



NIAGARA REGION BUDGET

2020



## CAPITAL BUDGET:

# \$375 MILLION

To help drive Council's vision of a strong, growing and prosperous region, the operating budget supports a \$375 million approved capital program for 2020 that includes a number of projects aimed at facilitating growth and attracting employment, as well as upgrades to critical infrastructure through the Region's Asset Management Plan.



**CASABLANCA  
BOULEVARD  
WIDENING**



**NIAGARA REGIONAL  
HOUSING HAWKINS  
ST INTENSIFICATION**



**ROAD RESURFACING  
& STRENGTHENING  
PROGRAM**



**LONG TERM CARE  
REDEVELOPMENT**



**STAMFORD  
SEWER TRUNK  
REHABILITATION**



**RECONSTRUCTION  
RR 57 (THOROLD  
STONE RD)**



**PORT DALHOUSIE  
WASTEWATER  
TREATMENT  
PLANT UPGRADE**



**PORT COLBORNE  
WATER TREATMENT  
PLANT**

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## OPERATING BUDGET:

# \$393 MILLION

The operating budget for 2020 has been approved with a tax levy of \$392.6 million and will provide funding for the daily business of Niagara Region, its boards and agencies. Included in the operating budget is a separate 1.54 per cent levy for long-term care facilities.

### PROPERTY TAX INCREASE

# 5.92%



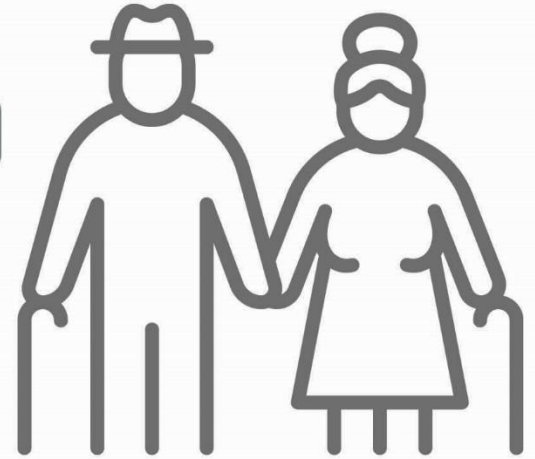
THE 2020 NIAGARA REGION LEVY OPERATING BUDGET CONTAINS AN OVERALL PROPERTY TAX INCREASE OF 5.92 PER CENT TO THE TAXPAYER LEVY FOR LONG TERM CARE. FOR THE AVERAGE PROPERTY ASSESSED AT \$277,044, THE REGIONAL PORTION OF THE TAX BILL WILL INCREASE BY \$86, TOTTALLING \$1,602 IN 2020.

## LEVY FOR LONG TERM CARE

# \$5.6 MILLION

Included in the 2020 operating budget is a separate 1.54 per cent levy for the redevelopment of two long-term care facilities.

# 1.54 % LEVY



## RATE PLANS:

# \$162 MILLION

Niagara Regional Council approved a combined rate operating budget increase of 5.15 per cent for water and wastewater services, which allows the regional municipality to make strategic investments in critical infrastructure and protect our drinking water. The budget for waste management services, which includes curbside collection, recycling and landfill sites increased 9.9 per cent over 2019, largely driven by new residential waste collection contracts and changing market conditions.

# 5.15 %



# 9.9 %



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Section I

# About the Niagara Region

Corporate Overview



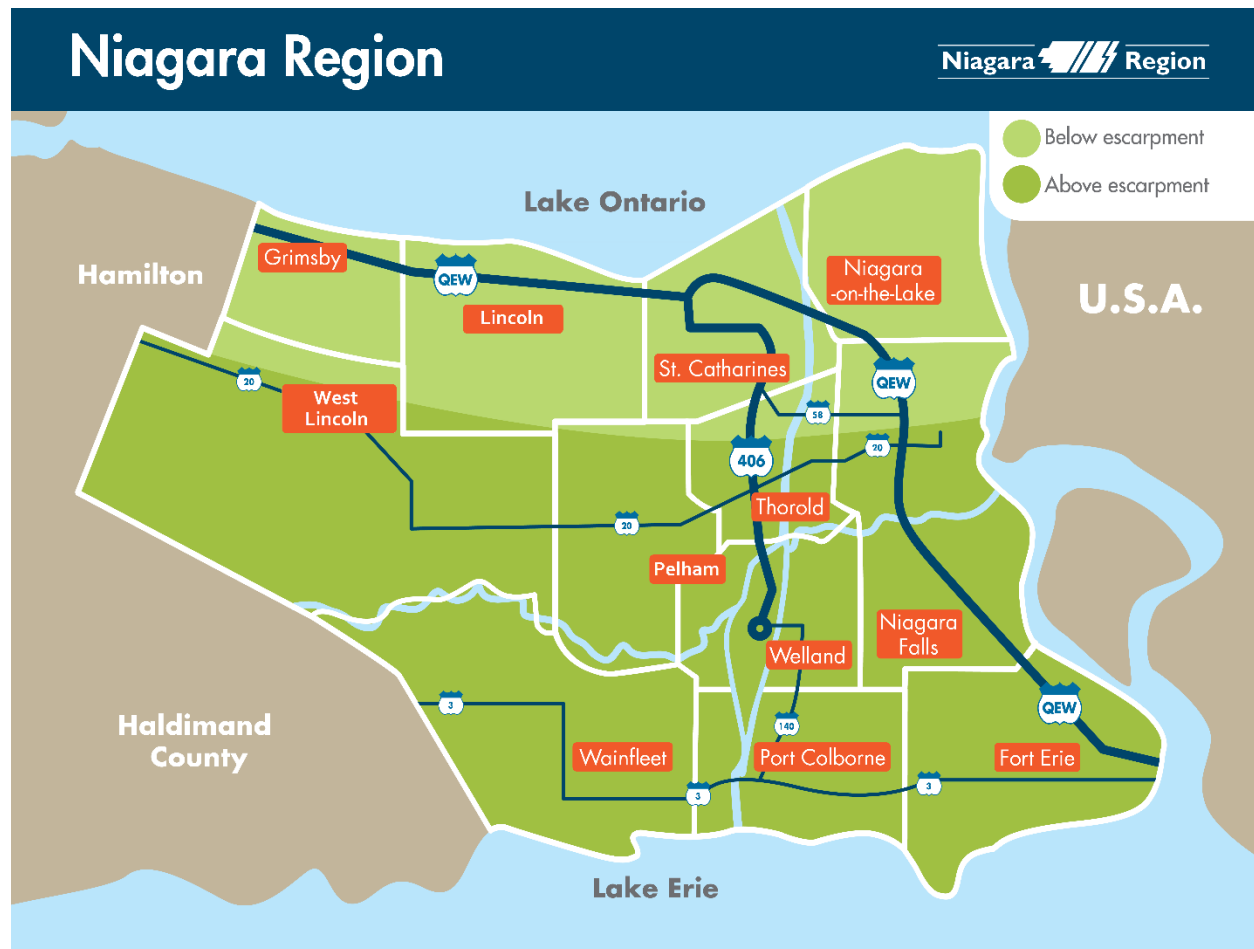
# About the Niagara Region

Niagara is a culturally rich and historically significant region offering its 472,448 (2018) 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 31 elected representatives from 12 area municipalities, plus the Regional Chair.

## Regional Profile

Niagara is a major gateway to North America. Located in the heart of Southern Ontario and bordering on the United States, the Niagara Region is situated between Lake Ontario, Lake Erie and the Niagara River.

The 12 municipalities within Niagara Region are less than a one hour drive to Toronto or western New York. Businesses are within one day's drive of 55% of all U.S. manufacturing activity and almost half of the U.S. population. Niagara is accessible worldwide through the Great Lakes-St. Lawrence Seaway, which includes the Welland Canal. Niagara borders combined are the second busiest commercial crossings between the U.S. and Canada, carrying 12% of all goods traded between the two countries.

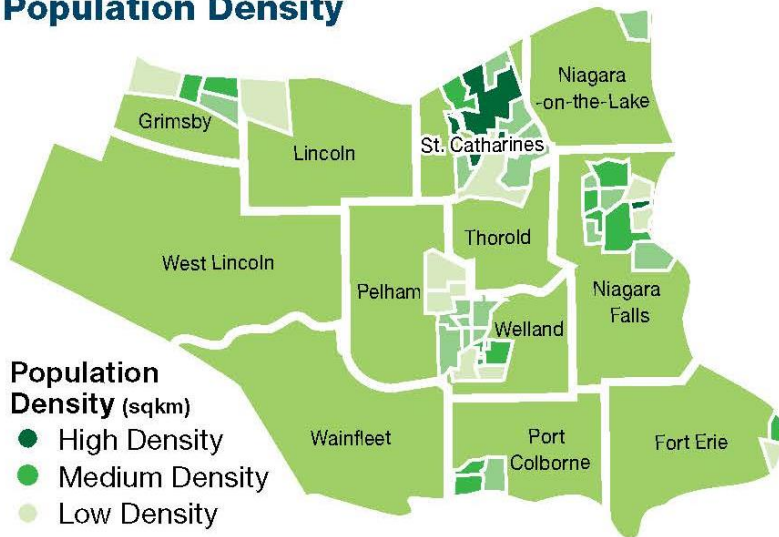




# About the Niagara Region

## NIAGARA AT A GLANCE

### Population Density



Statistics Canada, Census (2016)

### Employees



**209,890**

people employed in the labour force

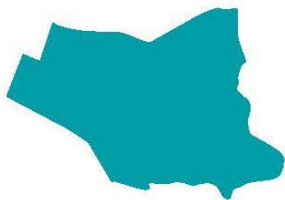


**80,000**

projected new people employed by 2041

Municipal Comprehensive Review, Phase 4 Forecast (2018)

### Tourism



**13,000,000**  
VISITORS TO NIAGARA

Ontario Ministry of Tourism (2016)

### Housing Starts



Canada Mortgage and Housing Corporation, Housing Now Tables (2018)

### Population's Median Age



Niagara Region

Ontario

Canada

Statistics Canada, Median Age (2016)

### Cost of Living



Family of four in 2017

**\$71,294**

Niagara Poverty Reduction Network (2017)



**8.9%**

Increase in just one year

# About the Niagara Region

## Vision, Mission and Values

### Vision

Niagara Region is a mosaic of diverse communities. We strive to achieve a prosperous, safe and inclusive community that embraces our natural spaces and promotes holistic wellbeing and quality of life.

### Mission

Niagara Region will serve its residents, businesses and tourists through collaborative leadership, responsible policy and the provision of effective and efficient community-focused services, while maintaining environmental and economic sustainability.

### Values

#### Equity

Inclusive, acting with compassion for the community.

#### Innovation and Continuous Improvement

Behaving ethically, and acting with respect, accountability and trust.

#### Stewardship

Working to consider long term consequences of actions, think broadly across issues and act responsibly.

#### Foster Partnerships

Building partnerships to leverage resources and talents.



# About the Niagara Region

## Niagara Regional Council's Strategic Priorities



### Objective 1.1: Economic Growth and Development

- Enhance integration with local area municipalities' economic development and planning departments to provide supports and improve interactions with businesses to expedite and navigate development processes
- Forward thinking approach to economic development in Niagara through long term strategic planning and leveraging partnerships with post-secondary institutions

### Objective 1.2: Support Retention and Development of a Skilled Labour Force

- Partner with all levels of education, private sector businesses and industry associations to advocate for skilled trade labour to address the workforce gap
- Explore the development of a regional talent network, and develop an advanced manufacturing workforce strategy for Niagara

### Objective 1.3: Collaborative Approach to Business Growth and Retention

- Work collaboratively with local area municipalities to connect with existing businesses proactively to achieve long term economic success
- Work collaboratively with community organizations, post-secondary institutions and businesses to support research and technology facilities in the region that foster new business start-up opportunities

### Objective 1.4: Strategically Target Industry Sectors

- Define Niagara's role in tourism including areas such as sport, eco, agricultural and culture tourism
- Through advocacy and collaboration with Tourism Partnership of Niagara, encourage visitors to spend more and stay longer, using an inclusive approach across all areas of the region
- Foster opportunities to drive economic diversity through value-add sectors such as agri-business

# About the Niagara Region

02

## STRATEGIC PRIORITIES

# HEALTHY AND VIBRANT COMMUNITY

Foster a high quality of life through safe, inclusive neighbourhoods and delivery of quality, affordable and accessible human services

### Objective 2.1: Enhance Community Wellbeing

- Foster safe and inclusive neighbourhoods and communities tied to a larger strategic Community Safety and Wellbeing strategy
- Drive positive and healthy early childhood education and experiences through the delivery of high quality and affordable child care services
- Increase the capacity of long-term care across the region to meet the needs of the aging population

### Objective 2.2: Mental Health and Wellbeing

- Support the health and wellbeing of the community by facilitating and advocating for access and timeliness of mental health services for all residents

### Objective 2.3: Addressing Affordable Housing Needs

- Retain, protect and increase the supply of affordable housing stock to provide a broad range of housing to meet the needs of the community
- Support clients through the stages of the housing continuum, towards more stable and permanent housing

# About the Niagara Region



### **Objective 3.1: Advancing Regional Transit and GO Rail Services**

- Advance and advocate for Niagara's effort towards integrated and efficient conventional, specialized and higher order transit, enabling seamless and connective travel for all people throughout Niagara and the Greater Toronto and Hamilton Area (GTHA)

### **Objective 3.2: Environmental Sustainability and Stewardship**

- A holistic and flexible approach to environmental stewardship and consideration of the natural environment, such as in infrastructure, planning and development, aligned with a renewed Official Plan
- Drive environmental protection and addressing climate change such as through increasing waste diversion rates and reducing our carbon footprint

### **Objective 3.3: Maintain Existing Infrastructure**

- Sound asset management planning to ensure sustainable investments in the infrastructure needed to support existing residents and businesses, as well as future growth in Niagara

### **Objective 3.4: Facilitating the Movement of People and Goods**

- Commitment to the implementation of Niagara's Transportation Master Plan, creating an integrated network of roads and highways for the movement of people and goods
- Advocate and support for Niagara's transportation projects, safe and healthy streets supporting active transportation, and opportunities in rail

# About the Niagara Region



## **Objective 4.1: High Quality, Efficient and Coordinated Core Services**

- Promote an organizational culture that values continuous improvement, collaboration, and innovation
- Explore cost-efficiencies through coordinated service delivery and collaboration with local area municipalities
- Commit to customer focused services, improving access such as through digital and online service delivery
- Drive evidence informed decisions by building staff skills and capacity, and by making information and data accessible across the organization

## **Objective 4.2: Enhanced Communication**

- Increase public knowledge through education and promotion of Regional programs and services, initiatives and priorities. Focus on clear and consistent communication on Regional budget, activities and successes, in a simplified manner
- Strive to be inclusive and increase the reach of communications with the community and explore best practice multi-media approaches

## **Objective 4.3: Fiscally Sustainable**

- Build an adaptive environment that employs leading business practices, such as asset management, to foster financial stability in delivering critical infrastructure and services
- Explore opportunities for driving new revenues and generating business

# About the Niagara Region

## Implementation Plan

A strategic plan has no true value without an action plan to implement the goals and objectives that it identifies. In order to move these strategic priorities forward, specific projects, initiatives and actions have been identified for the term of Council to achieve the objectives. It is important to note that these projects and initiatives are not intended to be an inclusive list of everything the Region does as core services. The implementation plan identifies new or ongoing initiatives that the organization needs to focus on specifically to enact Council's priorities. They will ensure the Region is meeting the current and most immediate needs of the community, as identified through the strategic planning process. [Appendix 8](#) provides a brief overview of these departmental high profile projects with desired objectives and outcomes.

In order to measure the success of attaining the strategic priorities and objectives, a performance dashboard has been established. This dashboard is an online tool used to track the Region's key departmental performance measures along with other key data points to provide a regularly updated snapshot of the Region's trends and current state across the four strategic priorities identified above. [Appendix 9](#) provides a summary of the key departmental performance measures in place to assess the degree of success in attaining the Region's strategic priorities and objectives. Current, target and baseline results for these departmental measures can be found in [Section 4 – Department Summaries](#).

# About the Niagara Region

## Council and Corporate Leadership Team



### REGIONAL CHAIR – Jim Bradley

#### **FORT ERIE**

Wayne Redekop, Mayor  
Tom Insinna

#### **GRIMSBY**

Jeff Jordan, Mayor  
Wayne Fertich

#### **LINCOLN**

Sandra Easton, Mayor  
Robert Foster

#### **NIAGARA FALLS**

Jim Diodati, Mayor  
Bob Gale  
Barbara Greenwood  
Peter Nicholson

#### **NIAGARA-ON-THE-LAKE**

Betty Disero, Lord Mayor  
Gary Zalepa Jr.

#### **PELHAM**

Marvin Junkin, Mayor  
Diana Huson

#### **PORT COLBORNE**

Bill Steele, Mayor  
Barbara Butters

#### **ST. CATHARINES**

Walter Sendzik, Mayor  
Sandie Bellows  
George Darte  
Brian Heit  
Laura Ip  
Tim Rigby  
Kelly Edgar

#### **THOROLD**

Terry Ugolini, Mayor  
Tim Whalen

#### **WAINFLEET**

Kevin Gibson, Mayor

#### **WELLAND**

Frank Campion, Mayor  
Pat Chioocchio  
Leanna Villella

#### **WEST LINCOLN**

David Bylsma, Mayor  
Albert Witteveen



# About the Niagara Region

## Corporate Leadership Team



**Ron Tripp**  
Acting Chief Administrative Officer



**Dr. M. Mustafa Hirji**  
Medical Officer of Health  
Acting Commissioner Public  
Health and Emergency Services



**Todd Harrison**  
Treasurer  
Commissioner Corporate Services



**Rino Mostacci**  
Commissioner Planning and  
Development Services



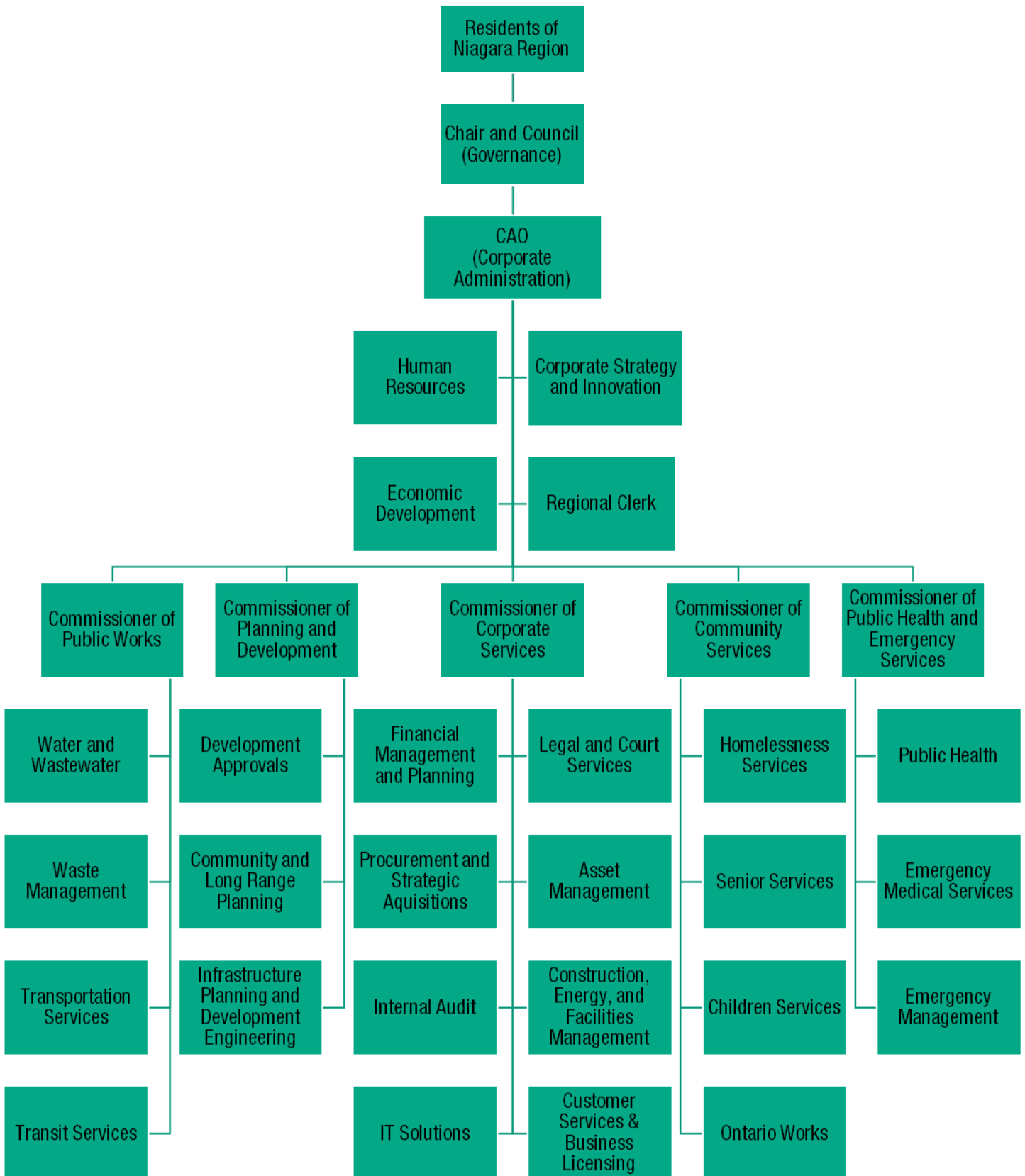
**Adrienne Jugley**  
Commissioner Community  
Services



**Bruce Zvaniga**  
Commissioner of Public Works  
(Interim)

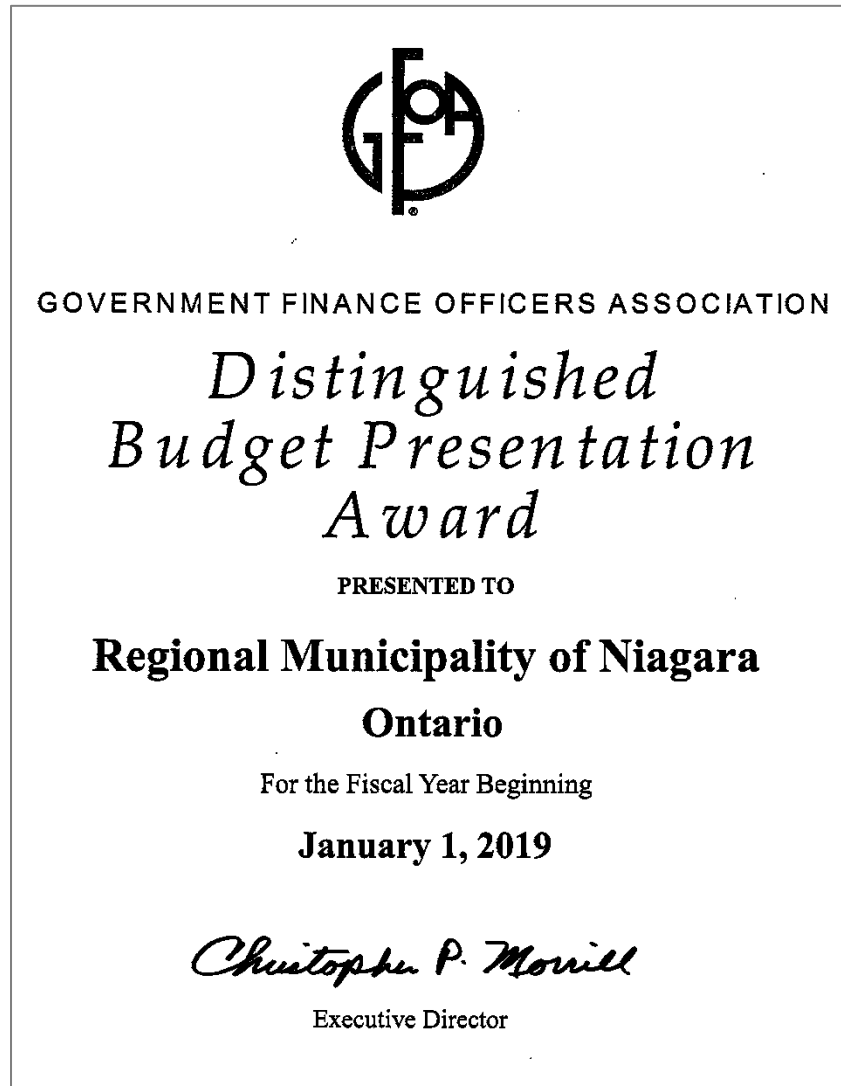
# About the Niagara Region

## Niagara Region Organizational Chart



# About the Niagara Region

## Budget Presentation Award



Niagara Region received the Government Finance Officers Association of the United States and Canada Distinguished Budget Presentation Award for its annual budget. A recipient must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

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**Section 2**

# **Report from the Treasurer**



# Report from the Treasurer

## 2020 Budget Highlights

Niagara Regional Council has approved a budget for 2020 that balances the need to maintain core services, deliver critical infrastructure and protect the community.

Challenged with costs downloaded from the province, required capital investments, as well as facing a need to support growth in population and employment, the budget plan is sustainable, transparent and service-focused.

Three components make up Niagara Region's budget: the levy operating budget, the rate operating budgets and the capital budget.

The 2020 Niagara Region levy operating budget contains an overall property tax increase of 5.92 per cent to the taxpayer.

For the average property assessed at \$277,044, the Regional portion of the tax bill will increase by \$86, totaling \$1,602 in 2020.

The operating budget for 2020 has been approved with a tax levy of \$392.6 million and will provide funding for the daily business of Niagara Region, its boards and agencies. This budget increase allows the regional municipality to make strategic investments that support economic and residential growth and ensures Niagara's most vulnerable citizens are cared for.

Building on recent investments aimed at supporting the community, Niagara Region will continue to enhance transit services, invest more funding in homelessness and improve public safety.

The 2020 budget includes a separate 1.54 per cent levy for the redevelopment of two long-term care facilities.

Niagara Regional Council also approved a combined rate operating budget increase of 5.15 per cent for water and wastewater services. The rate increase for water and wastewater allows the regional municipality to make strategic investments in critical infrastructure that align with Asset Management Plan, Master Servicing Plan and continue to provide safe drinking water.

The budget for waste management services, which includes curbside collection, recycling and landfill sites, will see an increase of 9.9 per cent. The increase for 2020 is largely driven by new residential waste collection contracts and reflects a general province-wide trend, which has seen costs go up in other municipalities. There has also been a drop in the market prices for the sale of recyclables which reduces revenue to the Region.

In October 2019, Regional Council voted to transition to every-other-week curbside collection starting in fall 2020. This will improve waste diversion targets through increased composting and recycling and enable the Region to avoid incurring additional costs in the future compared to weekly collection.

To help drive Council's vision, the operating budgets support a \$375 million approved capital program for 2020 that includes a number of projects aimed at facilitating growth and attracting employment, as well as upgrades to critical infrastructure through the Region's Asset Management Plan.

# Report from the Treasurer

## Quotes

*"Regional Council was faced with some challenging decisions on the 2020 budget, however we continued to invest in Niagara's future through support for high quality service delivery. Whether it is housing our community, improving public transportation and infrastructure, providing clean water or delivering improved waste collection services, every consideration was taken to improve the quality of life in the region."*

~ **Jim Bradley, Regional Chair**

*"Guided by Council's Strategic Priorities, the Region has invested in quality service delivery that will impact the lives of residents not just in 2020, but beyond. As budget chair, I look forward to how these enhancements can help shape the future of Niagara."*

~ **Gary Zalepa, Regional Councillor and Budget Chair**

*"Staff worked diligently to ensure that Council's Strategic Priorities were considered in this budget and that residents would benefit from responsible and sustainable use of their tax dollars."*

~ **Todd Harrison, Commissioner of Corporate Services and Treasurer**

## 2020 Budget

It is with great pleasure that I present the 2020 Budget for the Niagara Region of \$1,390,740,868. I applaud the work done by staff to balance the needs of the corporation with the expectations of our taxpayers and Council, taking into account the various financial plans, studies and legislative requirements. This budget has been built with sustainability in mind while at the same time recognizing the importance of making strategic investments in our capital infrastructure, demonstrated by the single largest capital budget this corporation has approved of \$376 million.

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
Tax Levy Budget	829,965,899	(437,396,287)	392,569,612
Water Budget	46,300,620	(379,663)	45,920,957
Wastewater Budget	81,724,266	(4,703,572)	77,020,694
Waste Management Budget	57,225,194	(18,403,591)	38,821,603
<b>Total Operating Budget</b>	<b>1,015,215,979</b>	<b>(460,883,113)</b>	<b>554,332,866</b>
Capital Budget	375,524,889	(106,757,474)	268,767,415
<b>Total Budget</b>	<b>1,390,740,868</b>	<b>(567,640,587)</b>	<b>823,100,281</b>

On December 12th, 2019, Niagara Region Council approved by-laws authorizing a combined net operating budget increase for 2020 of 5.15 per cent for Water and Wastewater services and 9.9 per cent for Waste Management, a Capital Budget of \$376 million and a Levy Budget that will result in an overall property tax increase for 2020 of 5.92 per cent.

# About the Niagara Region

## Levy

The Levy Budget has been developed by incorporating the guiding principles outlined in the newly adopted Budget Planning By-law which guides the Region's current and future budgets in a fiscally responsible manner that meets residents' expectations.

The Region was faced with numerous budgetary pressures which resulted in tough decisions to align with Council's budget planning direction. One of the key pressures faced was the decision made by the Provincial government to reduce funding. Council's direction to maintain service levels required a \$2.1 million or 0.6 per cent increase that could not be mitigated.

Capital Financing has been a Council priority and a strain on our service levels with the ongoing need to fund the asset replacement backlog at the Region. In order to properly address this priority, Council adopted the Capital Financing Policy which guides the funding strategy for capital investments. This resulted in the approval of a separate \$5.6 million or 1.54 per cent increase to support Long Term Care home redevelopment.

As the Region continues to experience growth from the expansion of the Golden Horseshoe, the expansion of the Niagara Regional Transit program and GO Transit implementation project have been supported by Council to maintain the momentum. The Budget Planning By-law will guide the sustainable growth of the Niagara Region into the future, without burdening current residents and taxpayers. This is achieved through the fiscally responsible use of assessment growth.

Overall, with an average property assessed at \$277,044, the Region portion of the tax bill will increase by \$86 in 2020, totaling \$1,602 a year.

### OPERATING BUDGET:

# \$393 MILLION

The operating budget for 2020 has been approved with a tax levy of \$392.6 million and will provide funding for the daily business of Niagara Region, its boards and agencies. Included in the operating budget is a separate 1.54 per cent levy for long term care facilities.

### PROPERTY TAX INCREASE

# 5.92%



THE 2020 NIAGARA REGION LEVY OPERATING BUDGET CONTAINS AN OVERALL PROPERTY TAX INCREASE OF 5.92 PER CENT TO THE TAXPAYER LEVY FOR LTC. FOR THE AVERAGE PROPERTY ASSESSED AT \$277,044, THE REGIONAL PORTION OF THE TAX BILL WILL INCREASE BY \$86, TOTALLING \$1,602 IN 2020.

### LEVY FOR LTC:

# \$5.6 MILLION

Included in the 2020 operating budget is a separate 1.54 per cent levy for the redevelopment of two long-term care facilities.



# 1.54% LEVY



# About the Niagara Region

## Water and Wastewater

The Water and Wastewater Budget has been established with affordability in mind as base services have been increased within Council's planning direction. At the same time however, the budget recognizes the need to make responsible investments in the water and sewer infrastructure to ensure the sustainability of our mandated services to residents. The previously approved Safe Drinking Water Act (SDWA) financial plan has identified the urgent need to increase capital financing to address the current infrastructure gap. This need has also been identified in the Region's Asset Management Plan which recommends an annual investment of \$106 million on average to bring infrastructure back to proper condition within 50 years. Continuing with the action taken in 2019, the 2020 budget has allocated a separate increase of 3.15 per cent to be transferred to capital reserves to assist with these infrastructure upgrades and improvements.

The approved water and wastewater rates are effective January 1<sup>st</sup> 2020 and will be billed to the local area municipalities based on water and wastewater usage in accordance with the Council approved methodology. As the wholesaler of water and wastewater services in Niagara, the Region will bill the local municipalities, who will in-turn incorporate these new rates into resident water bills.

### RATE PLANS:

# \$162 MILLION

Niagara Regional Council approved a combined rate operating budget increase of 5.15 per cent for water and wastewater services, which allows the regional municipality to make strategic investments in critical infrastructure and protect our drinking water. The budget for waste management services, which includes curbside collection, recycling and landfill sites increased 9.9 per cent over 2019, largely driven by new residential waste collection contracts and changing market conditions.



## Waste Management

The Waste Management Budget has been faced with significant pressures for 2020 which has required prudent financial management to maintain the balance between the level of services provided and affordability to rate payers.

The Region continues to face poor market conditions affecting end market recycling revenues. Market conditions are expected to rebound in 2021 and as such, reserves have been used to mitigate the impact to rate payers this year.

Steps have also been taken to mitigate pressures related to contracted services for waste collection. The Region will be easing the burden to rate payers by phasing in costs over a three year period. These actions demonstrate the commitment of the Region to maintain affordability while managing financial resources in a fiscally responsible manner.

Costs for these services are charged to municipalities based on the number of households that receive curbside pickup and primarily charged to residents based on tax rates established by the Region and applied to assessed value of households.

## Capital Budget

Balancing the needs of a growing population while maintaining the Region's fiscal sustainability requires long term planning and a fiscal strategy. The strategy must incorporate: managing existing assets to provide

# About the Niagara Region

reliable service, investing in growth and saving for the future. One SHAPE Niagara priority project was the development of the Capital Financing Strategy for sustainable and engaging government. In 2019, Council approved the Capital Financing Policy which aligns short-term actions with long-term financial management and ensures that the Region is in a sound financial position to fund capital projects in alignment with studies, plans and other legislated requirements.

The 2020 Capital Budget was built through the application of the Capital Financing Policy. To position the Region on the best possible course for future success, it has the highest investment in growth projects in the Capital budget to date while also maintaining a strong AA stable credit rating from Standard and Poor's. The largest Capital Budget approved to date is comprised of projects that allows the Region to meet the ongoing needs of growth and renewal and maintenance of existing assets. Some key projects within this year's capital budget are as follows:

- Redevelopment of two long-term care homes to address aging demographics
- Increasing affordable housing supply through development of two 3-storey apartment buildings which will add 55 units
- Enhancing recycling fiber processing line to generate a premium market rate in the sale of recycled newsprint



Figure 1 Proposed Long Term Care Home Redevelopment

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Section 3

# Operating Budget

Corporate Operating Overview



## 2020 Operating Budget Overview

The operating budget process begins in March of each year, running through to December. Unlike some other levels of government, the Niagara Region's municipal budget year mirrors the calendar year, running from January to December. While the budget is typically approved in December of the prior year (with the exception of an election year that could see approval early in the year being budgeted) final tax rates are not set until the February of the following year depending on budget approval, 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 at niagararegion.ca/business/finance/quarterly-reports](https://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.

### Operating Budget Summary Including Allocations

Indirect allocations are the process of distributing the costs to deliver corporate support services that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications) across various departments. 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.

In your personal financing, if you share a house with multiple roommates, an allocation is similar to sharing the cost of your internet or cable bill.

The costs allocated to other departments impact provincial subsidy funding (Community Services and Public Health), net cost sharing agreements (Courts Services), and taxation requirements (Rate supported programs).

# Operating Budget Summary

Amounts in thousands

Budget by Division (in thousands)	2019 Gross Expenditure	2019 Net Expenditure	2020 Gross Expenditure	2020 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	2,415	2,415	2,459	2,459	44	1.83%
Corporate Administration	5,952	5,444	7,201	5,662	218	4.01%
Corporate Services	3,757	2,117	3,579	1,542	(575)	-9.52%
Community Services	306,852	43,635	308,860	51,033	7,398	16.95%
Public Health and Emergency Services	105,135	38,464	109,140	41,668	3,205	8.33%
Planning and Development	8,126	5,555	7,711	5,132	(423)	-7.62%
Transportation Services	83,058	72,345	90,673	78,146	5,801	8.02%
<b>Subtotal of Levy Departments</b>	<b>515,295</b>	<b>169,974</b>	<b>529,622</b>	<b>185,642</b>	<b>15,668</b>	<b>9.22%</b>
Court Services	6,135	(605)	8,125	(734)	(130)	-21.43%
Niagara Regional Housing	64,431	35,405	66,226	36,444	1,039	2.93%
Niagara Peninsula Conservation Authority	5,490	5,490	5,809	5,809	319	5.82%
Niagara Regional Police Service	180,120	161,528	188,223	170,181	8,653	5.36%
<b>Subtotal of Outside Boards and Agencies</b>	<b>256,176</b>	<b>201,818</b>	<b>268,384</b>	<b>211,700</b>	<b>9,882</b>	<b>4.90%</b>
Grants and Expenditures	17,990	10,934	16,319	13,907	2,973	27.19%
Net Revenue	14,533	(17,001)	15,641	(18,679)	(1,678)	-9.87%
<b>Subtotal of General Government</b>	<b>32,523</b>	<b>(6,067)</b>	<b>31,959</b>	<b>(4,772)</b>	<b>1,295</b>	<b>21.34%</b>
<b>Total of Tax Levy Supported Programs</b>	<b>803,994</b>	<b>365,726</b>	<b>829,966</b>	<b>392,570</b>	<b>26,844</b>	<b>7.34%</b>
Water Operations	44,653	44,239	46,301	45,921	1,682	3.80%
Wastewater Operations	76,105	72,680	81,724	77,021	4,341	5.97%
Waste Management Services	54,927	35,328	57,225	38,822	3,493	9.89%
<b>Total of Rate Supported Programs</b>	<b>175,685</b>	<b>152,247</b>	<b>185,250</b>	<b>161,763</b>	<b>9,516</b>	<b>6.25%</b>
<b>Total of All Regional Programs</b>	<b>979,680</b>	<b>517,973</b>	<b>1,015,216</b>	<b>554,333</b>	<b>36,360</b>	<b>7.02%</b>

# Operating Budget Summary

## Operating Budget Summary Excluding Allocations

The following schedule summarizes controllable gross and net costs by department or service area. These figures are also often referred to as “above the line expenditures”. Council approves departmental budgets at this level, with the exceptions being Court Services, Waste Management, Water and Wastewater Operations.

*Amounts in thousands*

Budget by Division (in thousands)	2019 Gross Expenditure	2019 Net Expenditure	2020 Gross Expenditure	2020 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	2,138	2,138	2,170	2,170	32	1.49%
Corporate Administration	13,686	13,178	15,090	13,551	373	2.83%
Corporate Services	36,684	35,044	39,488	37,451	2,407	6.87%
Community Services	291,087	27,870	287,212	29,385	1,515	5.43%
Public Health and Emergency Services	91,400	24,728	94,089	26,618	1,889	7.64%
Planning and Development	6,590	4,019	6,679	4,099	80	1.99%
Transportation Services	43,937	33,223	51,054	38,526	5,304	15.96%
<b>Subtotal of Levy Departments</b>	<b>485,522</b>	<b>140,201</b>	<b>495,779</b>	<b>151,799</b>	<b>11,598</b>	<b>8.27%</b>
Court Services	4,903	(1,837)	6,975	(1,885)	(47)	-2.57%
Niagara Regional Housing	56,815	27,789	58,127	28,345	556	2.00%
Niagara Peninsula Conservation Authority	5,484	5,484	5,809	5,809	325	5.93%
Niagara Regional Police Service	165,306	146,714	172,501	154,458	7,744	5.28%
<b>Subtotal of Outside Boards and Agencies</b>	<b>232,508</b>	<b>178,150</b>	<b>243,412</b>	<b>186,728</b>	<b>8,578</b>	<b>4.81%</b>
Grants and Expenditures	89,115	82,059	93,320	90,908	8,849	10.78%
Net Revenue	14,533	(17,001)	15,641	(18,679)	(1,678)	-9.87%
<b>Subtotal of General Government</b>	<b>103,648</b>	<b>65,058</b>	<b>108,961</b>	<b>72,229</b>	<b>7,171</b>	<b>11.02%</b>
<b>Total of Tax Levy Supported Programs</b>	<b>821,678</b>	<b>383,409</b>	<b>848,152</b>	<b>410,756</b>	<b>27,347</b>	<b>7.13%</b>
Allocations to Rate Supported Programs	(17,683)	(17,683)	(18,186)	(18,186)	(503)	-2.84%
<b>Total Tax Levy</b>	<b>803,994</b>	<b>365,726</b>	<b>829,966</b>	<b>392,570</b>	<b>26,844</b>	<b>7.34%</b>
Water Operations	40,329	39,915	41,715	41,335	1,420	3.56%
Wastewater Operations	65,107	61,681	70,561	65,857	4,176	6.77%
Waste Management Services	52,566	32,967	54,789	36,385	3,418	10.37%
<b>Total of Rate Supported Programs</b>	<b>158,002</b>	<b>134,564</b>	<b>167,064</b>	<b>143,577</b>	<b>9,013</b>	<b>6.70%</b>



# Operating Budget Summary

Budget by Division (in thousands)	2019 Gross Expenditure	2019 Net Expenditure	2020 Gross Expenditure	2020 Net Expenditure	Net Change in Dollars	Net Change in Percent
Allocations from Tax Levy Supported Programs	17,683	17,683	18,186	18,186	503	2.84%
<b>Total Rate and Requisition</b>	<b>175,685</b>	<b>152,247</b>	<b>185,250</b>	<b>161,763</b>	<b>9,516</b>	<b>6.25%</b>
<b>Total of All Regional Programs</b>	<b>979,680</b>	<b>517,973</b>	<b>1,015,216</b>	<b>554,333</b>	<b>36,360</b>	<b>7.02%</b>

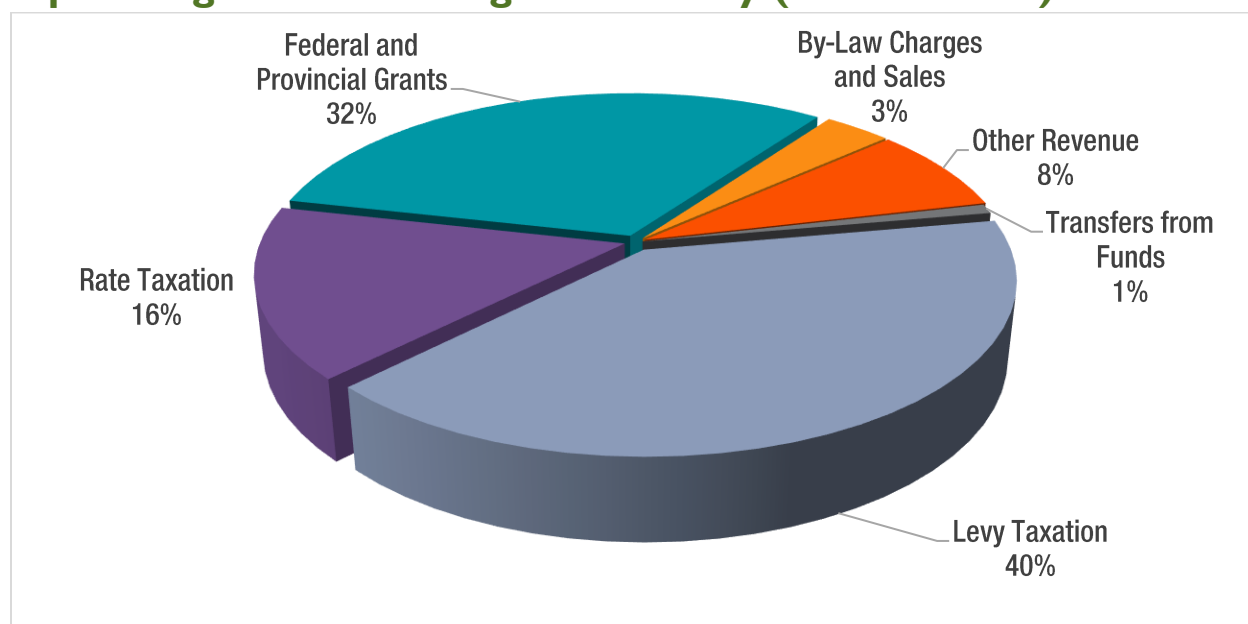
## Operating Budget Revenue Summary

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, child care 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. 2020 rates were set through report CSD 72-2019, 2020 Fees and Charges By-Law.
- 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 2020 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 Summary

## Operating Revenue Budget Summary (in thousands)



Revenue Description	2019 Budget	2020 Budget	Budget Change
Levy Taxation	380,993	409,634	28,641
Rate Taxation	152,247	161,763	9,516
Federal and Provincial Grants	326,259	319,544	(6,715)
By-Law Charges and Sales	35,231	35,116	(115)
Other Revenue	72,039	80,407	8,367
Transfers from Funds	12,910	8,752	(4,158)
<b>Total Revenue</b>	<b>979,680</b>	<b>1,015,216</b>	<b>35,536</b>

## Operating Revenue Detail (in thousands)

Revenue Description	2019 Budget	2020 Budget	\$ Change	% Change
Property Tax Levy	365,726	392,570	26,844	7.3%
Payments in Lieu of Taxes	9,254	9,375	121	1.3%
Supplemental Taxes	6,013	7,689	1,676	27.9%
<b>Total of Levy Taxation</b>	<b>380,993</b>	<b>409,634</b>	<b>28,641</b>	<b>7.5%</b>
Wastewater Fixed Requisition	72,680	77,021	4,341	6.0%
Water Fixed Requisition	11,060	11,480	421	3.8%
Water Variable Rate	33,179	34,441	1,262	3.8%
Waste Management Tax Levy	35,328	38,822	3,493	9.9%
<b>Total of Rate Taxation</b>	<b>152,247</b>	<b>161,763</b>	<b>9,516</b>	<b>6.3%</b>
Corporate Administration Grants	200	185	(15)	-7.5%
Corporate Services Grants	67	68	1	2.0%
Community Services Grants	236,649	230,069	(6,580)	-2.8%
Public Health and Emergency Services Grants	65,554	65,970	416	0.6%

# Operating Revenue Summary

Revenue Description	2019 Budget	2020 Budget	\$ Change	% Change
Niagara Regional Housing Grants	13,781	13,714	(67)	-4.5%
Niagara Regional Police Grants	10,008	9,538	(469)	-4.7%
<b>Total of Federal and Provincial Grants</b>	<b>326,259</b>	<b>319,544</b>	<b>(6,715)</b>	<b>-2.1%</b>
General Government Charges and Sales	55	24	(31)	-56.1%
Corporate Administration Charges and Sales	5	4	(1)	-17.8%
Corporate Services Charges and Sales	949	970	22	2.3%
Community Services Charges and Sales	3,530	3,995	465	13.2%
Public Health and Emergency Services Charges and Sales	240	129	(111)	-46.0%
Planning and Development Charges and Sales	1,740	1,833	94	5.4%
Transportation Charges and Sales	2,436	2,448	11	0.5%
Transit Charges and Sales	3,793	6,614	2,821	74.4%
Niagara Regional Police Service Charges and Sale	6,538	6,068	(470)	-7.2%
Water Operations Charges and Sales	5	12	7	140.0%
Wastewater Operations Charges and Sales	1,353	1,409	56	4.1%
Waste Management Services Charges and Sales	14,588	11,609	(2,979)	-20.4%
<b>Total of By-Law Charges and Sales</b>	<b>35,231</b>	<b>35,116</b>	<b>(115)</b>	<b>-0.3%</b>
Niagara Regional Housing Revenue	15,008	15,914	905	6.0%
Other Court Services Revenue	6,740	10,612	3,872	57.4%
Development Charges Revenue	2,904	3,838	933	32.1%
Investment Income	15,034	15,790	755	5.0%
Rebates	480	425	(55)	-11.5%
Other Waste Management Revenue	4,377	5,099	722	16.5%
Seniors Homes	22,486	23,087	600	2.7%
Provincial Gas Tax recognition	122	105	(17)	-14.1%
Police Secondment Revenue	1,378	1,772	394	28.6%
Proceeds on Rent, Concessions, and Franchises	107	426	319	297.9%
Proceeds on the Disposal of Capital Assets	655	745	90	13.7%
Telecommunications Tower Revenue	392	392	0	0.1%
Cannabis Revenue	510	0	(510)	-100.0%
Shared Service Reimbursements	977	1,105	128	13.1%
Other Revenue	869	1,099	230	26.5%
<b>Total of Other Revenue</b>	<b>72,039</b>	<b>80,407</b>	<b>8,367</b>	<b>11.6%</b>
Transfers from Reserve Funds	7,637	8,342	705	9.2%
Transfer from Debt Issuance (reissuance of debt)	4,850	0	(4,850)	-100.0%
Niagara Health System internal loan interest	423	410	(13)	-3.1%
<b>Total of Transfers from Funds</b>	<b>12,910</b>	<b>8,752</b>	<b>(4,158)</b>	<b>-32.2%</b>
<b>Total Revenue</b>	<b>979,680</b>	<b>1,015,216</b>	<b>35,536</b>	<b>3.6%</b>

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## Multi-year Operating Budget

In the Region's annual and multi-year budgeting, a financial target is set 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 Consolidated Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Compensation	401,581	421,035	437,505	448,392	456,629
Administrative	32,153	31,261	37,144	35,774	36,954
Operational and Supply	85,216	94,237	102,917	113,592	115,759
Occupancy and Infrastructure	44,321	46,825	48,992	50,539	51,868
Equipment, Vehicle, and Technology	22,767	22,328	23,696	24,500	24,606
Community Assistance	195,874	203,205	196,142	200,243	201,906
Partnership, Rebate, and Exemption	30,405	20,807	24,499	26,397	25,122
Financial Expenditures	47,236	68,609	69,373	67,107	66,957
Transfers to Funds	103,852	71,513	75,088	80,175	85,145
Expense Allocations to Capital	(106)	(140)	(140)	(143)	(146)
<b>Gross Expenditure</b>	<b>963,299</b>	<b>979,680</b>	<b>1,015,216</b>	<b>1,046,575</b>	<b>1,064,800</b>
Taxation	(16,556)	(15,267)	(17,064)	(17,344)	(17,629)
Federal and Provincial Grants	(318,380)	(326,259)	(319,544)	(322,752)	(323,420)
By-Law Charges and Sales	(31,735)	(35,231)	(35,116)	(35,872)	(36,240)
Other Revenue	(75,516)	(72,039)	(80,407)	(81,297)	(82,392)
Transfers from Funds	(27,748)	(12,910)	(8,752)	(7,730)	(4,402)
<b>Gross Revenue</b>	<b>(469,935)</b>	<b>(461,707)</b>	<b>(460,883)</b>	<b>(464,996)</b>	<b>(464,083)</b>
<b>Net Expenditure/(Revenue)</b>	<b>493,364</b>	<b>517,973</b>	<b>554,333</b>	<b>581,579</b>	<b>600,716</b>
<b>Annual Budget Increase</b>			<b>7.02%</b>	<b>4.92%</b>	<b>3.29%</b>

# Multi-year Operating Budget

## Variance Analysis

**Administrative** – The 2021 budget includes a decrease as the result of one-time Human Resources system and consultant costs, biosolids master servicing plan, water and wastewater master servicing plan, and Development Charge and Community Benefit Charge Background study costs in 2020. Offsetting the decrease is an increase in fine surcharges as the result of red light camera and speed enforcement camera implementations which continue to increase into 2022.

