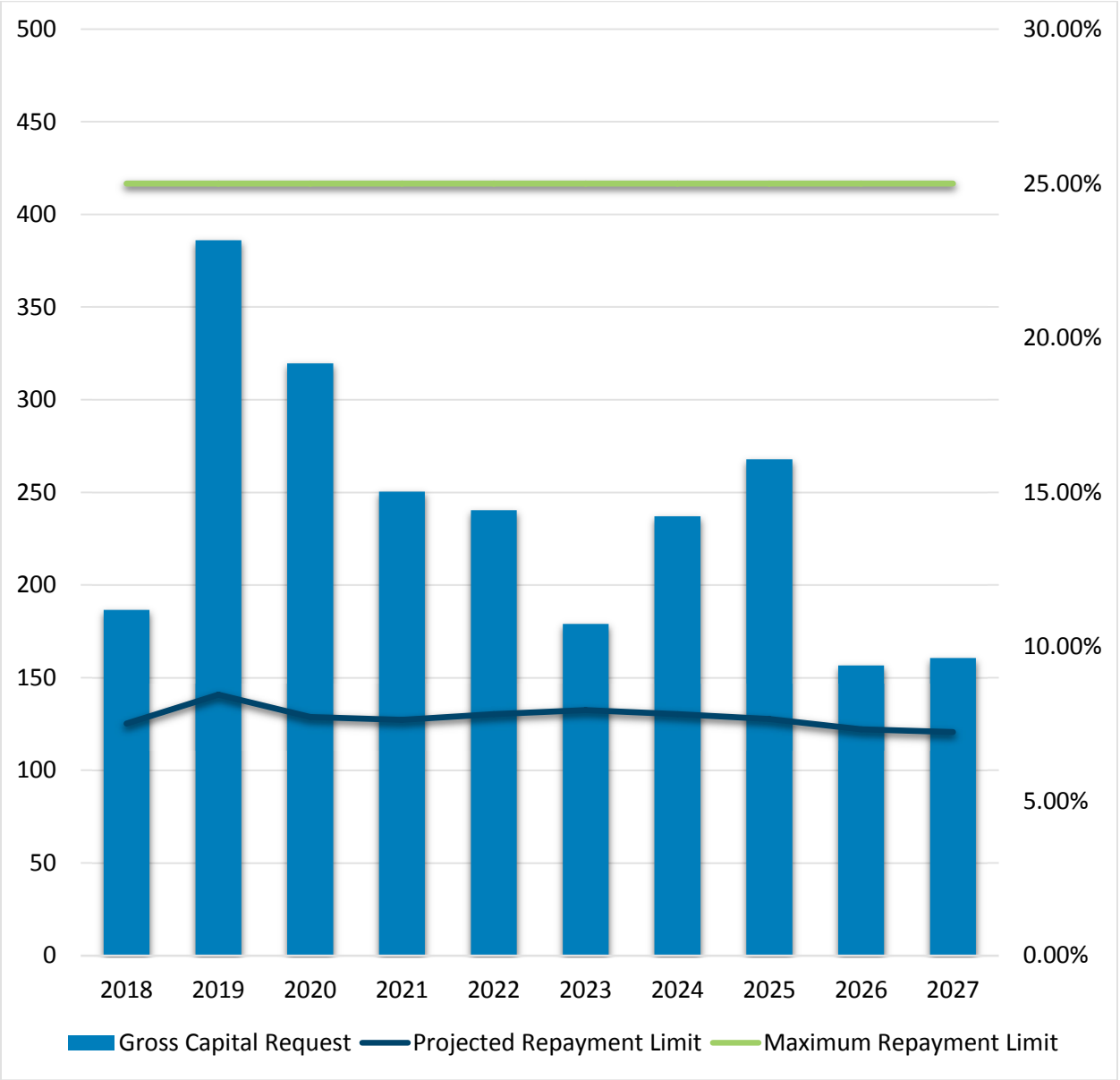
# Equity Schedules

## Unissued Debt Forecast (in thousands)

Department	2016 Year-end Balance	2017 Year-end Balance	2018 Forecasted Issuance	2018 Capital Debt Budget	2018 Year-end Balance
Corporate Services	1,016	0	0	0	0
Enterprise Resource Management Services	21,783	0	0	0	0
Community Services	7,415	15,635	(12,999)	0	2,636
Public Health and Emergency Services	10,185	10,618	(3,256)	2,946	10,308
Planning and Development	0	0	0	0	0
Transportation	65,596	65,423	(24,717)	13,285	53,991
<b>Subtotal – Levy Departments</b>	<b>105,995</b>	<b>91,676</b>	<b>(40,972)</b>	<b>16,231</b>	<b>66,935</b>
Courts Services	0	12,350	0	0	12,350
Niagara Regional Housing	2,598	7,030	(7,030)	5,595	5,595
Niagara Regional Police Service	11,580	11,080	(314)	1,675	12,442
<b>Subtotal – Agencies and Boards</b>	<b>14,178</b>	<b>30,460</b>	<b>(7,344)</b>	<b>7,270</b>	<b>30,386</b>
<b>Total – Levy Funded Programs</b>	<b>120,173</b>	<b>122,136</b>	<b>(48,316)</b>	<b>23,501</b>	<b>97,322</b>
Water	0	0	0	11,400	11,400
Wastewater	0	0	0	17,150	17,150
Waste Management	0	0	0	0	0
<b>Subtotal – Rate Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,550</b>	<b>28,550</b>
<b>Total – Regional Debt</b>	<b>120,173</b>	<b>122,136</b>	<b>(48,316)</b>	<b>52,051</b>	<b>125,872</b>

# Equity Schedules

## Annual Repayment Limit Forecast





# Equity Schedules

## Reserve Forecast

Amounts in thousands