**Operational and Supply** – The increase in 2021 is primarily the result of curbside waste collection cost escalation due to contract tendering.

**Partnership, Rebate, Exemption** – The increase in 2021 represents the enhanced funding of \$2.4 million for development charge grants.

The decrease in 2022 is the result of the conclusion of the Canada Summer Games and resulting reduction of partnership grants of \$1.0 million.

**Financial Expenditures** – The decrease in 2021 represents the maturity of debentures occurring in 2020 as identified in the [Debt Registry](#).

**Transfers from Funds** – The decrease in 2021 is the result of \$3.9 million of one-time programs funded from reserves in 2020 which are not required in future years, offset by increased draws on the Waste Management Stability Reserve to mitigate the impacts of a new collection contract on the taxpayers.

The decrease in 2022 represents the phasing out of mitigating reserve transfers.

# Multi-year Operating Budget

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

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Compensation	376,078	393,607	408,729	418,748	426,378
Administrative	29,466	28,165	32,415	32,552	33,676
Operational and Supply	34,764	40,679	47,303	49,171	50,046
Occupancy and Infrastructure	26,806	27,436	29,839	30,996	31,901
Equipment, Vehicle, and Technology	15,389	15,132	15,894	16,587	16,535
Community Assistance	195,874	203,205	196,142	200,243	201,906
Partnership, Rebate, and Exemption	27,788	16,597	20,300	22,194	20,915
Financial Expenditures	47,255	68,609	69,373	67,107	66,957
Transfers to Funds	55,136	30,340	30,204	29,928	29,402
Intercompany Charges	(1,900)	(1,952)	(1,907)	(1,947)	(1,988)
Expense Allocations to Capital	(106)	(140)	(140)	(143)	(146)
<b>Gross Expenditure</b>	<b>806,552</b>	<b>821,678</b>	<b>848,152</b>	<b>865,436</b>	<b>875,582</b>
Taxation	(16,556)	(15,267)	(17,064)	(17,344)	(17,629)
Federal and Provincial Grants	(318,380)	(326,259)	(319,544)	(322,752)	(323,420)
By-Law Charges and Sales	(16,731)	(19,285)	(22,085)	(22,302)	(22,588)
Other Revenue	(69,317)	(65,127)	(72,054)	(73,679)	(74,780)
Transfers from Funds	(23,363)	(12,330)	(6,648)	(3,216)	(2,916)
<b>Gross Revenue</b>	<b>(444,347)</b>	<b>(438,269)</b>	<b>(437,396)</b>	<b>(439,293)</b>	<b>(441,333)</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>362,205</b>	<b>383,409</b>	<b>410,756</b>	<b>426,143</b>	<b>434,249</b>
Indirect Allocation	(5,113)	(5,856)	(6,321)	(6,754)	(6,634)
Capital Financing Allocation	(10,344)	(11,827)	(11,865)	(9,859)	(9,793)
<b>Indirect Allocation</b>	<b>(15,457)</b>	<b>(17,683)</b>	<b>(18,186)</b>	<b>(16,613)</b>	<b>(16,427)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>346,748</b>	<b>365,726</b>	<b>392,570</b>	<b>409,530</b>	<b>417,822</b>
<b>Annual Budget Increase</b>			<b>7.34%</b>	<b>4.32%</b>	<b>2.02%</b>



# Multi-year Operating Budget

## Variance Analysis

**Administrative** – The 2021 budget includes a decrease as the result of one-time Human Resources system and consultant costs, and Development Charge and Community Benefit Charge Background study costs in 2020. Offsetting the decrease is an increase in fine surcharges as the result of red light camera and speed enforcement camera implementations.

The increase in 2022 is as the result of further implementation of red light and speed enforcement cameras and the corresponding surcharges.

**Operational and Supply** – The increase in 2021 includes anticipated contract cost escalation for winter control and transit as well as a change in funding treatment of road crack sealing from capital to operating.

**Occupancy and Infrastructure** – The increase in 2021 includes costs related to expected completion of buildings approved in the 2020 budget and utilities price inflation.

**Partnership, Rebate, Exemption** – The increase in 2021 represents the enhanced funding of \$2.4 million for development charge grants.

The decrease in 2022 is the result of the conclusion of the Canada Summer Games and resulting reduction of partnership grants of \$1.0 million.

**Financial Expenditures** – The decrease in 2021 represents the maturity of debentures relating to the Rate program occurring in 2020 as identified in the [Debt Registry](#), this is offset by a decrease in the Capital Financing Allocation recovery.

**Other Revenue** – The increases in 2021 and 2022 is as the result of further red light camera and speed enforcement camera implementations.

Offsetting the increase in 2021 is the one-time development charge funding of the Development Charge background study in 2020.

**Transfers from Funds** – The decrease in 2021 is the result of \$3.4 million of one-time programs funded from reserves in 2020 which are not required in future years.

**Capital Financing Allocation** – The decrease in 2021 represents the maturity of debentures relating to the Rate program occurring in 2020 as identified in the [Debt Registry](#), this is offset by a decrease in Financial Expenditures.

# Multi-year Operating Budget

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

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Compensation	25,503	27,428	28,776	29,643	30,250
Administrative	2,687	3,095	4,729	3,223	3,278
Operational and Supply	50,452	53,558	55,614	64,421	65,713
Occupancy and Infrastructure	17,514	19,389	19,153	19,543	19,966
Equipment, Vehicle, and Technology	7,378	7,196	7,802	7,913	8,071
Partnership, Rebate, and Exemption	2,617	4,211	4,199	4,203	4,207
Financial Expenditures	(19)	0	0	0	0
Transfers to Funds	48,716	41,173	44,884	50,247	55,743
Intercompany Charges	1,900	1,952	1,907	1,947	1,988
<b>Gross Expenditure</b>	<b>156,747</b>	<b>158,002</b>	<b>167,064</b>	<b>181,140</b>	<b>189,218</b>
By-Law Charges and Sales	(15,004)	(15,946)	(13,030)	(13,571)	(13,652)
Other Revenue	(6,199)	(6,912)	(8,353)	(7,619)	(7,612)
Transfers from Funds	(4,385)	(580)	(2,104)	(4,514)	(1,486)
<b>Gross Revenue</b>	<b>(25,589)</b>	<b>(23,438)</b>	<b>(23,487)</b>	<b>(25,703)</b>	<b>(22,750)</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>131,158</b>	<b>134,564</b>	<b>143,577</b>	<b>155,436</b>	<b>166,467</b>
Indirect Allocation	5,113	5,856	6,321	6,754	6,634
Capital Financing Allocation	10,344	11,827	11,865	9,859	9,793
<b>Indirect Allocation</b>	<b>15,457</b>	<b>17,683</b>	<b>18,186</b>	<b>16,613</b>	<b>16,427</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>146,616</b>	<b>152,247</b>	<b>161,763</b>	<b>172,050</b>	<b>182,894</b>
<b>Annual Budget Increase</b>			<b>6.25%</b>	<b>6.36%</b>	<b>6.30%</b>

# Multi-year Operating Budget

## Variance Analysis

**Administrative** – The decrease in 2021 relates to the one-time consulting requirements in 2020 for the Biosolids Master Servicing Plan of \$0.5 million and Water Wastewater Master Servicing Plan of \$0.8 million included in the 2020 budget, offset by decreases in Other Revenues and Transfers from Funds below.

**Operational and Supply** – The increase in 2021 represents a curbside waste collection cost escalation due to contract tendering.

**Transfers to Funds** – The increases in 2021 and 2022 represent the pay-as-you-go component of the funding strategy for water and wastewater asset replacement and growth.

**By-Law Charges and Sales** – The increase in 2021 represents anticipated improvement in the recycled materials markets from their current historical low.

**Other Revenue** – The decrease in 2021 relates to one-time Development Charge funding for the Water Wastewater Master Servicing Plans in 2020 noted above in Administrative.

**Transfers from Funds** – The increase in 2021 represents draws on the Waste Management Stability Reserve to mitigate the impacts of a new collection contract on the taxpayers, offset by one-time funding for the Biosolids Master Servicing Plan in 2020.

The decrease in 2022 represents the phasing out of mitigating reserve transfers.

**Capital Financing Allocation** – The decrease in 2021 represents the maturity of debentures occurring in 2020 as identified in the [Debt Registry](#), this is offset by increases in Transfers to Capital Reserves.

## Staff Complement Full-time Equivalents

Employees are reported as an equivalent of a full-time employee (full-time equivalent, FTE) providing service throughout a Fiscal Year. Depending on the category of employee and nature of that employee's service, the fixed number of hours of work tied to an FTE may vary. As per existing union and employee contracts with Niagara Region, the following annual hours are currently considered to comprise an FTE for different categories of employees:

- i. 52, 35-hour work weeks = 1820 hours = 1 FTE
- ii. 52, 40-hour work weeks = 2080 hours = 1 FTE
- iii. 52, 37.5-hour work weeks = 1951 hours = 1 FTE

Permanent FTEs can only be added with direct Council authority, through either program changes or budget amendments throughout the year.

### Full-time Equivalents Summary

The following table outlines the FTEs budgeted and approved by department and division.

Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Governance	1.0	2.0	1.0	2.0	0.0	3.0
Corporate Administration	95.3	0.3	91.3	0.0	90.3	3.0
Corporate Services	187.2	5.8	202.2	6.6	202.3	8.6
Community Services	1,148.9	7.3	1,163.0	12.3	1,163.0	12.3
Public Health and Emergency Services	663.7	2.8	668.3	6.4	673.3	9.2
Planning and Development	45.5	4.0	45.5	5.0	45.5	5.0
Public Works – Levy	185.5	8.0	191.5	8.0	195.5	12.0
<b>Total of Levy Departments</b>	<b>2,327.0</b>	<b>30.0</b>	<b>2,362.6</b>	<b>40.3</b>	<b>2,369.8</b>	<b>53.1</b>
Courts Services	26.0	0.0	26.0	0.0	35.0	0.0
Niagara Regional Housing	50.0	7.0	51.0	9.0	51.0	9.0
Niagara Regional Police Service	1,013.0	0.0	1,032.0	0.0	1,075.0	0.0
<b>Total of Agencies, Boards, and Commissions</b>	<b>1,089.0</b>	<b>7.0</b>	<b>1,109.0</b>	<b>9.0</b>	<b>1,161.0</b>	<b>9.0</b>
<b>Total of Levy Supported Programs</b>	<b>3,416.0</b>	<b>37.3</b>	<b>3,471.6</b>	<b>49.3</b>	<b>3,530.8</b>	<b>62.1</b>
Water Treatment	75.0	4.0	82.0	2.0	81.0	2.0
Wastewater Treatment	105.6	1.6	115.6	0.5	116.6	0.0
Water and Wastewater Shared Services	66.0	1.0	64.0	2.0	65.0	5.0
Waste Management	32.0	2.2	32.0	2.2	34.0	1.2
<b>Total of Rate Supported Programs</b>	<b>278.6</b>	<b>8.7</b>	<b>293.6</b>	<b>6.7</b>	<b>296.6</b>	<b>8.2</b>
<b>Total of the Niagara Region</b>	<b>3,694.6</b>	<b>46.0</b>	<b>3,765.2</b>	<b>56.0</b>	<b>3,827.3</b>	<b>70.3</b>

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**Section 4**

# Department Summaries

Departments, Agencies, Boards, and  
Commissions



## 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 19 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 Councillors have a number of responsibilities as elected officials. Councillors 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	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	2.0	1.0	2.0	0.0	3.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>	<b>2.0</b>	<b>0.0</b>	<b>3.0</b>



# Governance

## Operating Budget Summary (in thousands)

Council approved Governance budget before indirect allocations of \$2,170 gross and net. This represents a \$32 net increase, or 1.5 per cent, over the prior year's approved budget of \$2,138. The Governance budget including program support and capital financing allocations amounted to \$2,459 gross and net, representing a \$44 net increase, or 1.8 per cent over the prior year.

**Compensation** – The increase of \$47 is as the result of a remuneration gross-up to match tax increases caused by Canada Revenue Agency (CRA) changes on Councillor remuneration.

**Administrative** – The decrease of \$15 is a repurposing to fund a student support.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$1,537	\$1,912	\$1,959	\$47	2.5%
Administrative	153	220	205	(15)	-6.8%
Operational and Supply	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	1	2	2	0	0.0%
Partnership, Rebates, and Exemptions	0	3	3	0	0.0%
Intercompany Charges	1	2	1	(0)	-20.3%
<b>Gross Expenditure</b>	<b>1,692</b>	<b>2,138</b>	<b>2,170</b>	<b>32</b>	<b>1.5%</b>
Other Revenue	(37)	0	0	0	0.0%
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>1,654</b>	<b>2,138</b>	<b>2,170</b>	<b>32</b>	<b>1.5%</b>
Indirect Allocation	558	267	280	14	5.1%
Capital Financing Allocation	41	10	9	(1)	-12.8%
<b>Indirect Allocation</b>	<b>599</b>	<b>277</b>	<b>289</b>	<b>12</b>	<b>4.4%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>2,253</b>	<b>2,415</b>	<b>2,459</b>	<b>44</b>	<b>1.8%</b>

# General Government

## 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 Niagara Investment in Culture grant program and Public Realms Incentive Programs.

Funding for the Region's internal capital program consists of reserve transfers and debt issuance. These revenues are budgeted through 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 Corporate Administration, Corporate Services, and Planning and Development departments.

### Operating Budget Summary (in thousands)

Council approved General Government budget before indirect allocations of \$93,320 gross and \$90,908 net. This represents an \$8,849 net increase, or 10.8 per cent, over the prior year's approved budget of \$82,059. The General Government budget including capital financing allocations amounted to \$16,319 gross and \$13,907 net, representing a \$2,973 net increase, or 27.2 per cent over the prior year.

**Operational and Supply** – The decrease of \$228 reflects the removal of budget amounts relating to one-time funds provided for Council's strategic priorities.

**Partnership, Rebates, and Exemptions** – The increase of \$3,420 relates to \$1,579 to increase funding for Regional Development Charge grants and exemptions, \$1,231 for Gateway tax increment grants on new assessment, and \$450 to reintroduce Smarter Niagara Incentive Program grants.

**Financial Expenditures** – The increase of \$640 consists of increased debt charges of \$5,620 for Long-Term Care home redevelopment offset by the removal of a one-time balloon payment in 2019 of \$4,850.

**Intercompany Charges** – The removal of \$145 reflects ministry funding available for one-time 2019 capital building repairs for Community Services.

# General Government

**Transfers from Funds** – The decrease of \$4,644 relates to the decreased \$4,850 issuance to fund a one-time balloon payment in 2019 and removed one-time reserve funding of for Council strategic priorities. This is offset by increased reserve funding of \$450 for Smarter Niagara Incentive Program grants.

**Capital Financing Allocation** – The increase of \$5,876 primarily relates to increases of \$373 to recover transfers to reserve for base capital financing and \$5,506 to recover increased debt charge financial expenditure.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Administrative	\$283	\$0	\$0	\$0	0.0%
Operational and Supply	0	228	0	(228)	-100.0%
Occupancy and Infrastructure	49	42	42	0	0.00%
Partnership, Rebates, and Exemptions	15,656	9,339	12,759	3,420	36.6%
Financial Expenditures	40,128	59,965	60,585	640	1.1%
Transfers to Funds	33,843	19,706	19,933	228	1.2%
Intercompany Charges	0	(145)	0	145	100.0%
<b>Gross Expenditure</b>	<b>89,959</b>	<b>89,115</b>	<b>93,320</b>	<b>4,205</b>	<b>4.7%</b>
Transfers from Funds	(12,815)	(7,056)	(2,412)	4,644	65.8%
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>77,144</b>	<b>82,059</b>	<b>90,908</b>	<b>8,849</b>	<b>10.8%</b>
Capital Financing Allocation	(62,383)	(71,125)	(77,001)	(5,876)	-8.3%
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$14,761</b>	<b>\$10,934</b>	<b>\$13,907</b>	<b>\$2,973</b>	<b>27.2%</b>

# General Government

## 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 Corporate Services.

### Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$18,679. This represents a \$1,678 increase, or 9.9 per cent, over the prior year's approved budget of \$17,001.

**Financial Expenditures** – The increase of \$333 is the result of an increased estimate of tax write-offs to match historical trends.

**Transfers to Funds** – The increase of \$740 represents estimated operating impacts of capital projects approved in 2020 which are budgeted to align with Budget Planning By-Law 2019-79

**Taxation** – The increase of \$1,797 is the result of an increased estimate of supplemental taxes to match historical trends.

**Other Revenue** – The increase of \$399 is the result of \$760 in net investment income as well as \$115 in billboard sign rental revenue increases over the prior year, offset by a decrease of one-time cannabis legalization implementation funding of \$510 budgeted in 2019.

**Transfers from Funds** – The increase of \$620 is the result of drawing from the taxpayer relief reserve to reduce taxpayer impact from the additional day of salary to be paid 2020.

# General Government

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$1	\$0	\$0	\$0	0.0%
Administrative	8,451	6,243	6,331	88	1.4%
Occupancy and Infrastructure	39	53	40	(13)	-23.8%
Partnership, Rebates, and Exemptions	1,303	882	841	(42)	-4.7%
Financial Expenditures	4,365	6,328	6,661	333	5.3%
Transfers to Funds	3,421	1,135	1,875	740	65.2%
Intercompany Charges	(118)	(107)	(107)	0	0.0%
<b>Gross Expenditure</b>	<b>17,462</b>	<b>14,533</b>	<b>15,641</b>	<b>1,107</b>	<b>7.6%</b>
Taxation	(16,556)	(15,267)	(17,064)	(1,797)	-11.8%
Federal and Provincial Grants	1	0	0	0	0.00%
By-Law Charges and Sales	(24)	(55)	(24)	31	56.1%
Other Revenue	(16,326)	(15,771)	(16,170)	(399)	-2.5%
Transfers from Funds	(1,348)	(442)	(1,062)	(620)	-140.2%
<b>Gross Revenue</b>	<b>(34,253)</b>	<b>(31,534)</b>	<b>(34,319)</b>	<b>(2,785)</b>	<b>-8.8%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>(\$16,790)</b>	<b>(\$17,001)</b>	<b>(\$18,679)</b>	<b>(\$1,678)</b>	<b>-9.9%</b>

# Corporate Administration

## Corporate Administration

### What does Corporate Administration do?

Council hires the Chief Administrative Officer (CAO) to run the affairs of the municipality in accordance with section 229 of the Municipal Act, 2001. The CAO is the primary member of municipal staff to interact with Council and supports Council objectives to ensure the efficient, effective delivery of services to the communities of Niagara.

The CAO oversees the development and implementation of the Region's multi-year business and financial strategies, as well as the development and management of annual and multi-year budgets. The CAO also establishes budget plan parameters, ensure that operating and capital budgets are effectively managed, and the programs and services emerging from Council's decisions are effectively implemented and meet broad community needs while fostering the achievement of the Region's aspirations for the wellbeing and prosperity of the Region's citizens.

The Office of the CAO directly oversees the following divisions:

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 Accessibility for Ontarians with Disabilities Act (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.

**Corporate Strategy and Innovation** is made up of Strategic Communications and Public Affairs as well as the Innovation and Business Excellence section. **Strategic Communications and Public Affairs** plays a key role in how members of the public, staff and other levels of government perceive and interact with the Niagara Region. This division is responsible for timely, accurate and transparent dissemination of information, as well as ensuring there is mutual understanding with the Region's various audiences. Through two-way communications, they work to make sure the feedback and ideas of stakeholders inform the Region's decision-making process. **Innovation and Business Excellence** provides support in setting objectives, business improvement, and program evaluation and performance measurement to the organization through consulting services.

**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

# Corporate Administration

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.

**Economic Development** division is focused on supporting the growth of Niagara's economy and ensuring competitiveness by: promoting investment into the Niagara Region through lead generation and marketing activities in strategically targeted geographies and sectors; providing expedited business services to support private sector development; conducting economic research and analysis to ensure an in-depth understanding of the region's economy and supporting advocacy to the provincial and federal governments on behalf of regionally significant projects. The division works in partnership with the region's 12 municipalities, post-secondary institutions, business community and industry and sector associations.

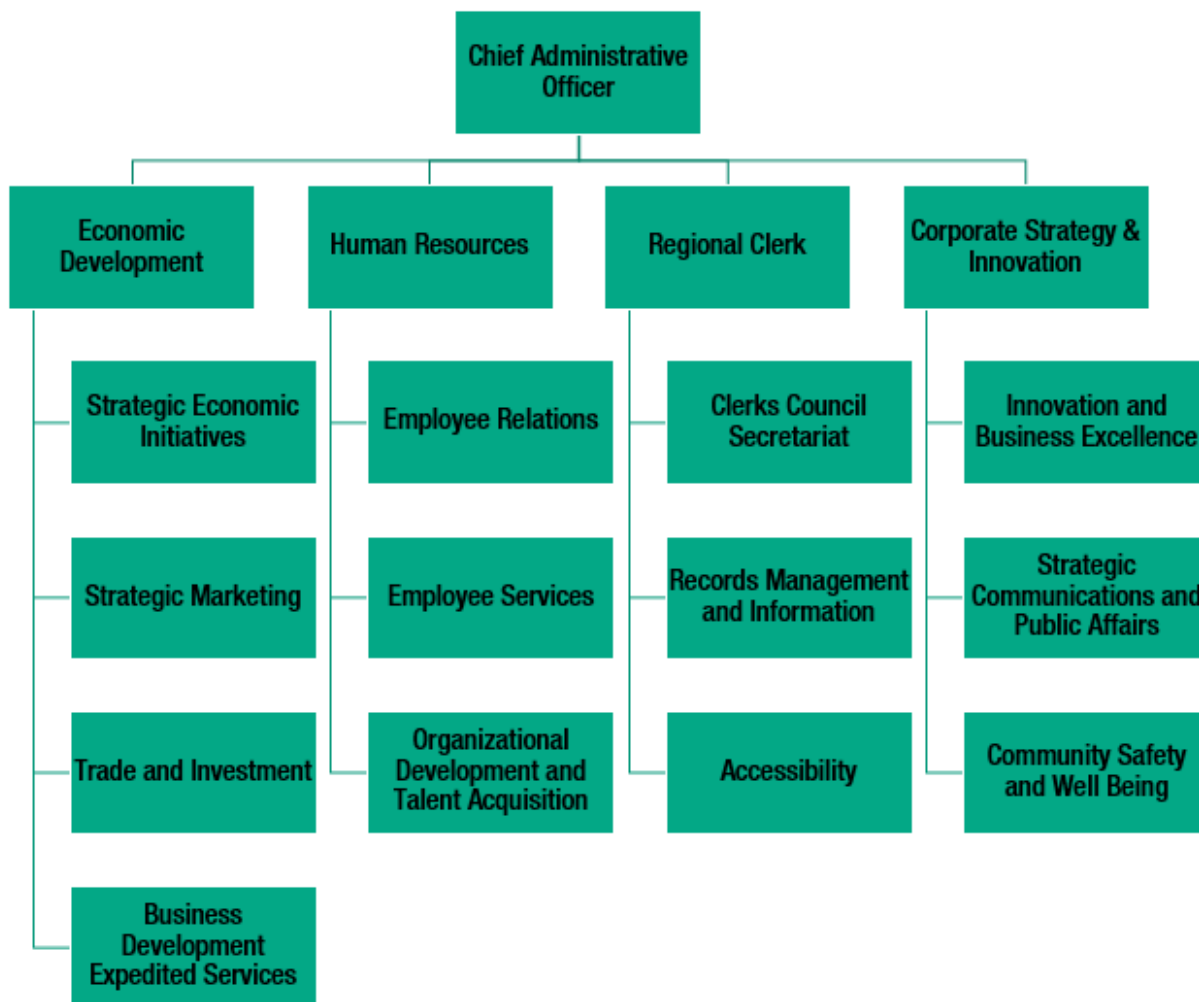
## How is Corporate Administration measured?

Please refer to [Appendix 9](#) for further details on these departmental measures.

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Cost of Living	1.35	2	1.3
Supporting Businesses and Economic Growth			
Measure	Current	Target	Baseline
Average Niagara Home Sale Price	\$473.3K	n/a	386.1K
Employment Growth	4.1K	2K	-1K
Investment in Building Construction	\$1.8B	\$1B	\$1.4B
Jobs Created or Retained through Economic Development Programs and Activities	193	100	865
Niagara Businesses	13.3K	13.7K	12.9K
Visitors to Niagara	13M	13M	13M
Sustainable and Engaging Government			
Measure	Current	Target	Baseline
Freedom of Information Requests	23.29	n/a	30.93

# Corporate Administration

## Who works in Corporate Administration?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	3.0	0.0
Corporate Strategy and Innovation	17.0	0.0	17.0	0.0	15.0	3.0
Economic Development	8.0	0.3	8.0	0.0	8.0	0.0
Clerks	21.3	0.0	19.3	0.0	19.3	0.0
Human Resources	47.0	0.0	45.0	0.0	45.0	0.0
<b>Total</b>	<b>95.3</b>	<b>0.3</b>	<b>91.3</b>	<b>0.0</b>	<b>90.3</b>	<b>3.0</b>



# Corporate Administration

## Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$15,090 gross and \$13,551 net. This represents a \$373 net increase, or 2.8 per cent, over the prior year's approved budget of \$13,178. The Corporate Administration budget including program support and capital financing allocations amounted to \$7,201 gross and \$5,662 net, representing a \$218 net increase, or 4.0 per cent over the prior year.

**Compensation** – The increase of \$482 includes \$249 for the addition of positions for the Diversity Action Plan and Community Safety and Well-Being initiatives.

**Administrative** – The increase of \$918 includes \$830 to provide for one-time system and consultant costs related to the review of the current human resources information system and supports, as well as \$50 for one-time 50<sup>th</sup> anniversary celebrations.

**Transfers from Funds** – The increase of \$1,049 is the result of one-time human resources information system costs, the Community Safety and Well-Being initiative, and 50<sup>th</sup> anniversary celebrations, all as noted above.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$10,370	\$10,029	\$10,511	\$482	4.8%
Administrative	3,075	2,999	3,918	918	30.6%
Operational and Supply	121	174	164	(10)	-5.7%
Occupancy and Infrastructure	(10)	0	0	0	0.0%
Equipment, Vehicles, and Technology	77	117	127	10	8.5%
Partnership, Rebates, and Exemptions	723	432	432	0	0.0%
Financial Expenditures	1	0	0	0	0.0%
Transfers to Funds	354	0	0	0	0.0%
Intercompany Charges	372	(65)	(63)	3	4.1%
<b>Gross Expenditure</b>	<b>15,084</b>	<b>13,686</b>	<b>15,090</b>	<b>1,403</b>	<b>10.3%</b>
Federal and Provincial Grants	(139)	(200)	(185)	15	7.5%
By-Law Charges and Sales	(7)	(5)	(4)	8	17.8%
Other Revenue	(248)	(134)	(133)	1	0.4%
Transfers from Funds	(1,114)	(170)	(1,217)	(1,047)	-615.9%
<b>Gross Revenue</b>	<b>(1,508)</b>	<b>(508)</b>	<b>(1,539)</b>	<b>(1,031)</b>	<b>-202.8%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>13,575</b>	<b>13,178</b>	<b>13,551</b>	<b>373</b>	<b>2.8%</b>
Indirect Allocation	(7,565)	(7,949)	(8,054)	(105)	-1.3%
Capital Financing Allocation	337	215	165	(49)	-22.9%
<b>Indirect Allocation</b>	<b>(7,228)</b>	<b>(7,734)</b>	<b>(7,889)</b>	<b>(155)</b>	<b>-2.0%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>6,348</b>	<b>5,444</b>	<b>5,662</b>	<b>218</b>	<b>4.0%</b>

## 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 Corporate Services department is responsible for Financial Management and Planning, Legal Services, Purchasing, Information Technology Solutions, 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 in addition to organizing and carrying 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 supports region's Enterprise Resource Planning system.

**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. **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 as well as overseeing leases of office space, billboard signage and land.

**IT Solutions** plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery. IT Solutions also support the investigation, development and implementation of new applications and technology designed to create efficiencies and service enhancements in all operational areas.

**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.

**Customer Service** has been developed to oversee the development and implementation of a customer service strategy for 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.

Niagara Region moved administration of **Business Licensing and Enforcement** from Niagara Regional Police in June 2019. It now has the authority to pass by-laws to license, regulate and govern various business and occupations. It also has delegated authority to regulate and govern specified industries in Fort Erie, Niagara-on-the-Lake, Niagara Falls, St. Catharines, Thorold and Welland.

# Corporate Services

**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 new construction, renovations, accommodations projects, capital budgeting, and asset management for regionally owned facilities. **Energy Management** develops the Region's Energy Strategy and Plan, energy audits, feasibility studies and regulatory compliance, identifies energy conservation opportunities as well as promotes the efficient use of energy. **Facilities Operations** is responsible for building repairs, maintenance and improvements in addition to contract administration.

The **Asset Management Office** was created in 2019 to oversee the governance of asset management (AM) across the Region's departments, divisions, boards and agencies. Asset governance ensures the Region is in compliance with business related industry regulations and rules, and international standards. Included in the Asset Management Office is the **Project Management Office (PMO)** to support and enhance project managers across the organization.

## How is Corporate Services measured?

Please refer to [Appendix 9](#) for further details on these departmental measures.

### Responsible Growth and Infrastructure Planning

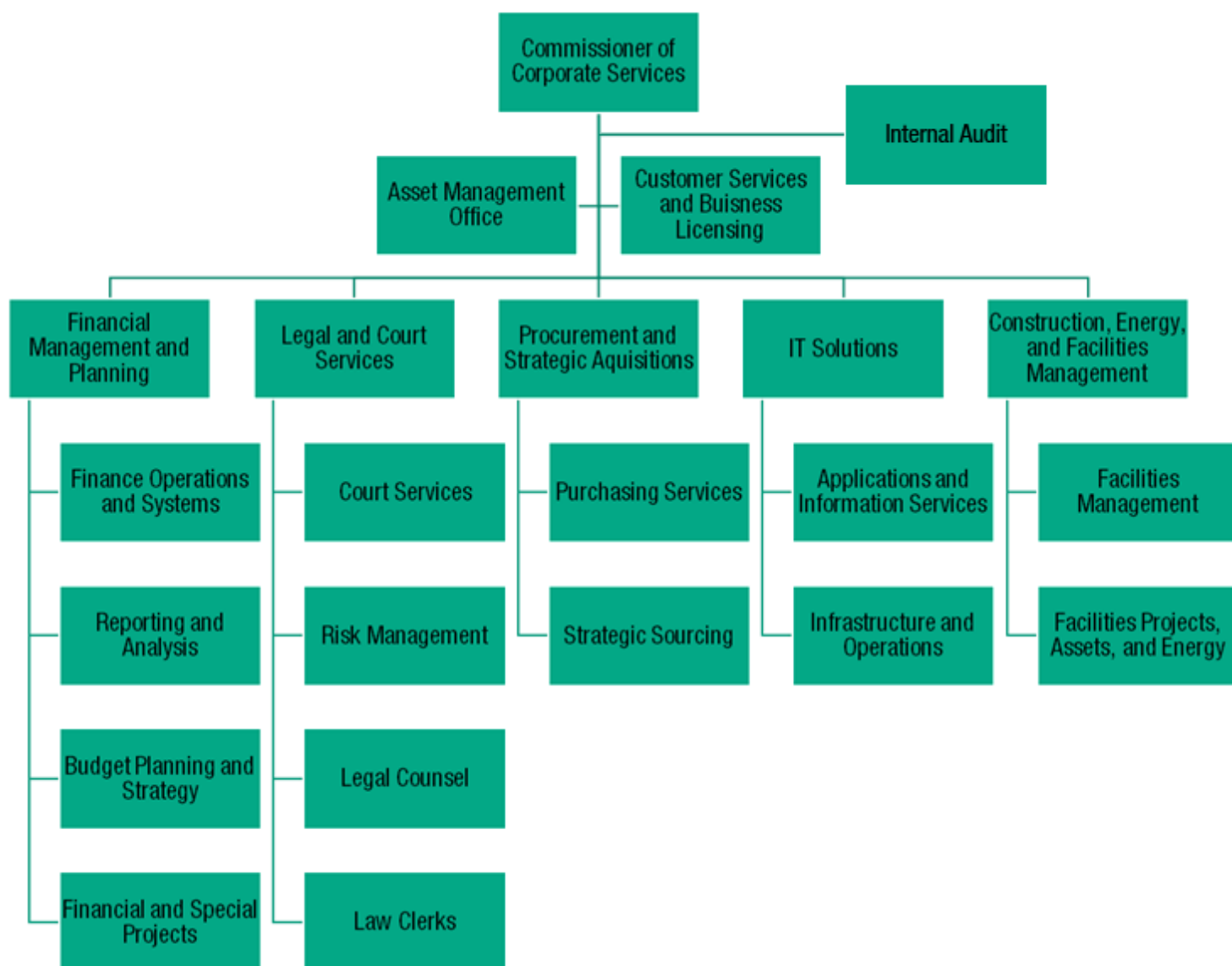
Measure	Current	Target	Baseline
Annual Budgeted Operating Contributions to Capital	\$63.3M	\$204.0M	\$60.4M
Five year forecasted use of Development Charges reserves for Capital	\$308.3M	Greater than \$308.3M	\$308.3M
Regional Building Energy Consumption	23 ekWh/sq.ft	30.88 ekWh/sq.ft	175 ekWh/sq.ft

### Sustainable and Engaging Government

Measure	Current	Target	Baseline
Attainment of GFOA Award for Distinguished Budget Presentation	Achieved	Achieved	Achieved
S&P Credit Rating	AA Stable	AA+	AA Stable
Debt to Reserve Ratio	1.2	0.9	1.2
Annual Repayment Limit	7.1%	Less than 25%	7.1%
Percentage of Infrastructure Renewal Capital projects funded through debt	35%	Less than 35%	35%

# Corporate Services

## Who works for Corporate Services?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Corporate Services Administration	3.0	0.3	3.0	1.0	3.0	1.0
Internal Audit	5.0	0.0	5.0	0.0	1.0	0.0
IT Solutions	51.0	1.0	51.0	1.0	52.0	3.0
Customer Service	0.0	0.0	7.0	0.0	8.0	0.0
Construction, Energy and Facilities Management	35.2	3.6	36.2	3.6	38.3	3.6
Financial Management and Planning	60.0	1.0	60.0	1.0	61.0	1.0
Procurement and Strategic Acquisitions	16.0	0.0	16.0	0.0	16.0	0.0
Legal Services	11.0	0.0	11.0	0.0	12.0	0.0
Asset Management Office	6.0	0.0	13.0	0.0	11.0	0.0
<b>Total</b>	<b>187.2</b>	<b>5.8</b>	<b>202.2</b>	<b>6.6</b>	<b>202.3</b>	<b>8.6</b>

# Corporate Services

## Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$39,488 gross and \$37,451 net. This represents a \$2,407 net increase, or 6.9 per cent, over the prior year's approved budget of \$35,044. The Corporate Services budget after indirect allocations amounted to \$3,579 gross and \$1,542 net, representing a \$575 decrease, or 9.52 per cent over the prior year.

**Administrative** – The increase of \$1,004 is the result of an increase in insured and uninsured claims of \$548 which have been underfunded in prior years, and the one-time Development Charge and Community Benefit Charge background studies approved in 2020 for a combined \$400 funded by transfers from reserves and Other Revenues below.

**Occupancy and Infrastructure** – The increase of \$1,159 is primarily the result of the operations of GO stations to come online within 2020.

**Other Revenues** – The increase of \$392 reflects one-time Development Charge revenue of \$225 for the Development Charge background study and rental revenues related to a property purchase.

**Indirect Allocation** – The increase of \$2,987 is due to budget increases to allocated divisions as outlined above.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$18,512	\$21,221	\$21,560	\$339	1.6%
Administrative	5,076	5,263	6,266	1,004	19.1%
Operational and Supply	227	206	283	77	37.1%
Occupancy and Infrastructure	6,942	7,223	8,382	1,159	16.1%
Equipment, Vehicles, and Technology	2,445	2,619	2,896	277	10.6%
Financial Expenditures	(7)	0	0	0	0.0%
Transfers to Funds	715	0	0	0	0.0%
Intercompany Charges	(386)	152	101	(51)	-33.8%
<b>Gross Expenditure</b>	<b>33,524</b>	<b>36,684</b>	<b>39,488</b>	<b>2,804</b>	<b>7.6%</b>
Federal and Provincial Grants	(55)	(67)	(68)	(1)	-2.0%
By-Law Charges and Sales	(263)	(949)	(970)	(22)	-2.3%
Other Revenue	(734)	(379)	(771)	(392)	-103.6%
Transfers from Funds	(1,231)	(245)	(227)	18	7.4%
<b>Gross Revenue</b>	<b>(2,283)</b>	<b>(1,640)</b>	<b>(2,037)</b>	<b>(397)</b>	<b>24.2%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>31,241</b>	<b>35,044</b>	<b>37,451</b>	<b>2,407</b>	<b>6.9%</b>
Indirect Allocation	(31,101)	(32,927)	(35,914)	(2,987)	-9.1%
Capital Financing Allocation	14	0	5	5	100.0%
<b>Indirect Allocation</b>	<b>(31,087)</b>	<b>(32,927)</b>	<b>(35,908)</b>	<b>(2,982)</b>	<b>-9.1%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$154</b>	<b>\$2,117</b>	<b>\$1,542</b>	<b>(\$575)</b>	<b>-27.2%</b>

# Corporate Services

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	7,876
Debt	129,187
Development Charges	24,578
Federal Gas Tax	0
Other External Sources	5,600
<b>Total Gross Capital Request and Funding</b>	<b>167,241</b>

The 2020 capital program represents 27 projects budgeted at \$167,241. This accounts for approximately 45 per cent of the Region's capital budget for 2020. 82 per cent of the revenues required to fund the 2020 capital program are derived from the Region's internal sources.

Major highlights of the 2020 Corporate Services capital program includes the redevelopment of two long-term care homes (Fort Erie and St. Catharines).

Project Name	Gross Capital Request	Project Description
20-LTC St. Catharines New Home	102,000	In order to meet Ministry of Health and Long-Term Care (MOHLTC) structural compliance standards and building code requirements, Linhaven LTC Home in St. Catharines must be redeveloped to meet the "New Bed" structural compliance standard for LTC Homes.
20-LTC Fort Erie New Home	57,365	In order to meet Ministry of Health and Long-Term Care (MOHLTC) structural compliance standards and building code requirements, Gilmore Lodge in Fort Erie must be redeveloped to meet the "New Bed" structural compliance standard for LTC Homes.
20- IT Asset Replacement	1,035	Replacement of various IT assets that have reached the end of their useful life. Useful life of IT assets estimated at 4-6 years.
911 Backup Rationalization	1,000	An opportunity exists to construct a permanent, multi-function 911 backup centre in collaboration with the development of a NEMS central facility and the possible consolidation of municipal fire dispatch. The budget with this project is to: a) determine & if necessary undergo updated analysis to confirm if a consolidated dispatch centre remains the best course of action for the Region & b) be prepared if additional partnership opportunities that have been identified require the Region to plan and review accordingly
PW Yards Septic Replacement	880	Public Works Service Center (PWSC) and Thorold Patrol Yard Septic Tanks/Beds/Pumps/Cistern Upgrades & Fire Pond Dredging
NR HQ - Campbell East Roof Replacement	795	Replacement of roof membrane at Niagara Region Headquarters Campbell East. Roof membrane has reached end of service life.

# Corporate Services

Project Name	Gross Capital Request	Project Description
NRPS Welland Gun Range - Roof Replacement	750	Replacement of Welland Gun Range roof. Roof has reached end of service life.
PW Smithville Yard - Main Building Roof Replacement	314	Replacement of failing roof at Smithville Patrol Yard. Roof has reached end of service life.
20- Annual Application Lifecycle Replacement	300	Replacement of applications that have reached lifecycle maturity.
20-HR Time + Attendance Software Upgrade	300	Kronos Time and Attendance software: current version of software, Workforce Central, requires a technical upgrade to maintain existing functionality for Niagara Region, NRPS and City of St. Catharines, or alternatively implement Kronos Dimensions to transition to a cloud based application.
PW Pelham Yard - Dome Roof Replacement	300	Full shingle replacement on north and south domes at Pelham Patrol Yard. Minor structural repairs.
PW Thorold Yard - Dome Roof Replacement	281	Shingle replacement on north and south domes at Thorold Patrol Yard. Minor structural repairs.
NRPS Emergency Services St. Cath - Roof Replacement	280	Replacement of NRPS Emergency Services building roof. Roof has reached end of service life.
20-Misc Levy Properties	250	Acquisition of properties adjacent to Regional properties for anticipated future needs, or for potential future site builds.
PW Thorold Yard - Roof Replacement	210	Replacement of metal roof deck at Thorold Patrol Yard. Roof has reached end of service life.
20-HRIS Development	200	This initiative is required to address two key initiatives; 1) To determine a longer term HR technology strategy that aligns appropriately with a broader corporate technology strategy and provides seamless support provision for Niagara Region, NRH, NRPS, and local area municipalities. 2) To appropriately manage the expense of existing HRIS development requests in order to meet the needs of the business, which are outside of our existing external maintenance support agreement.
20-OCR Software Implementation	140	The intent of this project is to seek a cost effective and commercially available off-the-shelf document imaging and OCR (optical character recognition) software solution for Accounts Payable to transform the labour-intensive processing of paper-based and emailed invoices into a highly automated process that is capable of fully integrating with our existing PeopleSoft Financials platform. The solution should include supply, delivery, installation, configuration, implementation, testing, training, security, technical, and support services for the software.

# Corporate Services

Project Name	Gross Capital Request	Project Description
NRHQ - Campbell East - Building Mechanical Humidification	110	Design and installation of humidification system in the Campbell East facility.
NRHQ - Civic Park Security Enhancements	100	Procure and install additional security cameras around Regional Headquarters exterior. Required safety measure for increased public presence associated with Civic Park development.
20-Annual-Staff Accommodations	100	Niagara Region Headquarters Space Accommodations workstation reconfiguration and furniture. 2020 priorities include: Regional HQ office relocations/renovations
20-Annual-Code & Leg Compliance	100	Facility capital expenditures as required due to Code changes legislative requirements and/or orders and aging infrastructure.
Building Automation Redesign	100	Building automation standardization and modernization.
PW Thorold Yard - Wash Bay Structural Repair and Siding	94	Thorold Public Works Yard structural repair and cladding replacement on wash bay.
NRHQ - Campbell East Main Entry Door Replacement	80	Assess and replace sliding glass door frame in Campbell East Public Health reception. Door frame is undersized and needs to be upgraded.
20-Bld Ext-Welland Child Found	62	Driveway paving and foundation repair and waterproofing at Welland Regional Child Care Centre.
PW Pelham Yard - Exterior and Platform Replacement	55	Pelham Yard main building wall repairs and brine hopper work platform.
SAEO Peer Street Niagara Falls - Plumbing Replacement	40	Investigation and repair of plumbing deficiencies at SAEO Niagara Falls. The facility has required several service calls in the past three years.
<b>Total</b>	<b>167,241</b>	



# Corporate Services

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# Community Services

## Mission Statement:

We envision a strong community as one where every individual is supported to maximize their potential, achieve their goals, and enhance their quality of life and social well-being.

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

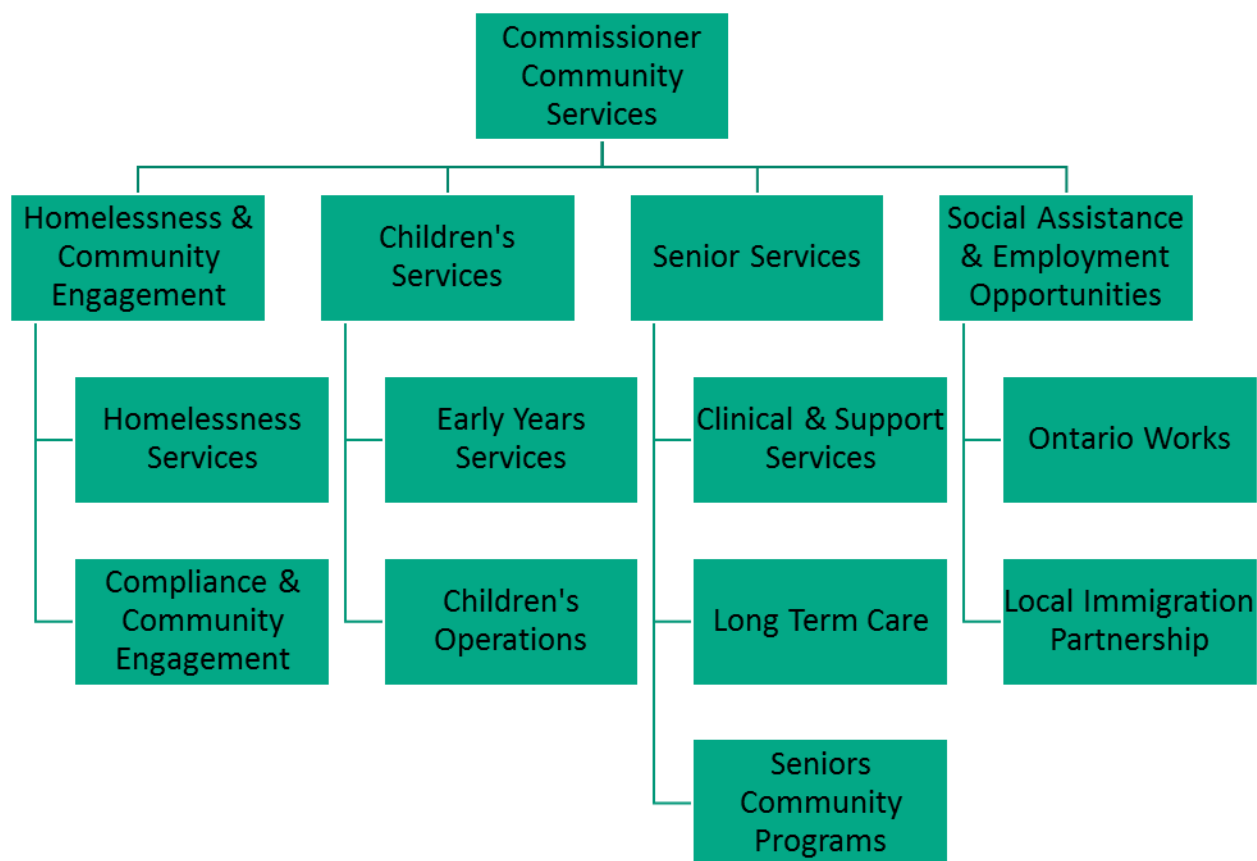
**Homelessness Services and Community Engagement** support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents. The division also supports Regional and Municipal emergency response management by providing emergency 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 a range of community programs (wellness, outreach and residential) as well as 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. Social Assistance and Employment Opportunities also provides leadership to the Niagara Local Immigration Partnership Council (LIP) funded by the Ministry of Immigration, Refugees and Citizenship Canada (IRCC). LIPs are municipal or regional coalitions designed to strengthen local capacity to attract newcomers and improve integration.

# Community Services

## Who works for Community Services?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	0.0	218.6	0.0	218.6	0.0
Children's Services	85.8	0.0	85.8	0.0	85.8	0.0
Seniors Services	830.5	6.3	844.6	10.3	844.6	10.3
Homelessness Services and Community Engagement	12.0	1.0	12.0	2.0	12.0	2.0
<b>Total</b>	<b>1,148.9</b>	<b>7.3</b>	<b>1,163.0</b>	<b>12.3</b>	<b>1,163.0</b>	<b>12.3</b>

# Community Services

## Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$287,212 gross and \$29,385 net. This represents a \$1,515 net increase, or 5.4 per cent, over the prior year's approved budget of \$27,870. The Community Services budget after indirect allocations amounted to \$308,860 gross and \$51,033 net, representing a \$7,398 increase, or 16.95 per cent over the prior year.

**Community Assistance** – The decrease of \$6,468 is primarily due to the decrease of one-time 2019 special child care initiative programs of \$5,185, and base child care provider funding reduction by the province through a policy change of \$1,169. There is a corresponding decrease for these reductions in the Federal and Provincial Grants below resulting in a net zero levy impact. There is an increase of \$796 in Homelessness Services which was required in order to maintain adequate support to community agencies.

**Federal and Provincial Grants** – The decrease of \$6,580 is primarily the result of the reduction in provincially funded base and one-time child care initiatives.

**Capital Financing Allocation** – The increase of \$5,888 is primarily due to the increase of debt charges budgeted for the capital budget approval of the redevelopment of two long-term care homes.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$99,427	\$101,769	\$104,401	\$2,632	2.6%
Administrative	1,738	1,655	1,667	12	0.7%
Operational and Supply	9,095	8,951	9,286	335	3.7%
Occupancy and Infrastructure	3,761	3,691	3,542	(149)	-4.0%
Equipment, Vehicles, and Technology	1,773	1,158	1,039	(119)	-10.3%
Community Assistance	165,063	171,626	165,158	(6,468)	-3.8%
Financial Expenditures	4	0	0	0	0.0%
Transfers to Funds	1,927	1,829	1,834	5	0.3%
Intercompany Charges	375	409	286	(123)	-30.1%
<b>Gross Expenditure</b>	<b>283,165</b>	<b>291,087</b>	<b>287,212</b>	<b>(3,875)</b>	<b>-1.3%</b>
Federal and Provincial Grants	(230,698)	(236,649)	(230,069)	6,580	2.8%
By-Law Charges and Sales	(3,945)	(3,530)	(3,995)	(465)	-13.2%
Other Revenue	(23,054)	(23,038)	(23,763)	(725)	-3.2%
Transfers from Funds	(3)	0	0	0	0.0%
<b>Gross Revenue</b>	<b>(257,701)</b>	<b>(263,217)</b>	<b>(257,827)</b>	<b>5,390</b>	<b>2.1%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>25,464</b>	<b>27,870</b>	<b>29,385</b>	<b>1,515</b>	<b>5.4%</b>
Indirect Allocation	11,911	11,873	11,868	(5)	-0.0%
Capital Financing Allocation	4,956	3,893	9,781	5,888	151.3%
<b>Indirect Allocation</b>	<b>16,867</b>	<b>15,765</b>	<b>21,648</b>	<b>5,883</b>	<b>37.3%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$42,331</b>	<b>\$43,635</b>	<b>\$51,033</b>	<b>\$7,398</b>	<b>17.0%</b>

# Community Services

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	1,897
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>1,897</b>

The 2020 capital program represents six distinct projects budgeted at \$1,897,808. This accounts for less than 1 per cent of the Region’s capital budget for 2020. 100 per cent of the revenues required to fund the 2020 capital program are derived from the Region’s internal sources.