Reserve Fund Description	2016 Year-end Balance	2017 Year-end Balance	2018 Transfers From Operating	2018 Transfers To Operating	2018 Transfers To Capital	2018 Interest Earnings	2018 Committed To Capital	2018 Year-end Balance
Wastewater Capital	42,611	45,481	18,723	(2,000)	(20,260)	506	(500)	41,950
Water Capital	67,816	72,619	18,414	0	(8,705)	937	(500)	82,766
Waste Management Capital	21,308	21,094	1,600	0	(6,103)	199	(1,845)	14,945
General Capital Levy	24,846	27,013	15,431	(6,296)	(28,389)	0	(1,485)	6,273
Infrastructure Deficit Reduction	0	3,251	3,400	0	(6,411)	0	0	241
Court Services Facility Renewal	1,650	1,650	0	0	0	0	(860)	790
Niagara Regional Housing	7,743	4,860	0	0	(1,110)	0	0	3,750
Niagara Regional Housing Owned Units	3,941	4,327	390	0	(987)	0	0	3,730
NRPS LTA Financing	1,299	1,184	5,123	(4,496)	0	0	(1,759)	52
Police Ontario Police Video Training Alliance	31	31	0	0	0	0	0	31
Police Capital Levy	1,634	1,456	0	0	(624)	0	(400)	432
Police Vehicle and Equipment Replacement	524	224	1,400	0	(1,400)	0	0	224
<b>Total Capital Reserves</b>	<b>173,402</b>	<b>183,191</b>	<b>64,482</b>	<b>(12,792)</b>	<b>(73,989)</b>	<b>1,642</b>	<b>(7,349)</b>	<b>155,184</b>
Wastewater Stabilization	6,666	4,992	0	0	0	58	0	5,050
Water Stabilization	3,958	3,313	0	(25)	0	41	0	3,329
Waste Management Stabilization	2,337	2,359	270	0	0	31	0	2,660
Encumbrance	15,067	17,531	0	0	0	0	0	17,531
Investment Income Stabilization	295	145	0	(132)	0	0	0	13
Taxpayer Relief	25,289	23,947	850	(2,245)	0	0	0	22,552
NRH Rent Supplements	326	302	0	(24)	0	0	0	278
Police Contingency	(166)	2,666	0	0	0	0	0	2,666
Police Services	245	245	0	0	0	0	0	245

# Equity Schedules

Reserve Fund Description	2016 Year-end Balance	2017 Year-end Balance	2018 Transfers From Operating	2018 Transfers To Operating	2018 Transfers To Capital	2018 Interest Earnings	2018 Committed To Capital	2018 Year-end Balance
Board Contingency								
<b>Total Corporate Stabilization Reserves</b>	<b>54,018</b>	<b>55,501</b>	<b>1,120</b>	<b>(2,427)</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>54,324</b>
Ambulance Communication	1,363	1,275	0	(105)	0	0	0	1,170
Circle Route Initiatives	1,383	1,383	0	0	0	0	0	1,383
<b>Total Specified Contribution Reserves</b>	<b>2,746</b>	<b>2,658</b>	<b>0</b>	<b>(105)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,553</b>
Future Benefit Costs	25,195	24,995	0	(150)	0	0	0	24,845
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	2,074	451	0	(250)	0	0	0	201
Landfill Liability	2,000	3,377	2,266	0	0	0	0	5,642
NRH Employee future benefits	793	793	0	0	0	0	0	793
Police Accumulated Sick Leave	2,705	2,480	0	0	0	0	0	2,480
Police Future Benefit Cost	5,152	5,152	0	0	0	0	0	5,152
Police WSIB	2,670	2,870	200	0	0	0	0	3,070
<b>Total Future Liability Reserves</b>	<b>42,859</b>	<b>42,388</b>	<b>2,466</b>	<b>(400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,453</b>
<b>Total Reserve Funds</b>	<b>273,025</b>	<b>283,737</b>	<b>68,067</b>	<b>(15,724)</b>	<b>(73,989)</b>	<b>1,772</b>	<b>(7,349)</b>	<b>256,514</b>

# Equity Schedules

## Transfers To Reserves

Reserve Description	Department	Amount of Transfer (in thousands)	Description of Purpose
Wastewater Capital	Wastewater Operations	18,723	To fund the Wastewater capital program
Water Capital	Water Operations	18,414	To fund the Water capital program
Waste Management Capital	Waste Management	1,600	To fund the Waste Management capital program
General Capital Levy	General Government	13,234	To fund the departmental levy supported capital program
General Capital Levy	General Government	285	Estimated net proceeds of surplus property revenue
General Capital Levy	Public Health and Emergency Services	83	To fund the debt costs of subsidized Emergency Medical Services capital assets
General Capital Levy	Community Services	1,829	To fund the debt costs of subsidized Seniors Services capital assets
Infrastructure Deficit Reduction	General Government	3,400	To fund the departmental levy supported capital program's funding gap
Niagara Regional Housing Owned Units	Niagara Regional Housing	390	To fund the Niagara Regional Housing capital program
Niagara Regional Police Service Long-Term Accommodation Financing	Niagara Regional Police Service	5,123	To fund the capital costs of long-term accommodations for the Niagara Regional Police Service
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	1,400	To fund the Niagara Regional Police Service capital program
Waste Management Stabilization	Waste Management	270	To fund reserve to stabilize waste management requirements due to one-time or unanticipated changes in requirements
Landfill Liability	Waste Management	2,265	To fund future capital expenditures related to closure and post-closure costs of landfills
Taxpayer Relief	General Government	850	To fund reserve to stabilize levy requirements due to one-time or unanticipated changes in levy requirements
Police WSIB	Niagara Regional Police Service	200	To fund postretirement benefit costs of Police employees and retirees
<b>Total</b>		<b>68,067</b>	

# Equity Schedules

## Transfers From Reserves

Reserve Description	Department	Amount of Transfer (in thousands)	Description of Purpose
Wastewater Capital	Wastewater Operations	2,000	To fund the combined sewer overflow program
General Capital Levy	Transportation Services	200	To support grants to local area municipalities for bicycle lanes
General Capital Levy	Planning and Development	900	To support Waterfront Enhancement Strategy grants
General Capital Levy	Transportation Services	100	To fund local area municipality drainage assessments
General Capital Levy	General Government	2,500	To fund one-time Regional Development Charge exemptions related to rate phase-in
General Capital Levy	General Government	600	To support an agri-food research and training facility grant to Niagara College
General Capital Levy	ERMS	82	To fund the lease of a parking lot from the sale of the 110 James Police facility
General Capital Levy	General Government	1,914	To fund the debt costs of subsidized capital assets
Niagara Regional Police Service Long-Term Accommodation Financing	General Government	3,892	To fund capital debenture requirements for the new Niagara Regional Police Service facility
Niagara Regional Police Service Long-Term Accommodation Financing	ERMS	200	To fund security costs related to the new Niagara Regional Police Service facility
Niagara Regional Police Service Long-Term Accommodation Financing	ERMS	104	To fund parking lot maintenance at 110 James St
Niagara Regional Police Service Long-Term Accommodation Financing	General Government	300	To support taxpayer affordability
Water Stabilization	Water Operations	25	To hire an event coordinator to help transition the Children's Water Festival from NPCA to Niagara Region
Investment Income Stabilization	General Government	132	To stabilize investment income due to timing of redemptions per CSD 112-2012
Taxpayer Relief	ERMS	52	To fund the rental of office across from headquarters for displaced employees
Taxpayer Relief	ERMS	400	To support a Sustainability Program Review
Taxpayer Relief	Governance	50	To mitigate election-related costs
Taxpayer Relief	General Government	150	To support OLG legal matter