Major highlights of the 2020 Community Services capital program include the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
20-LTC Resident Care Equipment	\$561	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.
20-LTC Roof Replacement	\$357	Annual replacement program of roofing systems at the LTC homes that are in poor condition and in need of replacement.
20-LTC Capital Improvements/Replacements	\$274	Annual program for several capital improvement projects at the 8 LTC homes through the Region. Capital improvement / replacement priority projects have been identified based on building condition assessment reports, preventative maintenance trend analysis and equipment lifecycle data.
20-LTC Machinery/Equipment	\$270	Annual program for replacement of machinery and equipment across the 8 LTC homes. A building condition assessment was completed on the LTC Homes. The following projects have been identified through a combination of the information from the report as well as input on items not covered in this report.
20-LTC Bed Replacement	\$245	Annual replacement program for resident beds that are at the end of the estimated useful life across the 8 LTC homes.
20-LTC Technology Improvements	\$188	Technological enhancements to upgrade cordless phones used by nursing staff in the homes.
<b>Total</b>	<b>\$1,897</b>	

# Public Health and Emergency Services

## Mission Statement:

To be one of the 25 healthiest communities in Canada

## 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 of chronic illnesses which constitute over 70% of ill health in Canada. This includes combating misuses 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 works to minimize the occurrence and spread of infectious diseases, and to deliver community-based mental health care that keeps people out of the hospital. This includes providing immunization clinics and information, infection prevention and control activities as well as case management of infectious diseases. Other services provided include sexual health services and clinics as well as mental health services.

**Emergency 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. Emergency Services is responsible for coordinating Niagara Region's emergency preparedness and response activities, and response to CBRNE events.

**Environmental Health** ensures that the environment we live in is safe, and supports healthy living. The division investigates public health concerns about environmental health hazards as well as conducts inspections of food establishments, nursing homes, migrant farm worker housing, personal services establishments, and special events. In addition, inspection of water quality of swimming pools, beaches and small water drinking systems are performed seasonally, 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** Family Health strives to ensure infants and children start life on a trajectory for good health. It 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 the executive office of Public Health & Emergency Services and provides strategic leadership and medical consultation to the rest of the department. The Medical Division also acts as the public voice at a local, provincial, and federal level for the health needs of our community. The division has a solid foundation in scientific, medical, and clinical fields, as well as risk management and communication skills.

# Public Health and Emergency Services

The **Organizational and Foundational Standards** division provides functional support and leadership across a broad spectrum of areas including continuous quality improvement, knowledge sharing, staff education, and customer service at each Public Health Office; communication support, social marketing, risk and crisis communications, and issues management; and population health assessment, data analysis, research, evaluation, and medical informatics.

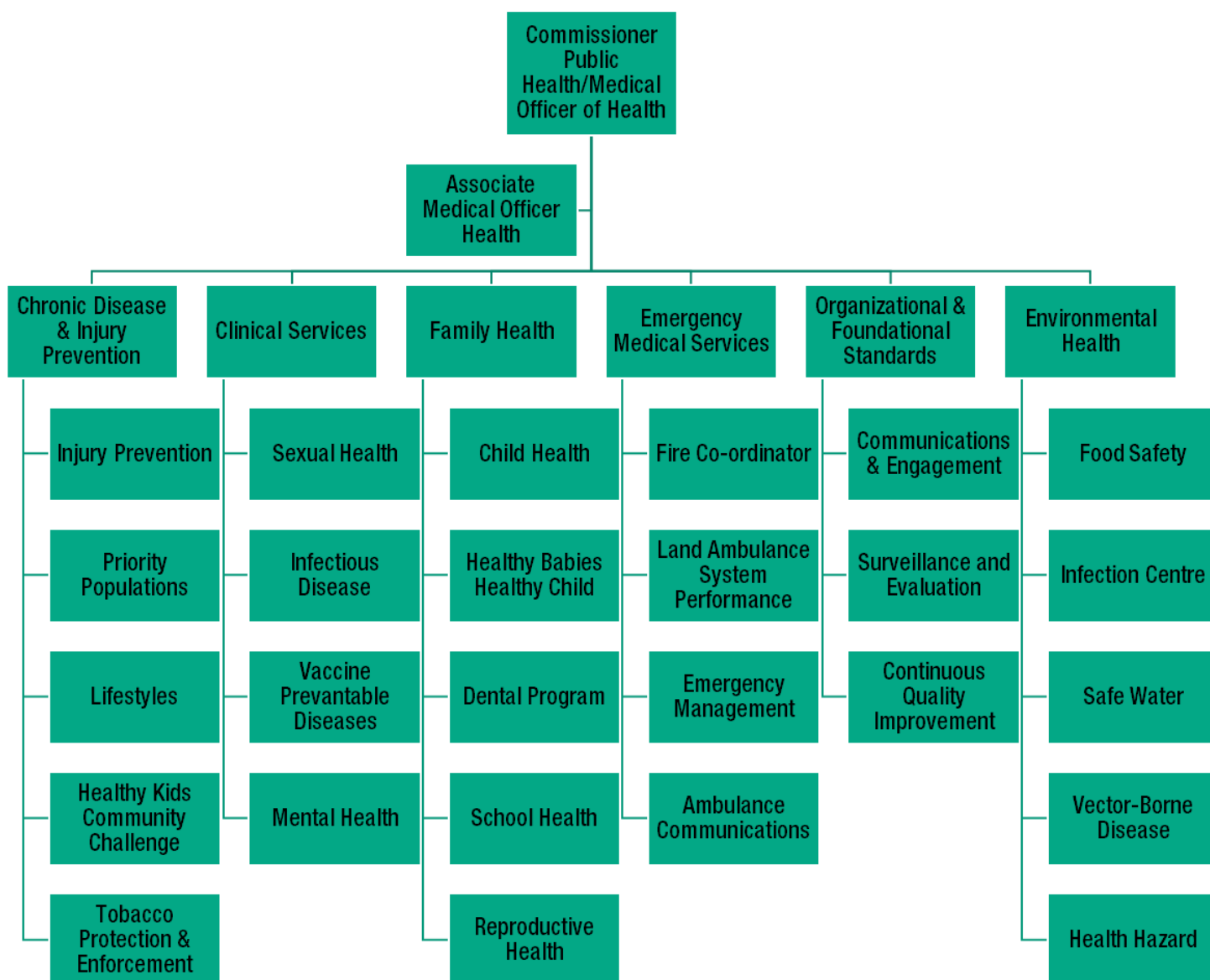
## How is Public Health and Emergency Services measured?

Please refer to [Appendix 9](#) for further details on these departmental measures.

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Canadian Triage Acuity Score (CTAS)	70.08%	80%	78.16%
Sense of Belonging	68.50%	n/a	68.50%

# Public Health and Emergency Services

## Who works for Public Health and Emergency Services?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Medical Office of Health	6.0	0.0	6.0	0.0	6.0	0.0
Chronic Disease and Injury Prevention	37.0	1.0	37.0	0.0	37.1	0.0
Clinical Services	79.5	0.2	79.7	0.2	77.5	0.0
Environmental Health	45.0	0.0	45.0	0.0	45.0	0.0
Family Health	112.7	0.0	116.0	0.0	116.1	0.0
Mental Health	57.0	0.0	57.0	0.0	60.0	1.3
Organizational and Foundational Standards	30.3	0.0	30.3	1.1	33.3	0.0
Emergency Medical Services	294.0	1.6	295.0	5.1	296.0	7.9
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
<b>Total</b>	<b>663.7</b>	<b>2.8</b>	<b>668.3</b>	<b>6.4</b>	<b>673.3</b>	<b>9.2</b>



# Public Health and Emergency Services

## Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$94,089 gross and \$26,618 net. This represents a \$1,889 net increase, or 7.6 per cent, over the prior year's approved budget of \$24,728. The Public Health and Emergency Services budget including program support and capital financing allocations amounted to \$109,140 gross and \$41,668 net, representing a \$3,205 net increase, or 8.3 per cent over the prior year.

**Compensation** – The increase of \$3,134 includes \$783 for ongoing WSIB cost pressures from 2016 presumptive legislation relating to chronic mental stress for first responders, \$152 to support 2.0 FTEs to increase response to suicide in Niagara, and \$480 to support 4.8 FTEs for an EMS system transformation meant to address increasing call volumes impacting service. Further increases consist of base compensation rate increases offset with managing vacant positions.

**Federal and Provincial Grants** – The increase of \$416 relates to an increase in Land Ambulance base funding and funding for the EMS system transformation. This was offset by the removal of the cost of living allowance from Land Ambulance grants with an impact of \$391, and a change in provincial cost sharing from 100% and 75% to 70% with an impact of \$636.

**Other Revenue** – The increase of \$381 primarily relates to secondments revenue from paramedics stationed at safe injection sites.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$76,835	\$79,244	\$82,377	\$3,134	4.0%
Administrative	2,522	1,882	1,865	(17)	-0.9%
Operational and Supply	4,717	5,762	5,503	(259)	-4.5%
Occupancy and Infrastructure	645	638	636	(2)	-0.3%
Equipment, Vehicles, and Technology	2,529	2,249	2,042	(207)	-9.2%
Community Assistance	2	0	0	0	0.0%
Partnership, Rebates, and Exemptions	1	0	0	0	0.0%
Financial Expenditures	1	0	0	0	0.0%
Transfers to Funds	1,400	85	128	43	49.9%
Intercompany Charges	1,563	1,540	1,538	(2)	-0.2%
<b>Gross Expenditure</b>	<b>90,214</b>	<b>91,400</b>	<b>94,089</b>	<b>2,689</b>	<b>2.9%</b>
Federal and Provincial Grants	(62,473)	(65,554)	(65,970)	(416)	-0.6%
By-Law Charges and Sales	(193)	(240)	(130)	111	46.0%
Other Revenue	(547)	(297)	(678)	(381)	-128.3%
Transfers from Funds	(2,181)	(580)	(693)	(113)	-19.5%
<b>Gross Revenue</b>	<b>(65,394)</b>	<b>(66,672)</b>	<b>(67,471)</b>	<b>(800)</b>	<b>-1.2%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>24,820</b>	<b>24,728</b>	<b>26,618</b>	<b>1,889</b>	<b>7.6%</b>
Indirect Allocation	8,106	8,502	9,244	742	8.7%
Capital Financing Allocation	7,193	5,233	5,807	574	11.0%
<b>Indirect Allocation</b>	<b>15,299</b>	<b>13,735</b>	<b>15,051</b>	<b>1,316</b>	<b>9.6%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$40,119</b>	<b>\$38,464</b>	<b>\$41,668</b>	<b>\$3,205</b>	<b>8.3%</b>

# Public Health and Emergency Services

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	3,267
Debt	0
Development Charges	200
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>3,467</b>

The 2020 capital program represents two distinct projects budgeted at \$3,467,644. This accounts for less than 1 per cent of the Region’s capital budget for 2020. 94 per cent of the revenues required to fund the 2020 capital program are derived from the Region’s internal sources.

Major highlights of the 2020 Public Health and Emergency Services capital program includes the annual replacement of ambulances.

Project Name	Gross Capital Request	Project Description
20-Annual Ambulance & Equipment Replacement	\$3,367	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.
20-EMS - Inventory Software	\$100	PeopleSoft Inventory Management Software Acquisition
<b>Total</b>	<b>\$3,467</b>	

# Public Health and Emergency Services

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# Planning and Development

## 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** reviews development applications submitted under the Planning Act as well as other provincial legislation and is responsible for implementing provincial planning direction and Regional Official Plan policy. The Development Planning team works with our 12 municipal partners, the Niagara Peninsula Conservation Authority and other agencies or planning authorities to deliver coordinated review on various development planning applications, environmental planning review and technical clearances and urban design and landscape architecture review and design support services.

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.

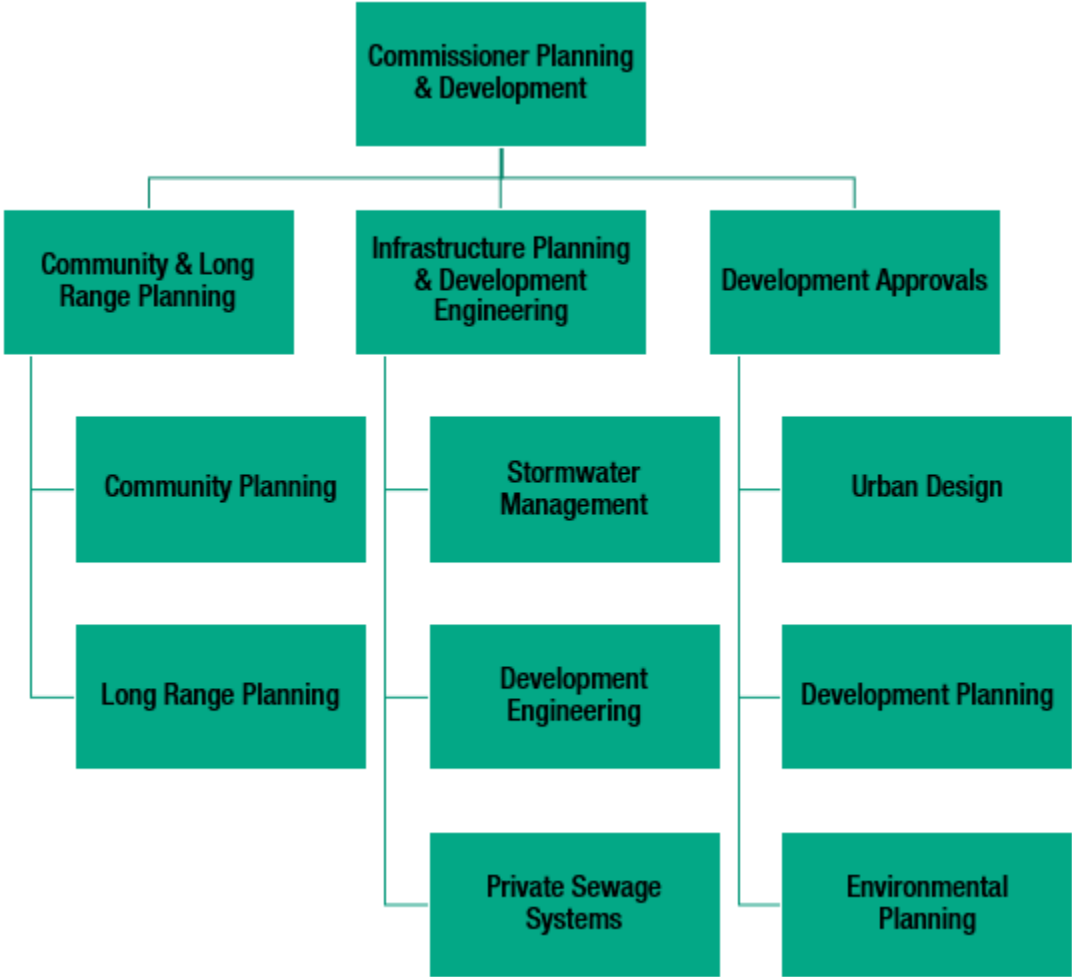
## How is Planning & Development measured?

Please refer to [Appendix 9](#) for further details on this departmental measure.

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Population	472.4K	610K	449.1K

# Planning & Development

## Who works for Planning & Development?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	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	16.0	4.0	16.0	4.0	16.0	4.0
Development Planning	15.0	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	12.5	0.0	12.5	1.0	12.5	1.0
<b>Total</b>	<b>45.5</b>	<b>4.0</b>	<b>45.5</b>	<b>5.0</b>	<b>45.5</b>	<b>5.0</b>

# Planning & Development

## Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$6,679 gross and \$4,099 net. This represents an \$80 net increase, or 2.0 per cent, over the prior year's approved budget of \$4,019. The Planning and Development Services budget including program support and capital financing allocations amounted to \$7,711 gross and \$5,132 net, representing a \$423 net decrease, or 7.6 per cent over the prior year.

**Administrative** – The decrease of \$85 is the result of a one-time hydrogeology study of \$175 included in the 2019 budget not continuing into 2020. This is offset by an increase to fund the Glendale secondary plan of \$90.

**By-Law Charges and Sales** – The increase of \$94 relates to increases in planning and permit fees for \$34 and quantity of applications for \$60.

**Other Revenue** – The increase of \$90 relates to an increase in development charge funding for the Glendale secondary plan noted above.

**Transfers from Funds** – The removal of \$175 relates to the one-time hydrogeology study noted above.

**Capital Financing Allocation** – The decrease of \$509 is primarily the result of a 2019 funding allocation related to the International Plaza project approved in that year.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$4,408	\$5,643	\$5,837	\$194	3.4%
Administrative	766	1,217	1,131	(85)	-7.0%
Operational and Supply	17	23	23	0	0.0%
Equipment, Vehicles, and Technology	39	36	36	0	0.0%
Partnership, Rebates, and Exemptions	898	90	90	0	0.0%
Transfers to Funds	1,882	0	0	0	0.0%
Intercompany Charges	(309)	(419)	(440)	(20)	-4.8%
<b>Gross Expenditure</b>	<b>7,702</b>	<b>6,590</b>	<b>6,679</b>	<b>88</b>	<b>1.3%</b>
Federal and Provincial Grants	(42)	0	0	0	0.0%
By-Law Charges and Sales	(1,427)	(1,740)	(1,833)	(94)	-5.4%
Other Revenue	(279)	(656)	(746)	(90)	-13.7%
Transfers from Funds	(2,549)	(175)	0	175	100.0%
<b>Gross Revenue</b>	<b>(4,296)</b>	<b>(2,571)</b>	<b>(2,579)</b>	<b>(9)</b>	<b>-0.3%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>3,406</b>	<b>4,019</b>	<b>4,099</b>	<b>80</b>	<b>2.0%</b>
Indirect Allocation	909	835	841	5	0.7%
Capital Financing Allocation	805	700	192	(509)	-72.6%
<b>Indirect Allocation</b>	<b>1,714</b>	<b>1,536</b>	<b>1,032</b>	<b>(503)</b>	<b>-32.8%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$5,120</b>	<b>\$5,555</b>	<b>\$5,132</b>	<b>(\$423)</b>	<b>-7.6%</b>

# Planning & Development

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## 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?

The Niagara Region Public Works Department provides a wide array of services to Niagara residents, businesses and local area municipalities. From turning on a tap or flushing a toilet, driving along a regional road, disposing of garbage or recyclables, or taking transit between municipalities – the services provided by Public Works play an integral role in the everyday lives of the people of Niagara.

**Transportation Services** is responsible for the planning, design, asset management tracking, operation and maintenance of the 750 centre lane kilometre regional road network. Programs include:

- Road and bridge rehabilitation or reconstruction
- Winter and summer maintenance and operations
- Traffic signal timing and consistency throughout the region
- Street lighting, storm sewers, drainage assessments and railway crossings
- Active transportation complement including multi-use paths, bike lanes and road signage
- Responsibility for the Region's fleet of vehicles
- Vision Zero Safety Program

**Transit Services** leads, in partnership with local municipal partners, all of Niagara's efforts to be ready for the arrival and expansion of daily GO Train service in Grimsby, St. Catharines and Niagara Falls. Transit Services also:

- Coordinates efforts to consolidate and expand inter-municipal transit services in Niagara
- Leads the effort to consolidate Niagara's transit providers to an integrated entity
- Oversees Niagara Region Transit and Niagara Specialized Transit
- Supports capital works projects to improve the region's transportation corridors between GO stations
- Works with Metrolinx on the planning and design of future GO Train stations in St. Catharines, Niagara Falls, Grimsby and Lincoln

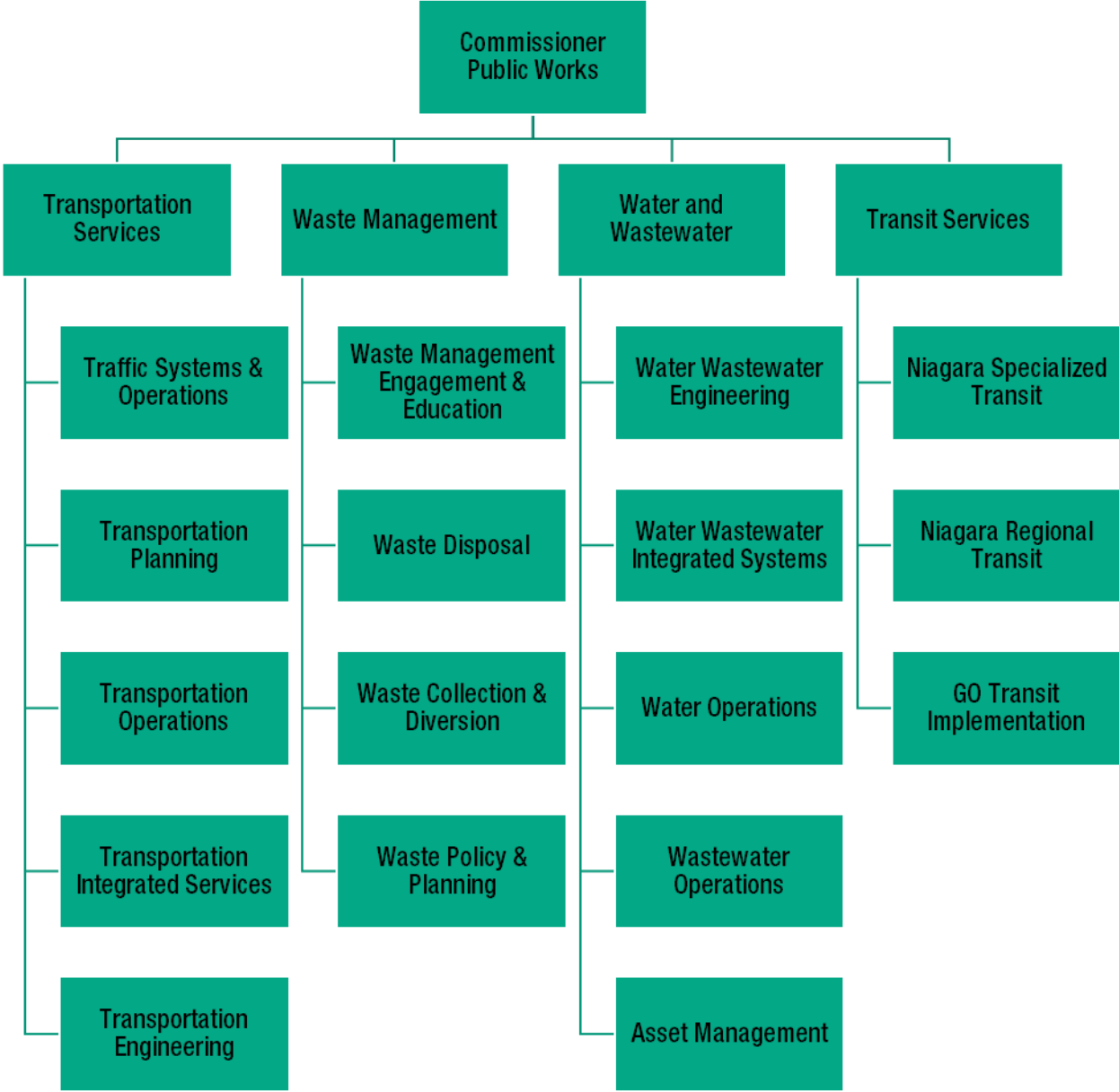
**Waste Management** is responsible for the planning, management and operations of residential and commercial curbside waste, recycling and organics collection programs. It is also responsible for overseeing 2 regional landfills, a Recycling Centre, 3 household hazardous waste depots, 3 material drop-off depots as well as 12 closed landfill sites.

**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.



# Public Works

## Who Works for Public Works?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0

## Public Works – Transportation

### Mission Statement:

To provide a safe, efficient and effective transportation network for all multi-modal users and stakeholders across the Niagara Region.

### What does Transportation do?

**Transportation Services** is responsible for the planning, design, asset management tracking, operation and maintenance of the 750 centre lane kilometre regional road network. Programs include:

- Road and bridge rehabilitation or reconstruction
- Winter and summer maintenance and operations
- Traffic signal timing and consistency throughout the region
- Street lighting, storm sewers, drainage assessments and railway crossings
- Active transportation complement including multi-use paths, bike lanes and road signage
- Responsibility for the Region's fleet of vehicles
- Vision Zero Safety Program

**Transit Services** leads, in partnership with local municipal partners, all of Niagara's efforts to be ready for the arrival and expansion of daily GO Train service in Grimsby, St. Catharines and Niagara Falls. Transit Services also:

- Coordinates efforts to consolidate and expand inter-municipal transit services in Niagara
- Leads the effort to consolidate Niagara's transit providers to an integrated entity
- Oversees Niagara Region Transit and Niagara Specialized Transit
- Supports capital works projects to improve the region's transportation corridors between GO stations
- Works with Metrolinx on the planning and design of future GO Train stations in St. Catharines, Niagara Falls, Grimsby and Lincoln

### How is Transportation measured?

Please refer to [Appendix 9](#) for further details on these departmental measures.

#### Responsible Growth and Infrastructure Planning

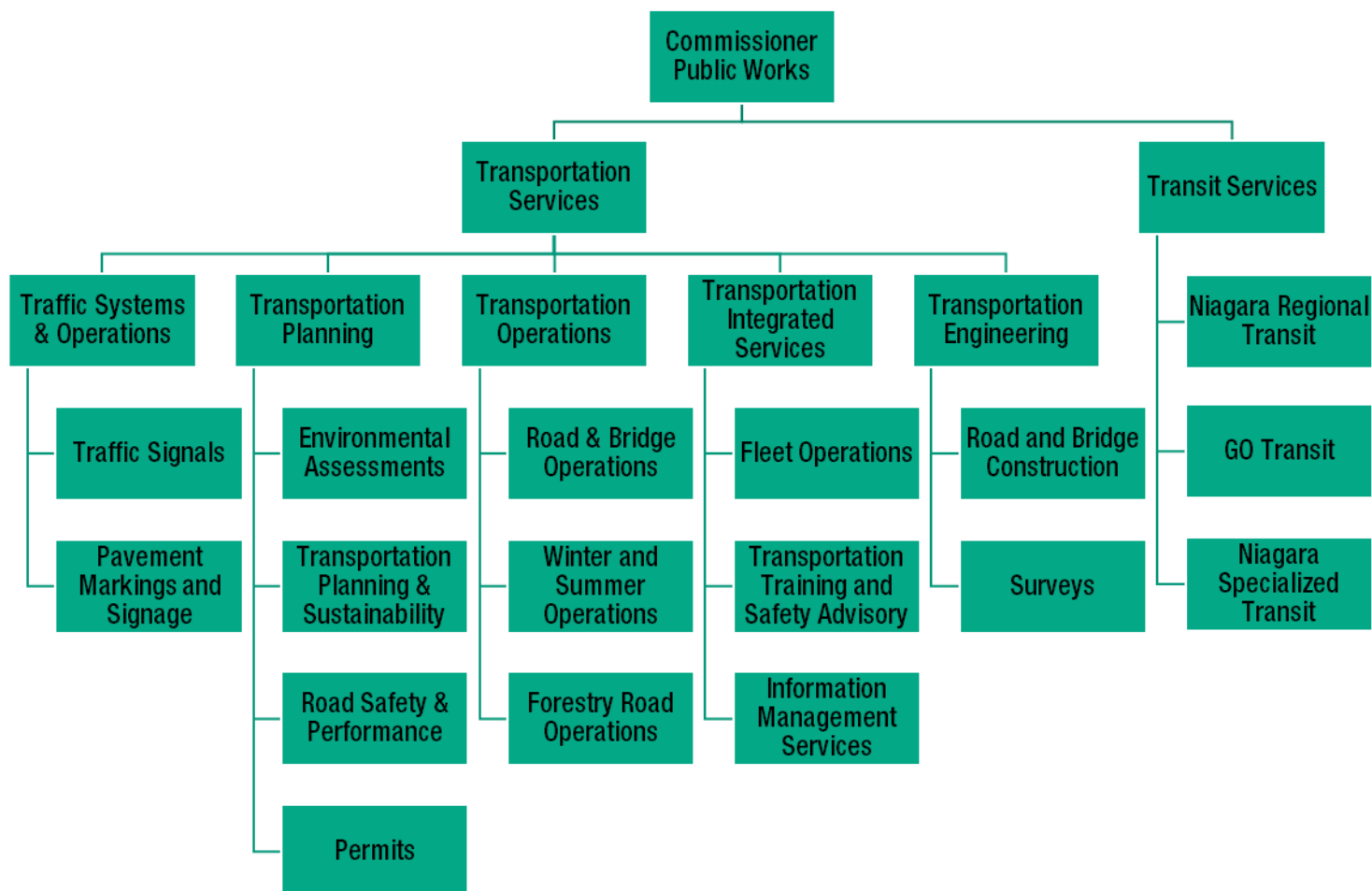
Measure	Current	Target	Baseline
Niagara Regional Transit Ridership	692K	1,000K	252.1K

#### Sustainable and Engaging Government

Measure	Current	Target	Baseline
Public Transit Service Coverage (Annual)	74.70%	95.50%	61.20%

# Transportation

## Who works for Transportation?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Administration	3.0	0.0	3.0	0.0	7.0	3.0
Operations	97.8	0.0	85.8	0.0	84.4	0.0
Traffic Systems and Operations	29.2	0.0	43.2	0.0	42.6	0.0
Engineering	16.0	0.0	19.0	0.0	18.0	0.0
Surveys	3.0	1.0	4.0	0.0	4.0	0.0
Planning	13.0	1.0	10.0	0.0	11.0	0.0
Integrated Services	21.5	0.0	24.5	0.0	26.5	0.0
Transit Services	0.0	6.0	0.0	8.0	0.0	8.0
<b>Total</b>	<b>183.5</b>	<b>8.0</b>	<b>189.5</b>	<b>8.0</b>	<b>193.5</b>	<b>12.0</b>

# Transportation

## Operating Budget Summary (in thousands)

Council approved Transportation budget before indirect allocations of \$51,054 gross and \$38,526 net. This represents a \$5,304 net increase, or 16.0 per cent, over the prior year's approved budget of \$33,223. The Transportation budget including program support and capital financing allocations amounted to \$90,673 gross and \$78,146 net, representing a \$5,801 net increase, or 8.0 per cent over the prior year.

**Compensation** – The increase of \$1,222 includes 4.0 FTEs to support Vision Zero safety initiatives, Integrated Services, and a regional airports study, with the remainder consisting of base compensation rate increases.

**Administrative** – The increase of \$940 consists of \$954 in costs related to the implementation of the Vision Zero safety initiatives, \$150 for a one-time asset management system upgrade, and \$154 in costs to complete a one-time regional airports study. These were offset by a \$400 one-time wayfinding initiative, deferred to 2021.

**Operational and Supply** – The increase of \$6,449 is primarily the result of Niagara Regional Transit enhanced routes.

**Equipment, Vehicles, and Technology** – The increase of \$418 is primarily the result of the implementation of the Vision Zero safety initiatives.

**Transfers to Funds** – The removal of the \$2,179 reflects a 2019 transfer to the Capital Levy reserve to fund the Niagara Regional Transit vehicle acquisition plan.

**By-Law Charges and Sales** – The increase of \$2,832 is primarily the result of Niagara Regional Transit fare revenue from enhanced routes.

**Other Revenue** – The increase of \$1,862 is primarily the result of fines revenue from the implementation of the Vision Zero safety initiatives.

**Transfers from Funds** – The decrease of \$2,880 relates to \$3,000 of 2019 reserve funding to reduce the taxpayer impact of Niagara Regional Transit that is not sustainable into 2020 and \$400 of 2019 reserves for a one-time wayfinding initiative noted above. These are offset by reserve funding for three one-time initiatives: a roads and construction by-law revision, asset management system upgrade, and regional airports study.

**Indirect Allocation** – The increase of \$1,589 is primarily the result of the allocation of GO station operating costs to begin within 2020.

# Transportation

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$13,471	\$16,018	\$17,240	\$1,222	7.6%
Administrative	989	2,342	3,282	940	40.2%
Operational and Supply	16,823	22,089	28,537	6,449	29.2%
Occupancy and Infrastructure	533	869	987	118	13.6%
Equipment, Vehicles, and Technology	2,514	2,283	2,701	418	18.3%
Partnership, Rebates, and Exemption	2,229	367	367	0	0.0%
Financial Expenditures	252	0	0	0	0.0%
Transfers to Funds	735	2,179	0	(2,179)	-100.0%
Expense Allocations to Capital	(105)	(140)	(140)	0	0.0%
Intercompany Charges	(2,095)	(2,069)	(1,920)	149	7.2%
<b>Gross Expenditure</b>	<b>35,346</b>	<b>43,937</b>	<b>51,054</b>	<b>7,117</b>	<b>16.2%</b>
Federal and Provincial Grants	(333)	0	0	0	0.0%
By-Law Charges and Sales	(3,803)	(6,229)	(9,061)	(2,832)	-45.5%
Other Revenue	(2,233)	(834)	(2,696)	(1,862)	-223.1%
Transfers from Funds	(1,597)	(3,650)	(770)	2,880	78.9%
<b>Gross Revenue</b>	<b>(7,965)</b>	<b>(10,714)</b>	<b>(12,527)</b>	<b>(1,813)</b>	<b>-16.9%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>27,381</b>	<b>33,223</b>	<b>38,526</b>	<b>5,304</b>	<b>16.0%</b>
Indirect Allocation	3,671	4,439	6,028	1,589	35.8%
Capital Financing Allocation	28,376	34,682	33,591	(1,091)	-3.2%
<b>Indirect Allocation</b>	<b>32,046</b>	<b>39,122</b>	<b>39,619</b>	<b>498</b>	<b>1.3%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$59,427</b>	<b>\$72,345</b>	<b>\$78,146</b>	<b>\$5,801</b>	<b>8.0%</b>

# Transportation

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	18,988
Debt	8,793
Development Charges	21,139
Federal Gas Tax	10,348
Other External Sources	6,203
<b>Total Gross Capital Request and Funding</b>	<b>65,473</b>

The 2020 capital program represents fifty-one distinct projects budgeted at \$65,473,679. This accounts for 17 per cent of the Region's capital budget for 2020. 42 per cent of the revenues required to fund the 2020 capital program are derived from the Region's internal sources.

Major highlights of the 2020 Transportation capital program include intersection and capacity improvements, annual roads resurfacing program, road and bridge rehabilitation or reconstruction, launch of Vision Zero safety program, fleet vehicle replacement and facilities and equipment upgrades.

Project Name	Gross Capital Request	Project Description
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	\$16,000	Capacity Improvements to RR 10 Casablanca Boulevard between RR 39 North Service Road and RR 81 Main Street West
20 Annual -Roads Resurfacing and Strengthening Program	\$8,344	2020 Annual Road Resurfacing and Strengthening Program
Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	\$6,000	New 4 lane urban road section through brownfield lands in the City of Niagara Falls
NRT - Capital Acquisition	\$3,513	NRT Capital Acquisitions for implementing the Niagara Regional Transit System in Niagara Region.
20 Annual-Traffic Signals	\$3,000	2020 Annual Traffic Signal Program
Intersection Improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	\$2,000	Intersection Improvements of RR 24 (Victoria Ave) at RR 63 (Canboro Rd) in the Town of West Lincoln and Town of Pelham and RR 27 (East Main St) at RR 84 (Moyer Rd) in the City of Welland
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	\$1,800	Improvements to the electrical and mechanical systems at the Stanley/McLeod Storm Water Pumping Station in the City of Niagara Falls.
Structural Rehab - Schisler Road Bridge (027230)	\$1,700	Rehabilitation of Schisler Road Bridge Structure No.027230 in the City of Niagara Falls
20 Annual-Fleet & Vehicle Replace	\$1,520	To replace vehicles and equipment that have come to the end of their life cycle.
Roads Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	\$1,400	Reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd
Roads Rehab - Lakeshore Rd West recon from Third St to Seventh St	\$1,300	Reconstruction of RR87 Lakeshore Rd West from Third St to Seventh St
20 Annual-Storm Sewers & Culverts	\$1,100	2020 Annual Storm Sewer and Culvert Replacement Program
Capacity Improvement - Glendale Ave Interchange at QEW	\$1,000	RR89 Glendale Ave and QEW Interchange Improvements

# Transportation

Project Name	Gross Capital Request	Project Description
Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	\$1,000	Capacity and Operational improvements on McLeod Rd between the Hydro Electric Power Canal (HEPC) and Wilson Crescent, in the City of Niagara Falls
Intersection Improvement-RR46 Geneva St at Carlton-SC	\$1,000	Intersection improvement at Geneva Street and Carlton Avenue
20- Annual -Development Projects	\$1,000	2020 Annual Development Projects
20 Annual -Illumination Install and Upgrade	\$1,000	2020 Annual Illumination Installation and Upgrade Program to replace lighting systems that are deficient or substandard, and to install new illumination systems that are warranted.
20 Annual -Patrol Yard Improvement	\$1,000	2020 Annual Patrol Yard Improvement Program
20 Annual-Structural Rehab-Engineering &Construction	\$1,000	2020 Annual Structural Rehabilitation Program-Engineering and Construction
20 Annual - Roads Equipment Upgrade	\$1,000	2020 Annual Roads Equipment Upgrade Program
20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	\$1,000	Capacity Improvements on RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Canadian Drive
20-Rds Rehab-Misc Road Construction	\$1,000	2020 Annual Roads Rehabilitation - Misc Road Construction
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	\$750	Reconstruction of RR43 Bridge St from Victoria Ave to Erie Ave
Intersection improvement-RR81 King St @ Main & Nineteenth-LN	\$500	Cost sharing for intersection improvements with Local Municipality.
20- Annual-Roads Eng for Future	\$500	Annual allowance to commence engineering for future regional projects and/or projects with local area municipalities and site specific development driven projects.
20-Intersection improvement-Thirty Rd at Young Street	\$500	Intersection Improvements at RR14 Thirty Road and Young Street
20-Structural rehab-RR12 Mountain St Retaining Wall	\$500	RR12 Mountain St Retaining Wall Rehabilitation
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	\$500	Reconstruction of RR20 Lundy's Lane-Highland Ave to Main St
Structural rehab -020215-Hwy 20 CPR Subway	\$500	Rehabilitation of Hwy 20 CPR Subway Bridge (020215) in the Township of West Lincoln
Rds Rehab - RR40 South Service Rd Go Bus Sidewalk	\$350	Improvements to RR40 South Service Rd at the Carpool Lot
20 Annual-Struc-Engineering Study Future Bridges	\$300	2020 Annual Structures-Engineering Studies for Future Bridge projects
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	\$300	Rehabilitation of RR56 Burleigh Hill from RR71 St. David's Rd to Warkdale Dr in the City of St. Catharines

# Transportation

Project Name	Gross Capital Request	Project Description
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	\$300	RR87 Lakeshore Rd MUP between Townline Rd and Four Mile Creek Rd
20- Vision Zero	\$250	Vision Zero Road Safety Plan
Intersection improvement- RR67 Beaverdams at Decew	\$250	Intersection Improvements at the intersection of RR67 Beaverdams Road and Decew Road
20 Annual-Guide Rail Improvement	\$200	Annual allowance to replace damaged, deficient or substandard guide rails, and to install new guide rails that are warranted.
20- Annual-Misc Road Properties	\$200	2020 Annual Misc Road Properties
Intersection improvement - RR 49 McLeod Rd at Drummond Rd	\$200	Intersection Improvements on RR 49 McLeod Rd at Drummond Rd in the City of Niagara Falls
20-Intersection improvement- RR47 Lyon's Creek at Montrose	\$200	Intersection Improvements at RR47 Lyon's Creek Rd at RR98 Montrose Rd
Structural rehab - Glendale Ave Bridge (089215)	\$200	Rehabilitation of Glendale Ave Bridge (089215) in the City of St. Catharines
Intersection improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	\$200	Intersection Improvements at the intersections of RR 55 Niagara Stone Rd and Airport Rd and Concession 4 Rd in the Town of Niagara-on-the-Lake.
20-Structural rehab-RR24 Sixteen Creek Culvert (024310)	\$200	Rehabilitation of Sixteen Creek Bridge Culvert (024310) in the Township of West Lincoln
Structural rehab -054205- Prince Charles Dr Bridge	\$150	Rehabilitation of Prince Charles Dr Bridge (054205) in the City of Welland
20 Annual-Railway Crossing Improvement	\$120	2020 Annual Railway Crossings Improvement Program to improve ride quality and safety on roadways at railway crossings around the Region.
Line Marking Improvements	\$100	Line Marking Improvements Project to implement new equipment to improve line marking quality.
20-Structural rehab-RR81 Forty Mile Creek Bridge (081205)	\$100	Rehabilitation of Forty Mile Creek Bridge (081205) in Grimsby
Structural rehab -021210- Thompson Rd Bridge	\$100	Rehabilitation of Thompson Rd Bridge (021210) in the Town of Fort Erie
Structural rehab - Lakeport Road (087210) and Frank Weir (087205)	\$100	Rehabilitation of Lakeport Rd Bridge (087205) and Frank E Weir Bridge (087210) in St. Catharines
Structural rehab -021215- Thompson Rd Bridge	\$100	Rehabilitation of Thompson Rd Bridge (021215) in the Town of Fort Erie
20-Annual - Survey Equipment Replacement	\$90	2020 Annual Survey Equipment Replacement Program



# Transportation

Project Name	Gross Capital Request	Project Description
20-Facilities Maintenance Vehicles	\$35	2020 New Facilities Maintenance Vehicle Purchase. Vehicle is used by Operations Supervisor and is required daily.
<b>Total</b>	<b>\$65,473</b>	



# Public Works – Water and Wastewater Operations

## Mission Statement:

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

## What does Water and Wastewater Operations do?

**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.

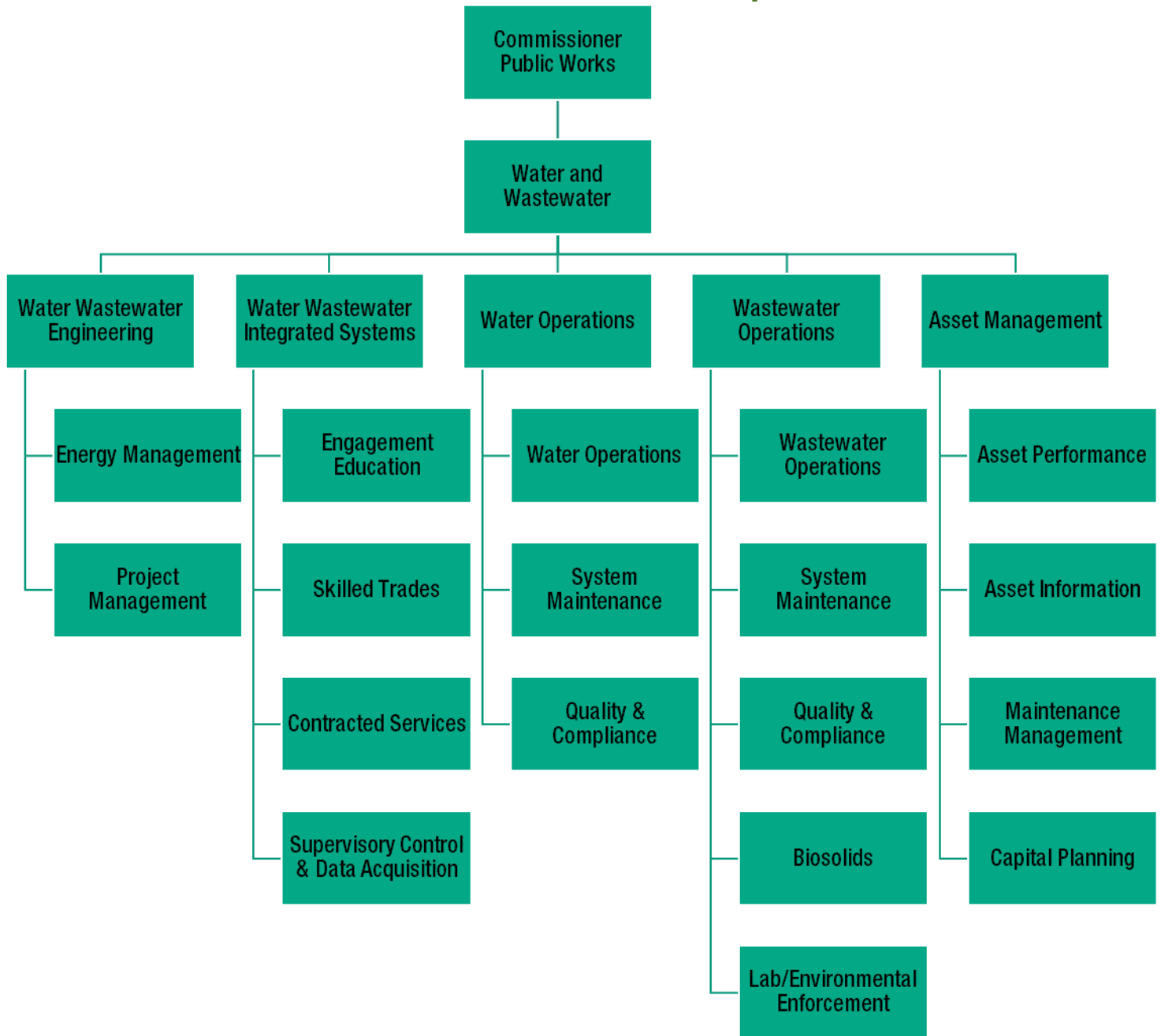
## How is Water and Wastewater Operations measured?

Please refer to [Appendix 9](#) for further details on this departmental measure.

Responsible Growth and Infrastructure Planning			
Measure	Current	Target	Baseline
Total Wastewater Treated	75.8K ML	70.7K ML	67.8K ML

# Water and Wastewater Operations

## Who works for Water and Wastewater Operations?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Water Treatment	75.0	4.0	82.0	2.0	81.0	2.0
Wastewater Treatment	105.6	1.6	115.6	0.5	116.6	0.0
Self-Supporting Administration	24.0	1.0	16.0	1.0	17.0	3.0
Integrated Services	42.0	0.0	31.0	1.0	31.0	1.0
Asset Management	0.0	0.0	17.0	0.0	17.0	1.0
<b>Total</b>	<b>246.6</b>	<b>6.6</b>	<b>261.6</b>	<b>4.5</b>	<b>262.6</b>	<b>7.0</b>

# Water and Wastewater Operations

## Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2020 net requisition rate budget is \$122,942. This represents a \$6,023 increase, or 5.15 per cent, over the prior year's approved budget of \$116,919.

Administrative – The increase of \$1,416 includes \$500 for a one-time biosolids master servicing plan and \$800 for a one-time water and wastewater master servicing plan.

Transfers to Funds – The increase of \$3,711 is the result of an increase in capital program funding in alignment with [the Council approved Safe Drinking Water financial plan](#).

Other Revenue – The increase of \$681 is primarily the result of one-time development charge revenues related to the water and wastewater master servicing plan.

Transfers from Funds – The budget of \$500 is to fund the one-time biosolids master servicing plan.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$22,215	\$23,740	\$24,852	\$1,113	4.7%
Administrative	1,967	2,017	3,433	1,416	70.2%
Operational and Supply	12,680	12,709	13,166	457	3.6%
Occupancy and Infrastructure	16,059	17,950	17,700	(251)	-1.4%
Equipment, Vehicles, and Technology	6,165	6,143	6,588	445	7.2%
Partnership, Rebates, and Exemption	2,450	4,015	4,010	(5)	-0.1%
Financial Expenditures	9	0	0	0	0.0%
Transfers to Funds	40,019	37,038	40,749	3,711	10.0%
Intercompany Charges	1,754	1,824	1,777	(47)	7.2%
<b>Gross Expenditure</b>	<b>103,317</b>	<b>105,436</b>	<b>112,275</b>	<b>6,839</b>	<b>6.5%</b>
Taxation	(112,013)	(116,919)	(122,942)	(6,023)	-5.2%
By-Law Charges and Sales	(1,260)	(1,358)	(1,421)	(63)	-4.6%
Other Revenue	(1,275)	(2,481)	(3,162)	(681)	-27.4%
Transfers from Funds	(3,863)	0	(500)	(500)	-100.0%
<b>Gross Revenue</b>	<b>(118,412)</b>	<b>(120,758)</b>	<b>(128,025)</b>	<b>(7,267)</b>	<b>-6.0%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(15,095)</b>	<b>(15,322)</b>	<b>(15,750)</b>	<b>(428)</b>	<b>-2.8%</b>
Indirect Allocation	3,602	4,366	4,823	456	10.4%
Capital Financing Allocation	9,413	10,956	10,927	(29)	-0.3%
<b>Indirect Allocation</b>	<b>13,015</b>	<b>15,322</b>	<b>15,750</b>	<b>428</b>	<b>2.8%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>(\$2,079)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

# Water and Wastewater Operations

## Capital Budget Summary – Water (in thousands)

Funding Source	Funding Amount
Reserves	30,985
Debt	0
Development Charges	4,660
Federal Gas Tax	0
Other External Sources	800
<b>Total Gross Capital Request and Funding</b>	<b>36,445</b>

The 2020 capital program represents thirty-one distinct projects budgeted at \$36,445,000. This accounts for 10 per cent of the Region's capital budget for 2020. 85 per cent of the revenues required to fund the 2020 capital program are derived from the Region's internal sources.

Major highlights of the 2020 Water capital program includes the Port Colborne Water Treatment Plant Upgrade and the Grimsby Watermain Replacement.

Project Name	Gross Capital Request	Project Description
Port Colborne Water Treatment Plant Upgrade	\$5,000	Construction - Sustainability upgrades to the Port Colborne water treatment plant.
Grimsby Watermain Replacement Elizabeth St to Park Rd	\$4,000	Construction- Replacement of 750mm diameter watermain along South Service Rd, between Murray St. and Park Rd. N
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	\$4,000	Construction - Upgrades to the highlift pumps and the substation at Niagara Falls water treatment plant.
Virgil Elevated Tank – Corrosion Protection	\$3,000	Construction - Internal and external corrosion protection of the Virgil elevated tank
20-Watermain Replacement Vineland - Nineteenth St and Glen Rd	\$2,500	Design & Construction- Watermain Replacement in Vineland, Nineteenth St and Glen Rd
2018 WTP Upgrade – Granular Activated Carbon Replacement	\$2,000	Construction - Granular activated carbon and filter media replacement at various plants
20-DeCew WTP Plant 2 Upgrades	\$2,000	Design - Sustainability upgrades to Plant 2 Decew water treatment plant including filter upgrades and process improvements.
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	\$1,400	Design - Replace the four high lift pumps with 10 MLD pumps, and the low lift pumps with 6.5 MLD pumps.
New Fort Erie Elevated Tank and Trunk Watermain	\$1,200	Design - A new 8ML elevated tank in Fort Erie, and a new 450 mm trunk watermain to support the tank
New Pelham Elevated Tank	\$1,200	Design - A new 6ML Pelham Elevated tank to replace the existing tank
Decew WTP New Intake Channel	\$1,000	Design – New intake channel to the DeCew water treatment plant.
19-St.Davids Rd Watermain Replacement	\$1,000	Construction - Replacement of the approximately 535m of watermain on St.Davids Rd from Marmac Dr to St.Catharines Zone 2 Standpipe.

# Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
20-Watermain Interconnection from Decew WTP to Townline Rd E	\$1,000	Study - Watermain interconnection to maintain security of supply
Rosehill WTP New Intake	\$800	Design - New water intake into Lake Erie at the Rosehill water treatment plant.
Grimsby WTP Upgrade - Laneway and Valve Replacements	\$700	Construction - Laneway improvements, and valve and meter replacement at the Grimsby water treatment plant.
20-Water Reservoir and Storage Program	\$700	Design & Construction - Sustainability program for upgrades to existing reservoirs and elevated tanks based on age and condition
20-Water Generator Replacement Program	\$600	Design & Construction - Replacement of generators at various water facilities
20-Vineland and Jordan Reservoir Decommissioning	\$600	Design - Decommissioning of the Vineland and Jordan Reservoirs that are no longer in service
20-Watermain Replacement Ontario St in the Town of Lincoln	\$500	Design - Replacement of approximately 2.55km of 400mm ductile iron watermain
20-Water Security Improvement Program	\$500	Design & Construction - Security improvement program at water facilities, including the installation of video surveillance systems.
20-Water Valve Replacement Program	\$400	Design & Construction - Sustainability program to rehabilitate or upgrade valves and associated chambers
20-Water Hardware and Software Upgrade Program	\$350	Supply & Install - Various IT hardware and software upgrades within Water and Wastewater
20-Decommissioning Carlton St. Reservoir	\$300	Design - Decommissioning of the Carlton St Reservoir and pumping station that are no longer in service.
20-Watermain Replacement Aqueduct St/ Merritt St	\$300	Design - Replacement of the 400mm diameter watermain with a 600mm watermain Aqueduct St/ Merritt St Area
20-Niagara Falls WTP Filter Controls Upgrade	\$270	Supply/Install and Construction - The processors at the filter control require a sustainability upgrade.
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	\$250	Design - Replacement of the 150 mm diameter DI and CI watermain along Victoria Ave approximately 800m in length
20-St.Davids Chlorination Facility Upgrade	\$250	Design - Upgrades to the St.Davids Chlorination facility, and replacement of equipment
20-Water Chemical System Upgrade Program	\$250	Construction - Upgrades to various chemical systems within water treatment plants
20-Water Three New Vans	\$150	Supply & Install - Three new vans for water personnel
20-Warner Rd Pumping Station Decommissioning	\$125	Design - Decommissioning of Warner Rd pumping station
18 -Generator Fuel Tank Replacement	\$100	Construction – Replacement/repair of diesel fuel tanks that have failed their inspections
<b>Total</b>	<b>36,445</b>	

# Water and Wastewater Operations



# Water and Wastewater Operations

## Capital Budget Summary – Wastewater (in thousands)

Funding Source	Funding Amount
Reserves	44,540
Debt	0
Development Charges	11,655
Federal Gas Tax	4,000
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>60,195</b>

The 2020 capital program represents forty-nine distinct projects budgeted at \$60,195,000. This accounts for 16 per cent of the Region's capital budget for 2020. 74 per cent of the revenues required to fund the 2020 capital program are derived from the Region's internal sources.

Major highlights of the 2020 Wastewater capital program includes the Port Dalhousie Wastewater Chemical Systems Upgrade, Stamford Sewer Trunk Rehabilitation, and Dain City Pump Station Forcemain.

Project Name	Gross Capital Request	Project Description
Port Dalhousie WWTP Upgrade	\$10,000	Construction – Phase 1 upgrades to the Port Dalhousie Wastewater Treatment Plant including existing distribution chamber modifications, new aeration tanks, new blower building, primary effluent chamber extension, new generator, and yard piping.
Stamford Sewer Trunk Rehabilitation - Phase II	\$7,600	Construction – Rehabilitation of the Stamford Interceptor 1.5km of 1050 mm diameter trunk sewer that runs parallel to the Ontario Power Generation hydro canal, from Canadian National Railway to Niagara Falls Wastewater Treatment Plant.
19-Dain City Pump Station Forcemain Replacement	\$5,500	Construction – Dain City Pumping Station Forcemain has reached the end of its service life and is experiencing service disruptions which requires immediate replacement.
East Side Pumping Station Upgrades	\$4,100	Construction - Sustainability upgrades at the Eastside pumping station
Laurie Ave Pumping Station and Forcemain Upgrade	\$4,000	Construction – Capacity and sustainability upgrades at the Laurie Ave Pumping Station and new forcemain.
Bridgeport Pumping Station Upgrade and Forcemain Replacement	\$3,000	Construction – Pump replacement and forcemain replacement at Bridgeport Pumping Station
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	\$3,000	Design – Pump and forcemain replacement at Jordan Valley Pumping Station.
Garner Road Access & Lagoon Improvements	\$2,200	Construction - Replacement of existing road network and reinforce/rehabilitate lagoon cell embankment walls.
Port Weller WWTP Bar Screen Replacement	\$2,000	Construction - Replacement of the Port Weller WWTP bar screens.
Shirley Road Pump Station Upgrade	\$1,900	Construction - Sustainability and capacity upgrades at the Shirley Rd Pumping Station. Capacity increase from 29L/s to 55L/s.
Port Weller WWTP Chemical System Upgrade	\$1,700	Upgrades to the sodium hypochlorite and sodium bisulphite chemical systems at Port Weller wastewater treatment plant.



# Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
Wellandvale Pumping Station Upgrades	\$1,300	Construction - Sustainability upgrades to the Wellandvale pumping station
20-WWTP Digester / Sludge Management Program	\$1,250	Construction – The digester and sludge management program is a sustainability program which includes taking digesters and lagoons out of service for cleaning, inspection, rehabilitation, and compliance approval.
20-New Queenston/ St.Davids's Wastewater Servicing	\$800	Environmental Assessment Study - Servicing of the wastewater servicing in the Queenston and St.Davids area
20-Victoria Avenue Pumping Station Upgrades	\$700	Design - Capacity upgrades at the Victoria Ave pumping station
20-Biggar Lagoon Pumping Station Upgrade	\$600	Design - Capacity and sustainability upgrade at the Biggar Lagoon Pumping Station.
20-Queenston WWTP Sustainability Upgrades	\$600	Construction - Sustainability upgrades required at Queenston WWTP including replacement of the clarifier scum arm, chemical system and air system modifications.
20-Facilities Security Improvement Program Wastewater	\$600	Design & Construction - Security improvement program to at wastewater treatment plants including the installation of video surveillance systems.
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	\$600	Construction – Rehabilitation of 100m of 750mm concrete sewer and four manholes on Niagara Parkway sanitary trunk main.
19-Decommission Old Central PS	\$600	Construction - Decommissioning of the old Central Pump Station and High Rate Treatment facility that has been out of service since 2007.
20-Wastewater Five Trucks and Five Vans	\$530	Supply & Install - Five Trucks and Five Vans to support wastewater staff.
Port Dalhousie WWTP Chemical System Upgrades	\$500	Construction - Upgrades to the sodium hypochlorite system at Port Dalhousie WWTP, including new tanks, building modifications, ventilation, pumps, piping, metering and instrumentation.
20-Four Mile Creek Sewer Rehabilitation	\$400	Design - Rehabilitation of 2.5km of sewer along Four Mile Creek Rd from East and West Line to Lakeshore pumping station.
20-Lakeshore Road Pumping Station Upgrade	\$400	Design - Capacity and sustainability upgrade at the Lakeshore Rd SPS.
20-Chemical System Upgrade Program - Wastewater	\$400	Construction - Upgrades to the chemical systems at wastewater facilities.
20- Niagara Falls WWTP Maintenance Building Replacement	\$400	Design- Replacement of WWTP Maintenance Building
20-Crystal Beach Wastewater Treatment Plant Upgrade	\$300	Study - Crystal Beach WWTP requires sustainability and process optimization upgrades, a study will be completed in advance of the design to review the process and upgrade recommendations.

# Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
20- Quaker Rd Trunk Sewer	\$300	Design - A new sanitary sewer on Quaker Rd in Welland/Pelham between Pelham St and Rice Rd trunk sewers.
20-Welland OAW Diversion Building Decommissioning	\$300	Design- Removal of above grade structure and relocation of the trunk sewer vent
20-Gordon Street Trunk Sewer Rehabilitation	\$300	Design - Rehabilitation of approximately 650m of sewers and manholes ranging in diameter from 750mm to 900mm
20-WW Generator Replacement Program	\$300	Design & Construction - New generators at the South St and Steele St SPS and a new portable generator at Baker Rd WWTP
19-Seaway WWTP Influent Channel Upgrade	\$300	Design - The elevated raw sewage influent channel at the Seaway WWTP requires rehabilitation.
20-Oxford Pump Station Upgrades	\$250	Design - Oxford pumping station requires a sustainability upgrade and a capacity increase.
20-Seaway WWTP Generator Replacement	\$250	Design - Generator replacement at Seaway WWTP, adequately sized to power plant.
20-Pipe and Manhole Rehabilitation Program	\$250	Design & Construction - Rehabilitation of pipes and manhole within the wastewater system utilizing various rehabilitation methods to extend the service life.
20-Anger Ave WWTP Grit Upgrade	\$250	Design - Grit upgrades at the Anger Ave WWTP including new pumps to replace the airlift pumps, piping and concentrator
Fuel Tank Replacement Program	\$250	Construction – Replacement/ repair of diesel fuel tanks that have failed their inspections.
Mewburn Pumping Station Upgrade	\$250	Design – Replacement/Upgrade of the Mewburn Pumping Station.
Port Robinson Lagoon Decommissioning	\$250	Design- Decommissioning of the Port Robinson Lagoon in the City of Thorold.
20-Portable Sewage Bypass Pumps	\$240	Supply & Install - Three portable 6" sewage bypass pumps, with a sound attenuated enclosure.
20-Corporate WIFI Expansion at Wastewater Facilities	\$240	Additional corporate wireless access points at various Wastewater Treatment Facilities.
20-Flow Meters in Trunk Sewer	\$225	Supply and Install - The installation of flow meters within the trunk sewer system.
20-Bal Harbor Pumping Station Electrical Upgrade	\$200	Design- Electrical sustainability upgrade at the Bal Harbor pumping station
20-Lakewood Garden Pumping Station Upgrades	\$200	Design - Sustainability upgrade to the Lakewood Garden pumping station
20-Seaway WWTP Ferric System Upgrade	\$200	Design - Ferric chemical system replacement including the pumps, piping, chemical tanks, and a new containment area.
Catherine Street Pumping Station Upgrades	\$200	Environmental Assessment - Capacity increase from 117L/s to 140L/s at the Catherine St pumping station.
20-Niagara Falls WWTP PLC Upgrade for Primaries	\$160	Supply & Install/Construction - Replacement of the Program Logic Controllers at the Niagara Falls WWTP primary settling process.

# Water and Wastewater Operations

<b>Project Name</b>	<b>Gross Capital Request</b>	<b>Project Description</b>
20-Heat Exchanger Replacement Program	\$150	Supply & Install/ Construction - Replacement of digester heat exchangers at wastewater treatment plants.
20-Laboratory and Sampling Equipment Upgrade Program	\$150	Supply & Install - Replacement of Laboratory Equipment and Sampling Equipment at various wastewater treatment plants and laboratory testing facilities.
<b>Total</b>	<b>\$60,195</b>	

## Public Works – Waste Management Services

### Mission Statement:

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

### What does Waste Management Services do?

**Waste Management** is responsible for the planning and operations of residential and commercial waste management services and programs. It is also responsible for overseeing two regional landfills, a Recycling Centre, three household hazardous waste depots, four material drop-off depots as well as twelve closed landfill sites.

### How is Waste Management Services measured?

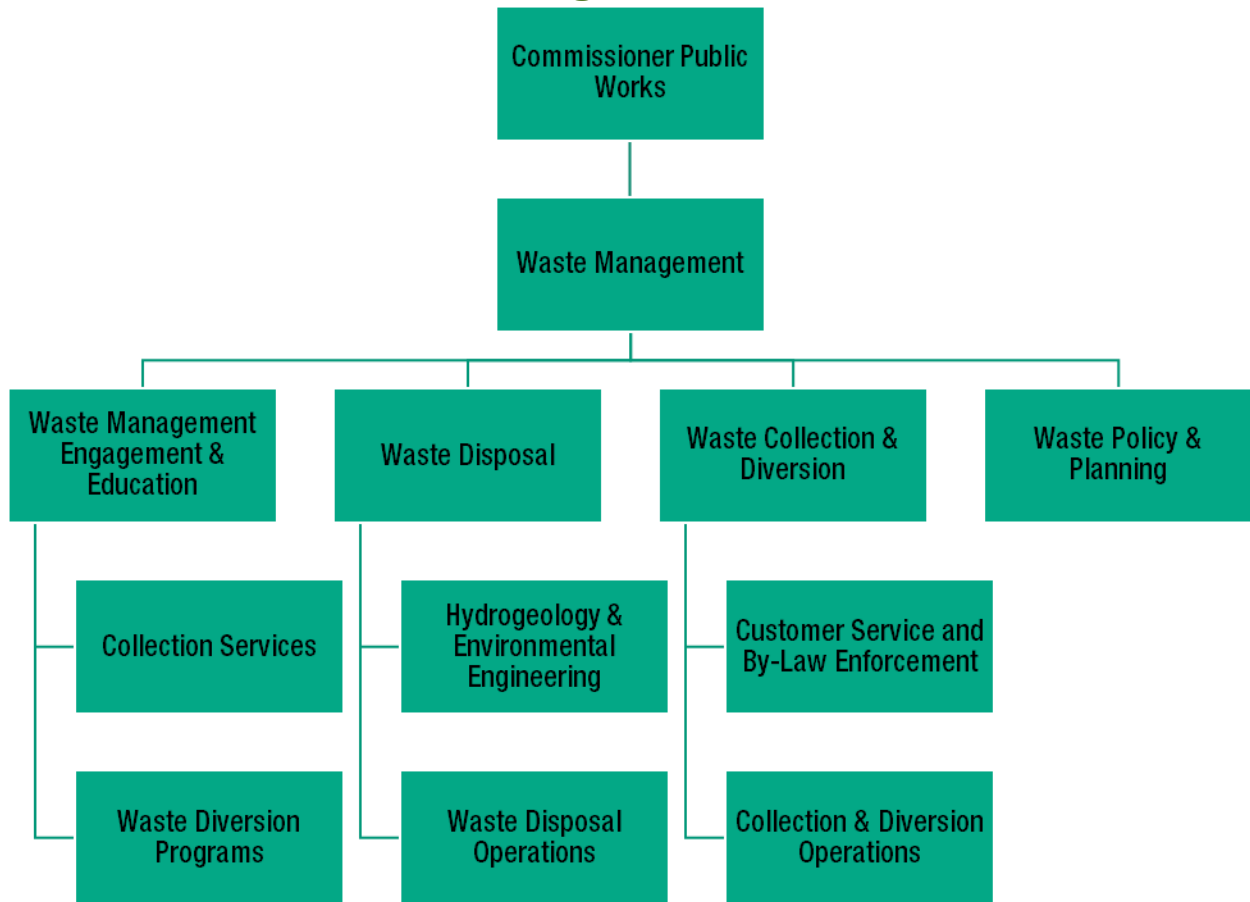
Please refer to [Appendix 9](#) for further details on this departmental measure.

#### Responsible Growth and Infrastructure Planning

Measure	Current	Target	Baseline
Overall Waste Diverted from Landfill	56%	65%	56%

# Waste Management Services

## Who works for Waste Management Services?



Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Waste Management	32.0	2.2	32.0	2.2	34.0	1.2

# Waste Management Services

## Operating Budget Summary (in thousands)

Waste Management Services' 2020 net requisition budget is \$38,822. This represents a \$3,493 increase, or 9.9 per cent, over the prior year's approved budget of \$35,328.

**Operational and Supply** – The increase of \$1,599 includes \$2.2 million in collection cost escalation, offset by reduced prices for recycled materials purchased from other municipalities.

**By-law Charges and Sales** – The decrease of \$2,979 is primarily the result of reduced recycled materials revenues due to poor market conditions.

**Other Revenue** – The increase of \$760 is related primarily to Resource Productivity & Recovery Authority (RPRA) Blue Box program funding.

**Transfers from Funds** – The increase of \$1,024 is to mitigate cost increases and revenue reductions as identified above.

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$3,288	\$3,688	\$3,923	\$235	6.4%
Administrative	721	1,078	1,296	218	20.2%
Operational and Supply	37,772	40,848	42,448	1,599	3.9%
Occupancy and Infrastructure	1,455	1,438	1,453	15	1.0%
Equipment, Vehicles, and Technology	1,213	1,053	1,214	161	15.3%
Partnership, Rebates, and Exemption	167	196	189	(7)	-3.5%
Financial Expenditures	(28)	0	0	0	0.0%
Transfers to Funds	5,067	4,136	4,136	0	0.0%
Intercompany Charges	146	129	130	1	0.9%
<b>Gross Expenditure</b>	<b>49,799</b>	<b>52,566</b>	<b>54,789</b>	<b>2,223</b>	<b>4.2%</b>
Taxation	(34,602)	(35,328)	(38,822)	(3,493)	-9.9%
By-Law Charges and Sales	(13,744)	(14,588)	(11,609)	2,979	20.4%
Other Revenue	(4,924)	(4,431)	(5,191)	(760)	-17.2%
Transfers from Funds	(522)	(580)	(1,604)	(1,024)	-176.5%
<b>Gross Revenue</b>	<b>(53,792)</b>	<b>(54,927)</b>	<b>(57,225)</b>	<b>(2,298)</b>	<b>-4.2%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(3,993)</b>	<b>(2,361)</b>	<b>(2,437)</b>	<b>(75)</b>	<b>-3.2%</b>
Indirect Allocation	1,511	1,490	1,499	9	0.6%
Capital Financing Allocation	931	871	938	66	7.6%
<b>Indirect Allocation</b>	<b>2,442</b>	<b>2,361</b>	<b>2,437</b>	<b>75</b>	<b>3.2%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>(\$1,551)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

# Waste Management Services

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	8,469
Debt	0
Development Charges	15
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>8,485</b>

The 2020 capital program represents eight distinct projects budgeted at \$8,485,400. This accounts for 2 per cent of the Region's capital budget for 2020. 99 per cent of the revenues required to fund the 2020 capital program are derived from the Region's internal sources.

Major highlights of the 2020 Waste Management capital program includes the Humberstone Infrastructure upgrades and the Recycling Fibre line Enhancements.

Project Name	Gross Capital Request	Project Description
Humberstone - Infrastructure Upgrades	\$4,400	Phase 2 of the infrastructure upgrades required to facilitate the Humberstone landfill expansion will include stormwater management pond enlargement, lining of stormwater ditches, leachate collection system improvements, pumping station upgrades, and a new storage building.
20-Recycling - Fibre Line Enhancements	\$2,200	Enhancements to the fibre processing line at the Material Recycling Facility to decrease contamination rates and improve the overall quality of the newsprint by creating a product that will enable sustainable end markets. This will make the fibre eligible for premium rates for the sale of these commodities.
20-Recycling Facility Improvements	\$834	Equipment replacement and that the facility upgrades to ensure optimal operations and facility in good repair respectively. This budget will include the replacement of the IPS Baler Horizontal Feed Conveyor, Glass Breaker Screen & Perforator and a Commercial Vehicle (Shred Truck).
20-Humberstone Drop-Off Depot Upgrades	\$385	Upgrades to the Residential Waste and Recycling Drop-Off Depot (Drop-Off Depot) at the Humberstone Landfill to improve the operational flexibility of the Drop-Off Depot and customer service.
20-Annual-Miscellaneous Enhance/Replace-Other	\$225	Annual program for the remediation of leachate seeps at the landfill sites across the Niagara Region, replacement of ineffective or damaged pumps as needed at any of the nine leachate pumping stations, and other work as required subject to the results of annual monitoring programs or other facility upgrades.
20-Elm Street - Asphalt Road	\$220	Paving of the gravel parking lot located near the entrance to the Elm Street Naturalization Site.
20-Recycling Building & Equipment	\$110	Annual program for the replacement of minor equipment and building upgrades to support the Material Recycling Facility (MRF) subject to the result of annual inspections.

# Waste Management Services

Project Name	Gross Capital Request	Project Description
20-Property Acquisition	\$110	Funds to acquire properties adjacent to the two active and twelve closed landfill sites in the Niagara Region to ensure an adequate buffer, subject to availability of the property and need.
<b>Total</b>	<b>8,485</b>	





# Waste Management Services

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## 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 transferred the responsibility for the administration and prosecution of provincial offences to municipalities across Ontario. The Region, acting as agent, assumed responsibility of the administration of the Provincial Offences Court through a Memorandum of Understanding and a Local Side Agreement with the Province. The Region and the 12 local area municipalities entered into an Inter-Municipal Agreement that sets out the obligation for court services that the Region undertakes as agent on behalf of the 12 local area municipalities, and established the Joint Board of Management to oversee the court administration, support and prosecution services provided pursuant to the agreement. In administering the Provincial Offences courts, Court Services Staff are responsible for scheduling trials, prosecuting certain provincial offence matters, recording court proceedings, production of verbatim court transcripts, receiving, and processing fine payments resulting from charges laid by the various police forces and enforcement agencies operating within the Region, and pursuing collection of unpaid provincial offence fines.

### Who works for Courts Services?

Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Courts Services	26.0	0.0	26.0	0.0	35.0	0.0

# Court Services

## Operating Budget Summary (in thousands)

The 2020 Court Services net revenue after indirect allocations is budgeted at \$734. This represents a \$130 increase, or 21.4%, over the 2019 budgeted net revenue.

[The details of the Courts Services 2020 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$1,756	\$2,041	\$2,570	\$529	25.9%
Administrative	1,835	1,834	2,891	1,057	57.6%
Operational and Supply	1,296	929	1,163	234	25.2%
Equipment, Vehicles, and Technology	10	0	0	0	0.0%
Financial Expenditures	163	108	158	50	46.3%
Transfers to Funds	45	0	200	200	100.0%
Intercompany Charges	(7)	(9)	(7)	2	-24.9%
<b>Gross Expenditure</b>	<b>5,097</b>	<b>4,903</b>	<b>6,975</b>	<b>2,072</b>	<b>42.3%</b>
Other Revenue	(7,344)	(6,740)	(8,860)	(2,120)	31.5%
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>(2,246)</b>	<b>(1,837)</b>	<b>(1,885)</b>	<b>(47)</b>	<b>2.6%</b>
Indirect Allocation	623	680	595	(85)	-12.5%
Capital Financing Allocation	682	553	555	2	0.5%
<b>Indirect Allocation</b>	<b>1,306</b>	<b>1,233</b>	<b>1,150</b>	<b>(82)</b>	<b>-6.7%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>(\$941)</b>	<b>(\$605)</b>	<b>(\$734)</b>	<b>(\$130)</b>	<b>21.4%</b>

# 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 2,850 Public Housing units in a portfolio of apartment buildings, townhouses 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 and NRH continues to seek ways to increase funding sources.

**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 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 funding sources.

**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 is finalizing the construction of a \$15.8 million, 85-unit Carton Street development and obtained occupancy on March 1, 2019. The construction will help address the urgent need for affordable rental units in St. Catharines. NRH began construction of a \$1.2M intensification project at Roach street, providing 8 net new units in Welland. NRH purchased a new property in Thorold increasing NRH stock by 7 units and has begun an intensification project which will result in 4 net new units available. NRH has also provided capital funding and support to three community partners in the development of an additional 17-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.

# Niagara Regional Housing

**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.

## How is Niagara Regional Housing measured?

Please refer to [Appendix 9](#) for further details on this departmental measure.

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Social Housing Units	36.18	n/a	38.17

## Who works for Niagara Regional Housing?

Full Time Equivalents by Division	2018		2019		2020	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Housing	50.0	7.0	51.0	9.0	51.0	9.0

# Niagara Regional Housing

## Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$58,127 and a net budget of \$28,345. This represents a \$556 increase, or 2.0 per cent, over the prior year's approved budget of \$27,789.

[The details of the Niagara Regional Housing 2020 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$4,917	\$5,105	\$5,215	\$110	2.1%
Administrative	813	652	647	(5)	-0.8%
Operational and Supply	80	65	70	5	7.7%
Occupancy and Infrastructure	14,655	14,622	15,850	1,228	8.4%
Equipment, Vehicles, and Technology	293	253	246	(7)	-2.9%
Community Assistance	30,809	31,579	30,985	(595)	-1.9%
Financial Expenditures	2,284	2,225	1,967	(258)	-11.6%
Transfers to Funds	980	2,256	3,083	827	36.7%
Intercompany Charges	67	58	65	8	13.5%
<b>Gross Expenditure</b>	<b>54,897</b>	<b>56,815</b>	<b>58,127</b>	<b>1,312</b>	<b>2.3%</b>
Federal and Provincial Grants	(14,496)	(13,781)	(13,714)	67	-0.5%
Other Revenue	(15,240)	(15,233)	(16,052)	(818)	5.4%
Transfers from Funds	(525)	(12)	(17)	(5)	41.7%
<b>Gross Revenue</b>	<b>(30,261)</b>	<b>(29,026)</b>	<b>(29,782)</b>	<b>(756)</b>	<b>2.6%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>24,636</b>	<b>27,789</b>	<b>28,345</b>	<b>556</b>	<b>2.0%</b>
Indirect Allocation	1,882	1,907	1,992	85	4.4%
Capital Financing Allocation	4,822	5,709	6,107	398	7.0%
<b>Indirect Allocation</b>	<b>6,704</b>	<b>7,616</b>	<b>8,099</b>	<b>483</b>	<b>6.3%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$31,340</b>	<b>\$35,405</b>	<b>\$36,444</b>	<b>\$1,039</b>	<b>2.9%</b>

# Niagara Regional Housing

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	4,788
Debt	5,819
Development Charges	14,039
Federal Gas Tax	0
Other External Sources	3,518
<b>Total Gross Capital Request and Funding</b>	<b>28,164</b>

The 2020 capital program represents five distinct projects budgeted at \$28,164,858. This accounts for 8 per cent of the Region’s capital budget for 2020. 38 per cent of the revenues required to fund the 2020 capital program are derived from the Region’s internal sources.

Major highlights of the 2020 Niagara Regional Housing capital program includes the Niagara Falls Multi-residential intensification project and the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
NRH - Multi-Residential Intensification - Niagara Falls	\$20,090	The Niagara Falls targeted multi-residential intensification project has been identified to increase affordable housing supply, addressing the unmet needs of the existing ~3,100 person waitlist for affordable housing in Niagara Falls.
NRH - 2020 Annual Unit Capital Program	\$3,470	Capital jobs that are within the tenant’s unit and personal space such as remodeling, upgrading and electrical & mechanical upgrades according to code changes.
NRH - 2020 Annual Building Capital Program	\$3,394	Capital work related to the replacement and upgrades to the building structures and various components.
NRH - 2020 Annual Grounds Capital Program	\$1,009	Capital work to the NRH-owned buildings and properties such as driveway and parking lot replacement, sidewalk replacements, concrete, extensive landscaping including re-grading, fencing, energy efficient lighting retrofit, etc.
NRH - 2020 Annual Emergency Capital Program	\$200	Emergency capital work, outside of the current year NRH asset management strategic plan, requiring immediate attention.
<b>Total</b>	<b>\$28,164</b>	

# 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.



# Niagara Peninsula Conservation Authority

## Operating Budget Summary (in thousands)

The NPCA has a levy request of the Niagara Region of \$5,809. This represents a \$325 increase, or 5.9 per cent, from the prior year's Board approved budget for Niagara Region's allocation of \$5,484.

[The details of the Niagara Peninsula Conservation Authority 2020 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Partnership, Rebate, Exemptions	6,978	5,484	5,809	325	5.9%
Transfers to Funds	1,284	0	0	0	0.0%
<b>Gross Expenditure</b>	<b>8,262</b>	<b>5,484</b>	<b>5,809</b>	<b>325</b>	<b>5.9%</b>
Other Revenue	(1,284)	0	0	0	0.0%
<b>Gross Revenue</b>	<b>(1,284)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>6,978</b>	<b>5,484</b>	<b>5,809</b>	<b>325</b>	<b>5.9%</b>
Indirect Allocation	8	6	0	(6)	-100.0%
<b>Indirect Allocation</b>	<b>8</b>	<b>6</b>	<b>0</b>	<b>(6)</b>	<b>-100.0%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$6,985</b>	<b>\$5,490</b>	<b>\$5,809</b>	<b>\$319</b>	<b>5.8%</b>

## Niagara Regional Police Services

### 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.

### How is Niagara Regional Police Services measured?

Please refer to [Appendix 9](#) for further details on this departmental measure.

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Crime Rate	3,997	3,750.15	3,525

### Who works for the Niagara Regional Police Service?

Full Time Equivalents by Division	2018	2018	2019	2019	2020	2020
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Housing	1,013.0	0.0	1,032.0	0.0	1,075.0	0.0

# Niagara Regional Police Services

## Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$172,501 and a net budget of \$154,458. This represents a \$7,744 increase, or 5.3 percent, over the prior year's approved budget of \$146,714.

[The details of the Niagara Regional Police Services 2020 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2018 Actuals	2019 Budget	2020 Budget	\$ Change	% Change
Compensation	\$144,844	\$150,626	\$157,060	\$6,434	4.3%
Administrative	3,765	3,860	4,213	353	9.2%
Operational and Supply	2,388	2,251	2,273	22	1.0%
Occupancy and Infrastructure	191	298	361	63	21.0%
Equipment, Vehicles, and Technology	5,708	6,414	6,804	390	6.1%
Financial Expenditures	10	4	1	(3)	-71.4%
Transfers to Funds	6,723	3,150	3,150	0	0.0%
Intercompany Charges	(1,362)	(1,297)	(1,361)	(64)	4.9%
<b>Gross Expenditure</b>	<b>162,267</b>	<b>165,306</b>	<b>172,501</b>	<b>7,195</b>	<b>4.4%</b>
Federal and Provincial Grants	(10,037)	(10,008)	(9,538)	469	-4.7%
By-Law Charges and Sales	(7,068)	(6,538)	(6,068)	470	-7.2%
Other Revenue	(1,992)	(2,046)	(2,186)	(140)	6.8%
Transfers from Funds	0	0	(250)	(250)	100.0%
<b>Gross Revenue</b>	<b>(19,098)</b>	<b>(18,592)</b>	<b>(18,042)</b>	<b>549</b>	<b>3.0%</b>
<b>Net Direct Expenditure before Indirect Allocation</b>	<b>143,169</b>	<b>146,714</b>	<b>154,458</b>	<b>7,744</b>	<b>5.3%</b>
Indirect Allocation	5,885	6,511	6,799	288	4.4%
Capital Financing Allocation	4,814	8,303	8,924	621	7.5%
<b>Indirect Allocation</b>	<b>10,698</b>	<b>14,814</b>	<b>15,723</b>	<b>909</b>	<b>6.1%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocation</b>	<b>\$153,868</b>	<b>\$161,528</b>	<b>\$170,181</b>	<b>\$8,653</b>	<b>5.4%</b>

# Niagara Regional Police Services

## Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	3,004
Debt	1,150
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>4,154</b>

The 2020 capital program represents fourteen distinct projects budgeted at \$4,154,500. This accounts for 1 per cent of the Region’s capital budget for 2020. 100 per cent of the revenues required to fund the 2020 capital program are derived from the Region’s internal sources.

Major highlights of the 2020 Niagara Regional Police capital program includes the annual capital asset replacement programs.

Project Name	Gross Capital Request	Project Description
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	\$1,500	The annual budget for new and replacement vehicles and associated equipment. Most of these vehicles will be purchased with manufacturer supplied options. Some will require special modifications to prepare them for deployment to specialized units. Ongoing review of model and equipment options allows for a cost effective approach to overseeing this budget. Lower usage vehicles are assessed and re-deployed to extend their lifecycle.
NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)	\$700	This project represents normal ongoing replacements and technology upgrades of technology equipment. Technology equipment includes desktop and laptops computers, server hardware including in-vehicle Mobile Data Terminals (MDTs).
NRPS – NG 911 Equipment Replacement (2020)	\$700	NG 9-1-1 Equipment Replacement (New Equipment i3 PBX and Call Handling Software Upgrade). This Capital Project Business Case is a continuation of Project ID 20000999A new Geo-Redundant, highly available NENA i3 compliant Internet protocol (IP) Based Emergency Communication Telephone Server (IP PBX).
NRPS - Command Post	\$450	Purchase of a vehicle to be used as a mobile command post for the Emergency Services Unit. The interior of the vehicle will be custom designed to permit negotiators, incident command staff and scribes to all be in close proximity. The negotiators will have a secluded operations area and the command staff will have a conference style area. Radio communications and a Mobile Data Terminal will be included.
NRPS - CEW Replacement - Annual Forecast (2020)	\$200	CEW Replacement, The replacement of the 348 Model X26E and X26P Tasers currently deployed to frontline personnel over a 4 year period.

# Niagara Regional Police Service

Project Name	Gross Capital Request	Project Description
20- NRPS Vehicle Deployment System	\$157	An electronic key cabinet would permit dynamic deployment of vehicles to areas where there was need and enable the creation of a Regional pool of vehicles rather than several smaller pools in each District. An electronic system provides the means to track vehicle usage and reassign vehicles based upon operational demand or to increase the utilization of existing vehicles without expanding the size of the fleet of operational vehicles.
20- NRPS Equipment Asset Tracker	\$150	The project would see the implementation of electronic sign-in/out of uniform daily issued equipment (portable radios, CEW, roadside screening devices, speed tracking devices, rifles etc.) The Equipment Asset Tracker would include electronic scanning at equipment issuing point, and verification and building exit/entrance. Year one would include 1/2/3 District and long term equipment issue at QM. Year two/three would include other Districts.
20- NRPS Judgement Simulator	\$81	We have evolved our judgment training by including shields and continue to provide an "instructor heavy" scenario style of learning. Sworn officers continually wait for their turn to be called into a room and leave training with a limited number of opportunities to develop techniques that can be applied in the field.
20- NRPS Tactical Training Site Upgrade	\$50	This project would provide the Emergency Task Unit (ETU) with an upgraded training facility on Region of Niagara property. The facility would consist of repurposed sea canisters connected in a fashion to permit explosive forced entry, force on force/simulation training and rappel/rope rescue training. The facility footprint would not be drastically larger than the current wooden facility, but would be slightly increased in height to permit rappel training.
20- NRPS Intelligence Software	\$49	This capital budget request involves the purchase of technical equipment that will support a variety of investigations but mainly will support Organized Crime and Human trafficking investigations
20- NRPS Diver Surface Supply Consoles	\$38	The Rapid Deployment Console is a surface supplied air control console which allows for delivery of breathing air to divers at depth. The system is designed to allow for 3 divers to be controlled and supplied with air at the same time. Communications equipment is integrated into the system for contact between the divers and the surface station.
20- NRPS Application Tourniquets	\$38	The tourniquet is used to quickly control life threatening extremity bleeding during an emergency situation. This supply would be issued to each frontline officer to be applied when necessary.

# Niagara Regional Police Service

Project Name	Gross Capital Request	Project Description
20- NRPS Tactical Search Camera	\$26	The Tactical Search Pole Camera (TSPC) is ideal for covert search and surveillance missions. Its interchangeable heads make it easy to switch between the standard camera and the optional Under Door Camera (UDC). The TSPC has an application in nearly all Armed/Barricaded calls for service. The camera allows for officers to gain intelligence or eyes on a potentially volatile subject without putting officers in harm's way. For example; an attic, crawl space or other small confined spaces.
NRPS - LIDAR Units - Annual Forecast (2020)	\$14	Annual program for the replacement of LIDAR units. The use of lasers or LIDAR (light detection and ranging) for speed enforcement is growing every year. LIDARs offer pinpoint accuracy and are ideal in multi-lane environments where traditional RADAR units are useless.
<b>Total</b>	<b>4,154</b>	



# Niagara Regional Police Service

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Section 5

# Capital Budget

Corporate Capital Overview



## 2020 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:

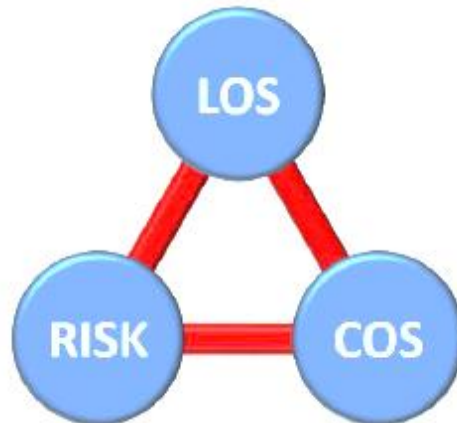
- Vehicles
- Roads and Bridges
- Water lines
- Buildings
- Equipment and Software systems

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 loan).

### Asset Management Policy

In 2017, the Ontario government released a new regulation under the Infrastructure for Jobs and Prosperity Act, 2015 – Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) which outlines deadlines for achieving strategic Asset Management (AM) practices. Under O. Reg. 588/17 the Region is required to create, approve and publish a strategic AM Policy by July 1, 2019. Council has previously approved the Asset Management Plan on March 30, 2017.

On May 1, 2019 Council approved the Asset Management Policy to compliment the previously approved Asset Management Plan (which can be seen Appendix 2 – Financial Policies and By-laws.) This policy is expected to result in savings related to capital asset budgeting, on-going maintenance costs and utilities savings. The ultimate goal is the use of consistent AM policies, procedures and practices across the Region's departments, boards and commissions, and will result in the most effective use of Regional resources while ensuring capital decisions are based on effective management of infrastructure risks, and balance the lowest cost of service (COS) while providing the desired levels of service (LOS), as per the below image. The Asset Management Office will also ensure that all departments, agencies, boards and commissions adhere to the established policies, procedures and practices to ensure AM is consistent across the organization.

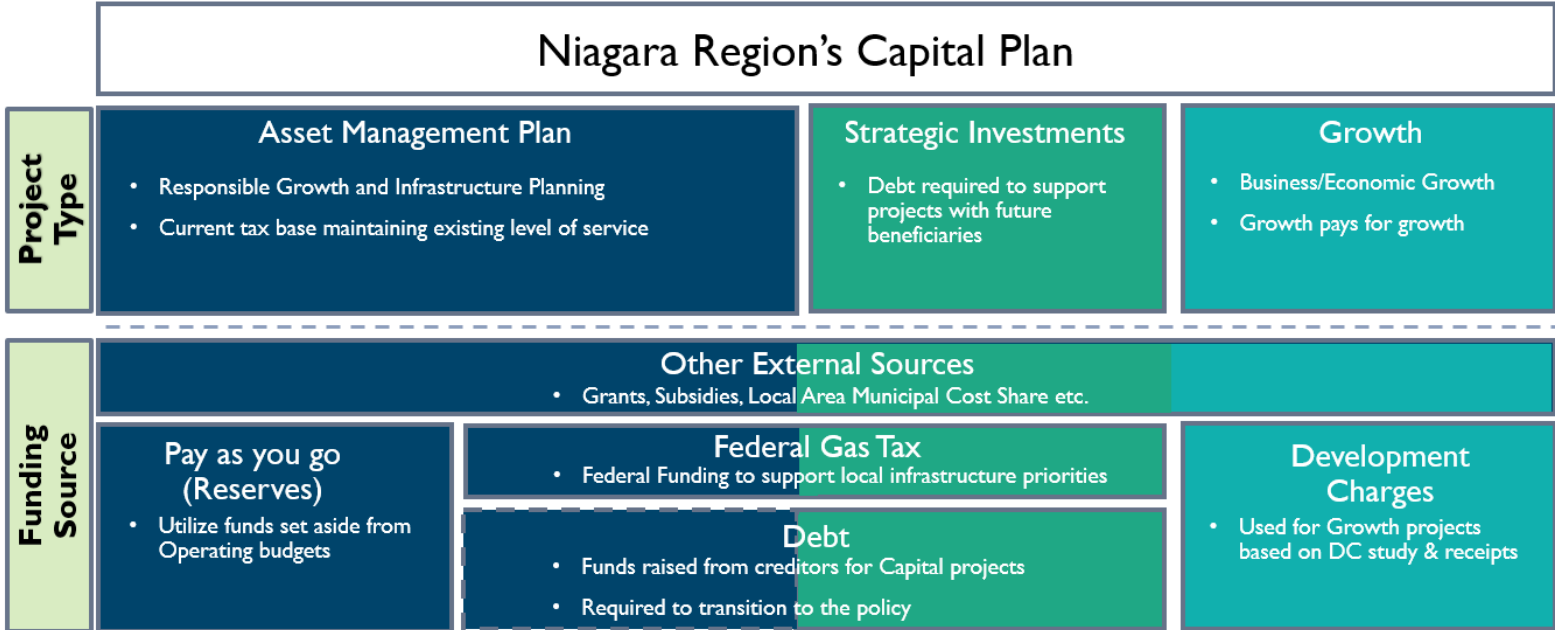


# Capital Budget

## Capital Financing Policy

The Region uses various forms of financing to support our capital budget. On October 3, 2019 the Capital Financing Policy, which incorporates regulatory requirements including those outlined in the Asset Management Policy, maintenance of a strong credit rating and best practices relative to our municipal peers, was approved by council. This policy establishes guiding principles for Council and staff to effectively plan for the appropriate financial resources to deliver the growing needs of the Region’s capital program.

Niagara Regions capital financing strategy leverages external financing first to minimize the impact to the local tax base. These external sources range from other levels of governments, grants and other 3<sup>rd</sup> party contributions. When all external sources of financing have been identified, the Region utilizes reserves and debt to fund the remainder of the Capital Budget. Reserves and debt are internal sources of financing meaning that the utilization of these financing sources will have an impact on the local tax base. A summary of this strategy and definitions of financing methods can be seen in the graphic below. The policy reference and brief overview can be seen in [Appendix 2 – Financial Policies and By-laws](#).



Debt financing is proposed in an extremely conservative manner, with the 2020 projection calling for no more than 8.3 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, including:

- Asset Management Plan
- Transportation, Water Wastewater Master Servicing Plan
- Development Charge By-Law and Background Study
- Municipal Comprehensive Review

# Capital Budget

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 was presented a \$375.5 million capital budget, including 193 distinct projects. The capital budget was created with consideration for council's strategic priorities, including Responsible and Growth Infrastructure Planning; Healthy and Vibrant Community; Business and Economic Growth; and Sustainable and Engagement Government.

## Capital Revenue Summary by Department (in thousands)

The following table summarizes departmental 2020 capital requests of \$375.5 million by revenue funding source.

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Community Services	1,898	1,898	0	0	0	0
Corporate Services	167,241	7,876	129,187	24,578	0	5,600
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	3,468	3,267	0	200	0	0
Transportation Services	65,474	18,988	8,793	21,139	10,348	6,203
<b>Subtotal of Levy Departments</b>	<b>238,080</b>	<b>32,030</b>	<b>137,980</b>	<b>59,956</b>	<b>10,348</b>	<b>11,803</b>
Niagara Regional Housing	28,165	4,788	5,819	14,039	0	3,518
Niagara Regional Police	4,155	3,005	1,150	0	0	0
<b>Subtotal of Agency Board and Commissions</b>	<b>32,319</b>	<b>7,792</b>	<b>6,969</b>	<b>14,039</b>	<b>0</b>	<b>3,518</b>
<b>Subtotal of Levy Programs</b>	<b>270,399</b>	<b>39,822</b>	<b>144,949</b>	<b>59,956</b>	<b>10,348</b>	<b>15,321</b>
Waste Management	8,485	8,469	0	16	0	0
Wastewater Operations	60,195	44,540	0	11,655	4,000	0
Water Operations	36,445	30,985	0	4,660	0	800
<b>Subtotal of Rate Programs</b>	<b>105,125</b>	<b>83,994</b>	<b>0</b>	<b>16,330</b>	<b>4,000</b>	<b>800</b>
<b>Grand Total</b>	<b>375,525</b>	<b>123,818</b>	<b>144,950</b>	<b>76,287</b>	<b>14,349</b>	<b>16,122</b>

# Capital Budget

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## Capital Revenue Detail by Project (in thousands)

Regional council approved 193 Capital projects in the 2020 Capital Budget totaling \$375.5 million. To align with the Capital Financing Policy, a new process was formalized in which all projects would be evaluated based on their scope to better match to the appropriate funding source. This process ensures that the assets built within each projects are paid for by their beneficiaries.

Project scope was evaluated and assigned the following project types.

G – Growth project: Capital projects targeted to service new development in alignment to the Development Charge background study.

A – Asset Sustainability/Renewal project: Infrastructure renewal as a part of the asset management plan.

S – Strategic Investment: Projects that provide a new or enhanced level of service aligned to council strategic priorities.

All projects were evaluated to align the Capital Financing Policy for an appropriate source of revenue. A summary of the methodology can be seen in the “Capital Financing Policy” section above.