# Equity Schedules

Reserve Description	Department	Amount of Transfer (in thousands)	Description of Purpose
Taxpayer Relief	Public Health and Emergency Services	541	To mitigate increased Emergency Medical Service costs to be recovered in the following year
Taxpayer Relief	Public Health and Emergency Services	322	To mitigate increased Emergency Medical Service WSIB costs to be recovered in the following year
Taxpayer Relief	General Government	310	to support sustainable operations per CSD 11-2014
Taxpayer Relief	General Government	190	To slow the reduction in reliance on reserve funding recommended in CSD 11-2014
Taxpayer Relief	Planning and Development	250	To fund the Niagara Investment in Culture grant
Niagara Regional Housing Rent Supplements	Niagara Regional Housing	24	To fund rent subsidies under Niagara Regional Housing rent supplement program
Ambulance Communication	Public Health and Emergency Services	79	To fund increased Emergency Medical Service WSIB costs
Ambulance Communication	Public Health and Emergency Services	26	To fund patient care audit software maintenance
Future Benefit Costs	Corporate Services	150	To fund grandfathered sick leave payouts for retiring employees
Smart Growth	General Government	250	To fund Smarter Niagara Incentive Program grants
<b>Total</b>		<b>15,724</b>	

# Equity Schedules

## Deferred Revenues Forecast

Amounts in thousands

Deferred Revenue Description	2016 Year-end Balance	2017 Year-end Balance	2018 Transfers from External	2018 Transfers To Operating	2018 Transfers to Capital	2018 Interest Earnings	2018 Committed To Capital	2018 Year-end Balance
General	656	837	486	(639)	0	9	(22)	671
Government DCs								
Police Services DCs	2,547	3,457	945	0	(73)	13	(2,700)	1,642
Roads DCs	32,481	42,296	15,688	(279)	(15,399)	255	(20,260)	22,301
Sewer DCs	22,746	31,815	10,655	(2,000)	(2,690)	365	(4,913)	33,232
Water DCs	16,456	19,181	7,548	0	(6,985)	101	(9,103)	10,741
Emergency Medical DCs	714	982	318	0	(345)	1	(858)	98
Long-Term Care DCs	0	477	2,330	0	0	15	0	2,822
Courts Services DCs	0	32	111	0	0	1	0	144
Health DCs	0	60	284	0	0	2	0	346
Social Housing DCs	0	355	2,074	0	(1,575)	3	0	857
Waste Division DCs	0	208	830	0	(222)	4	0	819
<b>Total</b>	<b>75,600</b>	<b>99,701</b>	<b>41,268</b>	<b>(2,918)</b>	<b>(27,289)</b>	<b>767</b>	<b>(37,857)</b>	<b>73,673</b>
<b>Development Charges</b>								
Federal Gas Tax	11,108	18,081	13,739	0	(14,500)	4	(17,313)	10
Provincial Gas Tax	1,073	1,043	763	(804)	(400)	14	0	616
<b>Total Gas Tax</b>	<b>12,181</b>	<b>19,124</b>	<b>14,502</b>	<b>(804)</b>	<b>(14,900)</b>	<b>17</b>	<b>(17,313)</b>	<b>626</b>
<b>Total Deferred Revenues</b>	<b>87,781</b>	<b>118,825</b>	<b>55,771</b>	<b>(3,722)</b>	<b>(42,189)</b>	<b>785</b>	<b>(55,170)</b>	<b>74,299</b>

# Appendices

## Appendix I – Explanation of Objects of Expenditure

**Compensation** - salaries, benefits and personnel related allowances (meals, clothing, training, etc).

**Administration** - costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

**Operational & Supply** – program specific costs including: chemical, medical, waste management supplies and purchased services.