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-LTC Cap Imp/Replace	A	274	274	0	0	0	0
20-LTC Machinery/Equipment	A	271	271	0	0	0	0
20-LTC Resident Care Equipment	A	561	561	0	0	0	0
20-LTC Roof Replacement	A	358	358	0	0	0	0
20-LTC Bed Replacement	A	245	245	0	0	0	0
20-LTC Tech Improvement	A	189	189	0	0	0	0
<b>Subtotal of Community Services</b>		<b>1,898</b>	<b>1,898</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
20-HR Time + Attendance Software Upgrade	A	300	300	0	0	0	0
20-HRIS Development	A	200	200	0	0	0	0
20- Annual Application Lifecycle Replacement	A	300	300	0	0	0	0
20- IT Asset Replacement	A	1,035	1,035	0	0	0	0
20-LTC Fort Erie New Home	G,A,S	57,365	0	42,687	9,078	0	5,600
20-Bld Ext-Welland Child Found	A	62	62	0	0	0	0
20-LTC St. Catharines New Home	G,A,S	102,000	0	86,500	15,500	0	0
20-Annual-Staff Accommodations	A	100	100	0	0	0	0
20-Annual-Code & Leg Compliance	A	100	100	0	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NRHQ - Campbell East Main Entry Door Replacement	A	80	80	0	0	0	0
NRHQ - Campbell East - Building Mechanical Humidification	A	110	110	0	0	0	0
NRHQ - Civic Park Security Enhancements	S	100	100	0	0	0	0
NRHQ - Campbell East Roof Replacement	A	795	795	0	0	0	0
Building Automation Redesign	A	100	100	0	0	0	0
SAEO Peer Street Niagara Falls - Plumbing Replacement	A	40	40	0	0	0	0
NRPS Welland Gun Range - Roof Replacement	A	750	750	0	0	0	0
NRPS Emergency Services St. Cath - Roof Replacement	A	280	280	0	0	0	0
PW Yards Septic Replacement	A	880	880	0	0	0	0
PW Pelham Yard - Exterior and Platform Replacement	A	55	55	0	0	0	0
PW Pelham Yard - Dome Roof Replacement	A	300	300	0	0	0	0
PW Smithville Yard - Main Building Roof Replacement	A	314	314	0	0	0	0
PW Thorold Yard - Roof Replacement	A	210	210	0	0	0	0
PW Thorold Yard - Wash Bay Structural Repair and Siding	A	94	94	0	0	0	0
PW Thorold Yard - Dome Roof Replacement	A	281	281	0	0	0	0
911 Backup Rationalization	A	1,000	1,000	0	0	0	0
20-OCR Software Implementation	S	140	140	0	0	0	0
20-Misc Levy Properties	S	250	250	0	0	0	0
<b>Subtotal of Corporate Services</b>		<b>167,241</b>	<b>7,876</b>	<b>129,187</b>	<b>24,578</b>	<b>0</b>	<b>5,600</b>
20-Annual Ambulance & Equipment Replace	G,A	3,368	3,168	0	200	0	0
20-EMS - Inventory Software	A	100	100	0	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
<b>Subtotal of Public Health Emergency Services</b>		<b>3,468</b>	<b>3,268</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>
20 Annual-Patrol Yard Improvement	G,A	1,000	640	0	360	0	0
20 Annual-Roads Equip Upgrade	A	1,000	1,000	0	0	0	0
Line Marking Improvements	A	100	100	0	0	0	0
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	A	1,800	0	1,800	0	0	0
20 Annual-Guide Rail Improvement	A	200	200	0	0	0	0
20 Annual-Railway Crossing Improvement	A	120	120	0	0	0	0
20 Annual-Storm Sewers & Culverts	A	1,100	1,100	0	0	0	0
20 Annual-Illumination Install and Upgrade	G,A	1,000	900	0	100	0	0
20 Annual-Traffic Signals	G,A	3,000	2,700	0	300	0	0
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	G,A	16,000	0	0	11,305	1,995	2,700
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	G,A	1,400	1,260	0	140	0	0
Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	G,A	6,000	203	0	5,100	697	0
Structural rehab - Schisler Road Bridge (027230)	A	1,700	0	1,700	0	0	0
Intersection improvement-RR81 King St @ Main & Nineteenth-LN	A	500	500	0	0	0	0
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	G,A	1,000	150	0	850	0	0
Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St	A	1,300	300	0	0	1,000	0



# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Intersection improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	A	2,000	500	0	0	1,500	0
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	A	750	750	0	0	0	0
Intersection improvement- RR46 Geneva St at Carlton-SC	A	1,000	1,000	0	0	0	0
Capacity Improvement - Glendale Ave Interchange at QEW	G,A	1,000	150	0	850	0	0
20- Annual-Development Projects	G	1,000	0	0	0	0	1,000
20 Annual-Roads Resurfacing and Strengthening Program	G,A	8,345	0	3,343	834	4,167	0
20 Annual-Structural rehab-Engineering & Construction	A	1,000	1,000	0	0	0	0
20- Annual-Misc Road Properties	A	200	200	0	0	0	0
20- Annual-Roads Eng for Future	A	500	500	0	0	0	0
Intersection improvement-RR67 Beaverdams at Decew	A	250	250	0	0	0	0
20 Annual-Structural Engineering Study Future Bridges	A	300	300	0	0	0	0
20-Structural rehab-RR81 Forty Mile Creek Bridge (081205)	A	100	0	100	0	0	0
Intersection improvement - RR 49 McLeod Rd at Drummond Rd	G,A	200	100	0	100	0	0
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	G,A	500	450	0	50	0	0
20-Intersection improvement-RR47 Lyon's Creek at Montrose	G,A	200	30	0	170	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	G,A	1,000	150	0	850	0	0
Structural rehab - Glendale Ave Bridge (089215)	A	200	0	200	0	0	0
Intersection improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	A	200	200	0	0	0	0
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	G,A	300	270	0	30	0	0
20-Rds Rehab-Misc Road Construction	G,A	1,000	310	0	100	590	0
20-Structural rehab-RR12 Mountain St Retaining Wall	A	500	0	500	0	0	0
Structural rehab -054205-Prince Charles Dr Bridge	A	150	0	150	0	0	0
Structural rehab -020215-Hwy 20 CPR Subway	A	500	0	500	0	0	0
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	A	300	300	0	0	0	0
Rds Rehab - RR40 South Service Rd Go Bus Sidewalk	A	350	350	0	0	0	0
20-Structural rehab-RR24 Sixteen Creek Culvert (024310)	A	200	0	200	0	0	0
Structural rehab -021210-Thompson Rd Bridge	A	100	0	100	0	0	0
Structural rehab -021215-Thompson Rd Bridge	A	100	0	100	0	0	0
Structural rehab - Lakeport Road (087210) and Frank Weir (087205)	A	100	0	100	0	0	0
20-Intersection improvement-Thirty Rd at Young Street	A	500	100	0	0	400	0
20-Ann - Survey Equipment Replacement	A	90	90	0	0	0	0
20- Vision Zero	S	250	250	0	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20 Annual-Fleet & Vehicle Replace	A	1,520	1,520	0	0	0	0
20-Facilities Maintenance Vehicles	A	35	35	0	0	0	0
NRT - Capital Acquisition	S	3,514	1,010	0	0	0	2,503
<b>Subtotal of Transportation Services</b>		<b>65,474</b>	<b>18,988</b>	<b>8,793</b>	<b>21,139</b>	<b>10,349</b>	<b>6,203</b>
<b>Subtotal of Levy Departments</b>		<b>238,080</b>	<b>32,030</b>	<b>137,980</b>	<b>45,917</b>	<b>10,349</b>	<b>11,803</b>
NRH - Multi-Residential Intensification - Niagara Falls	G,A,S	20,090	3,051	0	14,039	0	3,000
NRH - 2020 Annual Grounds Capital Program	A	1,010	175	775	0	0	59
NRH - 2020 Annual Unit Capital Program	A	3,471	712	2,519	0	0	240
NRH - 2020 Annual Building Capital Program	A	3,394	650	2,525	0	0	219
NRH - 2020 Annual Emergency Capital Program	A	200	200	0	0	0	0
<b>Subtotal of Niagara Regional Housing</b>		<b>28,165</b>	<b>4,788</b>	<b>5,819</b>	<b>14,039</b>	<b>0</b>	<b>3,518</b>
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	A	1,500	1,500	0	0	0	0
20- NRPS Vehicle Deployment System	A	157	157	0	0	0	0
20- NRPS Intelligence Software	A	50	50	0	0	0	0
NRPS - Command Post	A	450	0	450	0	0	0
NRPS - LIDAR Units - Annual Forecast (2020)	A	14	14	0	0	0	0
20- NRPS Tactical Training Site Upgrade	A	50	50	0	0	0	0
20- NRPS Tactical Search Camera	A	26	26	0	0	0	0
20- NRPS Diver Surface Supply Consoles	A	38	38	0	0	0	0
NRPS - CEW Replacement - Annual Forecast (2020)	A	200	200	0	0	0	0
20- NRPS Judgement Simulator	A	82	82	0	0	0	0
20- NRPS Application Tourniquets	A	38	38	0	0	0	0
NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)	A	700	700	0	0	0	0
NRPS – NG 911 Equipment Replacement (2020)	A	700	0	700	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20- NRPS Equipment Asset Tracker	A	150	150	0	0	0	0
<b>Subtotal of NRPS</b>		<b>4,155</b>	<b>3,005</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal of Agency Boards and Commissions</b>		<b>32,319</b>	<b>7,793</b>	<b>6,969</b>	<b>14,039</b>	<b>0</b>	<b>3,518</b>
<b>Subtotal of Levy Programs</b>		<b>270,399</b>	<b>39,822</b>	<b>144,949</b>	<b>59,956</b>	<b>10,348</b>	<b>15,321</b>
20-Annual-Miscellaneous Enhance/Replace-Other	A	226	226	0	0	0	0
20-Property Acquisition	S	110	110	0	0	0	0
Humberstone - Infrastructure Upgrades	A	4,400	4,400	0	0	0	0
20-Humberstone Drop-Off Depot Upgrades	A	385	385	0	0	0	0
20-Elm Street - Asphalt Road	A	220	220	0	0	0	0
20-Recycling Facility Improvements	G,A	835	819	0	16	0	0
20-Recycling - Fibre Line Enhancements	S	2,200	2,200	0	0	0	0
20-Recycling Building & Equipment	A	110	110	0	0	0	0
<b>Subtotal of Waste Management</b>		<b>8,485</b>	<b>8,470</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>0</b>
Fuel Tank Replacement Program	A	250	250	0	0	0	0
20-Pipe and Manhole Rehabilitation Program	A	250	250	0	0	0	0
20-Flow Meters in Trunk Sewer	A	225	225	0	0	0	0
20-WWTP Digester / Sludge Management Program	A	1,250	1,250	0	0	0	0
20-Chemical System Upgrade Program - Wastewater	A	400	400	0	0	0	0
20-Facilities Security Improvement Program Wastewater	A	600	600	0	0	0	0
20-Portable Sewage Bypass Pumps	A	240	240	0	0	0	0
20-Laboratory and Sampling Equipment Upgrade Program	A	150	150	0	0	0	0
20-Wastewater Five Trucks and Five Vans	A	530	530	0	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-Heat Exchanger Replacement Program	A	150	150	0	0	0	0
20-Corporate WIFI Expansion at Wastewater Facilities	A	240	240	0	0	0	0
20-WW Generator Replacement Program	A	300	300	0	0	0	0
Mewburn Pumping Station Upgrade	A	250	250	0	0	0	0
Stamford Sewer Trunk Rehabilitation - Phase II	A	7,600	7,600	0	0	0	0
19-Decommission Old Central PS	A	600	600	0	0	0	0
20-Niagara Falls WWTP PLC Upgrade for Primaries	A	160	160	0	0	0	0
20- Niagara Falls WWTP Maintenance Building Replacement	A	400	400	0	0	0	0
20-New Queenston/ St.Davids's Wastewater Servicing	G,A	800	400	0	400	0	0
20-Queenston WWTP Sustainability Upgrades	A	600	600	0	0	0	0
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	A	600	600	0	0	0	0
Catherine Street Pumping Station Upgrades	G,A	200	40	0	160	0	0
20-Lakeshore Road Pumping Station Upgrade	G,A	400	40	0	360	0	0
20-Anger Ave WWTP Grit Upgrade	A	250	250	0	0	0	0
Port Robinson Lagoon Decommissioning	A	250	250	0	0	0	0
19-Dain City Pump Station Forcemain Replacement	A	5,500	5,500	0	0	0	0
20- Quaker Rd Trunk Sewer	G	300	0	0	300	0	0
20-Welland OAW Diversion Building Decommissioning	A	300	300	0	0	0	0
20-Gordon Street Trunk Sewer Rehabilitation	A	300	300	0	0	0	0
Shirley Road Pump Station Upgrade	G,A	1,900	950	0	950	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-Crystal Beach Wastewater Treatment Plant Upgrade	A	300	300	0	0	0	0
19-Seaway WWTP Influent Channel Upgrade	A	300	300	0	0	0	0
East Side Pumping Station Upgrades	A	4,100	4,100	0	0	0	0
20-Oxford Pump Station Upgrades	G,A	250	25	0	225	0	0
20-Seaway WWTP Generator Replacement	A	250	250	0	0	0	0
20-Seaway WWTP Ferric System Upgrade	A	200	200	0	0	0	0
Port Weller WWTP Bar Screen Replacement	A	2,000	2,000	0	0	0	0
Port Weller WWTP Chemical System Upgrade	A	1,700	1,700	0	0	0	0
20-Four Mile Creek Sewer Rehabilitation	A	400	400	0	0	0	0
Port Dalhousie WWTP Upgrade	A	10,000	6,000	0	0	4,000	0
Wellandvale Pumping Station Upgrades	A	1,300	1,300	0	0	0	0
Port Dalhousie WWTP Chemical System Upgrades	A	500	500	0	0	0	0
Laurie Ave Pumping Station and Forcemain Upgrade	G,A	4,000	400	0	3,600	0	0
Bridgeport Pumping Station Upgrade and Forcemain Replacement	G,A	3,000	600	0	2,400	0	0
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	G,A	3,000	600	0	2,400	0	0
20-Bal Harbor Pumping Station Electrical Upgrade	A	200	200	0	0	0	0
20-Biggar Lagoon Pumping Station Upgrade	G,A	600	300	0	300	0	0
20-Lakewood Garden Pumping Station Upgrades	A	200	200	0	0	0	0
20-Victoria Avenue Pumping Station Upgrades	G,A	700	140	0	560	0	0
Garner Road Access & Lagoon Improvements	A	2,200	2,200	0	0	0	0
<b>Subtotal of Wastewater Operations</b>		<b>60,195</b>	<b>44,540</b>	<b>0</b>	<b>11,655</b>	<b>4,000</b>	<b>0</b>

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
2018 WTP Upgrade - GAC Replacement	A	2,000	2,000	0	0	0	0
18 -Generator Fuel Tank Replacement	A	100	100	0	0	0	0
20-Water Generator Replacement Program	A	600	600	0	0	0	0
20-Water Security Improvement Program	A	500	500	0	0	0	0
20-Water Hardware and Software Upgrade Program	A	350	350	0	0	0	0
20-Water Three New Vans	A	150	150	0	0	0	0
20-Water Valve Replacement Program	A	400	400	0	0	0	0
20-Water Chemical System Upgrade Program	A	250	250	0	0	0	0
20-Water Reservoir and Storage Program	A	700	700	0	0	0	0
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	A	4,000	4,000	0	0	0	0
20-Niagara Falls WTP Filter Controls Upgrade	A	270	270	0	0	0	0
Rosehill WTP New Intake	A	800	800	0	0	0	0
New Fort Erie Elevated Tank and Trunk Watermain	G,A	1,200	600	0	600	0	0
New Pelham Elevated Tank	G,A	1,200	600	0	600	0	0
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	G,A	1,400	140	0	1,260	0	0
20-Watermain Replacement Aqueduct St/ Merritt St	A	300	300	0	0	0	0
Port Colborne Water Treatment Plant Upgrade	A	5,000	5,000	0	0	0	0
Decew WTP New Intake Channel	G	1,000	0	0	200	0	800
Virgil Elevated Tank – Corrosion Protection	A	3,000	3,000	0	0	0	0
19-St.Davids Rd Watermain Replacement	A	1,000	1,000	0	0	0	0
20-Watermain Replacement Vineland - Nineteenth St and Glen Rd	A	2,500	2,500	0	0	0	0

# Capital Revenue Detail

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	A	250	250	0	0	0	0
20-St.Davids Chlorination Facility Upgrade	A	250	250	0	0	0	0
20-Watermain Interconnection from Decew WTP to Townline Rd E	A	1,000	1,000	0	0	0	0
20-Decommissioning Carlton St. Reservoir	A	300	300	0	0	0	0
20-DeCew WTP Plant 2 Upgrades	A	2,000	2,000	0	0	0	0
20-Vineland and Jordan Reservoir Decommissioning	A	600	600	0	0	0	0
20-Warner Rd Pumping Station Decommissioning	A	125	125	0	0	0	0
Grimsby WTP Upgrade - Laneway and Valve Replacements	A	700	700	0	0	0	0
Grimsby Watermain Replacement Elizabeth St to Park Rd	G,A	4,000	2,000	0	2,000	0	0
20-Watermain Replacement Ontario St in the Town of Lincoln	A	500	500	0	0	0	0
<b>Subtotal of Water Operations</b>		<b>36,445</b>	<b>30,985</b>	<b>0</b>	<b>4,660</b>	<b>0</b>	<b>800</b>
<b>Subtotal of Rate Departments</b>		<b>105,125</b>	<b>83,995</b>	<b>0</b>	<b>16,331</b>	<b>4,000</b>	<b>800</b>
<b>Grand Total</b>		<b>375,525</b>	<b>123,818</b>	<b>144,950</b>	<b>76,287</b>	<b>14,349</b>	<b>16,122</b>

\* Other External is comprised of \$6,400 third party recovery, \$2,700 municipal cost share related to Casablanca Blvd widening, \$6,022 provincial funding, and \$1,000 developer contribution related to the annual development project.



# Capital Revenue Detail

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# Capital Budget

## Capital Expenditure Summary by Department (in thousands)

The following is a summary of activities or phases budgeted by project. During the budgeting process, project managers will detail different activities or phases. This allows for transparency into the expenditure of each capital project and informs the public of the scope of work within their community. Additional detail per project is provided in the next section.

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Community Services	1,898	0	358	1,540	0	0
Corporate Services	167,241	5,527	135,113	9,997	2,847	13,758
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	3,468	0	0	3,468	0	0
Transportation Services	65,474	7,850	50,802	6,309	200	313
<b>Subtotal of Levy Departments</b>	<b>238,080</b>	<b>13,377</b>	<b>186,272</b>	<b>21,314</b>	<b>3,047</b>	<b>14,071</b>
Niagara Regional Housing	28,165	521	26,168	395	103	978
Niagara Regional Police	4,155	0	0	4,155	0	0
<b>Subtotal of Agency Board and Commissions</b>	<b>32,319</b>	<b>521</b>	<b>26,168</b>	<b>4,550</b>	<b>103</b>	<b>978</b>
<b>Subtotal of Levy Programs</b>	<b>270,400</b>	<b>13,898</b>	<b>212,440</b>	<b>25,863</b>	<b>3,150</b>	<b>15,049</b>
Waste Management	8,485	0	6,314	1,400	386	386
Wastewater Operations	60,195	5,900	44,650	849	1,643	7,153
Water Operations	36,445	9,420	21,035	150	1,105	4,735
<b>Subtotal of Rate Programs</b>	<b>105,125</b>	<b>15,320</b>	<b>71,999</b>	<b>2,399</b>	<b>3,134</b>	<b>12,274</b>
<b>Grand Total</b>	<b>375,525</b>	<b>29,218</b>	<b>284,439</b>	<b>28,262</b>	<b>6,283</b>	<b>27,322</b>

# Capital Budget

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## Capital Expense Detail by Project (in thousands)

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20-LTC Bed Replacement	245	0	0	245	0	0
20-LTC Cap Imp/Replace	274	0	0	274	0	0
20-LTC Machinery/Equipment	271	0	0	271	0	0
20- LTC Resident Care Equipment	561	0	0	561	0	0
20-LTC Roof Replacement	358	0	358	0	0	0
20-LTC Tech Improvement	189	0	0	189	0	0
<b>Subtotal of Community Services</b>	<b>1,898</b>	<b>0</b>	<b>358</b>	<b>1,540</b>	<b>0</b>	<b>0</b>
NRPS Welland Gun Range - Roof Replacement	750	0	673	0	13	65
PW Thorold Yard - Roof Replacement	210	0	185	0	6	19
20- IT Asset Replacement	1,035	0	0	1,035	0	0
20-LTC St. Catharines New Home	102,000	3,737	83,891	4,792	1,533	8,047
20-Annual-Staff Accommodations	100	0	100	0	0	0
20-Annual-Code & Leg Compliance	100	0	100	0	0	0
20-Bld Ext-Welland Child Found	62	0	50	0	7	5
PW Smithville Yard - Main Building Roof Replacement	314	0	280	0	6	28
NRHQ - Campbell East Roof Replacement	795	0	723	0	2	70
NRHQ - Campbell East Main Entry Door Replacement	80	0	80	0	0	0
Building Automation Redesign	100	0	0	100	0	0
NRHQ - Campbell East - Building Mechanical Humidification	110	0	15	80	5	10
NRHQ - Civic Park Security Enhancements	100	0	100	0	0	0
NRPS Emergency Services St. Cath - Roof Replacement	280	0	250	0	5	25
PW Yards Septic Replacement	880	0	775	0	40	65

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
PW Pelham Yard - Exterior and Platform Replacement	55	0	45	0	6	4
PW Pelham Yard - Dome Roof Replacement	300	0	266	0	7	27
PW Thorold Yard - Wash Bay Structural Repair and Siding	94	0	80	0	6	8
PW Thorold Yard - Dome Roof Replacement	281	0	250	0	6	25
SAEO Peer Street Niagara Falls - Plumbing Replacement	40	0	40	0	0	0
20- Annual Application Lifecycle Replacement	300	0	0	300	0	0
20-OCR Software Implementation	140	0	0	140	0	0
20-Misc Levy Properties	250	0	250	0	0	0
20-HR Time + Attendance Software Upgrade	300	0	0	300	0	0
20-HRIS Development	200	0	0	200	0	0
911 Backup Rationalization	1,000	0	1,000	0	0	0
20-LTC Fort Erie New Home	57,365	1,790	45,960	3,050	1,205	5,360
<b>Subtotal of Corporate Services</b>	<b>167,241</b>	<b>5,527</b>	<b>135,113</b>	<b>9,997</b>	<b>2,847</b>	<b>13,758</b>
20-Annual Ambulance & Equipment Replace	3,368	0	0	3,368	0	0
20-EMS - Inventory Software	100	0	0	100	0	0
<b>Subtotal of Public Health and Emergency Services</b>	<b>3,468</b>	<b>0</b>	<b>0</b>	<b>3,468</b>	<b>0</b>	<b>0</b>
NRT - Capital Acquisition	3,514	0	0	3,514	0	0
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	1,800	0	1,800	0	0	0
Structural rehab - Schisler Road Bridge (027230)	1,700	0	1,700	0	0	0
Intersection improvement-RR81 King St @ Main & Nineteenth-LN	500	0	500	0	0	0

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,000	0	1,000	0	0	0
Intersection improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	2,000	0	2,000	0	0	0
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	750	750	0	0	0	0
Intersection improvement- RR46 Geneva St at Carlton-SC	1,000	0	1,000	0	0	0
20- Annual-Development Projects	1,000	0	1,000	0	0	0
20 Annual-Guide Rail Improvement	200	0	200	0	0	0
20 Annual-Illumination Install and Upgrade	1,000	0	1,000	0	0	0
20- Annual-Roads Engineering for Future	500	450	0	0	50	0
20 Annual-Fleet & Vehicle Replace	1,520	0	0	1,520	0	0
20- Annual-Misc Road Properties	200	0	200	0	0	0
20 Annual-Railway Crossing Improvement	120	0	120	0	0	0
20 Annual-Traffic Signals	3,000	0	3,000	0	0	0
20 Annual-Storm Sewers & Culverts	1,100	0	1,100	0	0	0
20 Annual-Roads Resurfacing and Strengthening Program	8,345	0	7,882	0	150	313
20 Annual-Roads Equip Upgrade	1,000	100	0	900	0	0
20 Annual-Structural Engineering Study Future Bridges	300	300	0	0	0	0
20 Annual-Patrol Yard Improvement	1,000	0	1,000	0	0	0
20 Annual-Structural rehab-Engineering & Construction	1,000	0	1,000	0	0	0
20-Ann - Survey Equipment Replacement	90	0	0	90	0	0

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20- Vision Zero	250	0	0	250	0	0
Line Marking Improvements	100	0	100	0	0	0
20-Structural rehab-RR81 Forty Mile Creek Bridge (081205)	100	100	0	0	0	0
20-Rds Rehab-Misc Road Construction	1,000	0	1,000	0	0	0
20-Structural rehab-RR12 Mountain St Retaining Wall	500	100	400	0	0	0
Intersection improvement - RR 49 McLeod Rd at Drummond Rd	200	200	0	0	0	0
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	500	500	0	0	0	0
20-Intersection improvement-RR47 Lyon's Creek at Montrose	200	200	0	0	0	0
20-Structural rehab-RR24 Sixteen Creek Culvert (024310)	200	200	0	0	0	0
Structural rehab -021210-Thompson Rd Bridge	100	100	0	0	0	0
20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	1,000	0	1,000	0	0	0
Structural rehab - Glendale Ave Bridge (089215)	200	200	0	0	0	0
Intersection improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	200	200	0	0	0	0
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	300	300	0	0	0	0
Structural rehab -021215-Thompson Rd Bridge	100	100	0	0	0	0
Structural rehab - Lakeport Road (087210) and Frank Weir (087205)	100	100	0	0	0	0

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Structural rehab -054205-Prince Charles Dr Bridge	150	150	0	0	0	0
Structural rehab -020215-Hwy 20 CPR Subway	500	500	0	0	0	0
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	300	300	0	0	0	0
Rds Rehab - RR40 South Service Rd Go Bus Sidewalk	350	0	350	0	0	0
20-Facilities Maintenance Vehicles	35	0	0	35	0	0
Intersection improvement-RR67 Beaverdams at Decew	250	0	250	0	0	0
20-Intersection improvement-Thirty Rd at Young Street	500	500	0	0	0	0
Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000	0	6,000	0	0	0
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	16,000	0	16,000	0	0	0
Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St	1,300	1,300	0	0	0	0
Capacity Improvement - Glendale Ave Interchange at QEW	1,000	0	1,000	0	0	0
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	1,400	1,200	200	0	0	0
<b>Subtotal of Public Works - Levy</b>	<b>65,474</b>	<b>7,850</b>	<b>50,802</b>	<b>6,309</b>	<b>200</b>	<b>313</b>
<b>Subtotal of Levy Departments</b>	<b>238,080</b>	<b>13,377</b>	<b>186,272</b>	<b>21,314</b>	<b>3,047</b>	<b>14,071</b>
NRH - Multi-Residential Intensification - Niagara Falls	20,090	521	18,294	195	103	978
NRH - 2020 Annual Grounds Capital Program	1,010	0	1,010	0	0	0



# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
NRH - 2020 Annual Unit Capital Program	3,471	0	3,471	0	0	0
NRH - 2020 Annual Building Capital Program	3,394	0	3,394	0	0	0
NRH - 2020 Annual Emergency Capital Program	200	0	0	200	0	0
<b>Subtotal of Niagara Regional Housing</b>	<b>28,165</b>	<b>521</b>	<b>26,168</b>	<b>395</b>	<b>103</b>	<b>978</b>
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	1,500	0	0	1,500	0	0
NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)	700	0	0	700	0	0
NRPS – NG 911 Equipment Replacement (2020)	700	0	0	700	0	0
NRPS - Command Post	450	0	0	450	0	0
NRPS - CEW Replacement - Annual Forecast (2020)	200	0	0	200	0	0
NRPS - LIDAR Units - Annual Forecast (2020)	14	0	0	14	0	0
20- NRPS Vehicle Deployment System	157	0	0	157	0	0
20- NRPS Equipment Asset Tracker	150	0	0	150	0	0
20- NRPS Judgement Simulator	82	0	0	82	0	0
20- NRPS Tactical Training Site Upgrade	50	0	0	50	0	0
20- NRPS Intelligence Software	50	0	0	50	0	0
20- NRPS Diver Surface Supply Consoles	38	0	0	38	0	0
20- NRPS Application Tourniquets	38	0	0	38	0	0
20- NRPS Tactical Search Camera	26	0	0	26	0	0
<b>Subtotal of Niagara Regional Police Services</b>	<b>4,155</b>	<b>0</b>	<b>0</b>	<b>4,155</b>	<b>0</b>	<b>0</b>
<b>Subtotal of Agency, Boards and Commissions</b>	<b>32,319</b>	<b>521</b>	<b>26,168</b>	<b>4,550</b>	<b>103</b>	<b>978</b>
<b>Subtotal of Levy Programs</b>	<b>270,400</b>	<b>13,898</b>	<b>212,440</b>	<b>25,863</b>	<b>3,150</b>	<b>15,049</b>
Humberstone - Infrastructure Upgrades	4,400	0	4,000	0	200	200

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20-Elm Street - Asphalt Road	220	0	200	0	10	10
20-Humberstone Drop-Off Depot Upgrades	385	0	350	0	18	18
20-Recycling Facility Improvements	835	0	759	0	38	38
20-Annual-Miscellaneous Enhance/Replace-Other	226	0	205	0	10	10
20-Property Acquisition	110	0	100	0	5	5
20-Recycling Building & Equipment	110	0	100	0	5	5
20-Recycling - Fibre Line Enhancements	2,200	0	600	1,400	100	100
<b>Subtotal of Waste Management</b>	<b>8,485</b>	<b>0</b>	<b>6,314</b>	<b>1,400</b>	<b>386</b>	<b>386</b>
Port Dalhousie WWTP Upgrade	10,000	0	8,482	0	218	1,300
Port Weller WWTP Bar Screen Replacement	2,000	0	1,679	0	61	260
Port Dalhousie WWTP Chemical System Upgrades	500	0	420	0	15	65
Fuel Tank Replacement Program	250	0	211	0	7	32
Port Weller WWTP Chemical System Upgrade	1,700	0	1,430	0	50	220
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	600	0	504	0	18	78
Mewburn Pumping Station Upgrade	250	211	0	0	7	32
Stamford Sewer Trunk Rehabilitation - Phase II	7,600	0	6,379	0	231	990
Laurie Ave Pumping Station and Forcemain Upgrade	4,000	0	3,358	0	122	520
Bridgeport Pumping Station Upgrade and Forcemain Replacement	3,000	0	3,000	0	0	0
Port Robinson Lagoon Decommissioning	250	210	0	0	10	30
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	3,000	0	2,518	0	92	390
Catherine Street Pumping Station Upgrades	200	168	4	0	3	25

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
19-Decomission Old Central PS	600	0	504	0	18	78
19-Seaway WWTP Influent Channel Upgrade	300	251	0	0	9	40
19-Dain City Pump Station Forcemain Replacement	5,500	0	4,825	0	175	500
20-Pipe and Manhole Rehabilitation Program	250	25	186	0	9	30
20-Flow Meters in Trunk Sewer	225	0	189	0	7	29
20-WWTP Digester / Sludge Management Program	1,250	0	1,062	0	38	150
20-Chemical System Upgrade Program - Wastewater	400	0	336	0	12	52
20-Wastewater Five Trucks and Five Vans	530	0	0	510	0	20
20-Heat Exchanger Replacement Program	150	0	125	0	5	20
20-Facilities Security Improvement Program Wastewater	600	50	452	0	18	80
20-Anger Ave WWTP Grit Upgrade	250	211	0	0	7	32
20-Portable Sewage Bypass Pumps	240	0	0	209	0	31
20-Laboratory and Sampling Equipment Upgrade Program	150	0	0	130	0	20
20-Corporate WIFI Expansion at Wastewater Facilities	240	0	200	0	9	31
20-WW Generator Replacement Program	300	75	177	0	9	39
20-Niagara Falls WWTP PLC Upgrade for Primaries	160	0	135	0	5	20
20-New Queenston/ St.Davids's Wastewater Servicing	800	665	0	0	31	104
20-Queenston WWTP Sustainability Upgrades	600	0	503	0	19	78
20-Lakeshore Road Pumping Station Upgrade	400	336	0	0	12	52

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20-Welland OAW Diversion Building Decommissioning	300	252	0	0	9	39
20-Gordon Street Trunk Sewer Rehabilitation	300	251	0	0	9	40
20- Quaker Rd Trunk Sewer	300	252	0	0	9	39
20-Crystal Beach Wastewater Treatment Plant Upgrade	300	253	0	0	9	38
20-Seaway WWTP Generator Replacement	250	211	0	0	7	32
20-Oxford Pump Station Upgrades	250	210	0	0	7	33
20-Seaway WWTP Ferric System Upgrade	200	169	0	0	6	25
20-Four Mile Creek Sewer Rehabilitation	400	336	0	0	12	52
20-Lakewood Garden Pumping Station Upgrades	200	168	0	0	6	26
20-Biggarr Lagoon Pumping Station Upgrade	600	504	0	0	18	78
20-Victoria Avenue Pumping Station Upgrades	700	586	0	0	23	91
20-Bal Harbor Pumping Station Electrical Upgrade	200	168	0	0	7	25
20- Niagara Falls WWTP Maintenance Building Replacement	400	338	0	0	14	48
Shirley Road Pump Station Upgrade	1,900	0	1,594	0	58	248
Wellandvale Pumping Station Upgrades	1,300	0	1,090	0	40	170
Garner Road Access & Lagoon Improvements	2,200	0	1,846	0	67	287
East Side Pumping Station Upgrades	4,100	0	3,441	0	125	534
<b>Subtotal of Wastewater Operations</b>	<b>60,195</b>	<b>5,900</b>	<b>44,650</b>	<b>849</b>	<b>1,643</b>	<b>7,153</b>
Grimsby WTP Upgrade - Laneway and Valve Replacements	700	0	588	0	21	91
Rosehill WTP New Intake	800	672	0	0	24	104
Decew WTP New Intake Channel	1,000	840	0	0	30	130

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Grimsby Watermain Replacement Elizabeth St to Park Rd	4,000	0	3,357	0	122	521
Virgil Elevated Tank – Corrosion Protection	3,000	0	2,519	0	91	390
18 -Generator Fuel Tank Replacement	100	0	84	0	3	13
2018 WTP Upgrade - GAC Replacement	2,000	0	1,678	0	61	261
New Fort Erie Elevated Tank and Trunk Watermain	1,200	1,006	0	0	37	157
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	4,000	0	3,358	0	122	520
New Pelham Elevated Tank	1,200	1,006	0	0	37	157
19-St.Davids Rd Watermain Replacement	1,000	0	840	0	30	130
20-Water Generator Replacement Program	600	25	479	0	18	78
20-Water Security Improvement Program	500	25	395	0	15	65
20-Water Hardware and Software Upgrade Program	350	0	292	0	12	46
20-Water Three New Vans	150	0	0	150	0	0
20-Water Chemical System Upgrade Program	250	0	209	0	8	33
20-Water Reservoir and Storage Program	700	37	552	0	21	90
20-Water Valve Replacement Program	400	25	311	0	12	52
20-Niagara Falls WTP Filter Controls Upgrade	270	0	226	0	9	35
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	1,400	1,176	0	0	42	182
20-Watermain Replacement Aqueduct St/ Merritt St	300	251	0	0	9	40
20-DeCew WTP Plant 2 Upgrades	2,000	1,679	0	0	61	260
20-Watermain Interconnection from Decew WTP to Townline Rd E	1,000	840	0	0	30	130

# Capital Expense Detail

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20-Watermain Replacement Vineland - Nineteenth St and Glen Rd	2,500	150	1,949	0	76	325
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	250	209	0	0	8	33
20-St.Davids Chlorination Facility Upgrade	250	211	0	0	7	32
20-Decommissioning Carlton St. Reservoir	300	252	0	0	9	39
20-Watermain Replacement Ontario St in the Town of Lincoln	500	419	0	0	16	65
20-Vineland and Jordan Reservoir Decommissioning	600	492	0	0	18	90
20-Warner Rd Pumping Station Decommissioning	125	105	0	0	4	16
Port Colborne Water Treatment Plant Upgrade	5,000	0	4,198	0	152	650
<b>Subtotal of Water Operations</b>	<b>36,445</b>	<b>9,420</b>	<b>21,035</b>	<b>150</b>	<b>1,105</b>	<b>4,735</b>
<b>Subtotal of Rate Departments</b>	<b>105,125</b>	<b>15,320</b>	<b>71,999</b>	<b>2,399</b>	<b>3,134</b>	<b>12,274</b>
<b>Grand Total</b>	<b>375,525</b>	<b>29,218</b>	<b>284,439</b>	<b>28,262</b>	<b>6,283</b>	<b>27,322</b>

# Capital Expense Detail

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## Capital Business Cases

In 2020, 193 Capital Projects were approved with the Capital Budget. All projects approved by council is required to present a business case.

The purpose of a business case is to document the justification of the scope of the project and to provide insight into estimated cost, risk and the benefits and savings.

The components of the business case and purpose are as follows:

- **Project Detail:** Where is the project? What department? Brief project description in 1-2 sentences.
- **List of Partners:** What other external partners are contributing to the project?
- **Project Source:** What are the studies that support the need for the project?
- **Budget Breakdown:** What are we spending the dollars on and how is it being funded?
- **Start date and Cash flows:** When are we spending on the project?
- **Operating impact:** Will the capital project lead to savings or revenues from the project?
- **Project need, Justification of Timing and Costs:** Why are we doing the project? What is scope of work? How was the budget estimated?
- **Risk/Impact of Delay:** Some examples of risks are compliance, timing, regulatory, public health and safety, asset condition, opportunity cost, and levels of service
- **Additional budget information:** What were former budget requests? What is the current budget request? Will there be future budget requests?

In addition to the scope of the project, additional data regarding complexity of the project is reviewed to ensure that the project is given sufficient resources to successfully complete. A summary of this process is provided in the next section.

## Project Resource Allocation

In 2018, Niagara Region engaged a consultant to review the state of project management practices and processes and compare amongst industry standards. As a recommendation, Niagara Region implemented a project management methodology called “Project Tiering” to provide senior management a tool to ensure projects are given sufficient resources for completion. Intricacies of each projects are evaluated and projects are categorized into three tiers.

- Tier 1: Complex project
- Tier 2: Moderately complex project
- Tier 3: Simple Project

Depending on the tier, individual projects receive the appropriate attention and resources. It also ensures that the appropriate project manager is leading each project. The project managers assigned to each project are based on the following:

- Staff competency and experience
- Staff credentials or certifications
- Staff training
- Staff focus and capacity
- Existing Templates and Level of reporting



# Capital Business Cases

As part of the Region's continuous improvement, the components of Project Tiering are currently under review and will be revamped to become a Corporate Asset Management Resource Allocation (CAMRA). The CAMRA will enable the Region to apply a criteria against capital projects to assist with project prioritization.

In 2020, all 193 Capital projects in the Capital Budget were tiered based on the scope and size of the projects. Tier 1 Projects in construction phase with a large 2020 budget request are as follows:

- [20001203: 20-LTC St. Catharines New Home - \\$102,000,000](#)
- [10GD1505: 20-LTC Fort Erie New Home - \\$57,365,000](#)
- [10RC1329: Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW - \\$16,000,000](#)
- [20000201: Port Dalhousie WasteWater Treatment Plant Upgrade - \\$10,000,000](#)
- [10CW1314: Port Colborne Water Treatment Plant Upgrade - \\$5,000,000](#)

In addition to the five Tier 1 projects in construction phase, five additional full business cases that were presented to council represent the 10 largest capital projects. These projects make up 63% (\$236.6 million) of the total 2020 Budget request of \$375.5 million. The 10 largest capital project full business cases are in the next section.

# 2020 Capital Data Sheet – Project ID: J\_20001203

## 20-LTC St. Catharines New Home

### Project Description

In order to meet Ministry of Health and Long-Term Care (MOHLTC) structural compliance standards and building code requirements, Linhaven LTC Home in St. Catharines must be redeveloped to meet the "New Bed" structural compliance standard for LTC Homes.

Project Details	
<b>Municipality</b>	St. Catharines
<b>Operating Unit/Division</b>	Properties Management
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	N/A
<b>DC Study Reference</b>	2017 DC Study, 5-7 1 (28%) - stat reduction (Bill 108 - changes to the DC Act for soft service categories may materially impact DC funding available for this project. DC funding for project subject to pending Community Benefit Charge regulations.)
<b>Transportation Master Plan (TMP)</b>	No
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 1

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	3,737
Pre-Construction	0
Construction	83,891
Internal Compensation	893
Internal Costs	640
Contingency	8,047
Warranty	0
Property	0
Equipment	4,792
Uninitiated	0
<b>Total Expenditure</b>	<b>102,000</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	86,500
Development Charges	15,500
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>102,000</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	1,521	1,508	9,898	9,898	22,824
2021	9,897	9,897	9,897	9,897	39,588
2022	9,897	9,897	9,897	9,897	39,588

## 2020 Capital Data Sheet – Project ID: J\_20001203

### 20-LTC St. Catharines New Home

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	0	3,737	0	0	0	0	0	3,737
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	83,891	0	0	0	0	0	83,891
Internal Compensation	0	893	0	0	0	0	0	893
Internal Costs	0	640	0	0	0	0	0	640
Contingency	0	8,047	0	0	0	0	0	8,047
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	4,792	0	0	0	0	0	4,792
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>102,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102,000</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Region currently owns and operates 8 accredited LTC homes throughout the Region. Three of these homes, including Gilmore Lodge, have been identified as a priority for redevelopment due to the category "B" and "C" structural compliance status of their beds. The other five Region owned LTC homes operate category "A" and category "New Bed" beds and therefore do not currently require redevelopment. Gilmore Lodge has a secondary requirement for redevelopment: it currently does not have a sprinkler system which has become a mandated requirement for all LTC homes in Ontario by 2025. Due to its size, age and amount of work that would be required to bring Gilmore Lodge up to a "New Bed" home, a retrofit of the existing facility is not feasible. While it does not fund the upfront capital requirement of the LTC redevelopment project, the MOHLTC will provide a construction funding subsidy that is paid on a bed per diem for 25 years, and will commence upon admission of the first LTC home resident. The total anticipated funding from the MOHLTC is expected to be \$66,575,450 over 25 years for both sites and will be used to offset the cost of principal and interest on the debt issued for the project upon completion.

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

The redevelopment of Linhaven is required to meet provincially mandated structural compliance standards implemented by the MOHLTC and must be completed prior to December 31, 2022. There are no options for

## 2020 Capital Data Sheet – Project ID: J\_20001203

### 20-LTC St. Catharines New Home

deferring this work. Public Health impacts: if the redevelopment is not completed prior to 2023, the LTC bed licenses issued by the MOHLTC could be revoked and put further strain on an already overburdened system.



## 2020 Capital Data Sheet - Project ID: J\_I0GDI505

### 20-LTC Fort Erie New Home

#### Project Description

In order to meet Ministry of Health and Long-Term Care (MOHLTC) structural compliance standards and building code requirements, Gilmore Lodge in Fort Erie must be redeveloped to meet the "New Bed" structural compliance standard for LTC Homes.

Project Details	Description
<b>Municipality</b>	Fort Erie
<b>Operating Unit/Division</b>	Properties Management
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	N/A
<b>DC Study Reference</b>	2017 DC Study, 5-7 1 (28%) - stat reduction (Bill 108 - changes to the DC Act for soft service categories may materially impact DC funding available for this project. DC funding for project subject to pending Community Benefit Charge regulations.)
<b>Transportation Master Plan(TMP)</b>	No
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 1

#### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	1,790
Design	0
Pre-Construction	0
Construction	43,950
Internal Compensation	530
Internal Costs	675
Contingency	5,360
Warranty	0
Property	2,010
Equipment	3,050
Uninitiated	0
<b>Total Expenditure</b>	<b>57,365</b>

#### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	42,687
Development Charges	9,078
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	5,600
<b>Total Funding</b>	<b>57,365</b>

#### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	1,118	1,118	5,513	5,513	13,262
2021	5,513	5,513	5,513	5,513	22,052
2022	5,513	5,513	5,513	5,512	22,051

## 2020 Capital Data Sheet - Project ID: J\_10GDI505

### 20-LTC Fort Erie New Home

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	750	1,790	0	0	0	0	0	2,540
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	0	0	0	0	0	0	0
Construction	12,120	43,950	0	0	0	0	0	56,070
Internal Compensation	20	530	0	0	0	0	0	550
Internal Costs	0	675	0	0	0	0	0	675
Contingency	0	6,360	0	0	0	0	0	5,360
Warranty	0	0	0	0	0	0	0	0
Property	2,520	2,010	0	0	0	0	0	4,530
Equipment	0	3,050	0	0	0	0	0	3,050
Uninitiated	0	0	0	0	0	0	0	0
Converted	225	0	0	0	0	0	0	225
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>15,635</b>	<b>57,365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73,000</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Region currently owns and operates 8 accredited LTC homes throughout the Region. Three of these homes, including Gilmore Lodge, have been identified as a priority for redevelopment due to the category "B" and "C" structural compliance status of their beds. The other five Region owned LTC homes operate category "A" and category "New Bed" beds and therefore do not currently require redevelopment. Gilmore Lodge has a secondary requirement for redevelopment: it currently does not have a sprinkler system which has become a mandated requirement for all LTC homes in Ontario by 2025. Due to its size, age and amount of work that would be required to bring Gilmore Lodge up to a "New Bed" home, a retrofit of the existing facility is not feasible. While it does not fund the upfront capital requirement of the LTC redevelopment project, the MOHLTC will provide a construction funding subsidy that is paid on a bed per diem for 25 years, and will commence upon admission of the first LTC home resident. The total anticipated funding from the MOHLTC is expected to be \$66,575,450 over 25 years for both sites and will be used to offset the cost of principal and interest on the debt issued for the project upon completion.

## 2020 Capital Data Sheet - Project ID: J\_10GDI505

### 20-LTC Fort Erie New Home

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

The redevelopment of Gilmore Lodge is required to meet provincially mandated structural compliance standards implemented by the MOHLTC and must be completed prior to December 31, 2024. There are no options for deferring this work. Public Health impacts: if the redevelopment is not completed prior to 2025, the LTC bed licenses issued by the MOHLTC could be revoked and put further strain on an already overburdened system.

# 2020 Capital Data Sheet - Project ID: J\_20000680

## NRH - Multi-Residential Intensification - Niagara Falls

### Project Description

The Niagara Falls targeted multi-residential intensification project has been identified to increase affordable housing supply, addressing the unmet needs of the existing ~3,100 person waitlist for affordable housing in Niagara Falls.

Project Details	Description
<b>Municipality</b>	Niagara Falls
<b>Operating Unit/Division</b>	Niagara Regional Housing
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	Lead by NRH Housing Ops, who oversees the housing portfolio, including targeted intensification areas.
<b>DC Study Reference</b>	2017 DC Study, 5-7 1 (28%) - stat reduction (Bill 108 - changes to the DC Act for soft service categories may materially impact DC funding available for this project. DC funding for project subject to pending Community Benefit Charge regulations.)
<b>Transportation Master Plan (TMP)</b>	No
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 2

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	520
Construction	18,293
Internal Compensation	100
Internal Costs	3
Contingency	977
Warranty	0
Property	0
Equipment	195
Uninitiated	0
<b>Total Expenditure</b>	<b>20,090</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	3,050
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	14,039
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	3,000
<b>Total Funding</b>	<b>20,090</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	1,004	1,004	6,027	6,027	14,063
2021	3,013	3,013	0	0	6,027
2022	0	0	0	0	0



## 2020 Capital Data Sheet - Project ID: J\_20000680

### NRH - Multi-Residential Intensification - Niagara Falls

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	520	0	0	0	0	0	520
Construction	810	18,293	0	0	0	0	0	19,103
Internal Compensation	0	100	0	0	0	0	0	100
Internal Costs	0	3	0	0	0	0	0	3
Contingency	0	977	0	0	0	0	0	977
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	195	0	0	0	0	0	195
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>810</b>	<b>20,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,900</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Multi-Residential Intensification – Niagara Falls identifies the intensification of a NRH-owned units portfolio targeted, and with sufficient capacity for redevelopment. The project will be lead by NRH Housing Operations, who oversees the NRH housing portfolio, including targeted intensification areas. They have just completed an 85-unit build in St.Catharines. NRH is currently completing existing development and intensification projects in 2019. NRH has begun the planning and design stage for the Niagara Falls Intensification project as approved in the 2019 budget. NRH will continue to proactively plan to address housing supply constraints in Niagara in order to leverage funding opportunities as announced. The funding of \$3 million is to be received by the provincial/federal governments must be committed by end of March 2020. Construction is scheduled to begin in spring of 2020. The initial capital project budget request of \$810 thousand approved in 2019 was 3.9% of the total estimated construction costs and include early planning stages such as architectural, geotechnical, and environmental planning and study fees and related charges. The estimated project cost is \$20.9 million for a 55 unit - 3 storey apartment building and an 18 unit - 3 storey apartment building. This includes an average construction cost of approximately \$245.5 thousand per unit (based on current construction bids) and \$3 million relating to remediation costs, demolition, site servicing, etc. The NRH Reserve (New Initiatives) currently includes \$2.29 million of funding earmarked for the project,

## 2020 Capital Data Sheet - Project ID: J\_20000680

### NRH - Multi-Residential Intensification - Niagara Falls

resulting from the 2017 Year-End Transfer from the Niagara Region. An additional \$900 thousand from the 2018 year-end transfer is being requested to cover the remaining costs of the project. Once constructed the building will be self-sustaining meaning there should be no operating impacts.

#### **Risk/Impact of Delay (Low, Medium, High)/Public Health Impact**

Failure to approve the project and commit to a contribution agreement by March 31, 2020 will lead to loss of available provincial funding amounting to \$3 million. In addition to the increase in the current Niagara Falls housing waitlist. The costs are based on the Building Condition Assessment study done in 2017 on NRH Owned-units. If the projects are delayed then the costs will continue to increase the following years. Delay could impact the safety of the residents. Public Health impacts: This project ensures that the health & safety of residents in Niagara Falls are protected by providing a safe place to live with supports that individuals may require.

# 2020 Capital Data Sheet - Project ID: J\_IORCI329

## Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW

### Project Description

Capacity Improvements to RR 10 Casablanca Boulevard between RR 39 North Service Road and RR 81 Main Street West

Project Details	Description
<b>Municipality</b>	Grimsby
<b>Operating Unit/Division</b>	Transportation
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	Grimsby, MTO, Metrolinx
<b>DC Study Reference</b>	2017 DC Study, 5-25, 1 (85%)
<b>Transportation Master Plan (TMP)</b>	Yes
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 1

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	16,000
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>16,000</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	11,305
Federal Gas Tax	1,995
Area Municipality	2,700
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>16,000</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	0	4,000	8,000	4,000	16,000
2021	0	0	0	0	0
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_IORCI329

### Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	1,000	0	0	0	0	0	0	1,000
Design	750	0	0	0	0	0	0	750
Pre-Construction	0	0	0	0	0	0	0	0
Construction	10,000	16,000	5,000	0	0	0	0	31,000
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	0	0	0	0	0	0	0
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>11,750</b>	<b>16,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,750</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

This project is to address the transportation infrastructure requirements including intersection improvements, road widening and active transportation for the proposed implementation of the Grimsby GO Station as well as new residential and commercial developments located north of the QEW. The need for capacity improvements were identified in the Niagara Region Transportation Master Plan (2017) and the Grimsby GO Station Secondary Plan (2018). The timing of this project is critical to coincide with the opening of the Grimsby GO Station in 2021. The 2020 Budget request for \$16,000,000 is to construct the approved transportation improvements through 2021. Prior approved funding of \$11,750,000 was used for the EA, detailed design and utility relocations. The total project cost is \$32,750,000 based on 30% design. Cost sharing with the Town of Grimsby will be finalized during the design process. \$2.7M is being recovered from Grimsby funded from development charges identified in their background study. This contribution will be recovered over 10 years with interest.

## 2020 Capital Data Sheet - Project ID: J\_I0RCI329

### Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

High-It is critical that regional road and infrastructure be in place in advance of the opening of the Grimsby GO Service. Any delays would complicate construction activities and impact the cost of construction. Public Health impacts are not applicable to this project

# 2020 Capital Data Sheet - Project ID: J\_20000201

## Port Dalhousie WWTP Upgrade

### Project Description

Construction – Phase 1 upgrades to the Port Dalhousie Wastewater Treatment Plant including existing distribution chamber modifications, new aeration tanks, new blower building, primary effluent chamber extension, new generator, and yard piping.

Project Details	Description
<b>Municipality</b>	St. Catharines
<b>Operating Unit/Division</b>	Wastewater
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	N/A
<b>DC Study Reference</b>	N/A
<b>Transportation Master Plan (TMP)</b>	No
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 1

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	8,482
Internal Compensation	87
Internal Costs	131
Contingency	1,300
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>10,000</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	6,000
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	4,000
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>10,000</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	1,000	1,000	2,000	2,000	6,000
2021	2,000	1,000	1,000	0	4,000
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_20000201

### Port Dalhousie WWTP Upgrade

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	1,350	0	0	0	0	0	0	1,350
Pre-Construction	0	0	0	0	0	0	0	0
Construction	24,261	8,482	0	16,000	0	0	0	48,743
Internal Compensation	302	87	0	0	0	0	0	389
Internal Costs	351	131	0	0	0	0	0	482
Contingency	2,975	1,300	0	0	0	0	0	4,275
Warranty	260	0	0	0	0	0	0	260
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
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>29,500</b>	<b>10,000</b>	<b>0</b>	<b>16,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,500</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Port Dalhousie Wastewater Treatment Plant (WWTP) services the western part of both the City of St. Catharines and the City of Thorold, and services a population of approximately 71,500 people. The WWTP is a conventional activated sludge facility and has a rated capacity of 61.4MLD. The Port Dalhousie WWTP requires a sustainability and process optimization upgrade. The existing aeration system has reached the end of its service life and requires replacement. The current mechanical aerators are not capable of meeting the design capacity of the plant, and we risk compliance issues. Construction is phased into two contracts. The Phase 1 scope of work includes; existing distribution chamber modifications, new aeration tanks, new blower building, primary effluent chamber extension, new generator, and yard piping. This project will be led by W&WW Engineering in conjunction with Operations and Maintenance. Additional Construction funds are budgeted in 2020 at a cost of \$10,000,000. Previous budgets for design and construction were budgeted at a cost of \$29,500,000. The construction estimate is based on the design Consultants 90% design estimate. Phase 2 Construction is forecasted in 2022 at a cost of \$16,000,000.

## 2020 Capital Data Sheet - Project ID: J\_20000201

### Port Dalhousie WWTP Upgrade

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

High – Failure of the aeration system or any wastewater process would result in improper wastewater treatment. There is a risk to Public Health because the wastewater effluent would be out of compliance.



# 2020 Capital Data Sheet - Project ID: J\_20001122

## 20 Annual-Roads Resurfacing and Strengthening Program

### Project Description

2020 Annual Road Resurfacing and Strengthening Program

Project Details	Description
Municipality	Region Wide
Operating Unit/Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study, 5-28, 110 (10%)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes
Project Tier	Tier 3

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	7,881
Internal Compensation	90
Internal Costs	160
Contingency	312
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>8,344</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	3,343
Development Charges	834
Federal Gas Tax	4,166
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>8,344</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	0	2,000	4,344	2,000	8,344
2021	0	0	0	0	0
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_20001122

### 20 Annual-Roads Resurfacing and Strengthening Program

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	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	7,881	0	0	0	0	0	0
Internal Compensation	0	90	0	0	0	0	0	90
Internal Costs	0	60	0	0	0	0	0	60
Contingency	0	312	0	0	0	0	0	312
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
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>8,344</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,344</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The annual Strengthening and Resurfacing program is a cost effective initiative to increase the longevity of our roads as sections are fully resurfaced with additional spot repairs to base damages. Full road reconstruction has far greater costs than road resurfacing. Therefore, selecting roads at the appropriate time is essential to best management practices. Part of overall strengthening is ensuring exiting pavements resist water infiltration. This years strengthening program will include \$300,000 in crack sealing to ensure the stability of several roads. The 2020 budget request for the Annual Road Resurfacing Program is \$8,344,729 in accordance with the recommendations of the Pavement Management System. The following roads are recommended as candidates for the 2020 Road Resurfacing Program:

1. RR2 Caistorville Rd-From Regional Boundary to South Chippawa Rd in the Township of West Lincoln
2. RR39 North Service Road-From Seventh to Third in the City of St Catharines
3. RR 20 Hwy 20-From Caistor Centre Rd to Regional Boundary in the Township of West Lincoln
4. RR 58 Homer Road-From RR89 Glendale to RR40 South Service Road in the Town of Niagara on the Lake
5. RR 63 Chippawa Creek Rd-From Heartland Rd to R98 Montrose Rd in the City of Niagara Falls
6. Additional roads to be included upon review of the Pavement Management Report.