**Occupancy & Infrastructure**– costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

**Equipment, Vehicles, Technology** – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

**Community Assistance** - Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

**Financial Expenditures** - interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments through indirect allocations & debt.

**Partnership, Rebate, Exemption** – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

**Taxation** - revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

**Federal & Provincial Grants** - funds received from the provincial and federal governments.

**By-law Charges & Sales** - shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

**Other Revenue** - shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

**Intercompany Charges** - direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

# Appendices

**Transfer to Reserves** - includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

**Transfer from Reserves** - transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

**Expense Allocation to Capital** - eligible costs recorded and managed in the operating program allocated to the capital program.

**Indirect Allocation** – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

**Capital Financial Allocation** – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



# Appendices

## Appendix 2 – Financial Policies and By-Laws

### Policies

#### *Accounts Receivable:*

Policy Number: C3.A01

Approval Date: June 19, 2014

Amendment Date: June 19, 2014

All monies owing to Niagara Region will be collected as they become due and deposited as soon as is practical.

#### *Affordability Guidance Policy:*

Policy Number: C3.004

Approval Date: June 21, 2012

Amendment Date: June 21, 2012

Niagara Region will follow the methodology as outlined in this policy to establish budget guidance to support Council's Business Plan.

#### *Investment Policy:*

Policy Number: C3. 106

Approval Date: July 28, 2011

Amendment Date: February 17, 2012

The purpose of this policy is to establish procedures and practices designed to maximize the use of funds held in Niagara Region accounts through a program of term investments.

#### *Capital Asset Management:*

Policy Number: C3.C16

Approval Date: October 1, 2009

Amendment Date: October 1, 2011

This policy outlines standards and guidelines for the processes of Capital Asset Management. Capital Asset Management can be defined as the activities related to program planning, financing and administration of resources for the acquisition, development or construction of tangible capital assets of the Region. It also includes the integration of operating and capital budgets by identifying future financial resources to be allocated from operating funds to operate and maintain these tangible capital assets. This policy also outlines standards and guidelines for identifying, measuring and recognizing expenditures as tangible capital assets in order to facilitate appropriate financial presentation and disclosure.

#### *Cost Allocation Policy:*

Policy Number: C4.001

Approval Date: June 28, 2012

Amendment Date: January 1, 2013

This policy outlines principles and guidelines for the processes of cost allocation. Cost allocation can be defined as attributing a cost pool to several cost objects (e.g. job, department, program or beneficial recipient) using a driver that best measures a causal or beneficial relationship between the cost pool and the cost object.

# Appendices

## *Developer's Deposits:*

Policy Number: C3.D01  
Approval Date: October 15, 1987  
Amendment Date: January 1, 2011

In order to ensure that the Corporation has adequate security for the completion of certain works, deposits in the form of cash or letters of credit may be requested by the Corporation.

## *Donations - Charitable:*

Policy Number: C3.D05  
Approval Date: May 20, 1999  
Amendment Date: May 20, 1999

Due to the current trend of funding cutbacks and no tax increases, the Region is not always able to provide sufficient funds for worthwhile projects. The Region will become more reliant on donations from individuals, groups, organizations and businesses to carry out projects that would otherwise be deferred until funding becomes available. The Region is able to accept donations and provide "official tax receipt for income tax purposes" as prescribed by Canada Revenue Agency; therefore it is necessary to establish a procedure for handling donations.

## *Expenses - Reimbursement of:*

Policy Number: C3.E02  
Approval Date: February 8, 1988  
Amendment Date: May 12, 2005

It is corporate policy to reimburse employees of the region for expenses incurred while engaged on authorized Regional business. The Region values continuous learning and self-improvement and strives to promote a culture supportive of these goals. Such expenses must be reasonable in the circumstances and must be reflective of the Regional Ethics Policy.

## *Financing Lease Policies and Goals:*

Policy Number: C3.F04  
Approval Date: December 11, 2002  
Amendment Date: December 11, 2002

Regional Council has the authority under subsection 210.1 of the Municipal Act to enter into an agreement for the provision of municipal capital facilities. Agreements under this section may include financing leases. As Regional Council recognizes that there are inherent risks associated with financing leases, compliance with this policy will ensure that the necessary due diligence is undertaken by staff in the review of all financing lease agreements and that Regional Council is provided full disclosure on the impacts of these leases prior to entering into any agreement for the provision of municipal capital facilities.