## 2020 Capital Data Sheet - Project ID: J\_20001122

### 20 Annual-Roads Resurfacing and Strengthening Program

7. Staff also recommend that a list of provisional streets be added to the program should surplus funding be realized through the competitive bid process.

#### **Risk/Impact of Delay (Low, Medium, High)/Public Health Impact**

High-Resurfacing of roads is only recommended when roads have deteriorated beyond a recognized standard of fair quality, after such time full road reconstruction, at a higher cost, becomes the recommended solution.

Public Health impacts are not applicable to this project.

# 2020 Capital Data Sheet - Project ID: J\_20000699

## Stamford Sewer Trunk Rehabilitation - Phase II

### Project Description

Construction – Rehabilitation of the Stamford Interceptor 1.5km of 1050 mm diameter trunk sewer that runs parallel to the Ontario Power Generation hydro canal, from Canadian National Railway to Niagara Falls Wastewater Treatment Plant.

Project Details	Description
Municipality	Niagara Falls
Operating Unit/Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes
Project Tier	Tier 3

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	6,379
Internal Compensation	132
Internal Costs	99
Contingency	990
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>7,600</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	7,600
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>7,600</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	500	1,500	1,500	1,500	5,000
2021	1,500	1,100	0	0	2,600
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_20000699

### Stamford Sewer Trunk Rehabilitation - Phase II

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	308	0	0	0	0	0	0	308
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	6,379	0	0	0	0	0	6,379
Internal	6	132	0	0	0	0	0	138
Compensation								
Internal Costs	5	99	0	0	0	0	0	103
Contingency	31	990	0	0	0	0	0	1,021
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
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>350</b>	<b>7,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,950</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Stamford Interceptor Trunk Sewer was installed in 1964 and is located in the City of Niagara Falls. Phase 2 of the trunk sanitary sewer runs parallel to the Ontario Power Generation (OPG) hydro canal, from Canadian National Railway (CNR) to Niagara Falls Wastewater Treatment Plant (WWTP). A condition assessment identified the sewer to be in a deteriorated state due to severe hydrogen sulphide corrosion and exposed reinforcing steel. The report recommended immediate rehabilitation of the sewer utilizing trenchless technologies. The scope of work includes the rehabilitation of fourteen 1050mm diameter concrete pipe sections spanning approximately 1,560 meters in length, and the rehabilitation of the fourteen associated manholes. The sanitary gravity pipe sections run parallel to the OPG hydro canal from the CNR to Niagara Falls WWTP. OPG is planning to dewater and repair the hydro canal in 2021, the Stamford Interceptor must be complete prior to OPG commencing the dewatering or the Contractors will have overlapping work areas. This project will be led by W&WW Engineering in conjunction with the City of Niagara Falls. Construction is budgeted in 2020 at a cost of \$7,600,000. Design was previously budgeted at \$350,000 in 2018. The Construction estimate are based on the condition assessment, and past projects of similar scope.

## 2020 Capital Data Sheet - Project ID: J\_20000699

### Stamford Sewer Trunk Rehabilitation - Phase II

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

High – OPG is planning to dewater and repair the hydro canal in 2021, the Stamford Interceptor must be complete prior to OPG commencing the dewatering or the Contractors will have overlapping work areas. Otherwise the project will be delayed until OPG has completed construction. This multi-year delay will result in more severe damages to the sanitary sewer and create the potential for a system failure. This would impact Public Health and a system failure can lead to an environmental hazard.

# 2020 Capital Data Sheet - Project ID: J\_I0RC0816

## Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave

### Project Description

New 4 lane urban road section through brownfield lands in the City of Niagara Falls.

Project Details	Description
<b>Municipality</b>	Niagara Falls
<b>Operating Unit/Division</b>	Transportation
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	City of Niagara Falls
<b>DC Study Reference</b>	2017 DC Study, 5-25, 12 (85%)
<b>Transportation Master Plan (TMP)</b>	Yes
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	No
<b>Project Tier</b>	Tier 2

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	6,000
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>6,000</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	203
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	5,100
Federal Gas Tax	696
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>6,000</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	0	2,000	2,000	2,000	6,000
2021	0	0	0	0	0
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_I0RC0816

### Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	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	17,180	6,000	6,000	0	0	0	0	29,180
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	0	0	0	0	0	0	0
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>17,180</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,180</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

This project is to implement the recommendations from the EA and will complete the Phase 2 extension of Thorold Stone Rd to the City's Downtown Area and the Niagara River Parkway as well as provide a key secondary connection to the QEW. Timing of this project is critical to ensure the proper transportation linkage; extending the overall road network is completed prior to growth in the area and GO Service implementation. To complete the road extension after development would have negative cost impacts, congestion and traffic implications. The 2020 budget request of \$6,000,000 is to proceed with detailed design, property acquisitions and construction of Phase 2. Prior approved funding of \$19,180,000 was for EA, Phase 1 Construction and Property Acquisition. The total cost for both phases of this project is \$31,180,000. This estimate is based on the Preferred Alternative identified in the EA.

#### Risk/Impact of Delay (Low, Medium, High)/Public Health Impact

High- Timing is critical to support important transportation linkages, development and growth in addition to the opening of the Niagara Falls GO Station. Delays would complicate construction activities, growth and development opportunities within this area. Public Health Impacts are not applicable to this project



# 2020 Capital Data Sheet - Project ID: J\_2000088 I

## 19-Dain City Pump Station Forcemain Replacement

### Project Description

Construction – Dain City Pumping Station Forcemain has reached the end of its service life and is experiencing service disruptions which requires immediate replacement.

Project Details	Description
Municipality	Welland
Operating Unit/Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes
Project Tier	Tier 2

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	4,825
Internal Compensation	100
Internal Costs	75
Contingency	500
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>5,500</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	5,500
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>5,500</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	500	1,500	1,500	1,500	5,000
2021	500	0	0	0	500
2022	0	0	0	0	0

## 2020 Capital Data Sheet - Project ID: J\_2000088 I

### 19-Dain City Pump Station Forcemain Replacement

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	220	0	0	0	0	0	0	220
Pre-Construction	30	0	0	0	0	0	0	30
Construction	5,000	4,825	0	0	0	0	0	9,825
Internal Compensation	100	100	0	0	0	0	0	200
Internal Costs	75	75	0	0	0	0	0	150
Contingency	500	500	0	0	0	0	0	1,000
Warranty	100	0	0	0	0	0	0	100
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
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>6,025</b>	<b>5,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,525</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Dain City Pumping Station (PS) services approximately 800 residents/ workers in the City of Welland. The existing forcemain is a 300mm diameter 3.2 km Asbestos Cement (AC) pipe, constructed in 1971. There have been reoccurring issues with the forcemain and PS, including basement flooding, forcemain and PS piping plugging, and forcemain breaks. The AC pipe is in very poor condition with excessive hydrogen sulphide corrosion, also glycerine based deposits have been found within the forcemain causing plugging issues. The forcemain requires a complete replacement and realignment. The existing alignment provides no maintenance access and added unnecessary pressure issues to the system due to the siphon created by the alignment. A temporary forcemain has been installed to bypass the existing section of forcemain that has failed. In 2019 sections of the new permanent forcemain will be constructed, the intention is to complete the remainder of the new forcemain and new gravity main in 2020. The scope of work includes the installation of a new 300mm forcemain at a new alignment, and a new 675mm 1.8 km gravity sewer connection. The new alignment is within the City's and MTO's right of way limits which will allow for maintenance access, and the new forcemain will be installed at a constant rising grade from the PS to the outlet. A bridge crossing for the forcemain will also be installed. This project will be led by W&WW Engineering in coordination with the St.Lawrence Seaway, MTO, and the City of Welland. There is \$5,500,000 budgeted for construction in 2020. In

## 2020 Capital Data Sheet - Project ID: J\_2000088 I

### 19-Dain City Pump Station Forcemain Replacement

2018 a Capital Variance request for \$29,999 was approved to start the design of the project, and then in 2019 funds of \$5,775,000 were approved for design and partial construction. The construction estimate is based on the Consultants estimate.

### Risk/Impact of Delay (Low, Medium, High)/ Public Health Impact

High – Further failure of the forcemain may cause basement flooding and environmental spills causing a risk to Public Health.

# 2020 Capital Data Sheet - Project ID: J\_I0CW1314

## Port Colborne Water Treatment Plant Upgrade

### Project Description

Construction - Sustainability upgrades to the Port Colborne water treatment plant.

Category	Description
<b>Municipality</b>	Port Colborne
<b>Operating Unit/Division</b>	Water
<b>Project Initiation</b>	Concurrent with budget approval
<b>Partners</b>	N/A
<b>DC Study Reference</b>	N/A
<b>Transportation Master Plan (TMP)</b>	No
<b>Water/Wastewater Master Servicing Plan</b>	No
<b>Asset Management Plan</b>	Yes
<b>Project Tier</b>	Tier 1

### Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	4,198
Internal Compensation	87
Internal Costs	65
Contingency	650
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>5,000</b>

### Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	5,000
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>5,000</b>

### Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2020	250	500	500	500	1,750
2021	500	500	500	500	2,000
2022	500	500	250	0	1,250

## 2020 Capital Data Sheet - Project ID: J\_I0CW1314

### Port Colborne Water Treatment Plant Upgrade

#### Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2020	2021	2022	2023	2024	2025-2029	Total
Planning	0	0	0	0	0	0	0	0
Design	600	0	0	0	0	0	0	600
Pre-Construction	0	0	0	0	0	0	0	0
Construction	7,640	4,198	0	0	0	0	0	11,838
Internal Compensation	34	87	0	0	0	0	0	121
Internal Costs	25	65	0	0	0	0	0	90
Contingency	300	650	0	0	0	0	0	950
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
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>8,600</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,600</b>

#### Operating Impact (in thousands)

Object of Expenditure	2020	2021	2022
Total Operating Impact	0	0	0

#### Project Need, Justification of Timing and Costs

The Port Colborne Water Treatment Plant (WTP) draws water from Lake Erie through the Welland Canal and supplies all potable water to the City of Port Colborne. The WTP is located on the west side of the canal in the center of the city and has a rated capacity of 36 MLD. The Port Colborne WTP was originally constructed in 1980 and requires a sustainability upgrade. Upgrades to the Port Colborne WTP include; filter underdrains, filter media, air scour, filter consoles, polymer system, various valve replacements, new meeting room, electrical substation, MCC's, lighting transformers, flocculation/settling tank drainage, high lift and low lift pumps. This project will be led by W&WW Engineering and in conjunction with W&WW Operations and Maintenance. A construction budget increase of \$5,000,000 is planned in 2020. Design was previously budgeted in 2013 at a cost of \$600,000 for design, and construction was budgeted in previous years at a cost of \$8,000,000. The construction cost estimate is based on the design consultant's tender ready estimates. A peer review was also completed on the design and estimates.

## 2020 Capital Data Sheet - Project ID: J\_I0CW1314

### Port Colborne Water Treatment Plant Upgrade

#### Risk/Impact of Delay (Low, Medium, High)/ Public Health Impact

High – Sustainability upgrades are required or there is possible Public Health impact to a population of over 16,400 and over 5,600 employees, the upgrades are required to sustain water demand and meet Provincial compliance.

# Capital Business Cases

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# Operating Impacts

## Operating Costs of Capital Projects (in thousands)

Significant operating impacts of Capital projects are identified as part of the annual budgeting process. Some examples of potential operating costs reviewed are repairs and maintenance, salary and utilities. The following costs have been included in the 2020 and multi-year operating budgets as a result of council approving the following capital projects. Two projects that were approved in the prior year that have revised estimates for operating cost of capital and are reflected in the table below with an asterisk.

Project Description	Nature of Operating Costs	2020 Costs	2021 Costs	2022 Costs
2020 IT Asset Replacement	R&M - Machinery and Equipment	90	90	90
NRHQ – Civic Park Security Enhancements	R&M - Building	11	11	11
<b>Subtotal of Corporate Services</b>		<b>101</b>	<b>101</b>	<b>101</b>
Civic Park and International Plaza*	Program Specific Cost, R&M - Building and Electricity	45	45	45
<b>Subtotal of Planning and Development</b>		<b>45</b>	<b>45</b>	<b>45</b>
2020 – Annual Traffic Signals	Program Specific Cost	22	22	22
2020 – Facilities Maintenance Vehicles	Program Specific Cost	1	1	1
Go Transit*	Program Specific Cost	1,410	1,410	1,410
<b>Subtotal of Transportation Services</b>		<b>1,433</b>	<b>1,433</b>	<b>1,433</b>
<b>Subtotal of Levy Departments</b>		<b>1,580</b>	<b>1,580</b>	<b>1,580</b>
<b>Total of Operating Costs</b>		<b>1,580</b>	<b>1,580</b>	<b>1,580</b>



# Operating Impacts

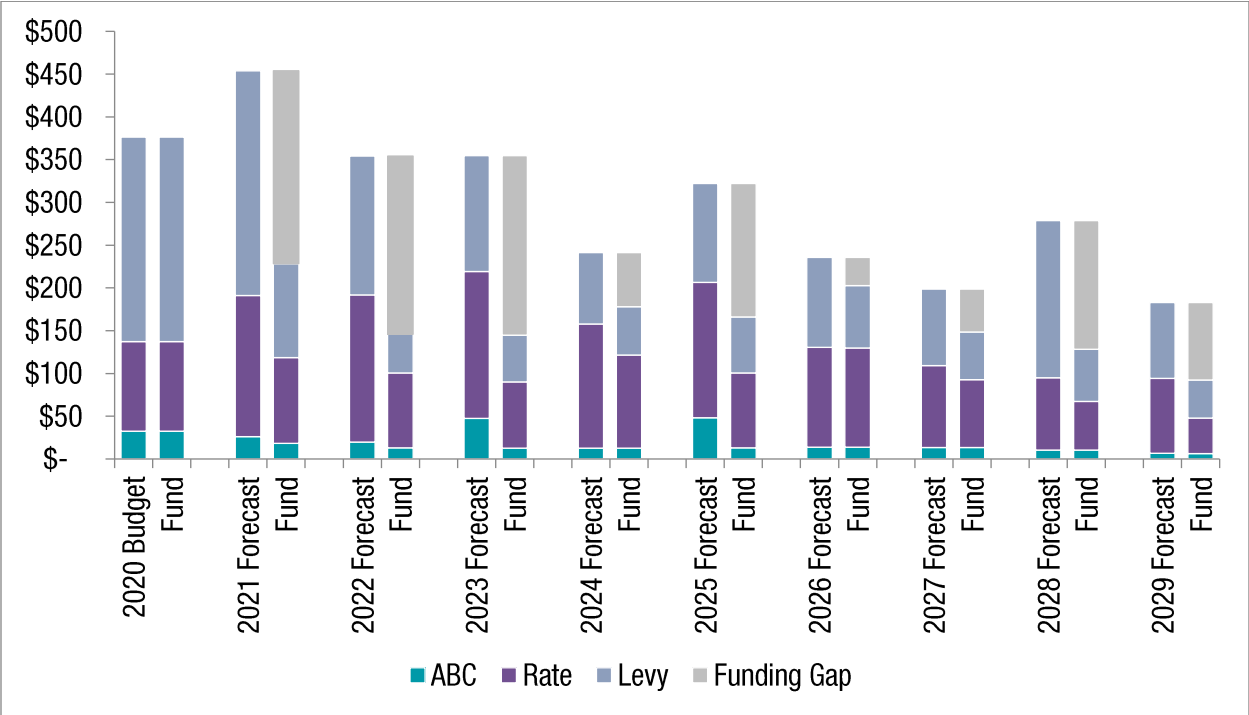
## Operating Savings from Capital Projects (in thousands)

Significant operating savings from Capital projects are identified as part of the annual budgeting process. The following savings have been included in the 2020 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Savings	2020 Savings	2021 Savings	2022 Savings
2020 OCR Software Implementation	Program Specific Cost	0	(43)	(43)
<b>Subtotal of Corporate Services</b>		<b>0</b>	<b>(43)</b>	<b>(43)</b>
<b>Subtotal of Levy Departments</b>		<b>0</b>	<b>(43)</b>	<b>(43)</b>
Humberstone Infrastructure Upgrade	Program Specific Cost	0	(50)	(50)
<b>Subtotal of Waste Management</b>		<b>0</b>	<b>(50)</b>	<b>(50)</b>
<b>Subtotal of Rate Programs</b>		<b>0</b>	<b>(50)</b>	<b>(50)</b>
<b>Total of Operating Savings</b>		<b>0</b>	<b>(93)</b>	<b>(93)</b>

# Capital Budget with Nine Year Forecast

As part of the annual budgeting process, staff prepares a 9 year capital financial forecast. The forecast provides foundational financial information to establish guidance for budgeting, borrowing, capital financing, reserve and reserve fund management. This forecast is provided to council for information. They are comprised of estimates and are subject to change. One of the outcomes of the forecast is the infrastructure deficit which is the difference between the finding needed for maintenance, repair, rehabilitation and replacement of existing infrastructure and the funding from all sources (taxes, government subsidies, grants and private sector contributions). Currently the 10 year infrastructure deficit is estimated at \$1.18 billion. This amount changes every year due to the timing of projects and new funding assumptions.



Some assumptions made in the forecast above are as follows:

- No increase in base operating contributions to capital
- Additional borrowings in the multi-year is financed from repurposed debt budget from principal repayments and financing costs
- The interest rate paid on borrowed funds range from 2.5% for 5-year debt to 5.25% for 25-year debt. The rate is variable depending on term and year of issuance.

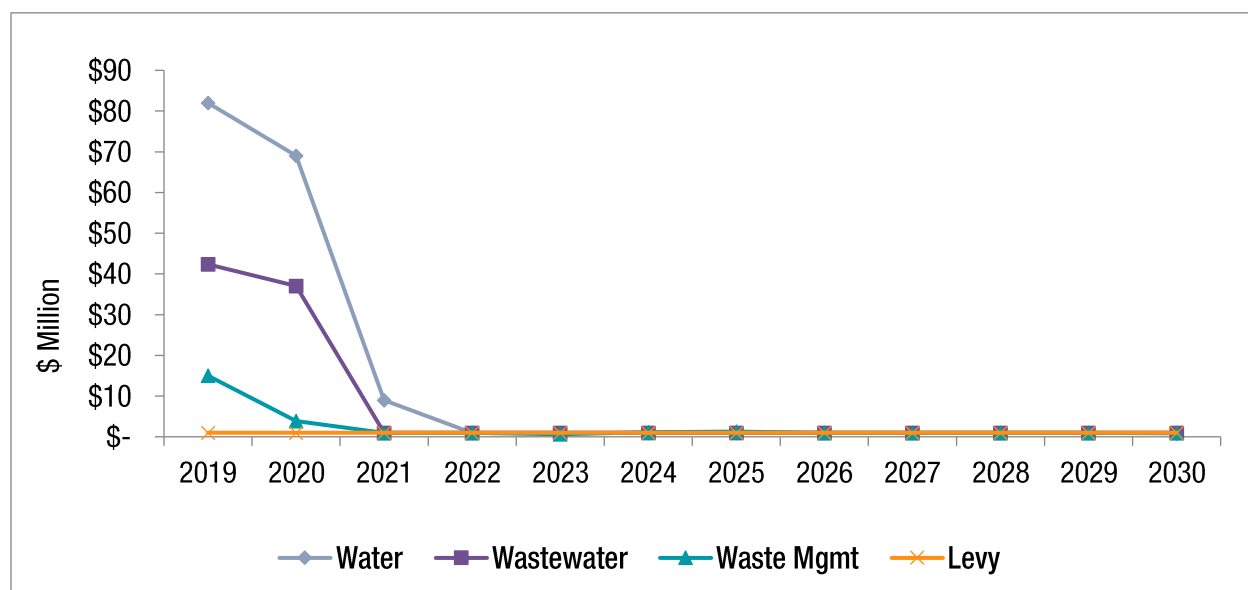
# Ten Year Capital Forecast

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

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2020	375,525	123,818	144,950	76,287	14,349	16,122	0
2021	453,932	113,315	26,591	70,119	13,900	4,366	225,642
2022	354,167	69,088	7,503	51,502	13,900	3,835	208,339
2023	354,613	58,193	9,512	42,133	14,100	20,690	209,986
2024	241,416	58,256	28,688	76,084	14,100	1,000	63,288
2025	322,155	58,336	23,146	68,444	14,700	1,550	155,979
2026	235,804	46,522	35,498	104,965	14,700	1,000	33,120
2027	198,787	60,490	28,755	43,053	15,300	1,000	50,190
2028	278,565	74,885	8,620	28,300	15,300	1,000	150,461
2029	182,871	59,771	12,051	3,600	15,900	1,000	90,550
<b>Total</b>	<b>2,997,836</b>	<b>722,672</b>	<b>325,313</b>	<b>564,485</b>	<b>146,249</b>	<b>51,562</b>	<b>1,187,555</b>

## Ten Year Capital Reserve Forecast

The 10 year reserve forecast is prepared annually based on the most current information available from the capital financial forecast. Beginning in 2017, the Region has aligned the capital program in accordance with the Asset Management Plan and thus the reserve balances are declining reflective of the need in these plans. Due to the existing infrastructure gap in the capital forecast, the reserves are fully committed over the ten year forecast as illustrated in the graph below.



# Ten Year Capital Forecast

## Ten Year Capital Expenditure Request by Department Summary (in thousands)

The following table summarizes departmental 10 year capital requests. [The detail of this information can be found in Appendix 13 - Ten Year Capital Budget Project Detail.](#)

Department	2020	2021	2022	2023	2024	2025-2029	Total
Community Services	1,898	2,328	1,693	2,335	2,313	10,305	20,872
Corporate Services	167,241	83,221	13,250	8,250	8,250	140,530	420,742
Planning and Development	0	6,425	3,500	350	2,650	14,750	27,675
Public Health and Emergency Services	3,468	9,684	10,309	5,612	6,900	37,647	73,619
Transportation Services	65,474	161,262	133,587	118,864	63,489	379,904	922,580
<b>Subtotal of Levy Departments</b>	<b>238,080</b>	<b>262,920</b>	<b>162,339</b>	<b>135,411</b>	<b>83,602</b>	<b>583,136</b>	<b>1,465,488</b>
Niagara Regional Housing	28,165	15,573	12,448	19,468	9,555	41,654	126,863
Niagara Regional Police	4,155	10,554	7,389	27,979	2,964	50,820	103,861
<b>Subtotal of Agency Board and Commissions</b>	<b>32,319</b>	<b>26,127</b>	<b>19,837</b>	<b>47,447</b>	<b>12,519</b>	<b>92,474</b>	<b>230,724</b>
<b>Subtotal of Levy Programs</b>	<b>270,399</b>	<b>289,047</b>	<b>182,176</b>	<b>182,858</b>	<b>96,121</b>	<b>675,609</b>	<b>1,696,212</b>
Waste Management	8,485	6,710	8,232	2,935	2,065	14,943	43,369
Wastewater Operations	60,195	90,165	93,515	89,865	93,800	305,760	733,300
Water Operations	36,445	68,010	70,245	78,955	49,430	221,870	524,955
<b>Subtotal of Rate Programs</b>	<b>105,125</b>	<b>164,885</b>	<b>171,992</b>	<b>171,755</b>	<b>145,295</b>	<b>542,573</b>	<b>1,301,624</b>
<b>Grand Total</b>	<b>375,525</b>	<b>453,932</b>	<b>354,167</b>	<b>354,613</b>	<b>241,416</b>	<b>1,218,182</b>	<b>2,997,836</b>

# Ten Year Capital Forecast

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Section 6

# Financing Sources

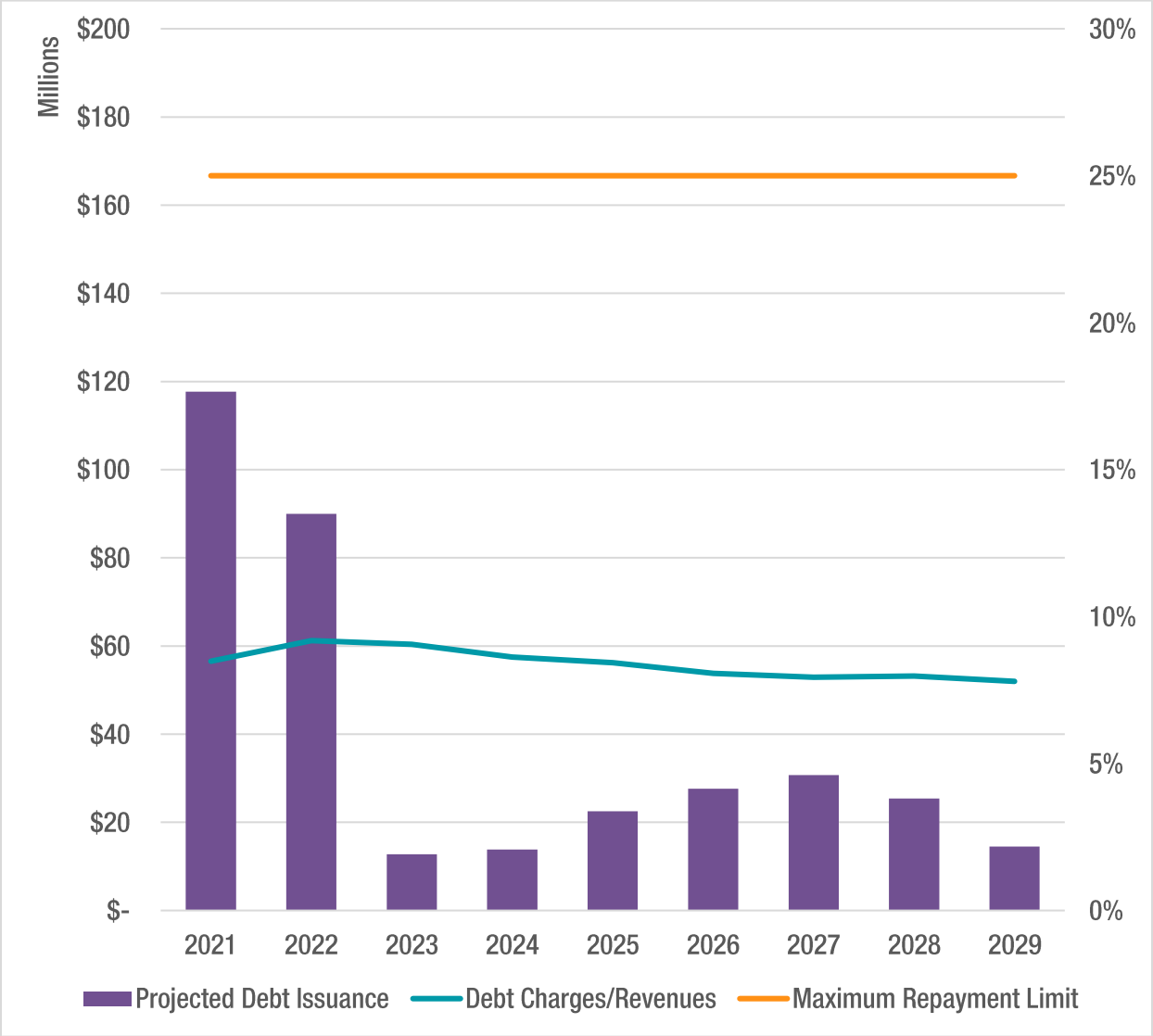
Long-Term Debt, Reserves, Deferred Revenues



# 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 8, 2019 S&P reaffirmed Niagara Region’s “AA” rating with stable outlook. The ratings reflect S&P’s opinion of Niagara’s exceptional liquidity, very strong budgetary performance, strong financial management, and moderate debt burden. 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 2020 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.

## Annual Repayment Limit Forecast





# Debt

## 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 2020 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 2020 budget, the total authorized long-term debt will rise to \$620 million in 2020. The Annual Repayment Limit (ARL) is not expected to go above 9.18 per cent (related debt charges as a percentage of own source revenue) over the next ten years, meaning that no more than 9.18 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.

# Debt

## Issued Debt Forecast (in thousands)

The following schedule summarizes the current outstanding debt, repayments, and forecasted issuances summarized by departments.

Department	2018 Year-end Balance	2019 Year-end Balance	2020 Forecasted Issuance*	2020 Principal Repayments	2020 Year-end Balance	2020 Interest Payments
General Government	0	0	6,350	0	6,350	0
Corporate Services	13,964	12,264	0	(1,736)	10,528	(552)
Community Services	22,049	19,538	15,335	(2,608)	32,265	(765)
Public Health and Emergency Services	14,318	14,657	0	(1,990)	12,667	(425)
Planning and Development	63	32	0	(32)	0	(1)
Transportation Services	121,628	131,585	39,766	(13,217)	158,134	(3,857)
<b>Subtotal of Levy Departments</b>	<b>172,022</b>	<b>178,075</b>	<b>61,451</b>	<b>(19,582)</b>	<b>219,944</b>	<b>(5,601)</b>
Courts Services	9,147	8,858	0	(293)	8,565	(241)
Niagara Regional Housing	24,205	36,357	5,819	(4,282)	37,894	(912)
Niagara Regional Police Service	83,034	87,489	1,214	(4,264)	84,438	(3,157)
<b>Subtotal of Agencies and Boards</b>	<b>116,387</b>	<b>132,704</b>	<b>7,033</b>	<b>(8,839)</b>	<b>130,897</b>	<b>(4,310)</b>
<b>Total of Levy Programs</b>	<b>288,408</b>	<b>310,779</b>	<b>68,484</b>	<b>(28,422)</b>	<b>350,841</b>	<b>(9,910)</b>
Water	11,311	11,114	4,620	(568)	15,166	(617)
Wastewater	56,163	56,797	1,800	(3,120)	55,477	(3,091)
Waste Management	1,558	795	0	(795)	0	(18)
<b>Subtotal of Rate Programs</b>	<b>69,032</b>	<b>68,706</b>	<b>6,420</b>	<b>(4,483)</b>	<b>70,643</b>	<b>(3,726)</b>
<b>Total Regional Debt</b>	<b>357,440</b>	<b>379,485</b>	<b>74,904</b>	<b>(32,905)</b>	<b>421,484</b>	<b>(13,637)</b>

\*2020 forecasted debt issuance is based on expected completion of capital projects with unissued debt funding. The Region forecasts to issue debt for capital projects which are expected to be 75% complete by the end of 2020.

# Debt

## Debt Registry for all issued Debt

The following schedule provides details on all issued debentures shown in the prior schedule, including issuance information.

Department	Issue Term	Issue Year	Issue Amount	2019 Year-end Balance	2020 Principal Payment	2020 Year-end Balance	2020 Interest Payment
Corporate Services	5	2016	2,599	1,059	(526)	534	(16)
Corporate Services	10	2010	1,326	158	(158)	0	(4)
Corporate Services	10	2013	485	207	(50)	157	(7)
Corporate Services	10	2016	991	709	(96)	613	(14)
Corporate Services	10	2019	458	458	(42)	416	(10)
Corporate Services	20	2006	7,357	3,486	(423)	3,064	(181)
Corporate Services	20	2007	6,777	3,577	(369)	3,208	(186)
Corporate Services	25	2017	1,016	954	(32)	923	(26)
Corporate Services	30	2010	2,090	1,655	(40)	1,614	(109)
<b>Subtotal of Corporate Services</b>			<b>23,099</b>	<b>12,264</b>	<b>(1,736)</b>	<b>10,528</b>	<b>(552)</b>
Community Services	5	2017	4,329	2,634	(865)	1,769	(46)
Community Services	20	2003	13,219	3,957	(907)	3,050	(215)
Community Services	20	2004	7,489	2,702	(482)	2,220	(145)
Community Services	25	2014	6,794	5,815	(202)	5,613	(230)
Community Services	25	2017	3,900	3,662	(121)	3,541	(99)
Community Services	30	2014	940	768	(31)	736	(31)
<b>Subtotal of Community Services</b>			<b>36,671</b>	<b>19,538</b>	<b>(2,608)</b>	<b>16,930</b>	<b>(765)</b>
Public Health and Emergency Services	5	2015	2,475	508	(508)	0	(9)
Public Health and Emergency Services	5	2016	1,970	803	(398)	405	(12)
Public Health and Emergency Services	5	2018	3,293	2,663	(642)	2,021	(69)
Public Health and Emergency Services	10	2018	1,228	1,119	(112)	1,007	(32)
Public Health and Emergency Services	20	2006	400	190	(23)	167	(10)
Public Health and Emergency Services	25	2017	2,000	1,878	(62)	1,816	(51)
Public Health and Emergency Services	25	2018	3,735	3,631	(106)	3,525	(117)
Public Health and Emergency Services	30	2014	1,500	1,225	(50)	1,175	(49)
Public Health and Emergency Services	30	2019	2,640	2,640	(88)	2,552	(76)
<b>Subtotal of Public Health and Emergency Services</b>			<b>19,241</b>	<b>14,657</b>	<b>(1,990)</b>	<b>12,667</b>	<b>(425)</b>
Planning and Development	10	2010	270	32	(32)	0	(1)
<b>Subtotal of Planning and Development</b>			<b>270</b>	<b>32</b>	<b>(32)</b>	<b>0</b>	<b>(1)</b>
Transportation	10	2010	14,846	1,723	(1,723)	0	(49)
Transportation	10	2013	8,625	3,682	(890)	2,792	(129)
Transportation	10	2014	17,054	8,996	(1,704)	7,292	(266)
Transportation	10	2015	24,292	15,079	(2,381)	12,698	(359)

# Debt

Department	Issue Term	Issue Year	Issue Amount	2019 Year-end Balance	2020 Principal Payment	2020 Year-end Balance	2020 Interest Payment
Transportation	10	2016	12,213	8,742	(1,185)	7,557	(170)
Transportation	10	2017	8,799	7,154	(838)	6,316	(148)
Transportation	10	2018	8,970	8,170	(816)	7,354	(234)
Transportation	10	2019	16,210	16,210	(1,483)	14,727	(350)
Transportation	15	2010	900	418	(64)	354	(15)
Transportation	20	2006	4,343	2,058	(250)	1,809	(107)
Transportation	20	2010	1,167	761	(55)	706	(33)
Transportation	25	2017	28,611	26,867	(889)	25,978	(730)
Transportation	25	2018	10,774	10,475	(306)	10,169	(336)
Transportation	30	2010	14,245	11,400	(306)	11,094	(646)
Transportation	30	2019	9,850	9,850	(328)	9,522	(285)
<b>Subtotal of Transportation</b>			<b>180,898</b>	<b>131,585</b>	<b>(13,217)</b>	<b>118,368</b>	<b>(3,857)</b>
<b>Subtotal of Levy Departments</b>			<b>260,180</b>	<b>178,075</b>	<b>(19,582)</b>	<b>158,493</b>	<b>(5,601)</b>
Court Services	25	2017	9,433	8,858	(293)	8,565	(241)
<b>Subtotal of Courts Services</b>			<b>9,433</b>	<b>8,858</b>	<b>(293)</b>	<b>8,565</b>	<b>(241)</b>
Niagara Regional Housing	10	2010	3,313	395	(395)	0	(9)
Niagara Regional Housing	10	2012	1,803	588	(191)	397	(18)
Niagara Regional Housing	10	2013	2,259	964	(233)	731	(34)
Niagara Regional Housing	10	2014	2,517	1,328	(251)	1,076	(39)
Niagara Regional Housing	10	2015	4,020	2,502	(395)	2,107	(58)
Niagara Regional Housing	10	2016	5,603	4,011	(544)	3,467	(78)
Niagara Regional Housing	10	2017	1,706	1,387	(162)	1,225	(29)
Niagara Regional Housing	10	2018	6,769	6,165	(615)	5,550	(176)
Niagara Regional Housing	10	2019	15,171	15,171	(1,388)	13,783	(328)
Niagara Regional Housing	30	2012	4,500	3,847	(108)	3,739	(143)
<b>Subtotal of Niagara Regional Housing</b>			<b>47,661</b>	<b>36,357</b>	<b>(4,282)</b>	<b>32,075</b>	<b>(912)</b>
Niagara Regional Police Services	5	2018	1,675	1,355	(327)	1,028	(35)
Niagara Regional Police Services	10	2010	1,975	236	(236)	0	(5)
Niagara Regional Police Services	10	2015	13,670	8,485	(1,340)	7,145	(202)
Niagara Regional Police Services	10	2016	4,500	3,221	(437)	2,784	(63)
Niagara Regional Police Services	10	2019	608	608	(56)	552	(13)
Niagara Regional Police Services	30	2010	7,800	6,175	(151)	6,024	(406)
Niagara Regional Police Services	30	2014	35,950	32,256	(816)	31,440	(1,185)
Niagara Regional Police Services	30	2015	28,610	26,386	(610)	25,776	(994)
Niagara Regional Police Services	30	2019	8,767	8,767	(292)	8,474	(254)
<b>Subtotal of Niagara Regional Police Services</b>			<b>103,555</b>	<b>87,489</b>	<b>(4,264)</b>	<b>83,225</b>	<b>(3,157)</b>
<b>Subtotal of Agencies and Boards</b>			<b>160,649</b>	<b>132,704</b>	<b>(8,839)</b>	<b>123,864</b>	<b>(4,310)</b>
<b>Total of Levy Programs</b>			<b>420,829</b>	<b>310,779</b>	<b>(28,422)</b>	<b>282,357</b>	<b>(9,910)</b>

# Debt

Department	Issue Term	Issue Year	Issue Amount	2019 Year-end Balance	2020 Principal Payment	2020 Year-end Balance	2020 Interest Payment
Water Operations	10	2010	2,413	288	(288)	0	(7)
Water Operations	25	2018	2,555	2,484	(72)	2,412	(80)
Water Operations	30	2010	9,931	7,862	(192)	7,670	(516)
Water Operations	30	2019	480	480	(16)	464	(14)
<b>Subtotal of Water Operations</b>			<b>15,379</b>	<b>11,114</b>	<b>(568)</b>	<b>10,546</b>	<b>(617)</b>
Wastewater Operations	10	2010	7,034	837	(837)	0	(20)
Wastewater Operations	20	2010	27,333	17,832	(1,298)	16,533	(776)
Wastewater Operations	30	2010	42,919	34,049	(848)	33,200	(2,178)
Wastewater Operations	30	2019	4,080	4,080	(136)	3,944	(118)
<b>Subtotal of Wastewater Operations</b>			<b>81,367</b>	<b>56,797</b>	<b>(3,120)</b>	<b>53,677</b>	<b>(3,091)</b>
Waste Management	10	2010	6,665	795	(795)	0	(18)
<b>Subtotal of Waste Management Operations</b>			<b>6,665</b>	<b>795</b>	<b>(795)</b>	<b>0</b>	<b>(18)</b>
<b>Subtotal of Rate Programs</b>			<b>103,411</b>	<b>68,706</b>	<b>(4,483)</b>	<b>64,223</b>	<b>(3,726)</b>
<b>Total Regional Debt</b>			<b>524,240</b>	<b>379,485</b>	<b>(32,905)</b>	<b>346,580</b>	<b>(13,637)</b>

# Debt

## Unissued Debt Forecast (in thousands)

Unissued debt is debt approved by Regional Council for capital programs that has not yet been borrowed through debt financing sources (e.g. Capital Markets or Infrastructure Ontario). The following schedule summarizes the forecasted unissued debt balance for 2020, impacted by the 2020 Capital Budget and forecasted issuances.

Department	2018 Year-end Balance	2019 Year-end Balance	2020 Capital Debt Budget	2020 Forecasted Issuance*	2020 Year-end Balance
Corporate Services	0	0	0	0	0
General Government	6,350	6,350	0	(6,350)	0
Community Services	15,335	15,335	129,187	(15,335)	129,187
Public Health and Emergency Services	6,537	3,037	0	0	3,037
Planning and Development	0	0	0	0	0
Transportation	52,614	46,820	8,793	(39,766)	15,848
<b>Subtotal – Levy Departments</b>	<b>80,836</b>	<b>71,542</b>	<b>137,980</b>	<b>(61,451)</b>	<b>148,072</b>
<b>Agencies and Boards</b>					
Courts Services	12,350	0	0	0	0
Niagara Regional Housing	4,964	0	5,819	(5,819)	0
Niagara Regional Police Service	11,080	2,314	1,150	(1,214)	2,250
<b>Subtotal – Agencies and Boards</b>	<b>28,394</b>	<b>2,314</b>	<b>6,969</b>	<b>(7,033)</b>	<b>2,250</b>
<b>Total – Levy Funded Programs</b>	<b>109,231</b>	<b>73,856</b>	<b>144,950</b>	<b>(68,484)</b>	<b>150,322</b>
<b>Rate Programs</b>					
Water	8,845	22,249	0	(4,620)	17,629
Wastewater	17,150	32,296	0	(1,800)	30,496
Waste Management	0	0	0	0	0
<b>Subtotal – Rate Programs</b>	<b>25,995</b>	<b>54,545</b>	<b>0</b>	<b>(6,420)</b>	<b>48,125</b>
<b>Total – Regional Debt</b>	<b>135,226</b>	<b>128,401</b>	<b>144,950</b>	<b>(74,904)</b>	<b>198,447</b>

\*2020 forecasted debt issuance is based on expected completion of capital projects with unissued debt funding. The Region forecasts to issue debt for capital projects which are expected to be 75% complete by the end of 2020.

# Debt

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## Reserves

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves helps mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

The ratio of reserves to debt is an important marker of fiscal sustainability. A high ratio shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if a municipality has a low ratio, it can indicate vulnerability to economic downturns.

### Reserve Forecast (in thousands)

Reserve Description	2018 Year-end Balance	2019 Year-end Balance	2019 Committed To Capital	2020 Transfers From Operating	2020 Transfers To Operating	2020 Transfers To Capital	2020 Interest Earnings	2020 Year-end Balance
Wastewater Capital	43,246	41,576	(6,660)	20,963	0	(44,715)	562	11,726
Water Capital	88,488	78,811	(6,660)	19,786	0	(30,810)	1,317	62,445
Waste Management Capital	16,903	15,770	(9,002)	2,524	0	(8,250)	281	1,323
General Capital Levy	26,221	15,680	(400)	16,339	(2,212)	(22,732)	0	6,675
Infrastructure Deficit*	241	0	0	3,657	0	(3,677)	0	(20)
Court Services Facility Renewal	1,650	2,876	0	200	0	0	0	3,076
Niagara Regional Housing	6,040	8,227	0	1,541	0	(3,051)	0	6,717
Niagara Regional Housing Owned Units	4,121	5,987	0	1,542	0	(1,737)	0	5,792
NRPS LTA Financing	52	52	0	0	(52)	0	0	0
Police Ontario Police Video Training Alliance	61	109	0	0	0	0	0	109
Police Capital Levy	719	561	0	1,200	0	(1,505)	0	257
Police Vehicle and Equipment Replacement	224	24	0	1,500	0	(1,500)	0	24
<b>Total Capital</b>	<b>187,966</b>	<b>169,673</b>	<b>(22,722)</b>	<b>69,252</b>	<b>(2,265)</b>	<b>(117,977)</b>	<b>2,160</b>	<b>98,121</b>
<b>Reserves</b>								
Wastewater Stabilization	2,982	1,848	0	0	(500)	0	60	1,408
Water Stabilization	3,442	2,985	0	0	0	0	69	3,054



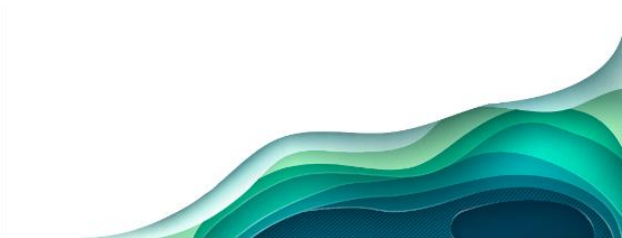
# Reserves

Reserve Description	2018 Year-end Balance	2019 Year-end Balance	2019 Committed To Capital	2020 Transfers From Operating	2020 Transfers To Operating	2020 Transfers To Capital	2020 Interest Earnings	2020 Year-end Balance
Waste Management Stabilization	7,427	6,044	0	225	(1,604)	0	145	4,811
Encumbrance	21,322	16,377	0	0	0	0	0	16,377
Investment Income Stabilization	19	0	0	0	0	0	0	0
Taxpayer Relief	24,710	23,756	0	1,465	(3,475)	0	0	21,746
NRH Rent	278	266	0	0	(17)	0	0	249
Supplements								
Police Contingency	0	454	0	250	0	0	0	704
Police Services	153	242	0	0	0	0	0	242
Board Contingency								
<b>Total Corporate Stabilization Reserves</b>	<b>60,333</b>	<b>51,972</b>	<b>0</b>	<b>1,940</b>	<b>(5,596)</b>	<b>0</b>	<b>274</b>	<b>48,590</b>
Ambulance Communication	37	37	0	0	(37)	0	0	0
Circle Route Initiatives	1,383	1,383	0	0	0	0	0	1,383
<b>Total Specified Contribution Reserves</b>	<b>1,420</b>	<b>1,420</b>	<b>0</b>	<b>0</b>	<b>(37)</b>	<b>0</b>	<b>0</b>	<b>1,383</b>
Future Benefit Costs	24,845	24,695	0	0	(195)	0	0	24,500
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	201	201	0	0	0	0	0	201
Landfill Liability	8,288	8,205	0	1,387	0	(220)	139	9,510
NRH Employee Future Benefits	793	793	0	0	0	0	0	793
Police Accumulated Sick Leave	1,680	1,680	0	0	(250)	0	0	1,430
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	3,070	3,270	0	200	0	0	0	3,470
<b>Total Future Liability Reserves</b>	<b>45,299</b>	<b>45,266</b>	<b>0</b>	<b>1,587</b>	<b>(445)</b>	<b>(220)</b>	<b>139</b>	<b>46,326</b>
Debt Placeholder*	0	0	0	5,620	0	(5,620)	0	0
<b>Total Reserves</b>	<b>295,018</b>	<b>268,331</b>	<b>(22,722)</b>	<b>78,399</b>	<b>(8,342)</b>	<b>(123,818)</b>	<b>2,573</b>	<b>194,421</b>

\*Infrastructure deficit is forecasting a negative balance due to an overestimation, to be corrected in 2020.

\*Debt Placeholder represents approved debt payments for the LTC projects that will not be required to pay principle or interest in 2020, and instead fund capital projects.

# Reserves



# Reserves

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# Reserves

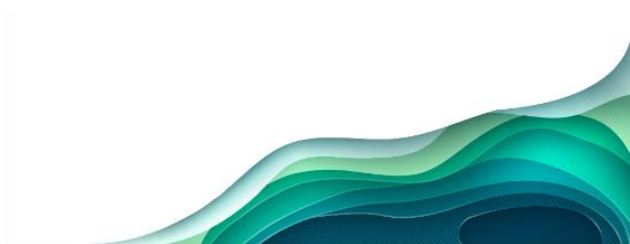
## Reserve Contributions from Operating (in thousands)

The following schedule provides details of contributions to reserves from departments and their intended purposes by reserve.

Reserve Description	Department	Amount of Transfer	Description of Purpose
Wastewater Capital	Wastewater Operations	20,963	To fund the Wastewater capital program
Water Capital	Water Operations	19,786	To fund the Water capital program
Waste Management Capital	Waste Management	2,524	To fund the Waste Management capital program
General Capital Levy	General Government	13,967	To fund the departmental levy supported capital program
General Capital Levy	General Government	285	Estimated net proceeds of surplus property revenue
General Capital Levy	General Government	125	As per the Budget Planning By-law, a placeholder for operating costs of capital assets funded in the capital budget that are not expected to be completed in 2020
General Capital Levy	Community Services	1,829	To fund the debt costs of subsidized Seniors Services capital assets
General Capital Levy	Public Health and Emergency Services	128	To fund the debt costs of subsidized Emergency Medical Services capital assets
<b>Subtotal of General Capital Levy</b>		<b>16,339</b>	
Infrastructure Deficit	General Government	3,657	To fund the departmental levy supported capital program's funding gap
Court Services Facility Renewal	Court Services	200	To fund Court Services capital asset replacement
Niagara Regional Housing Capital	Niagara Regional Housing	1,541	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	1,542	To fund the Niagara Regional Housing capital program
Police Capital Levy	Niagara Regional Police Service	1,200	To fund the Niagara Regional Police Service capital program
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	1,500	To fund the Niagara Regional Police Service capital program
Waste Management Stabilization	Waste Management	225	To fund reserve to stabilize waste management requirements due to one-time or unanticipated changes in requirements
Taxpayer Relief	General Government	850	To fund reserve to stabilize levy requirements due to one-time or unanticipated changes in levy requirements

# Reserves

Reserve Description	Department	Amount of Transfer	Description of Purpose
Taxpayer Relief	General Government	615	As per the Budget Planning By-law, a placeholder for operating costs of the GO capital assets funded in the capital budget
<b>Subtotal of Taxpayer Relief</b>		<b>1,465</b>	
Police Contingency	Niagara Regional Police Service	250	To address significant unforeseen issues that may develop
Landfill Liability	Waste Management	1,387	To fund future capital expenditures related to closure and post-closure costs of landfills
Police WSIB	Niagara Regional Police Service	200	To fund postretirement benefit costs of Police employees and retirees
<b>Total Transfers to Reserves from Operating</b>		<b>72,779</b>	



# Reserves

## Operating Funding from Reserves (in thousands)

The following schedule provides details on reserve funding used for operating programs.

Reserve Description	Department	Amount of Transfer	Description of Purpose
General Capital Levy	Transportation Services	150	To support grants to local area municipalities for bicycle lanes
General Capital Levy	Transportation Services	100	To fund local area municipality drainage assessments
General Capital Levy	General Government	1,962	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
<b>Subtotal of General Capital Levy</b>		<b>2,212</b>	
NRPS LTA Financing	Corporate Services	52	To fund the lease and operating costs of a parking lot of 68 Church police building until D1 is occupied
Wastewater Stabilization	Water and Wastewater Shared Services	500	To fund the Biosolids Master Servicing Plan
Waste Management Stabilization	Waste Management	450	To mitigate end market revenue fluctuations
Waste Management Stabilization	Waste Management	410	To mitigate collection contract cost increases
Waste Management Stabilization	Waste Management	485	To fund the costs of an information campaign for new collection service levels
Waste Management Stabilization	Waste Management	259	To fund a lump sum collection contract payment
<b>Subtotal of Waste Management Stabilization</b>		<b>1,604</b>	
Taxpayer Relief	General Government	450	To fund Smarter Niagara Incentive Program grants
Taxpayer Relief	General Government	652	To fund the incremental cost of one extra salary day in 2020
Taxpayer Relief	Corporate Administration	142	To fund a community safety and well being plan as required by legislation under the Police Services Act
Taxpayer Relief	Corporate Administration	50	To fund celebrations for the Niagara Region's 50 <sup>th</sup> Anniversary
Taxpayer Relief	Corporate Administration	830	To provide for one-time system and consultant costs should an alternative model be required to the current human capital management services contract at its expiry in March 2021

# Reserves

Reserve Description	Department	Amount of Transfer	Description of Purpose
Taxpayer Relief	Corporate Services	25	To fund the Development Charge background study
Taxpayer Relief	Corporate Services	150	To fund the Community Benefit Charge background study
Taxpayer Relief	Public Health and Emergency Services	316	To mitigate increased Emergency Medical Service WSIB costs to be recovered in the following year
Taxpayer Relief	Public Health and Emergency Services	100	To train Primary Care Paramedics (PCP's) to apply an intravenous as only Advanced Care Paramedics (ACP's) are providing that currently
Taxpayer Relief	Public Health and Emergency Services	90	To continue planned psychological health initiatives as well as improve Emergency Medical Service (EMS) employee resiliency and rehabilitation processes
Taxpayer Relief	Public Health and Emergency Services	152	
Taxpayer Relief	Transportation	80	To support By-Law update to the roads, traffic and parking regulations on Regional roads
Taxpayer Relief	Transportation	150	To support an upgrade to the Transportation CityWorks Asset Management system
Taxpayer Relief	Transportation	290	To fund a temporary FTE to support Regional Airports Project Management and Studies
<b>Subtotal of Taxpayer Relief</b>		<b>3,475</b>	
Ambulance Communication	Public Health and Emergency Services	37	
Niagara Regional Housing Rent Supplements	Niagara Regional Housing	17	For rent subsidies under Niagara Regional Housing rent supplement program
Future Benefit Costs	Corporate Services	195	To fund grandfathered sick leave payouts for retiring employees
Police Future Benefit Cost	Niagara Regional Police Service	250	To fund postretirement benefit costs of police employees and retirees
<b>Total Transfers from Reserves to Operating</b>		<b>8,342</b>	

# Reserves

## Capital Funding from Reserves (in thousands)

The following schedule provides details on reserve funding used for capital projects.

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Community Services	561	20- LTC Resident Care Equipment
General Capital Levy	Community Services	245	20-LTC Bed Replacement
General Capital Levy	Community Services	274	20-LTC Cap Imp/Replace
General Capital Levy	Community Services	271	20-LTC Machinery/Equipment
General Capital Levy	Community Services	358	20-LTC Roof Replacement
General Capital Levy	Community Services	189	20-LTC Tech Improvement
General Capital Levy	Corporate Services	300	20- Annual Application Lifecycle Replacement
General Capital Levy	Corporate Services	1,035	20- IT Asset Replacement
General Capital Levy	Corporate Services	100	20-Annual-Code & Leg Compliance
General Capital Levy	Corporate Services	100	20-Annual-Staff Accommodations
General Capital Levy	Corporate Services	62	20-Bld Ext-Welland Child Found
General Capital Levy	Corporate Services	300	20-HR Time + Attendance Software Upgrade
General Capital Levy	Corporate Services	200	20-HRIS Development
General Capital Levy	Corporate Services	250	20-Misc Levy Properties
General Capital Levy	Corporate Services	140	20-OCR Software Implementation
General Capital Levy	Corporate Services	1,000	911 Backup Rationalization
General Capital Levy	Corporate Services	100	Building Automation Redesign
General Capital Levy	Corporate Services	110	NRHQ - Campbell East - Building Mechanical Humidification
General Capital Levy	Corporate Services	80	NRHQ - Campbell East Main Entry Door Replacement
General Capital Levy	Corporate Services	795	NRHQ - Campbell East Roof Replacement
General Capital Levy	Corporate Services	100	NRHQ - Civic Park Security Enhancements
General Capital Levy	Corporate Services	280	NRPS Emerg Services St. Cath - Roof Replacement
General Capital Levy	Corporate Services	750	NRPS Welland Gun Range - Roof Replacement
General Capital Levy	Corporate Services	300	PW Pelham Yard - Dome Roof Replacement
General Capital Levy	Corporate Services	55	PW Pelham Yard - Exterior and Platform Replacement
General Capital Levy	Corporate Services	314	PW Smithville Yard - Main Building Roof Replacement
General Capital Levy	Corporate Services	281	PW Thorold Yard - Dome Roof Replacement
General Capital Levy	Corporate Services	210	PW Thorold Yard - Roof Replacement
General Capital Levy	Corporate Services	94	PW Thorold Yard - Wash Bay Structural Repair and Siding
General Capital Levy	Corporate Services	880	PW Yards Septic Replacement
General Capital Levy	Corporate Services	40	SAEO Peer Street Niagara Falls - Plumbing Replacement



# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Public Health and Emergency Services	3,168	20-Ann Ambulance&Equip Replace
General Capital Levy	Public Health and Emergency Services	100	20-EMS - Inventory Software
General Capital Levy	Transportation Services	1,520	20 Annual-Fleet & Vehicle Replace
General Capital Levy	Transportation Services	200	20 Annual-Guide Rail Improvement
General Capital Levy	Transportation Services	900	20 Annual-Illum Install and Upgrade
General Capital Levy	Transportation Services	200	20- Annual-Misc Road Properties
General Capital Levy	Transportation Services	640	20 Annual-Patrol Yard Improvement
General Capital Levy	Transportation Services	120	20 Annual-Railway Crossing Improvement
General Capital Levy	Transportation Services	500	20- Annual-Roads Eng for Future
General Capital Levy	Transportation Services	1,000	20 Annual-Roads Equip Upgrade
General Capital Levy	Transportation Services	1,100	20 Annual-Storm Sewers & Culverts
General Capital Levy	Transportation Services	1,000	20 Annual-Structural rehab-Engineering & Construction
General Capital Levy	Transportation Services	300	20 Annual-Structural Engineering Study Future Bridges
General Capital Levy	Transportation Services	2,700	20 Annual-Traffic Signals
General Capital Levy	Transportation Services	250	20- Vision Zero
General Capital Levy	Transportation Services	90	20-Ann - Survey Equipment Repl
General Capital Levy	Transportation Services	150	20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian
General Capital Levy	Transportation Services	35	20-Facilities Maintenance Vehicles
General Capital Levy	Transportation Services	30	20-Intersection improvement-RR47 Lyon's Creek at Montrose
General Capital Levy	Transportation Services	100	20-Intersection improvement-Thirty Rd at Young Street
General Capital Levy	Transportation Services	310	20-Rds Rehab-Misc Road Construction
General Capital Levy	Transportation Services	270	20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's
General Capital Levy	Transportation Services	300	20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC
General Capital Levy	Transportation Services	150	Capacity Improvement - Glendale Ave Interchange at QEW
General Capital Levy	Transportation Services	100	Intersection improvement - RR 49 McLeod Rd at Drummond Rd
General Capital Levy	Transportation Services	200	Intersection improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4
General Capital Levy	Transportation Services	250	Intersection improvement-RR67 Beaverdams at Decew
General Capital Levy	Transportation Services	100	Line Marking Improvements

# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Services	1,010	NRT - Capital Acquisition
General Capital Levy	Transportation Services	236	Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St
General Capital Levy	Transportation Services	450	Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd
General Capital Levy	Transportation Services	750	Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie
General Capital Levy	Transportation Services	350	Rds Rehab - RR40 South Service Rd Go Bus Sidewalk
<b>Subtotal of General Capital Levy*</b>		<b>28,353</b>	
Niagara Regional Housing	Niagara Regional Housing	3,051	NRH - Multi-Residential Intensification - Niagara Falls
<b>Subtotal of Niagara Regional Housing</b>		<b>3,051</b>	
Niagara Regional Housing Owned Units	Niagara Regional Housing	650	NRH - 2020 Annual Building Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	NRH - 2020 Annual Emergency Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	175	NRH - 2020 Annual Grounds Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	712	NRH - 2020 Annual Unit Capital Program
<b>Subtotal of Niagara Regional Housing Owned Units</b>		<b>1,737</b>	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	1,500	NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)
<b>Subtotal of Police Vehicle and Equipment Replacement</b>		<b>1,500</b>	
Police Capital Levy	Niagara Regional Police Services	38	20- NRPS Application Tourniquets
Police Capital Levy	Niagara Regional Police Services	38	20- NRPS Diver Surface Supply Consoles
Police Capital Levy	Niagara Regional Police Services	150	20- NRPS Equipment Asset Tracker
Police Capital Levy	Niagara Regional Police Services	50	20- NRPS Intelligence Software

# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	82	20- NRPS Judgement Simulator
Police Capital Levy	Niagara Regional Police Services	26	20- NRPS Tactical Search Camera
Police Capital Levy	Niagara Regional Police Services	50	20- NRPS Tactical Training Site Upgrade
Police Capital Levy	Niagara Regional Police Services	157	20- NRPS Vehicle Deployment System
Police Capital Levy	Niagara Regional Police Services	200	NRPS - CEW Replacement - Annual Forecast (2020)
Police Capital Levy	Niagara Regional Police Services	700	NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)
Police Capital Levy	Niagara Regional Police Services	14	NRPS - LIDAR Units - Annual Forecast (2020)
<b>Subtotal of Police Capital Levy</b>		<b>1,505</b>	
Infrastructure Deficit	Transportation Services	203	Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave
Infrastructure Deficit	Transportation Services	500	Intersection improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE
Infrastructure Deficit	Transportation Services	1,000	Intersection improvement- RR46 Geneva St at Carlton-SC
Infrastructure Deficit	Transportation Services	500	Intersection improvement-RR81 King St @ Main & Nineteenth-LN
Infrastructure Deficit	Transportation Services	64	Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St
Infrastructure Deficit	Transportation Services	1,260	Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell
Infrastructure Deficit	Transportation Services	150	Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson
<b>Subtotal of Infrastructure Deficit</b>		<b>3,677</b>	
Water Capital	Water Operations	100	18 -Generator Fuel Tank Replacement
Water Capital	Water Operations	1,000	19-St.Davids Rd Watermain Replacement
Water Capital	Water Operations	2,000	2018 WTP Upgrade - GAC Replacement
Water Capital	Water Operations	2,000	20-DeCew WTP Plant 2 Upgrades
Water Capital	Water Operations	300	20-Decommissioning Carlton St. Reservoir
Water Capital	Water Operations	270	20-Niagara Falls WTP Filter Controls Upgrade
Water Capital	Water Operations	140	20-Shoalt's Drive High and Low Lift Pumping Station Upgrades

# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
Water Capital	Water Operations	250	20-St.Davids Chlorination Facility Upgrade
Water Capital	Water Operations	600	20-Vineland and Jordan Reservoir Decommissioning
Water Capital	Water Operations	125	20-Warner Rd Pumping Station Decommissioning
Water Capital	Water Operations	175	20-Water Hardware and Software Upgrade Program
Water Capital	Water Operations	250	20-Water Chemical System Upgrade Program
Water Capital	Water Operations	600	20-Water Generator Replacement Program
Water Capital	Water Operations	700	20-Water Reservoir and Storage Program
Water Capital	Water Operations	500	20-Water Security Improvement Program
Water Capital	Water Operations	150	20-Water Three New Vans
Water Capital	Water Operations	400	20-Water Valve Replacement Program
Water Capital	Water Operations	1,000	20-Watermain Interconnection from Decew WTP to Townline Rd E
Water Capital	Water Operations	250	20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)
Water Capital	Water Operations	300	20-Watermain Replacement Aqueduct St/ Merritt St
Water Capital	Water Operations	500	20-Watermain Replacement Ontario St in the Town of Lincoln
Water Capital	Water Operations	2,500	20-Watermain Replacement Vineland - Nineteenth St and Glen Rd
Water Capital	Water Operations	2,000	Grimsby Watermain Replacement Elizabeth St to Park Rd
Water Capital	Water Operations	700	Grimsby WTP Upgrade - Laneway and Valve Replacements
Water Capital	Water Operations	600	New Fort Erie Elevated Tank and Trunk Watermain
Water Capital	Water Operations	600	New Pelham Elevated Tank
Water Capital	Water Operations	4,000	Niagara Falls WTP Upgrades - High Lift Low Lift and Substation
Water Capital	Water Operations	5,000	Port Colborne Water Treatment Plant Upgrade
Water Capital	Water Operations	800	Rosehill WTP New Intake
Water Capital	Water Operations	3,000	Virgil Elevated Tank – Corrosion Protection
<b>Subtotal of Water Capital</b>		<b>30,810</b>	
Wastewater Capital	Wastewater Operations	5,500	19-Dain City Pump Station Forcemain Replacement
Wastewater Capital	Wastewater Operations	600	19-Decomission Old Central PS
Wastewater Capital	Wastewater Operations	300	19-Seaway WWTP Influent Channel Upgrade

# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	400	20- Niagara Falls WWTP Maintenance Building Replacement
Wastewater Capital	Wastewater Operations	250	20-Anger Ave WWTP Grit Upgrade
Wastewater Capital	Wastewater Operations	200	20-Bal Harbor Pumping Station Electrical Upgrade
Wastewater Capital	Wastewater Operations	300	20-Biggar Lagoon Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	400	20-Chemical System Upgrade Program - Wastewater
Wastewater Capital	Wastewater Operations	240	20-Corporate WIFI Expansion at Wastewater Facilities
Wastewater Capital	Wastewater Operations	300	20-Crystal Beach Wastewater Treatment Plant Upgrade
Wastewater Capital	Wastewater Operations	600	20-Facilities Security Improvement Program Wastewater
Wastewater Capital	Wastewater Operations	225	20-Flow Meters in Trunk Sewer
Wastewater Capital	Wastewater Operations	400	20-Four Mile Creek Sewer Rehabilitation
Wastewater Capital	Wastewater Operations	300	20-Gordon Street Trunk Sewer Rehabilitation
Wastewater Capital	Wastewater Operations	150	20-Heat Exchanger Replacement Program
Wastewater Capital	Wastewater Operations	150	20-Laboratory and Sampling Equipment Upgrade Program
Wastewater Capital	Wastewater Operations	40	20-Lakeshore Road Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	200	20-Lakewood Garden Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	400	20-New Queenston/ St.Davids's Wastewater Servicing
Wastewater Capital	Wastewater Operations	160	20-Niagara Falls WWTP PLC Upgrade for Primaries
Wastewater Capital	Wastewater Operations	25	20-Oxford Pump Station Upgrades
Wastewater Capital	Wastewater Operations	250	20-Pipe and Manhole Rehabilitation Program
Wastewater Capital	Wastewater Operations	240	20-Portable Sewage Bypass Pumps
Wastewater Capital	Wastewater Operations	600	20-Queenston WWTP Sustainability Upgrades
Wastewater Capital	Wastewater Operations	200	20-Seaway WWTP Ferric System Upgrade
Wastewater Capital	Wastewater Operations	250	20-Seaway WWTP Generator Replacement
Wastewater Capital	Wastewater Operations	140	20-Victoria Avenue Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	530	20-Wastewater Five Trucks and Five Vans
Wastewater Capital	Wastewater Operations	300	20-Welland OAW Diversion Building Decommissioning
Wastewater Capital	Wastewater Operations	300	20-WW Generator Replacement Program
Wastewater Capital	Wastewater Operations	1,250	20-WWTP Digester / Sludge Management Program

# Reserves

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	600	Bridgeport Pumping Station Upgrade and Forcemain Replacement
Wastewater Capital	Wastewater Operations	40	Catherine Street Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	4,100	East Side Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	250	Fuel Tank Replacement Program
Wastewater Capital	Wastewater Operations	2,200	Garner Road Access & Lagoon Improvements
Wastewater Capital	Wastewater Operations	600	Jordan Valley Pumping Station Upgrade and Forcemain Replacement
Wastewater Capital	Wastewater Operations	400	Laurie Ave Pumping Station and Forcemain Upgrade
Wastewater Capital	Wastewater Operations	250	Mewburn Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	600	Niagara Parkway Sanitary Trunk Sewer Rehabilitation
Wastewater Capital	Wastewater Operations	500	Port Dalhousie WWTP Chemical System Upgrades
Wastewater Capital	Wastewater Operations	6,000	Port Dalhousie WWTP Upgrade
Wastewater Capital	Wastewater Operations	250	Port Robinson Lagoon Decommissioning
Wastewater Capital	Wastewater Operations	2,000	Port Weller WWTP Bar Screen Replacement
Wastewater Capital	Wastewater Operations	1,700	Port Weller WWTP Chemical System Upgrade
Wastewater Capital	Wastewater Operations	950	Shirley Road Pump Station Upgrade
Wastewater Capital	Wastewater Operations	7,600	Stamford Sewer Trunk Rehabilitation - Phase II
Wastewater Capital	Wastewater Operations	1,300	Wellandvale Pumping Station Upgrades
Wastewater Capital	Water Operations	175	20-Water Hardware and Software Upgrade Program
<b>Subtotal of Wastewater Capital</b>		<b>44,715</b>	
Waste Management Capital	Waste Management	226	20-Annual-Miscellaneous Enhance/Replace-Other
Waste Management Capital	Waste Management	385	20-Humberstone Drop-Off Depot Upgrades
Waste Management Capital	Waste Management	110	20-Property Acquisition
Waste Management Capital	Waste Management	2,200	20-Recycling - Fibre Line Enhancements
Waste Management Capital	Waste Management	110	20-Recycling Building & Equipment
Waste Management Capital	Waste Management	819	20-Recycling Facility Improvements
Waste Management Capital	Waste Management	4,400	Humberstone - Infrastructure Upgrades
<b>Subtotal of Waste Management Capital</b>		<b>8,250</b>	
Landfill Liability	Waste Management	220	20-Elm Street - Asphalt Road
<b>Subtotal of Landfill Liability</b>		<b>220</b>	
<b>Total Transfers from Reserves to Capital</b>		<b>123,817</b>	

# Reserves

\*The subtotal of capital funding from the General Capital levy is inclusive of the Debt Placeholder amount found in the Reserve Forecast schedule (22,732 + 5,620 = 28,353)



## Deferred Revenues

### Development Charges

Development Charges are collected by the Region for the purpose of financing the construction of new capital infrastructure, as a result of the growth. Niagara Regional Council passed the new Development Charges By-law on July 20, 2017 and was revised on November 16, 2017. This by-law imposes a charge to all lands within Niagara Region, except for those exemptions as provided under the Development Charge Act, 1997. Niagara Region's development charge rates are indexed once a year on January 1 using the prescribed index required by the Development Charges Act. The most up-to-date rates, along with a copy of the D.C. Background Study (including any amendments) and D.C. By-law are always accessible from the Niagara Region's website (<https://niagararegion.ca/business/property/>).

You may be required to pay development charges for any residential, industrial, institutional or commercial development if you are:

- Erecting a new building(s)
- Making an addition or alteration to an existing building(s) which increases the gross floor area or number of units
- Redeveloping a property or properties which result in a change of use

Development charges are payable at the time of the first building permit issuance and are collected by the local municipality. A building permit will not be issued until all development charges have been paid, based on the rate in effect as of the date the building permit is to be issued.

In 2019, the Provincial Government passed Bill 108, the More Homes, More Choices Act, which has made significant changes to the Development Charges Act impacting the funding available for projects in soft services categories (Long Term Care, Provincial Offences Act, General Government, Health, Emergency Medical Services and Social Housing).

### Federal and Provincial Gas Tax

The Federal Gas Tax is a permanent stable and predictable source of funding provided up front, twice a year, to support local infrastructure priorities. This funding was first announced as part of the 2005 Federal budget and provides over \$2 billion annually to municipalities across Canada. Niagara Region receives approximately \$13 million indexed at 2% a year annually from the Federal Gas Tax fund.

The Provincial Gas Tax is a long-term source of transit funding. The aim of this program is to reduce congestion, improve the environment and support economic growth.



# Deferred Revenues

## Deferred Revenues Forecast (amounts in thousands)

The following schedule summarizes the past and forecasted balances of deferred revenues including impacts of 2020 funding activities detailed in the ensuing schedules.

Deferred Revenue Description	2018 Year-end Balance	2019 Year-end Balance	2019 Committed To Capital	2020 Transfers from External	2020 Transfers To Operating	2020 Transfers to Capital	2020 Interest Earnings	2020 Year-end Balance
General Government DCs	1,265	1,483	0	696	(960)	0	29	1,248
Police Services DCs	1,884	2,980	(43)	1,182	0	0	44	4,163
Roads DCs	50,883	56,893	(41,795)	19,646	(150)	(21,139)	1,057	14,511
Sewer DCs	43,822	52,193	(9,333)	12,451	(2,360)	(11,655)	888	42,184
Water DCs	28,296	35,029	(26,257)	8,820	(360)	(4,660)	575	13,147
Emergency Medical DCs	1,140	1,531	(81)	449	0	(200)	25	1,723
Long-Term Care DCs*	3,076	5,727	0	3,335	0	(24,578)	83	(15,433)
Courts Services DCs	181	315	(331)	158	0	0	5	147
Health DCs	415	768	0	403	0	0	10	1,182
Social Housing DCs*	2,609	4,370	(1,889)	3,011	0	(14,039)	69	(8,479)
Waste Division DCs	959	1,852	(408)	1,172	(8)	(16)	28	2,622
<b>Total Development Charges</b>	<b>134,530</b>	<b>163,141</b>	<b>(80,137)</b>	<b>51,323</b>	<b>(3,838)</b>	<b>(76,287)</b>	<b>2,812</b>	<b>57,014</b>
Federal Gas Tax	19,724	34,343	(32,304)	13,587	0	(14,349)	300	1,577
Provincial Gas Tax	508	658	0	575	(105)	0	24	1,153
<b>Total Gas Tax</b>	<b>20,232</b>	<b>35,001</b>	<b>(32,304)</b>	<b>14,162</b>	<b>(105)</b>	<b>(14,349)</b>	<b>324</b>	<b>2,730</b>
<b>Total Deferred Revenues</b>	<b>154,762</b>	<b>198,142</b>	<b>(112,441)</b>	<b>65,485</b>	<b>(3,942)</b>	<b>(90,636)</b>	<b>3,136</b>	<b>59,744</b>

\*2020 Long-Term Care and Social Housing DCs are forecasted to have negative year-end balances due to the timing of capital project expenditures over the short term. As DCs are expected to be collected over the term of the DC background study, these temporary negative balances will be offset in the long term.

# Deferred Revenues

## Operating Funding from Deferred Revenue (in thousands)

The following schedule provides details on deferred revenue funding used for operating programs.

Deferred Revenue Description	Department	Amount of Transfer	Description of Purpose
General Government DCs	Corporate Services	225	Development Charges Background Study
General Government DCs	Planning and Development	555	Regional Official Plan
General Government DCs	Planning and Development	90	Glendale Secondary Plan
General Government DCs	Planning and Development	90	Brock Secondary Plan
<b>Subtotal of General Government DCs</b>		<b>960</b>	
Roads DCs	Transportation Services	100	Consulting assignments
Roads DCs	Transportation Services	50	Multi-use bike path grants
<b>Subtotal of Roads DCs</b>		<b>150</b>	
Sewer DCs	Wastewater	2,000	Combined Sewer Overflow program
Sewer DCs	Water and Wastewater Shared Services	360	Water and Wastewater Master Servicing Plan
<b>Subtotal of Sewer DCs</b>		<b>2,360</b>	
Water DCs	Water and Wastewater Shared Services	360	Water and Wastewater Master Servicing Plan
Waste Diversion DCs	Waste Management	8	New collection contract
<b>Total of Development Charges</b>		<b>3,838</b>	
Provincial Gas Tax	Transportation Services	105	Niagara Regional Transit Operations
<b>Total of Gas Tax</b>		<b>105</b>	
<b>Total use of Deferred Revenue for Operating</b>		<b>3,942</b>	

# Deferred Revenues

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# Deferred Revenues

## Development Charge Collections

Development charge rates are set through the Niagara Region's development charge by-law and are indexed once a year on January 1 using the prescribed index required by the Development Charges Act. Below are the indexed rates and forecasted permit quantities used to forecast 2020 development charge collections.

### Residential Development Charge Rates

Service	Single Detached and Semi-Detached	2+ Bedrooms Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
General Government	238	164	97	173	90
Police Services	422	293	174	308	160
Roads	7,047	4,892	2,905	5,133	2,663
Emergency Medical	186	129	76	135	70
Long-Term Care	1,356	941	560	989	512
Courts Services	54	37	23	39	21
Health	165	116	68	121	63
Social Housing	1,342	931	553	977	507
Waste Division	405	281	166	294	153
<b>Municipal Wide Services</b>	<b>11,215</b>	<b>7,784</b>	<b>4,622</b>	<b>8,169</b>	<b>4,239</b>
Sewer	4,946	3,434	2,040	3,603	1,870
Water	3,502	2,431	1,444	2,552	1,324
<b>Urban Services</b>	<b>8,448</b>	<b>5,865</b>	<b>3,484</b>	<b>6,155</b>	<b>3,194</b>
<b>Rural Area Services</b>	<b>11,215</b>	<b>7,784</b>	<b>4,622</b>	<b>8,169</b>	<b>4,239</b>
<b>Urban Area Services</b>	<b>19,663</b>	<b>13,649</b>	<b>8,106</b>	<b>14,324</b>	<b>7,433</b>

### Forecasted Residential Development Charge Collections

Service	Single Detached and Semi-Detached	2+ Bedrooms Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
Rural Area Services Rate	11,215	7,784	4,622	8,169	4,239
Estimated Rural Units	84	0	0	224	0
<b>Estimated Rural Charges (in thousands)</b>	<b>946</b>	<b>0</b>	<b>0</b>	<b>1,827</b>	<b>0</b>
Urban Area Services Rate	19,663	13,649	8,106	14,324	7,433
Estimated Urban Units	1,242	301	287	588	0
<b>Estimated Urban Charges (in thousands)</b>	<b>24,412</b>	<b>4,108</b>	<b>2,323</b>	<b>8,417</b>	<b>0</b>
<b>Total Estimated Collections (in thousands)</b>	<b>25,357</b>	<b>4,108</b>	<b>2,323</b>	<b>10,244</b>	<b>0</b>

Total forecasted collections for residential development charge collections amount to \$42,032

# Deferred Revenues

## Non-Residential Development Charge Rates

Service	Commercial (per square foot)	Industrial (per square foot)	Institutional (per square foot)	Wind Turbines (per unit)
General Government	0.22	0.08	0.14	238
Police Services	0.30	0.13	0.23	422
Roads	4.98	2.09	3.56	7,048
Emergency Medical	0.04	0.02	0.03	186
Long-Term Care	0.38	0.15	0.28	0
Courts Services	0.05	0.02	0.03	0
Health	0.04	0.02	0.03	0
Social Housing	0	0	0	0
Waste Division	0.35	0.13	0.25	0
<b>Municipal Wide Services</b>	<b>6.36</b>	<b>2.64</b>	<b>4.55</b>	<b>7,894</b>
Sewer	3.55	1.48	2.54	0
Water	2.52	1.05	1.80	0
<b>Urban Services</b>	<b>6.07</b>	<b>2.53</b>	<b>4.34</b>	<b>0</b>
<b>Rural Area Services</b>	<b>6.36</b>	<b>2.64</b>	<b>4.55</b>	<b>7,894</b>
<b>Urban Area Services</b>	<b>12.43</b>	<b>5.17</b>	<b>8.89</b>	<b>7,894</b>

## Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Services Rate	6.36	2.64	4.55	7,894
Estimated Rural Units	19,170	50,300	5,090	0
<b>Estimated Rural Charges (in thousands)</b>	<b>122</b>	<b>133</b>	<b>23</b>	<b>0</b>
Urban Area Services Rate	12.43	5.17	8.89	7,894
Estimated Urban Units	513,700	232,550	160,280	0
<b>Estimated Urban Charges (in thousands)</b>	<b>6,385</b>	<b>1,202</b>	<b>1,425</b>	<b>0</b>
<b>Total Estimated Collections (in thousands)</b>	<b>6,507</b>	<b>1,335</b>	<b>1,448</b>	<b>0</b>

Total forecasted collections for non-residential development charge collections amount to \$9,290

# Deferred Revenues

## Capital Funding from Deferred Revenue (in thousands)

The following schedule provides details on deferred revenue funding used for capital projects.

Reserve Description	Department	Amount of Transfer	Project Name
DC - Roads	Public Works - Levy	100	20 Annual-Illum Install and Upgrade
DC - Roads	Public Works - Levy	360	20 Annual-Patrol Yard Improvement
DC - Roads	Public Works - Levy	834	20 Annual-Roads Resurfacing and Strengthening Program
DC - Roads	Public Works - Levy	300	20 Annual-Traffic Signals
DC - Roads	Public Works - Levy	850	20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian
DC - Roads	Public Works - Levy	170	20-Intersection improvement-RR47 Lyon's Creek at Montrose
DC - Roads	Public Works - Levy	100	20-Rds Rehab-Misc Road Construction
DC - Roads	Public Works - Levy	30	20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's
DC - Roads	Public Works - Levy	11,305	Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW
DC - Roads	Public Works - Levy	850	Capacity Improvement - Glendale Ave Interchange at QEW
DC - Roads	Public Works - Levy	5,100	Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave
DC - Roads	Public Works - Levy	100	Intersection improvement - RR 49 McLeod Rd at Drummond Rd
DC - Roads	Public Works - Levy	50	Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd
DC - Roads	Public Works - Levy	140	Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell
DC - Roads	Public Works - Levy	850	Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson
<b>Subtotal of DC - Roads</b>		<b>21,139</b>	
DC - Sewer	Wastewater Operations	300	20- Quaker Rd Trunk Sewer
DC - Sewer	Wastewater Operations	300	20-Biggarr Lagoon Pumping Station Upgrade
DC - Sewer	Wastewater Operations	360	20-Lakeshore Road Pumping Station Upgrade
DC - Sewer	Wastewater Operations	400	20-New Queenston/ St.David's Wastewater Servicing
DC - Sewer	Wastewater Operations	225	20-Oxford Pump Station Upgrades
DC - Sewer	Wastewater Operations	560	20-Victoria Avenue Pumping Station Upgrades
DC - Sewer	Wastewater Operations	2,400	Bridgeport Pumping Station Upgrade and Forcemain Replacement
DC - Sewer	Wastewater Operations	160	Catherine Street Pumping Station Upgrades

# Deferred Revenues

Reserve Description	Department	Amount of Transfer	Project Name
DC - Sewer	Wastewater Operations	2,400	Jordan Valley Pumping Station Upgrade and Forcemain Replacement
DC - Sewer	Wastewater Operations	3,600	Laurie Ave Pumping Station and Forcemain Upgrade
DC - Sewer	Wastewater Operations	950	Shirley Road Pump Station Upgrade
<b>Subtotal of DC - Sewer</b>		<b>11,655</b>	
DC - Water	Water Operations	1,260	20-Shoalt's Drive High and Low Lift Pumping Station Upgrades
DC - Water	Water Operations	200	Decew WTP New Intake Channel
DC - Water	Water Operations	2,000	Grimsby Watermain Replacement Elizabeth St to Park Rd
DC - Water	Water Operations	600	New Fort Erie Elevated Tank and Trunk Watermain
DC - Water	Water Operations	600	New Pelham Elevated Tank
<b>Subtotal of DC - Water</b>		<b>4,660</b>	
DC - Social Housing	Niagara Regional Housing	14,039	NRH - Multi-Residential Intensification - Niagara Falls
<b>Subtotal of DC - Social Housing</b>		<b>14,039</b>	
DC - Waste Management	Waste Management	16	20-Recycling Facility Improvements
<b>Subtotal of DC - Waste Management</b>		<b>16</b>	
DC - Long Term Care	Corporate Services	9,078	20-LTC Fort Erie New Home
DC - Long Term Care	Corporate Services	15,500	20-LTC St. Catharines New Home
<b>Subtotal of DC - Long Term Care</b>		<b>24,578</b>	
DC - Emergency Services	Public Health and Emergency Services	200	20-Ann Ambulance&Equip Replace
<b>Subtotal of DC - Emergency Services</b>		<b>200</b>	
<b>Total of Development Charges</b>		<b>76,287</b>	
Federal Gas Tax	Public Works - Levy	4,167	20 Annual-Roads Resurfacing and Strengthening Program
Federal Gas Tax	Public Works - Levy	400	20-Intersection improvement-Thirty Rd at Young Street
Federal Gas Tax	Public Works - Levy	590	20-Rds Rehab-Misc Road Construction
Federal Gas Tax	Public Works - Levy	1,995	Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW

# Deferred Revenues

Reserve Description	Department	Amount of Transfer	Project Name
Federal Gas Tax	Public Works - Levy	697	Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave
Federal Gas Tax	Public Works - Levy	1,500	Intersection improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE
Federal Gas Tax	Public Works - Levy	1,000	Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St
<b>Total of Federal Gas Tax</b>		<b>14,348</b>	
<b>Total use of Deferred Revenues for Capital</b>		<b>90,635</b>	

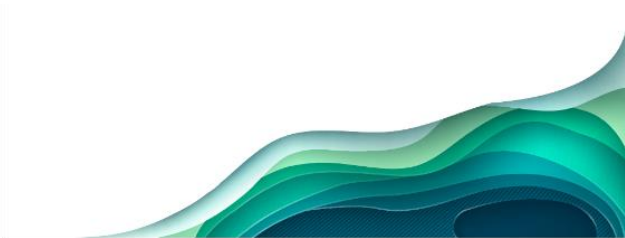


# Deferred Revenues

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Section 7

# 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).

**Transfer to Funds** - 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.

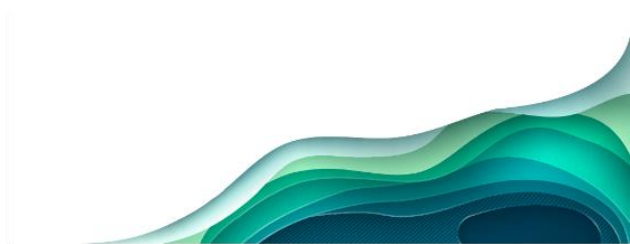
# Appendix I

**Transfer from Funds** - 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.



## Appendix 2 – Financial Policies and By-Laws

### Policies

#### Accounts Receivable:

Policy Number: C-F-001  
Approval Date: June 19, 2014  
Amendment Date: June 19, 2014

All monies owing to the Niagara Region will be billed and collected as they become due and deposited upon receipt. Charges that have become uncollectable shall be written off according to dollar thresholds.

#### Capital Asset Management:

Policy Number: C-F-003  
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: C-F-004  
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.

#### Donations - Charitable:

Policy Number: C-F-006  
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,

# Appendix 2

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.

## **Financing Lease Policies and Goals:**

Policy Number: C-F-008

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.

## **Investment Policy:**

Policy Number: C-F-009

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.

## **Petty Cash:**

Policy Number: C-F-010

Approval Date: May 20, 1999

Amendment Date: May 20, 1999

To establish a procedure for all Regional Petty Cash funds including Senior Citizens Trust Petty Cash funds.

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

Policy Number: C-F-011

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.

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

Policy Number: C-F-012

# Appendix 2

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.

## **Reserve and Reserve Funds Policy:**

Policy Number: C-F-013

Approval Date: September 11, 2014

Amendment Date: June 1, 2016

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.

## **Residential Development Letter of Credit Agreement Policy:**

Policy Number: C-F-014

Approval Date: October 1, 2012

Amendment Date: October 1, 2012

To ensure that residential development is committed to water and wastewater servicing, the policy of the Niagara Region is to receive a security for the water and wastewater portion of the Regional Development Charges within 12 months of Draft Plan Approval or Extension of a Plan of Subdivision, unless evidence of a Ministry of the Environment (MOE) application for servicing has been made within this time frame.

This policy outlines the requirements of residential development to provide as security a letter of credit for the water and wastewater portion of Regional development charges. The policy identifies when a letter of credit is required and provides the details around the requirement.

## **Tax Rebates for Charitable Organizations:**

Policy Number: C-F-017

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



# Appendix 2

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.

## **Securities and Developer Deposits:**

Policy Number: C-F-019

Approval Date: July 26, 2018

Amendment Date: July 26, 2018

This policy ensures that the Corporation has adequate security or deposits for the completion of certain works and ensures that successful procurement bidders will enter into formal contracts. Security in the form of deposits, letters of credit, performance bonds, and/or labour & materials payment bonds may be requested by the Corporation.

## **Financial Reporting and Forecasting:**

Policy Number: C-F-020

Approval Date: July 26, 2018

Amendment Date: July 26, 2018

The purpose of this policy is to ensure that financial forecasting and variances are reported and reviewed in a timely manner in order to make informed decisions at the Region. This will assist in ensuring significant departures from budget are identified early enough to take corrective action to avoid a large deficit or surplus at year end. In addition, this policy will establish an approval framework for key annual financial schedules and reports.

## **Inventory:**

Policy Number: C-F-021

Approval Date: July 26, 2018

Amendment Date: July 26, 2018

This policy ensures that inventory within a department with a total value greater than \$25,000 and acquired and not used within one month is properly recorded and secured and inventory counts are performed at least annually.

## **Operating Surplus-Deficit Policy:**

Policy Number: C-F-022

Approval Date: July 26, 2018

Amendment Date: July 26, 2018

This policy ensures prudent fiscal management of the Niagara Region's financial resources including how annual operating surplus or deficits will be distributed with consideration of the current and future needs of the Niagara Region.

# Appendix 2

## **Purchasing Card Policy:**

Policy Number: C-F-023

Approval Date: September 2, 1999

Amendment Date: July 28, 2018

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.

## **Asset Management Policy:**

Policy Number: C-F-024

Approval Date: May 1, 2019

Amendment Date: May 1, 2019

The Region's vision is to achieve excellence and efficiency in service delivery through all capital assets (owned in whole or in part, leased or managed by the Region), at sustainable asset lifecycle costs, and acceptable levels of risk.

The objective of the Asset Management Policy is to provide a framework and guidance to enable provision of levels of service that are appropriate and affordable for the community.

## **Regional Development Charges Payment Deferral Policy:**

Policy Number: C-F-025

Approval Date: October 17, 2019

Amendment Date: October 17, 2019

This policy establishes guidelines related to applications for, and the administration and issuance of, Regional development charge deferral agreements pursuant to section 27 of the Development Charge Act, 1997.

## **Employee Travel and Expense Policy:**

Policy Number: C-F-026

Approval Date: November 14, 2019

Amendment Date: November 14, 2019

It is the policy of Niagara Region to set out rules and principles for the reimbursement of expenses that ensure fair and reasonable practices and provide an accountability framework that guides the effective oversight of resources. The Region also values continuous learning and self-improvement and strives to promote a culture supportive of these goals.

## **Capital Financing Policy**

Policy Number: To be determined

Approval Date: October 10, 2019

Amendment Date: October 10, 2019

# Appendix 2

This policy establishes principles and practices for preparing Niagara Region's Capital Budget, operating impacts and multi-year capital forecast and the prudent use of funding.

## 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.

### Budget Planning By-Law:

By-Law Number: 2019-79

Approval Date: October 17, 2019

Amendment Date: October 17, 2019

The Purpose of this By-Law is to:

- Establish the timing of annual budget approval as predictable and sufficient for obtaining Council approval.
- Ensure sustainability of Niagara Region's level of service.
- Ensure transparency in the communication of budget planning.
- Ensure alignment with Regional Council's strategic priorities.
- Establish expectations of staff for the development of the annual budget.
- 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

### Procurement By-Law:

By-Law Number: 2019-06

Approval Date: November 12, 2015

Amendment Date: November 12, 2015

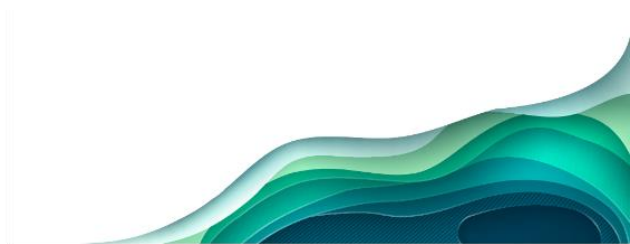
## Appendix 2

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 Supply Chain Management Association of Canada; and
12. to maintain timely and relevant policies and procedures.

# Appendix 2

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## Appendix 3 – Acronym Descriptions

This list provides definitions of acronyms used in relation to the budget. [The list is also updated and available on the Niagara Region website here https://niagararegion.ca/government/budget/toolkit/Acronyms.aspx](https://niagararegion.ca/government/budget/toolkit/Acronyms.aspx)

Acronym	Description
##-	Year of the Capital Project approval e.g. 20-Project is a 2020 capital project
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
LTC	Long Term Care
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
PW	Public Works
ROI	Return on Investment
S&P	Standard & Poor's rating agency
SAEO	Social Assistance and Employment Opportunities
SF	Sinking Fund
(S)PS	(Sewage) Pump Station
SNIP	Smarter Niagara Incentive Program
TCA	Tangible Capital Asset
TIG	Tax Increment Grant
WIP	Work in Progress
WTP	Water Treatment Plan
WWTP	Wastewater Treatment Plant

# Appendix 3

Acronym	Description
YTD	Year to Date
YTM	Yield to Maturity



## Appendix 4 – Glossary of Terms

This glossary provides definitions of terms used in relation to the budget. [The glossary is also updated and available on the Niagara Region website here:](#)

<https://niagararegion.ca/government/budget/toolkit/glossary.aspx>

Term	Description
Allocations	The process of distributing the cost to deliver corporate support services across various departments and/or cost centres. For example, the Region divides the cost of providing IT support services across all departments.
Annual Report	A comprehensive report on an organization's activities and financial performance over the course of one financial year.
Appeal	The process of applying to an authoritative organization to change a decision. For instance, if you disagree with MPAC's assessment of your property, you have the option to file an assessment appeal. If you are disputing your tax bill, you may file a tax appeal.
Appreciation	An increase in the value of an asset or good over time.
Assessment Growth	The sum of all of the changes that happen to a property within a calendar year, including: <ul style="list-style-type: none"> <li>• New construction</li> <li>• Major renovations</li> <li>• Demolitions</li> <li>• Property value appeals</li> </ul>
Budget	A budget is a financial plan that outlines the money the Region will raise and spend within a year. It is the plan that aligns the Region's priorities with the services we deliver to residents. It directs what infrastructure will be purchased, built and repaired.
Capital Budget	The capital budget is the annual plan for the purchase of capital assets. Capital assets include things like: <ul style="list-style-type: none"> <li>• Roads</li> <li>• Water treatment plants</li> <li>• Sewers</li> <li>• Buildings</li> <li>• Machinery and equipment</li> </ul> The Region updates a 10-year capital budget and plan each year to ensure that we have enough funds to maintain our aging infrastructure. Additionally, we plan for higher replacement cost of assets and new projects that will support community growth.
Claw Back	When MPAC re-assesses all properties in Ontario, some commercial, industrial or multi-residential properties decline in value. Ordinarily, this decline would decrease property tax.



# Appendix 4

Term	Description
	However, the capping program uses a "clawback" to fund revenue shortfall resulting from lower assessment values by withholding some or all of the reduction to property owners.
Credit Rating	A credit rating is an estimate of the organization's ability to meet their financial commitments based on previous transactions. Niagara Region's credit rating is evaluated by Standard and Poor's bond agency each year. The Region has maintained its "AA" credit rating with a stable outlook.
Credit Risk	The potential that an organization or person who borrows money from a bank will fail to meet its required payment terms.
Debt	Annual principal and interest costs included in the operating budget to pay for the construction of new capital projects (i.e. roads, bridges, buildings, water plants). Debt differs greatly from a deficit as it is often used to pay for significant capital projects, while a deficit refers to not having enough money to pay for operating expenses.
Deferred Revenue	Products or services that have not yet been provided to the customer. As the product or service is delivered over time, it is recognized as revenue on the income statement. An example of this would be development charges, gas tax and government grants.
Deficit	A deficit would occur if the Region's actual net operating expenses exceeded its budgeted net operating expenses. Deficit differs greatly from debt in that a deficit refers to not having enough funds to pay for operational expenses like salaries, utilities or fuel. Debt, on the other hand, pays for significant infrastructure projects where you have an asset (i.e. new roads, bridges, water plants). It's important to note that the province does not allow Niagara Region to run a deficit.
Depreciation	A reduction in the value of an asset with the passage of time, due in particular to wear and tear.
Development Charges	Fees collected from new property developments and redevelopments in order to pay for growth related costs such as roads, water, wastewater and planning costs. These are required to provide service and accommodate growth.
Financial Forecast	A projection of Niagara Region's year-end financial results. The forecast is used as guidance for financial decisions and recommendations.
Fixed Cost	Fixed costs are fees that do not change based on the amount of services you use. The cost to operate the Region's water system is 90 per cent fixed.
Grants	All funds received from the provincial and federal governments to help pay for programs and services delivered by the Region.
Gross Operating Budget	The total cost to deliver programs and services. This is before funding and subsidies for cost-shared services are applied.
Investments	A monetary asset purchased with the intent that the asset will provide income in the future.

# Appendix 4

Term	Description
Levy	Includes all revenue received from area municipalities (on behalf of residents), including Regional property taxes, payment-in-lieu and supplemental.
Liquidity	The ability of an organization to obtain funds to meet immediate or short-term financial obligations.
Mandated Services	Under provincial and federal regulations, Niagara Region is required to provide a variety of programs and services for residents, businesses, organizations and municipalities.
Municipal Property Assessment Corporation (MPAC)	A non-profit corporation responsible for assessing the value of homes and businesses across the province.
Net Operating Budget	Pays for the daily business of the Niagara Region and its boards and agencies. This budget pays for programs and services, including the staff to deliver those services, supplies and repayment of debt for major projects. This is the amount of the operating budget that is paid for by your Regional property taxes.
Property Assessment	The process of establishing a dollar value for your home or business for property tax purposes.
Property Class	MPAC assigns all properties and/or land in Ontario to one of seven classes according to its primary use: <ul style="list-style-type: none"> <li>• Residential</li> <li>• Multi-residential</li> <li>• Commercial</li> <li>• Industrial</li> <li>• Pipeline</li> <li>• Farm</li> <li>• Forest</li> <li>• Landfill</li> </ul>
Property Reassessment	Every four years MPAC reevaluates the current value of your property or home. Depending on the value of your home (increase value or decrease), you may pay more or less property taxes.
Property Taxes	Taxes charged to property owners according to the assessed value of each property. Property taxes are collected and administered by the local area municipality in which the property is located. The local municipality distributes the Region its share of property tax revenue and the education property taxes to the Ministry of Education.
Operating Rate Budget	Pays for rate based services such as: <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Curbside collection</li> <li>• Recycling and landfill sites</li> <li>• Water and waste water treatment</li> <li>• Biosolids management</li> </ul>

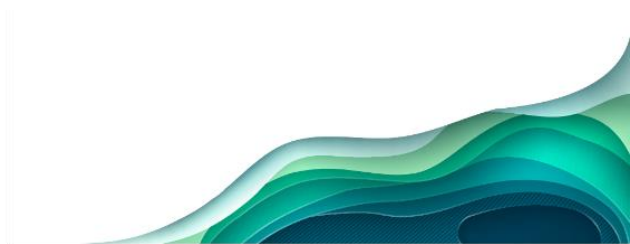


# Appendix 4

Term	Description
	<ul style="list-style-type: none"> <li>• Lab services</li> </ul> <p>Costs for these services are charged to municipalities based on usage (water and wastewater) and number of households (waste management). The rates charged to residents for each of these services will vary depending on where they live.</p>
Reserves	<p>Money set aside to mitigate future fluctuations in the economy, changes to government funding and unanticipated events. Examples include:</p> <ul style="list-style-type: none"> <li>• Taxpayer relief</li> <li>• General capital levy</li> <li>• Employee Future benefits reserve</li> </ul>
Revenue	<p>Money received through ordinary activities.</p> <p>The Region receives its revenue from user fees, services charges, grants and investment income.</p>
Subsidy	<p>Funding received from other levels of government to offset the cost for programs that Niagara Region delivers on their behalf.</p>
Supplemental Revenue	<p>Additional money received within the calendar year as a result of assessment growth.</p> <p>This money is budgeted for based on historical trends and used to fund existing programs and services.</p>
Surplus	<p>A surplus occurs when the Region spends less than it thought it would, or raises more revenue than planned.</p> <p>Niagara Region allocates surpluses to reserves.</p>
Tax Capping	<p>The Province of Ontario introduced the Tax Capping program to protect commercial, industrial, and multi-residential properties from significant tax increases. This program limits or "caps" tax increase at 10 per cent as a result of changes to property value.</p> <p>Capping protects landowners from paying the full amount of taxes based on the assessed value of the property as they are paying less tax than if they calculate their taxes using the general formula.</p>
Tax Write-offs	<p>Loss of revenue due to reductions in property assessment values.</p>
Uploading	<p>The alignment of service delivery between municipal and provincial (or other levels) governments.</p>
User Fees	<p>Includes shared services revenue without shared services agreement, licences, permits, approvals, and fees and service charges on the User Fee By-Law such as:</p> <ul style="list-style-type: none"> <li>• Child care fees</li> <li>• Health fees</li> <li>• Police fees (i.e. accident reports, etc.)</li> <li>• Seniors homes fees (i.e. long-term care accommodations fees)</li> <li>• Road fees</li> <li>• Other miscellaneous fees (i.e. zoning)</li> </ul>
Variable Cost	<p>Variable costs are fees that change based on the volume of services you use.</p>

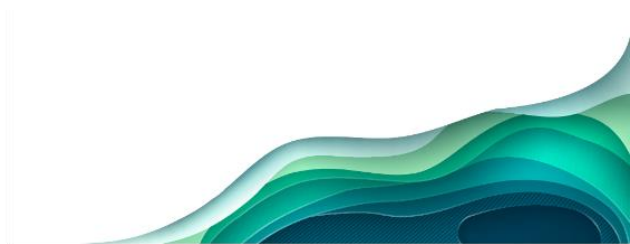


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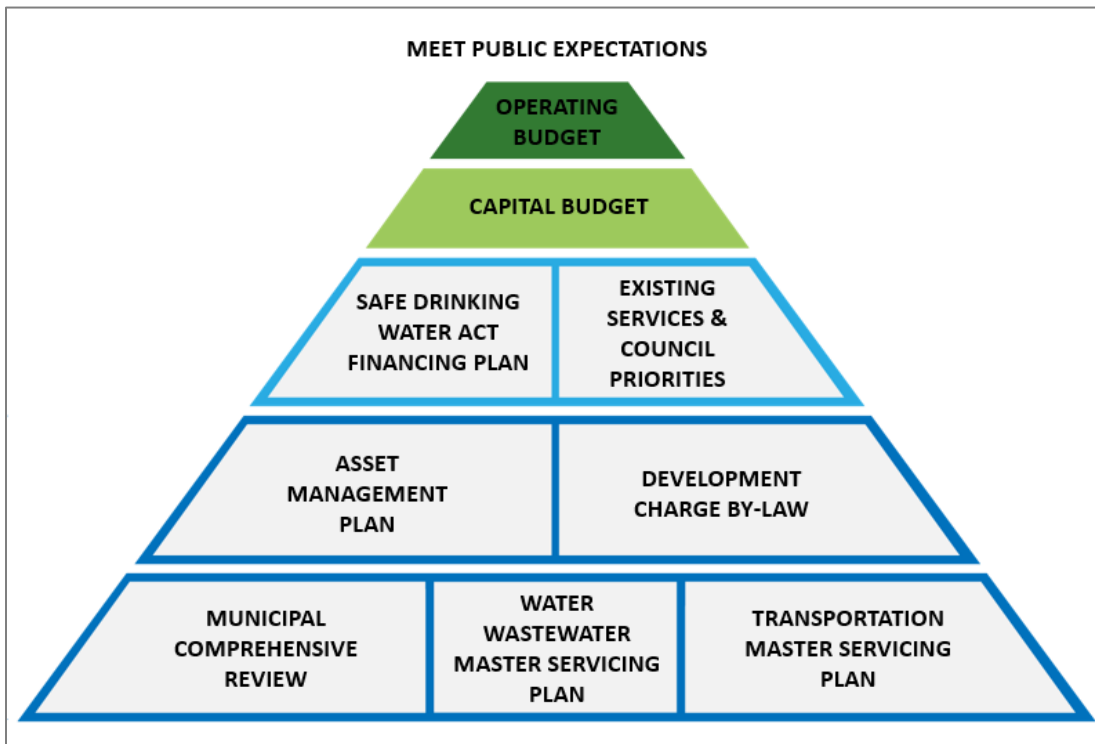
# Appendix 5 - Basis of Accounting and Financial Reporting

## 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 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, Ontario Regulation (O. Reg.) 284/09 Budget Matters – Expenses, 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.