## *Property Valuation Studies - Participation with Area Municipalities:*

Policy Number: C3.P06  
Approval Date: January 20, 2000  
Amendment Date: January 20, 2000

The Regional Municipality of Niagara wishes to partner with Area Municipalities in the conduct of Property Valuation Studies, where a successful defense of a Property Assessment Appeal will result in additional tax benefit to the Region.

# Appendices

## *Purchasing Card Policy:*

Policy Number: C3.P05  
Approval Date: September 2, 1999  
Amendment Date: November 21, 2006

To comply with the purchasing By-Law and ensure the most cost-effective methods are used to purchase goods and services for all Regional operations and for the disposition of goods according to Regional needs.

## *Release of Trust Funds of Deceased Residents:*

Policy Number: C3.T02  
Approval Date: June 8, 1995  
Amendment Date: June 8, 1995

To ensure that Regional staff are aware of the documents and information required prior to the release of funds held in trust for a deceased resident of one of the Homes for the Aged operated by the Region. These requirements differ depending on whether the deceased left a Will or not.

## *Securities, Care and Custody of:*

Policy Number: C3.S06  
Approval Date: May 18, 2000  
Amendment Date: May 18, 2000

When Regional Council has approved a form of security pursuant to an agreement with a third party such security will be governed by the procedures outlined herein:

- to ensure forms of security are in the proper format and content is acceptable
- to ensure the physical security of all forms of security
- to ensure the forms of security are kept current

## *Surplus-Deficit Policy:*

Policy Number: C3.005  
Approval Date: June 21, 2012  
Amendment Date: June 21, 2012

Niagara Region will address/allocate annual surplus/deficits within the guidelines established in this policy (focusing on allocating surplus to areas that have been identified at risk of being underfunded).

## *Tax Rebates for Charitable Organizations:*

Policy Number: C3.T04  
Approval Date: July 30 1998  
Amendment Date: March 17, 2005

The purpose of this policy is to provide tax rebates:

- to eligible charities occupying commercial or industrial property that were previously exempt from paying the Business Occupancy Tax (BOT)
- to organizations occupying residential property as defined under section 325 (1) of the Municipal Act, 2001
- to organizations as defined under section 6 of the Assessment Act

This policy recognizes that the Fair Municipal Finance Act, 1997 may have impacts on the amount of property taxes such organizations are required to pay, either directly or indirectly, and provides relief in the form of tax rebates subject to certain conditions as set out in the policy.

# Appendices

## *Variance Analysis and Forecasting:*

Policy Number: C3.V01  
Approval Date: January 11, 1996  
Amendment Date: January 11, 1996

Due to successive years of expenditure restraint it has been necessary for all departments to perform more comprehensive year-to-date variance analysis and forecasting of expected year end operating results. Variance analysis and forecasting measures ensure that significant departures from plans are detected early enough to take corrective action to avoid a deficit by year end.

This policy summarizes desirable practices, many of which are already in effect, in order to provide guidance for variance analysis and forecasting and to clarify reporting procedures.

## *Reserve and Reserve Funds Policy:*

Policy Number: C4.002  
Approval Date: September 11, 2014  
Amendment Date: September 11, 2014

The purpose of this policy is to formalize guidelines in order to effectively manage Niagara Region reserve and reserve funds, ensuring adequate reserves are held for both planned and unexpected future expenditures, which will promote affordability and sustainability.

## By-Laws

### *Budget Control By-Law:*

By-Law Number: 2017-63  
Approval Date: July 20, 2017  
Amendment Date: July 20, 2017

The Purpose of this By-Law is to:

- Establish financial controls while allowing flexibility to alter plans as economic and political circumstances or service demands change, and maintaining stability for the taxpayers of Niagara;
- Establish the appropriate authority required by Regional staff to manage Council-approved budgeted resources for Operating Programs, Operating Projects and Capital Projects;
- Ensure that the Region's resources are utilized for the purposes intended through the approval of the annual Operating and Capital Budgets;
- Maintain public accountability and transparency;
- Ensure alignment with Regional Council's strategic priorities.
- In order to achieve the preceding purposes, goals and objectives of this By-law it is important that all persons involved in Niagara Region Budget process abide by the requirements of this By-law.

# Appendices

## *Procurement By-Law:*

By-Law Number: 02-2016

Approval Date: November 12, 2015

Amendment Date: November 12, 2015

The purposes, goals and objectives of this By-law and of each of the methods of Purchasing authorized herein are:

1. to encourage competitive bidding;
2. to ensure objectivity and integrity in the Purchasing process;
3. to ensure fairness between bidders;
4. to maximize savings for taxpayers;
5. to offer a variety of Purchasing methods, and to use the most appropriate method depending on the particular circumstances of the acquisition;
6. to the extent possible, to ensure openness, accountability and transparency while protecting the best interests of the Corporation and the taxpayers of The Regional Municipality of Niagara;
7. to obtain the best value for the Corporation when procuring Goods and/or Services;
8. to avoid real and perceived conflicts between the interests of the Corporation and those of the Corporation's employees and elected officials and to ensure compliance with the Municipal Conflict of Interest Act, R.S.O. 1990, c.M.50, as amended;
9. to encourage the Purchase of Goods and/or Services with due regard to the preservation of the natural environment;
10. to promote, and incorporate wherever possible in Purchasing activities of the Corporation, the requirements of the Ontarians with Disabilities Act, 2001, S.O. 2001, c. 32, as amended;
11. to adhere to the code of ethics of the National Institute of Government Purchasing and the Purchasing Management Association of Canada; and
12. to maintain timely and relevant policies and procedures.

# Appendices

## Appendix 3 – Acronym Descriptions

Acronym	Description
ABD	Allocation between Departments
AMP	Asset Management Plan
ARL	Annual Repayment Limit
AWD	Allocation within Departments
CAMP	Capital Asset Management Policy
CSO	Combined Sewer Overflow
CVA	Current Value Assessment
CVR	Capital Variance Reserve
DC	Development Charge
F/X	Foreign Exchange
FTE	Full Time Equivalent
GBA	Gross Budget Adjustment
IO	Infrastructure Ontario
KPI	Key Performance Indicator
MPAC	Municipal Property Assessment Corporation
MY	Multi-year
NPCA	Niagara Peninsula Conservation Authority
NRH	Niagara Regional Housing
NRPS	Niagara Regional Police Service
PFA	Program Financial Analyst
PIL	Payments in Lieu of Taxes
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
ROI	Return on Investment
S&P	Standard & Poor's rating agency
SAEO	Social Assistance and Employment Opportunities
SF	Sinking Fund
SNIP	Smarter Niagara Incentive Program
TCA	Tangible Capital Asset
TIG	Tax Increment Grant
WIP	Work in Progress
YTD	Year to Date
YTM	Yield to Maturity

# Appendices

## Appendix 4 – Example Operating Business Case

### Sustainability Program Review – 2018 Operating Budget Adjustment

Enterprise Resource Management Services, Financial Management and Planning, ERM-02

Initiative Start Date: January 01, 2018

Reason for Business Case: Operating Project

#### *Description of Program Change:*

This funding proposal relates to engaging a third party to assist management in evaluating on an enterprise basis our programs. The review is to provide a value and risk analysis on programs in order to be able to align budget to higher value programs.

This initiative is recommended to be funded by a transfer from the taxpayer relief reserve.

#### *Business Reasons for Program Change:*

Each year the Region is tasked with creating a budget that will provide the taxpayers of Niagara with excellent service levels at a cost that is affordable to taxpayers. Based on the growing need for service enhancements, demands from the AMP and the drive to do business differently and to maintain affordability, the Region is continually challenged to meet budget guidance set forth by Council. In order for the Region to remain nimble and able to meet these challenges, a sustainability program review is required. The results of this review will be used by management to determine the next steps on reprioritizing funding within budget guidance. It will also allow the departments an opportunity to potentially do business differently in a way that is more beneficial to the taxpayers of Niagara.

#### *Supports Council's Strategic Priorities: Doing Business Differently, Organizational Excellence*

This budget request supports Council's strategic priorities of doing business differently and organizational excellence. A sustainability program review will outline areas of improvement and areas where business can be done differently to meet the needs of the taxpayers of Niagara.

#### *Supports Economic Prosperity (Dials): Employment, Taxation*

**Employment:** The sustainability program review will support employment in Niagara through employing highly skilled individuals.

**Taxation:** The sustainability program review will potentially lead to a more efficient use of taxpayer dollars in the ERMS department.

#### *Risk Assessment: High-Priority*

The short term risk of not executing a sustainability program review is that the ERMS department will not be able to meet Council's budget guidance while maintaining or improving the current service levels. In the long term, without a review decisions could be made that are detrimental to the operation of the department which would decrease service levels and not provide value to the taxpayers of Niagara.

# Appendices

## *Staffing Impact:*

None
Total Cost of Staffing Position: nil
Staffing Implementation Date: Not applicable

## *Financial Impact Summary*

Financial Area	2018	2019	2020	Beyond
Gross Expenditures	400,000	0	0	0
Gross Revenues	(400,000)	0	0	0
Net Impact to Levy	0	0	0	0

**% Change over prior year: 0.000%**

Prepared by Division Manager: Helen Chamberlain  
Reviewed by Program Financial Specialist: Adam Niece  
Approved by Director/Commissioner: Jason Burgess



# Appendices

## Appendix 5 – Example Capital Business Case

**2018 Capital Data Sheet - Project ID: J\_20000605**      **\$2,595**

**2018 Annual - EMS - Ambulance and Equipment Replacement**

### *Project Details*

Category	Description
Municipality	Region Wide
Project	High Priority
Priority/Need	
Operating Unit/Division	Public Health and Emergency Services
Project Type	Recurring Program/Multi-year Program
Asset Type	Replacement of existing with same
Project Initiation	Concurrent with budget approval
Project Description	Annual purchase and replacement of ambulances and equipment. NEMS purchases between 8-10 ambulances each year as part of its annual replacement program. Annual purchase of equipment takes place on an as needed basis.
Business Case	<p>Replacement of 8 ambulances 2 supervisor vehicles 1 fleet vehicle and other equipment as these items have reached the end of their useful life. The 2018 replacement of ambulances and operations vehicles is required to maintain an average fleet age of 54 months, or 250,000km based on industry best practice. This also helps reduce the risks associated with vehicle failures and reduce the costs of repairs and maintenance that would come with an older fleet.</p> <p>Addition of 2 net new ambulances in conjunction with the 2018 Land Ambulance Enhancements operating business case in response to increasing call volumes. The allocation of capital budget dollars to the 2 net new ambulances is subject to change (i.e. allocated to other vehicles/equipment or capital budget reduction) pending the results of the operating business case submission.</p> <p>Project Cost Summary (in thousands):</p> <ul style="list-style-type: none"><li>\$ 1,893 - 10 Ambulances (8 replacement and 2 net new)</li><li>142 - 2 Operations Supervisor vehicles</li><li>61 - 1 Fleet vehicle</li><li>199 - 4 Stretcher and load system replacements</li><li>124 - 4 Zoll Monitors (defibrillators)</li><li>60 - 100 Stryker Stretcher Batteries</li><li>65 - 10 Ambulance laptop replacements</li><li>30 - 4 Stair Chairs</li><li>21 - misc. other equipment associated with new vehicle purchases</li></ul> <p>\$ 2,595 - Total</p>

# Appendices

## *Budget Breakdown (in thousands)*

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	0
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	2,595
Uninitiated	0
<b>Total Expenditure</b>	<b>2,595</b>

## *Funding Sources (in thousands)*

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	2,250
Development Charges	345
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>2,595</b>

## *Planning Forecast (in thousands)*

Expenditure Element	Prior Budget	2018	2019	2020	2021	2022	2023-2027	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	2,595	0	0	0	0	0	2,595
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>2,595</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,595</b>

## *Cash Flows (in thousands)*

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2018	0	264	2,188	0	2,452
2019	143	0	0	0	143
2020	0	0	0	0	0

# Appendices

## *Council Strategic Priorities*

<b>Council Priority</b>	<b>Percentage</b>
Moving People and Goods	0%
Fostering Innovation, Investment and Entrepreneurship	0%
Building a Labour-ready Workforce	0%
Positioning Niagara Globally	0%
Doing Business Differently	0%
Organizational Excellence	100%

## *Operating Impact (in thousands)*

<b>Object of Expenditure</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Operational and Supply	17	18	18
Occupancy and Infrastructure	0	0	0
Equipment, Vehicle, and Technology	32	33	34
Financial Expenditures	0	0	0
<b>Total Operating Impact</b>	<b>49</b>	<b>50</b>	<b>51</b>