The budget takes into account all approved reviews and plans that guide our existing service levels and priorities. Our capital plan is then built on all approved plans and aims to maintain current service level and enhance areas of priority. The impacts of financing capital are then included within the operating budget, which will also be prepared with current service levels and Council priorities as building blocks to meet the public's expectations.

# Appendix 5

## 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, 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 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 should be budgeted in multiple years if each element is considered an independent discreet project for example, 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 as a result of unforeseen budgeted costs. 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 Budgets in accordance with the Council approved Capital Asset Management Policy.

## Reserve Funds

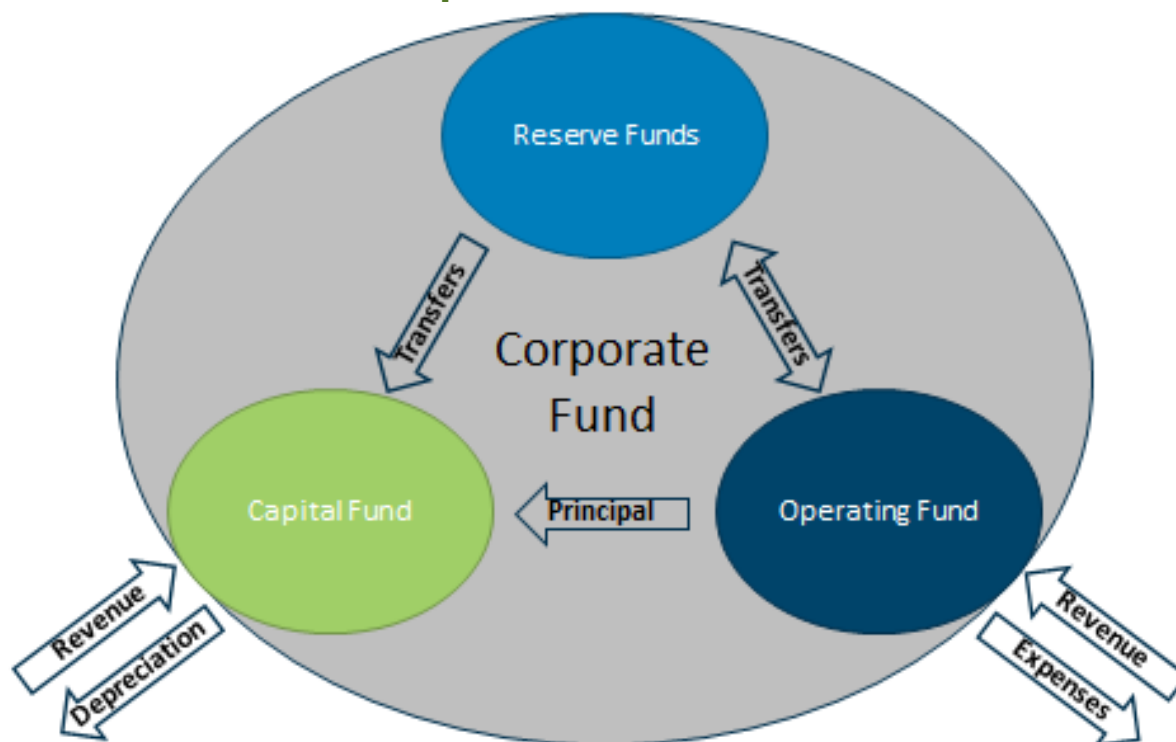
The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short and long-term fiscal policies. Prudent reserve utilization helps to mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. The Region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

- Commitment
- Future liability
- Specified contribution

# Appendix 5

- Corporate stabilization
- Department specific
- Rate program

## Inter-Fund Relationships



Arrows denote the increase and reduction of equities within the Corporate Fund and through impacts from external factors such as revenues and expenses (including depreciation) incurred in the normal course of business.

Transfers from Reserve Funds to the Capital Fund reduce reserve equity to allow for capital project spending in year and are detailed within the [Transfers from Reserves to Capital section](#).

Debentures are issued annually with proceeds funding the capital program. Principal on these debentures is budgeted and paid for within the Operating Fund and are detailed within the [Issued Debt Forecast section](#).

Transfers between Reserve Funds and the Operating Fund increase and decrease both funds depending on the nature and direction of the transfer. Transfers increasing the Reserve Funds' balances are detailed within the [Transfers to Reserves from Operating section](#). Transfers reducing the Reserve Funds' balances are detailed within the [Transfers from Reserves to Operating section](#).

Capital projects occasionally receive external funding, typically coming from other levels of government (federal, provincial, and local municipality) or property developers through Development Charges and direct requests for infrastructure services. The external funding for the submitted capital program is summarized within the [Capital Revenue Summary by Department section](#).



# Appendix 5

Capital expenditures are not immediately classified as a reduction to the Capital Fund; they instead are treated as “work-in-progress” and remain within the balance sheet. After an asset has reached the point that it is being used for the purposes it was budgeted for it will begin to depreciate in value. This depreciation reduces the Capital Fund balance.

The Operating Fund receives revenue from various sources that vary based on the services provided to the public. These revenues are grouped into property taxation, rate requisitions (taxation), federal and provincial grants, by-law charges and sales, and other revenues. These revenues are detailed within the [Operating Revenue Detail section](#).

Operating Fund expenses are incurred to provide services to the public. Examples of expenses made for services to the public include, but aren’t limited to, fuel costs for snow plows and ambulances, salaries of nurses, personal support workers, and others, utilities for administrative buildings and low income housing units, grants to support job creation and not-for-profit organizations. These expenses are summarized within the [Operating Budget Summary sections](#).

## Relationship between Departments and Reserves

As outlined in the Niagara Region’s Reserve and Reserve Fund policy as the purpose for each reserve, use of funds is limited to programs of specified departments. An “X” signifies that a reserve can be used to fund the department or departments denoted by the column header.

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	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			

# Appendix 5

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Wastewater	Waste Management
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	X			
NRH Rent Supplements			X				
Police Contingency				X			
Police Services Board Contingency				X			
Ambulance Communication	X						
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 Services.

# Appendix 5

## Budgeted Equity - Cash versus Accruals

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 Chartered Professional Accountants of Canada.

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. Niagara Region reports tangible capital assets on the annual financial statements as required by Public Sector Accounting Board (PSAB) 3150, Tangible Capital Assets.

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 PSAB reporting purposes, but are mostly non-cash items and are therefore not included in the operating budget presented.

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.

# Appendix 5

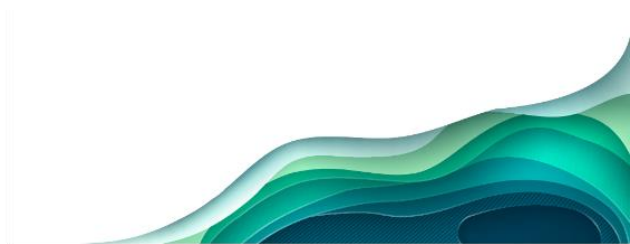
Amounts in thousands

Description	2019 Budget	2020 Budget	Budget Change
Total Revenue	(979,680)	(1,015,216)	(35,536)
Total Expense	979,680	1,015,216	35,536
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Program Funding earned in a year	79,512	106,757	27,245
Transfers to Capital from Reserves	133,887	123,818	(10,069)
Operating Expenditures Resulting in Capital Assets	2,756	2,596	(160)
Capital Projects not Resulting in Tangible Capital Assets	(10,495)	(10,488)	8
Issued Debt Principal Repayment	33,756	30,532	(3,224)
Debt Refinancing	(4,850)	0	4,850
Unissued Debt Payments	12,896	16,766	3,870
Sinking Fund Payment	1,512	1,512	0
Amortization	(96,195)	(95,420)	775
<b>Capital Fund Surplus/(Deficit)</b>	<b>152,779</b>	<b>176,073</b>	<b>23,294</b>
Transfers to Reserves from Operating	69,204	72,779	3,575
Transfers from Reserves to Operating	(7,637)	(8,342)	(705)
Transfers from Reserves to Capital	(133,887)	(123,818)	10,069
Interest Attributed to Reserves	2,485	2,573	88
<b>Reserve Fund Surplus/(Deficit)</b>	<b>(69,836)</b>	<b>(56,808)</b>	<b>13,028</b>
Transfer to Niagara Health System loan	797	797	0
Interest Transferred from Niagara Health System loan	(423)	(410)	13
Landfill Liability decrease	505	(285)	(790)
Employee future benefits increase	(669)	(629)	39
<b>Operating Fund Surplus/(Deficit)</b>	<b>210</b>	<b>(527)</b>	<b>(738)</b>
<b>Net PSAB Surplus</b>	<b>83,153</b>	<b>118,738</b>	<b>35,584</b>

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 O. Reg. 284/09 the Niagara Region must report to Council the impact of non-budgeted items on the 2020 budget during the budget process. For the 2020 budget cycle this was presented in report CSD 79-2019 Financial Disclosure Requirements and amended for subsequent changes to the 2020 budget request. If these non-budgeted items were included in the annual operating budget it would result in an estimated net surplus of \$118.7 million in 2020.

# Appendix 5

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## Appendix 6 – Reconciliations to 2019 Budget Summary

### Budget Reconciliation – 2019 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 2019. These adjustments show the changes from the Council approved budget for 2019 to the adjusted budget that is being used as the starting point for the 2020 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	2019 Gross Budget	2019 Perm. FTEs	Reason for Adjustment
<b>Unadjusted Budget</b>	<b>973,894</b>	<b>3,761.8</b>	<b>2019 Council Approved Budget</b>
Community Services	317	0.0	To record revenue and related expenditures due to additional annual funding received from the pharmaceutical industry
Community Services	244	0.0	To record revenue and related expenditures from the Government of Canada's Reaching Home program (formerly Homelessness Partnering Strategy)
Community Services	83	0.0	To record revenue and related expenditures from the Local Health Integration Network (LHIN) for the Senior Services division
Community Services	550	0.0	To record revenue and related expenditures related to increased fee subsidy for Children's Services
Community Services	2,293	0.0	To record revenue and related expenditures related to in-year funding announcement from the Ministry of Education for Children's Services per report (COM 31-2019)
Planning and Development	(38)	0.0	To record reduction in funding from the Ministry of Community and Social Services in relation to an employment survey
Public Health and Emergency Services	135	0.0	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support a Mental Health and Addictions Project Manager
Public Health and Emergency Services	2,137	3.4	To record revenue and related expenditures related to the Ontario Seniors Dental Care program from the Ministry of Health and Long Term Care (PHD 16-2019)
<b>Subtotal Adjustments</b>	<b>5,786</b>	<b>3.4</b>	<b>Total 2018 base budget adjustments</b>
<b>Adjusted Budget</b>	<b>979,680</b>	<b>3,765.2</b>	<b>2019 adjusted budget, as presented throughout this summary</b>

# Appendix 6

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## Appendix 7 – Example Operating Business Case

### Development Charge Study – 2020 Operating Budget Business Case

Corporate Services, Financial Management and Planning, FMP-01  
Initiative Start Date: January 01, 2020  
Reason for Business Case: Program Change – Assessment Growth

#### Description of Program Change:

The development charge (DC) background study and by-law requires a mandatory update every 5 years. This program change is a one-time operating project to procure the services of a development charges consultant to complete legislated requirements in advance of the current development charges by-law expiry date of August 31, 2022. Note: as a result of Bill 108, the Region may be required to pass an updated development charge by-law by December 31, 2020 depending on the transition provisions to be included in future Ontario regulations.

#### Business Reasons for Program Change:

The Region currently collects approximately \$50 million per year in DCs and represents an important funding source for much needed growth related infrastructure requirements as budgeted for in the annual capital budget. This initiative will be 90% funded from DCs with the remainder funded from growth. Project budget estimated from 2017 study cost plus an additional inflationary measure (full bylaw and background study update), however, there is a possibility depending on the pending regulations updates to the background study/bylaw may not be the full extent as currently required by legislation.

#### Supports Council's Strategic Priorities:

Businesses and Economic Growth, Responsible Growth and Infrastructure Planning, Sustainable and Engaging Government

The collection of DCs assists with funding of growth related infrastructure which allows for the economic growth of the Region. It is projected that the Region will collect approximately \$50M in DCs annually. Of which, \$85M was allocated/committed to applicable growth projects in the 2019 capital budget.

#### Risk Assessment: Urgent

An updated development charge background study and by-law is required every 5 years in order to continue to collect Regional development charges. The Region currently collects approximately \$50 million per year in development charges and represents an important funding source for much needed growth related infrastructure requirements as budgeted for in the annual capital budget.

#### Staffing Impact:

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



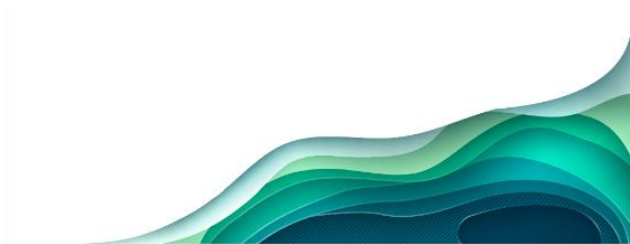
# Appendix 7

## Financial Impact Summary

Financial Area	2020	2021	2022	Beyond
Gross Expenditures	250,000	0	0	0
Gross Revenues	(250,000)	0	0	0
<b>Net Impact to Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Prepared by Division Manager: Rob Fleming  
Reviewed by Program Financial Specialist: Tyler Potts  
Approved by Director/Commissioner: Helen Chamberlain



## Appendix 8 – Strategic Priority Projects

The following schedule summarizes the departmental projects that have been implemented for achieving Council Strategic Priorities. For each project, an overview of the objectives and anticipated outcomes have been provided as well.

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Supporting Businesses and Economic Growth	Corporate Administration	Economic Development Long Term Strategy	Goal of the plan is to improve economic growth with a 20 year horizon, to inform decisions along the way and tie into other Niagara Regional plans. Partnering with post-secondary institutions, and informed by research and stakeholder consultations.	<ul style="list-style-type: none"> <li>• Garner buy-in from regional stakeholders, working together to achieve a unified vision</li> <li>• Sustained regional growth in the long term</li> </ul>
Supporting Businesses and Economic Growth	General Government	2021 Summer Games	Niagara Region was selected as Host Community for the 2021 Canada Summer Games. Games will showcase Niagara's attributes while driving the development of sustainable infrastructure to be used now and for future recreation.	<ul style="list-style-type: none"> <li>• The games will establish a foundation for national and international elite sporting events for partner organizations</li> <li>• Maximize economic impact by utilizing local suppliers and businesses</li> <li>• Capitalize on opportunities for community benefits for example volunteers, artwork</li> </ul>
Supporting Businesses and Economic Growth	General Government	Expand Broadband Infrastructure and Capacity	Secure federal and provincial funding to improve Niagara's fibre technology infrastructure to prepare for 5G. Connects to the objectives outlined in the five year Economic Development strategy.	<ul style="list-style-type: none"> <li>• Increase connectivity of rural areas for residents and businesses, support advancement of precision agriculture</li> </ul>



# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
<p>Supporting Businesses and Economic Growth</p> <p>Healthy and Vibrant Community</p> <p>Responsible Growth and Infrastructure Planning</p>	Planning and Development	Official Plan	<p>The Niagara Official Plan is a long-range, policy planning document to shape Niagara’s physical, economic and social development. Tied to three Strategic Priorities, the components of the plan that align to the strategy’s objectives include:</p> <p>Land Strategy: A land strategy that will be designed to increase shovel ready lands for employment, and identify lands for an employment district to meet provincial requirements.</p> <p>Environmental Sustainability: Updating policies and mapping; and create a strategy to protect biodiversity, address natural heritage, and develop a natural environment action plan.</p> <p>Affordable Housing: How we manage growth and development, with a range and mix of housing types, including affordable housing.</p>	<ul style="list-style-type: none"> <li>•Land Strategy: Increase competitiveness to attract investment, increase job creation, and the opportunity for higher paying jobs and skilled labour</li> <li>•Environmental Sustainability: Stabilization of natural spaces through enhancements or compensation (allowing removal and replacement of trees)</li> <li>•Affordable Housing: Increase Niagara’s access to affordable housing stock</li> </ul>
<p>Healthy and Vibrant Community</p>	Public Health and Emergency Services	Health Equity Informed Planning	<p>By focusing on the implementation of the Health Equity Strategic Plan, broaden the scope to the corporation as a whole to identify opportunities such as defining priority populations, healthy community design or inequities in service access.</p> <p>Identify health and health equity impacts within projects through tactics such as embedding in capital project business cases, e-scribe reports or through Environmental Assessments.</p>	<ul style="list-style-type: none"> <li>•Increase access to health equity data and partnerships to drive decisions</li> <li>•Increase consideration of health and health equity impacts in community and infrastructure design</li> <li>•Greater organizational and public awareness of social determinants of health that impact individual health outcomes</li> </ul>



# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Healthy and Vibrant Community	Community Services	Long-term Care Redevelopment	Two sites fully developed using a campus model with community elements. Creating and establishing opportunities for auxiliary services, compatible housing and small commercial opportunities.	<ul style="list-style-type: none"> <li>•Develop best practice Long Term Care facilities</li> <li>•Maximize value and yield of Regional assets for the benefit of the community at large</li> </ul>
Healthy and Vibrant Community	Corporate Administration	Community Safety and Well-Being Plan	Development of a Community Safety and Wellbeing Plan as legislated under the Police Services Act. A cross-disciplinary approach, connecting police services, providers in health/mental health, education, community/social services and children/youth services and neighbourhood stakeholders as appropriate.	<ul style="list-style-type: none"> <li>•Making communities safer and healthier, often guided by four pillars: social development, prevention, risk intervention, and incident response</li> </ul>
Healthy and Vibrant Community	Public Health and Emergency Services	Mental Health Addictions and Systems Planning	Identify gaps within the Mental Health system to increase the functionality and collaboration within it. Partnering with the Local Health Integration (LHIN) to review the local landscape to identify opportunities including for new investment.	<ul style="list-style-type: none"> <li>•Integrate and coordinate the mental health and addictions services through streamlining access to care, reducing repeat Emergency Department visits</li> <li>•Decreasing admissions for mental health and addictions</li> <li>•Decreasing wait times for service</li> </ul>
Healthy and Vibrant Community	Niagara Regional Housing	Affordable Housing	Advance the Regional Affordable Housing Strategy through Niagara's updated Housing and Homelessness Action Plan (HHAP). Further linking the plan to components of the Official Plan and strategic financial investments, in order to increase Niagara's access to affordable housing stock.	<ul style="list-style-type: none"> <li>•Increase supply of affordable housing (also linked to employment strategy to increase wages)</li> <li>•Achievement of updated Housing and Homelessness Action Plan (HHAP) objectives and performance targets</li> </ul>

# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Responsible Growth and Infrastructure Planning  Healthy and Vibrant Community	Public Works - Transportation Services	GO Train Service Expansion	Promote and protect transit oriented development involving key transportation infrastructure projects adjacent and supportive of GO station locations across all four identified Niagara station sites. Increase service frequency and levels of weekday GO Train service.	<ul style="list-style-type: none"> <li>•Ridership growth</li> <li>•Increased weekday train frequency/service levels</li> <li>•Create station enabling infrastructure improvements (mobility hubs)</li> <li>•Enable strategic station developments</li> <li>•Increase access to service communities through bus-meets-train connectivity</li> </ul>
Responsible Growth and Infrastructure Planning  Healthy and Vibrant Community	Public Works - Transportation Services	Inter Municipal Transit	Operational harmonization and integration of local transit into a fully integrated transit system. Governance review and modelling development in anticipation of a decision to transition to a new transit entity.	<ul style="list-style-type: none"> <li>•New transit governance model decided</li> <li>•System connectivity of all 12 municipalities</li> <li>•Ridership growth</li> <li>•Consistency in service delivery across communities</li> <li>•Increased service hours</li> <li>•Significant customer experience improvements</li> </ul>
Responsible Growth and Infrastructure Planning	Public Works - Waste Management	Waste Management Strategy	Strategic waste management infrastructure planning to ensure resource recovery, sustainable long-term disposal infrastructure, and enhance revenue opportunities.	<ul style="list-style-type: none"> <li>•Decrease greenhouse gas emissions</li> <li>•Increase waste diversion rates</li> <li>•Long-term facility sustainability</li> <li>•Identify opportunities to increase revenue</li> </ul>



# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Responsible Growth and Infrastructure Planning  Sustainable and Engaging Government	Corporate Services	Asset management	Implementation of Asset Management principles and practices focusing on infrastructure renewal to ensure operational costs and asset performance are optimized.	<ul style="list-style-type: none"> <li>•Optimized practices across the organization</li> <li>•Responsible funding of infrastructure projects</li> <li>•Reduction in future infrastructure funding gaps</li> </ul>
Responsible Growth and Infrastructure Planning	Public Works - Transportation Services	Transportation Master Plan (TMP) Implementation	Implementation of the Transportation Master Plan, with connections to How We Grow, Go, Flow, the Water / Wastewater Master Servicing Plan and the Water / Wastewater Financial Sustainability Review. Establishment of clear policies to address active transportation, complete streets, multimodal road network, wayfinding, transportation demand and system management. Addressing transit, marine, rail, road, airport(s) and how these all integrate together.	<ul style="list-style-type: none"> <li>•Enhance resident quality of life through pedestrian and cycling facilities, responsive and conventional transit and the creation of an integrated network of roads and highways</li> <li>•Transform the transportation network and the way people and goods move in the region and how transportation can contribute to a high quality of life</li> </ul>
Responsible Growth and Infrastructure Planning	Public Works - Transportation Services	Connective Transportation Initiatives: East - West Corridor, North - South Escarpment Crossing	Moving large scale connective transportation initiatives forward: Advocacy for the East-West Corridor, as a key link to the Niagara-Hamilton trade corridor, as proposed in the Transportation Master Plan. Movement on the North - South Escarpment project Environmental Assessment. Tying in with Smithville By-pass. Dealing with how we link Niagara differently, address congestion, and integrate the system. Each of these initiatives provide a strategic link between Niagara and the Greater Toronto and Hamilton Area (GTHA),	<ul style="list-style-type: none"> <li>•Improve the efficiency and reliability of trade corridors through Niagara Region</li> <li>•Support goods movement</li> <li>•Ease congestion issue on QEW (a significant risk to tourism, agriculture and manufacturing sectors in Niagara)</li> </ul>



# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
			incorporating multimodal freight terminals and transport networks to build capacity (trucking, marine, rail, airport). They are linked to tourism and foster diversification and economy of scale for both people and goods.	
Sustainable and Engaging Government	Corporate Administration	Communications Master Plan	Develop a framework to provide guidance around how Niagara Region will communicate and interact with residents, employees and stakeholders.	<ul style="list-style-type: none"> <li>•Contribute to higher resident satisfaction in how Niagara Region is managed and governed</li> <li>•Increase transparency and two-way communication between Niagara Region and the public</li> </ul>
Sustainable and Engaging Government	Corporate Administration	Government Relations Strategy	Development of a strategy focusing on what Niagara Region as an organization does, and how we engage other levels of government on advocacy, funding, policy opportunities and collaboration.	<ul style="list-style-type: none"> <li>•Ensure an aligned approach to advocacy and funding requests to higher levels of government</li> </ul>
Sustainable and Engaging Government  Responsible Growth and Infrastructure Planning  Supporting Businesses and	Corporate Services	Regional Development Charges (RDC) by-law	Update of the Regional Development Charges (RDC) By-law to ensure we are collecting enough revenue to cover growth needs and tie into the Capital Finance Strategy. Re-align incentives for development to Council's strategic priorities.	<ul style="list-style-type: none"> <li>•Collect growth-related revenue to support growth</li> <li>•Ensuring the infrastructure is in the ground to support and generate future growth</li> </ul>



# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Economic Growth				
Sustainable and Engaging Government	Corporate Services	Community Benefit Charge	Creation of a charge for community benefits in order to fund capital for soft services benefiting new development.	<ul style="list-style-type: none"> <li>•Collect growth-related revenue to support growth</li> <li>•Align to Capital Finance Strategy and growth planning</li> </ul>
Responsible Growth and Infrastructure Planning				
Healthy and Vibrant Community				
Sustainable and Engaging Government	Corporate Administration	Grants and Incentives Review	Re-align Grants and Incentives program to address Council's key strategic issues such as affordable housing, brownfield remediation, and attracting higher wage jobs. As part of this review, creation of a development portal or application is being created to support expedited service.	<ul style="list-style-type: none"> <li>•Allocating Council's limited grant dollars to where it matters most</li> <li>•Increase return on investment of grants and incentives</li> <li>•Expedite application and approvals process</li> <li>•Aligns with the Regional Development Charges (RDC) By-law</li> </ul>
Responsible Growth and Infrastructure Planning				





# Appendix 8

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Sustainable and Engaging Government  Responsible Growth and Infrastructure Planning	Corporate Services	Capital Financing Strategy	Balancing financial sustainability of renewal of existing assets and the needs of growth, aligned with asset management planning and growth strategies at Niagara Region.	<ul style="list-style-type: none"> <li>•Moving towards full cost recovery</li> <li>•Long term commitment by Council to the implementation of the strategy</li> </ul>
Sustainable and Engaging Government	Corporate Services	Sustainability Review and Implementation	Identification of opportunities to re-purpose dollars towards replacement of infrastructure. Looking for lines of businesses we can do differently or divest of, and right-size funding of programs and services.	<ul style="list-style-type: none"> <li>•Increased funding towards infrastructure projects through re-allocation of funding</li> <li>•Re-focus on Niagara Regional priorities</li> </ul>
Sustainable and Engaging Government	Corporate Services	Sponsorship Revenue Strategy and Policy	Identification of opportunities to increase revenue without increasing taxes. Policy development for sponsorship of Regional assets.	<ul style="list-style-type: none"> <li>•Generate revenue</li> <li>•Identify opportunities for incremental revenue sources</li> <li>•Extending collaboration opportunities with Local Area Municipalities</li> </ul>



## Appendix 9 – Strategic Priorities mapping to departmental performance measures

The following schedules detail the departmental performance measures with descriptions for each of the Council Strategic Priorities and Objectives. The actual, target and baseline results for each measure can be viewed in the respective departmental summaries.

### I. Supporting Businesses and Economic Growth

1.1 Economic Growth and Development

1.2 Support Retention and Development of a Skilled Labour Force

1.3 Collaborative Approach to Business Growth and Retention

1.4 Strategically Target Industry Sectors

Department	Performance Measure	Description
Corporate Administration	Average Niagara Home Sale Price	Average sales price for homes within Niagara Realtor's jurisdiction for the previous month
Corporate Administration	Employment Growth	Change in employment, in thousands
Corporate Administration	Investment in Building Construction	Dollars invested in building construction
Corporate Administration	Jobs Created or Retained through Economic Development Programs and Activities	Total number of jobs created and / or retained as a result of direct support from the Economic Development division year-to-date
Corporate Administration	Niagara Businesses	Number of businesses with employees
Corporate Administration	Visitors to Niagara	Visitors per year outside the St. Catharines - Niagara census metropolitan area

### 2. Healthy and Vibrant Community

2.1 Enhance Community Wellbeing

2.2 Mental Health and Wellbeing

2.3 Addressing Affordable Housing Needs

Department	Performance Measure	Description
Public Health and Emergency Services	Canadian Triage Acuity Score (CTAS)	EMS response time compliance for the highest acuity patients
Corporate Administration	Cost of Living	Consumer price index; an index of the variation in prices paid by typical consumers for retail goods and other items.

# Appendix 9

Department	Performance Measure	Description
Niagara Regional Police Services	Crime Rate	Total number of reported non-traffic, criminal code incidents per 100,000 people
Planning and Development	Population	Annual population estimate from Statistics Canada as of July 1
Public Health and Emergency Services	Sense of Belonging	Percentage of persons who feel a somewhat strong or very strong sense of belonging to local community
Niagara Regional Housing	Social Housing Units	Number of social housing units per 1,000 households (includes Public Housing, Non-profit and Co-operative housing providers, Rent Supplement units with private landlords)

## 3. Responsible Growth and Infrastructure Planning

3.1 Advancing Regional Transit and GO

3.2 Environmental Sustainability and Stewardship

3.3 Maintain Existing Infrastructure

3.4 Facilitating the Movement of People and Goods

Department	Performance Measure	Description
Corporate Services	Annual Budgeted Operating Contributions to Capital	Total annual budgeted operating contributions to capital reserves (Levy & Rate) compared to Average Annual Renewal Investment (AARI) per the Region's 2016 Asset Management Plan
Corporate Services	Five year forecasted use of DC reserves for Capital	Forecasted DC funding for capital projects over the next 5 years
Transportation	Niagara Regional Transit Ridership	Number of transit riders for Niagara Regional Transit
Waste Management	Overall Waste Diverted from Landfill	Percentage of residential waste diverted from landfills by mass of all waste of Niagara
Corporate Services	Regional Building Energy Consumption	Average energy use intensity (equivalent kilowatt hours per square foot) at Niagara Region facilities based on gross floor area
Water/Wastewater	Total Wastewater Treated	Volume of water entering the wastewater treatment system in a given year

# Appendix 9

## 4. Sustainable and Engaging Government

### 4.1 High Quality, Efficient and Coordinated Core Services

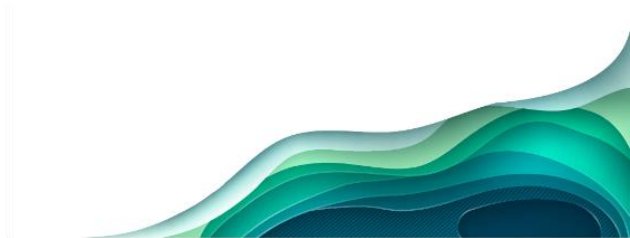
### 4.2 Enhanced Communication

### 4.3 Fiscally Sustainable

Department	Performance Measure	Description
Corporate Administration	Freedom of Information Requests	Number of formal Freedom of Information Requests per 100,000 population
Corporate Services	Attainment of GFOA Award for distinguished budget presentation	Attaining the annual Government Finance Officers Association (GFOA) award for distinguished budget presentation
Corporate Services	Credit Rating	Assessment of Niagara Region's creditworthiness in general terms or with respect to financial obligation
Corporate Services	Debt to Reserve Ratio	Ratio of Debt outstanding to Reserve and Reserve Funds (excluding Obligatory Reserve Funds)
Corporate Services	Annual Repayment Limit	Debt charges as a percentage of own source revenues
Corporate Services	Percentage of Infrastructure Renewal capital projects funded through debt	Measure of debt utilization to fund capital projects as outlined in the Asset Management Plan
Transportation	Public Transit Service Coverage (Annual)	Percentage of population within walking distance (500 metres) of extended inter-municipal transit services

# Appendix 9

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## Appendix 10 – Economic Profile

### Employment

#### Jobs by Industry Sector, 2019

Description	2012 Jobs	2019 Jobs	\$ Change	% Change
Accommodation and food services	22,923	28,605	5,682	25%
Health care and social assistance	22,239	27,266	5,027	23%
Professional, scientific and technical services	7,770	10,827	3,058	39%
Educational services	13,301	15,047	1,746	13%
Transportation and warehousing	7,182	8,810	1,628	23%
Retail trade	26,196	27,502	1,306	5%
Unclassified	3,008	3,843	835	28%
Wholesale trade	8,203	8,972	769	9%
Administrative and support, waste management and remediation services	11,978	12,579	601	5%
Manufacturing	16,263	16,552	290	2%
Construction	14,943	15,215	272	2%
Other services (except public administration)	9,753	9,920	167	2%
Mining, quarrying, and oil and gas extraction	248	262	14	6%
Utilities	1,254	1,229	-25	-2%
Arts, entertainment and recreation	8,401	8,294	-106	-1%
Information and cultural industries	1,954	1,719	-235	-12%
Finance and insurance	5,666	5,412	-254	-4%
Public administration	9,853	9,503	-350	-4%
Agriculture, forestry, fishing and hunting	5,445	5,063	-382	-7%
Real estate and rental and leasing	4,123	3,432	-691	-17%
Management of companies and enterprises	1,138	333	-806	-71%

Sources: Statistics Canada, Canadian Business Counts, 2019; Emsi 2019.1

# Appendix 10

## Business

### Niagara Business Counts

Business Category	2017	2018	2019
Businesses with Employees	12,962	13,039	13,326
Businesses without Employees	24,612	27,174	27,347
Total Businesses	39,591	42,231	42,692

Source: Statistics Canada, Canadian Business Counts, 2019

### Business Size Range

Employees	Companies	% of Total
1 to 4	6,600	49.5
5 to 9	2,880	21.6
10 to 20	1,830	13.7
20 to 49	1,274	9.6
50 to 99	465	3.5
100 to 199	179	1.3
200 to 499	74	0.6
More than 499	24	0.2

Source: Statistics Canada, Canadian Business Counts, 2019

# Appendix 10

## Transportation Infrastructure



Source: Regional Quick Facts from the Niagara Region [Economic Development](#) website



# Appendix 10

## Trade and Export

### Value of Total US/Canada trade passing through Niagara, 2018

Trade Category	Niagara	Canada/US	% of Total
Import	\$36.3 billion	\$298.7 billion	12%
Export	\$34.7 billion	\$318.5 billion	11%
Total	\$70.9 billion	\$617.2 billion	11%

Source: US Bureau of Transportation Statistics, 2018

### Border Crossing by Mode and Volume

Mode	Niagara	Canada	Niagara % of Total
Trucks	941,574	5,830,926	16%
Truck Containers Full	746,252	4,310,625	17%
Truck Containers Empty	211,299	1,638,277	13%
Trains	2,081	23,730	9%
Train Containers Full	94,591	1,840,464	5%
Train Containers Empty	33,917	755,431	4%
Train Passengers	19,342	289,317	7%
Buses	16,925	77,864	22%
Bus Passengers	467,767	1,795,768	26%
Personal Vehicles	4,972,344	26,904,776	18%
Personal Vehicle Passengers	10,676,497	51,460,865	21%
Pedestrians	358,652	486,290	74%

Source: US Bureau of Transportation Statistics, 2018

# Appendix 10

## Export Companies by Sector

Sector	Number
Manufacturing	245
Wholesale trade	120
Agriculture, forestry, fishing and hunting	80
Retail trade	45
Transportation and warehousing	20
Construction	20
Professional, scientific and technical services	15
Other services	15
Real estate, rental and leasing	15
Admin support, waste management, remediation	10
Arts, entertainment and recreation	10
<b>Total</b>	<b>613</b>

Source: Statistics Canada, 2016

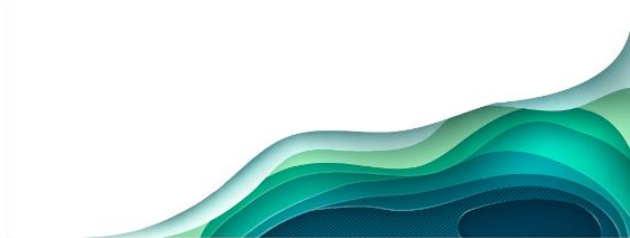
## Top 10 commodities traded through Niagara borders to USA

Commodity	Value
Vehicles, parts and accessories	\$6.9 billion
Computer machinery, parts	\$4.6 billion
Electrical machinery, equipment and parts	\$2.3 billion
Plastics	\$2.1 billion
Pharmaceutical products	\$1.2 billion
Oils and resinoids	\$1.1 billion
Optical, measuring and testing instruments	\$1.1 billion
Paper and paperboard, paper pulp and paperboard	\$1.1 billion
Tobacco	\$1.0 billion
Articles of iron and steel	\$930.3 million

Source: US Bureau of Transportation Statistics, 2018

# Appendix 10

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## Appendix I I – 2020 Budget Schedule

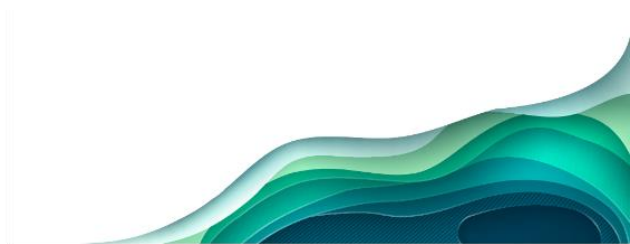
Niagara Region’s budget serves as a means to allocate resources that will provide the services and maintain the infrastructure that residents and businesses depend on.

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. In the four year cycle of budget approvals which coincides with Council terms, the year of an election delays the process into the following year; this results in the approval of two budgets within one calendar year. The schedule for building and approving the 2020 budgets is provided below.

<b>Date</b>	<b>Meeting Type</b>	<b>Subject / Topic</b>
June 20, 2019	Budget Review Committee of the Whole (BRCOTW)	Budget Planning direction
October 3, 2019	Budget Workshop	Capital
October 10, 2019	BRCOTW	Capital
November 21, 2019	Budget Workshop	Rate
November 21, 2019	Budget Workshop	Council Budget Authority over Agencies, Boards, and Commissions
November 21, 2019	BRCOTW	Agencies, Boards, and Commissions
November 28, 2019	Budget Workshop	Levy
November 28, 2019	BRCOTW	Rate
December 5, 2019	BRCOTW	Levy
December 12, 2019	Council	Rate, Levy, Capital, and User Fees By-Laws

# Appendix I I

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## Appendix I2 – Program Change Summary

The following list includes programs and service enhancements added to the 2020 budget.

*Amounts in thousands*

Department	Program Change Description	2020 Gross Budget	2020 Net Budget	2020 Permanent FTEs
General Government	Long Term Care Long Term Accommodation	5,620	5,620	0.0
General Government	Tax Increment Grants	1,392	1,392	0.0
General Government	Operating Impacts of 2020 approved Capital projects (including GO Transit Phase 2)	740	740	0.0
<b>Subtotal of General Government</b>		<b>7,752</b>	<b>7,752</b>	<b>0.0</b>
Corporate Administration	HR Systems Implementation	830	0	0.0
Corporate Administration	Community Safety and Well Being	142	0	0.0
Corporate Administration	Region's 50 <sup>th</sup> Anniversary Celebrations	50	0	0.0
Corporate Administration	Coalition of Inclusive Municipalities	142	142	0.0
<b>Subtotal of Corporate Administration</b>		<b>1,164</b>	<b>142</b>	<b>0.0</b>
Corporate Services	Regional Development Charges Study	250	0	0.0
	Vision Zero Road Safety Program	27	0	0.0
Corporate Services	Community Benefit and Development Charge Administration	138	138	1.0
Corporate Services	Additional Headquarters Maintenance and Coordination	101	101	1.0
	Community Benefit Charge Study	150	0	0.0
Corporate Services	Operating Impacts of GO Transit Phase 1	1,092	840	1.0
<b>Subtotal of Corporate Services</b>		<b>1,758</b>	<b>1,079</b>	<b>3.0</b>
Public Health and Emergency Services	Suicide Awareness	186	186	2.0
Public Health and Emergency Services	EMS System Transformation	683	210	1.0
Public Health and Emergency Services	Primary Care Paramedic Autonomous Intravenous	100	0	0.0
<b>Subtotal of Public Health and Emergency Services</b>		<b>969</b>	<b>396</b>	<b>3.0</b>
Transportation Services	City Works Upgrade	150	0	0.0
Transportation Services	Vision Zero Road Safety Program	1,725	0	2.0
Transportation Services	Transportation Services Coordinator	0	0	1.0
Transportation Services	Integrated Services Manager	127	127	1.0

# Appendix 12

Department	Program Change Description	2020 Gross Budget	2020 Net Budget	2020 Permanent FTEs
Transportation Services	Niagara Regional Transit	6,548	3,617	0.0
Transportation Services	Regional Airports	290	0	0.0
Transportation Services	Roads and Construction By-Law revision	80	0	0.0
<b>Subtotal of Transportation Services</b>		<b>8,920</b>	<b>3,744</b>	<b>4.0</b>
<b>Subtotal of Levy Departments</b>		<b>20,563</b>	<b>13,113</b>	<b>10.0</b>
Niagara Regional Police Service	Civilian Administrative Support	97	97	1.0
Niagara Regional Police Service	Uniform Constable	131	131	1.0
Niagara Regional Police Service	Corporate Communications Technician	98	98	1.0
Niagara Regional Police Service	40 Frontline Officers	1,875	1,875	40.0
<b>Subtotal of Niagara Regional Police Service</b>		<b>2,201</b>	<b>2,201</b>	<b>43.0</b>
Court Services	Vision Zero Road Safety Program	1,795	1,795	12.0
<b>Subtotal of Court Services</b>		<b>1,795</b>	<b>1,795</b>	<b>12.0</b>
<b>Subtotal of Agencies, Boards and Commissions</b>		<b>3,996</b>	<b>3,996</b>	<b>55.0</b>
<b>Subtotal of Levy Supported Programs</b>		<b>24,559</b>	<b>17,109</b>	<b>65.0</b>
Water Operations	Capital Financing	1,350	1,350	0.0
<b>Subtotal of Water Operations</b>		<b>1,350</b>	<b>1,350</b>	<b>0.0</b>
Wastewater Operations	Capital Financing	2,332	2,332	0.0
<b>Subtotal of Wastewater</b>		<b>2,332</b>	<b>2,332</b>	<b>0.0</b>
Waste Management	Collection Service Level Change Campaign	400	0	0.0
Waste Management	Collection and Diversion Advisors	0	0	2.0
<b>Subtotal of Waste Management</b>		<b>400</b>	<b>0</b>	<b>2.0</b>
<b>Subtotal of Rate Supported Programs</b>		<b>4,082</b>	<b>3,682</b>	<b>2.0</b>
<b>Total Program Changes</b>		<b>28,641</b>	<b>20,791</b>	<b>67.0</b>

## Appendix 13 - Ten Year Capital Budget Project Detail (in thousands)

As part of the annual budgeting process, staff prepares a 9 year capital financial forecast. The forecast provides foundational financial information to establish guidance for budgeting, borrowing, capital financing, reserve and reserve fund management. This forecast is provided to council for information. The 2020 Capital Budget and 9 year capital financial forecast are comprised of recurring and non-recurring capital expenditures.

Recurring capital expenditures are projects that are identified included in almost every budget and have no significant impact on the operating budget. These can be identified in the table below as they will have a request in each year in the forecast.

Non-recurring capital expenditures are projects that fit into at least one of the following:

- Provide a net new asset to the Niagara Region;
- Enables a new level of service to residents to the Niagara Region; or
- A significant renewal that extends useful life longer than the 9-year forecast as identified by the Asset Management Plan.

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
LTC Homes - Annual Bed Replacement	0	200	200	200	200	2,235	3,035
LTC Homes - Annual Capital Improvements/Replacements	0	480	480	480	517	2,411	4,368
LTC Homes - Annual Machinery/Equipment	0	1,153	518	1,160	1,101	2,560	6,492
LTC Homes - Annual Resident Care Equipment	0	345	345	345	345	2,327	3,707
LTC Homes - Annual Roof Replacement	0	150	150	150	150	772	1,372
20-LTC Cap Imp/Replace	274	0	0	0	0	0	274
20-LTC Machinery/Equipment	271	0	0	0	0	0	271
20-LTC Resident Care Equipment	561	0	0	0	0	0	561
20-LTC Roof Replacement	358	0	0	0	0	0	358
20-LTC Bed Replacement	245	0	0	0	0	0	245
20-LTC Tech Improvement	189	0	0	0	0	0	189
<b>Subtotal of Community Services</b>	<b>1,898</b>	<b>2,328</b>	<b>1,693</b>	<b>2,335</b>	<b>2,313</b>	<b>10,305</b>	<b>20,872</b>
20-HR Time + Attendance Software Upgrade	300	0	0	0	0	0	300
20-HRIS Development	200	0	0	0	0	0	200
Annual - IT Asset Replacement	0	2,600	2,600	2,700	2,700	14,400	25,000
ERP Improvements and Upgrades	0	400	400	400	400	2,000	3,600



# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Annual - Application Lifecycle Replacement	0	300	300	300	300	1,500	2,700
Annual - IT In-Year External Dept Projects	0	200	200	200	200	1,000	1,800
Annual - HRIS Improvements and Upgrades	0	250	250	250	250	1,250	2,250
20- Annual - IT In-Year External Dept Projects	0	100	0	0	0	0	100
Aerial Photography Acquisition	0	0	100	0	0	100	200
20- Annual Application Lifecycle Replacement	300	0	0	0	0	0	300
20-Online Planning Portal Phase 2	0	750	0	0	0	0	750
Asset Management Software Phase 2	0	500	0	0	0	0	500
20- IT Asset Replacement	1,035	0	0	0	0	0	1,035
Annual - Code and Legislative Compliance Program	0	350	350	350	350	1,750	3,150
Annual - Building Life Cycle Renewal	0	8,000	8,000	3,000	3,000	15,000	37,000
Long Term Care Future Campus	0	0	0	0	0	98,280	98,280
20-LTC Fort Erie New Home	57,365	0	0	0	0	0	57,365
20-Bld Ext-Welland Child Found	62	0	0	0	0	0	62
20-LTC St. Catharines New Home	102,000	0	0	0	0	0	102,000
20-Annual-Staff Accommodations	100	0	0	0	0	0	100
20-Annual-Code & Leg Compliance	100	0	0	0	0	0	100
20-Space Utilization/Rationalization Plan	0	145	0	0	0	0	145
Annual - Energy Conservation Program	0	800	800	800	800	4,000	7,200
21-Ener-WoS Lighting Retrofit	0	550	0	0	0	0	550
21-Ener-NRHQ CE Lighting Retro	0	610	0	0	0	0	610
20-Ener-Meadows of Dorchester Lighting Retrofit	0	692	0	0	0	0	692
NRHQ - Campbell East Main Entry Door Replacement	80	0	0	0	0	0	80
NRHQ - Campbell East - Building Mechanical Humidification	110	0	0	0	0	0	110
NRHQ - Civic Park Security Enhancements	100	0	0	0	0	0	100
NRHQ - Campbell East Roof Replacement	795	0	0	0	0	0	795
Building Automation Redesign	100	0	0	0	0	0	100
NRHQ - Campbell West HVAC Investigation and Design	0	115	0	0	0	0	115
NRHQ - ERMS Staff Accommodations Phase 2	0	220	0	0	0	0	220

# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
NRHQ - Campbell East Atrium Green Wall	0	80	0	0	0	0	80
NRHQ - Campbell East Windows	0	855	0	0	0	0	855
NRHQ - Campbell West Shipping/Receiving Dock Expansion	0	50	0	0	0	0	50
NRHQ - Campbell East - Door Replacements For International Plaza Security	0	80	0	0	0	0	80
NRHQ - Public Works/Planning Staff Accommodations	0	420	0	0	0	0	420
SAEO Peer Street Niagara Falls - Plumbing Replacement	40	0	0	0	0	0	40
Long-term Accommodations - EMS Central Hub	0	51,400	0	0	0	0	51,400
EMS Hub - Land	0	11,000	0	0	0	0	11,000
Backup 911 Call Centre Relocation	0	2,000	0	0	0	0	2,000
NRPS Welland Gun Range - Roof Replacement	750	0	0	0	0	0	750
NRPS Emergency Services St. Cath - Roof Replacement	280	0	0	0	0	0	280
NRPS Port Colborne - Generator Replacement	0	215	0	0	0	0	215
PW Yards Septic Replacement	880	0	0	0	0	0	880
PW Pelham Yard - Exterior and Platform Replacement	55	0	0	0	0	0	55
PW Pelham Yard - Dome Roof Replacement	300	0	0	0	0	0	300
PW Smithville Yard - Main Building Roof Replacement	314	0	0	0	0	0	314
PW Smithville Yard - Exterior and Window Replacement	0	90	0	0	0	0	90
PW Thorold Yard - Roof Replacement	210	0	0	0	0	0	210
PW Thorold Yard - Wash Bay Structural Repair and Siding	94	0	0	0	0	0	94
PW Thorold Yard - Dome Roof Replacement	281	0	0	0	0	0	281
PW Thorold Yard - Asphalt Replacement	0	138	0	0	0	0	138
PW Thorold Yard - Exterior and Window Replacement	0	61	0	0	0	0	61
911 Backup Rationalization	1,000	0	0	0	0	0	1,000
20-OCR Software Implementation	140	0	0	0	0	0	140
Annual - Strategic Property Acquisitions	0	250	250	250	250	1,250	2,250
20-Misc Levy Properties	250	0	0	0	0	0	250
<b>Subtotal of Corporate Services</b>	<b>167,241</b>	<b>83,221</b>	<b>13,250</b>	<b>8,250</b>	<b>8,250</b>	<b>140,530</b>	<b>420,742</b>
Niagara Airports	0	6,250	500	350	2,650	14,750	24,500

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
International Plaza	0	175	3,000	0	0	0	3,175
<b>Subtotal of Planning and Development</b>	<b>0</b>	<b>6,425</b>	<b>3,500</b>	<b>350</b>	<b>2,650</b>	<b>14,750</b>	<b>27,675</b>
Annual - EMS - Ambulance and Equipment Replacement	0	2,320	2,814	1,958	3,129	10,920	21,142
EMS - Defibrillator Replacement	0	2,142	0	0	0	2,474	4,616
EMS - Stryker Stretcher and Load Systems	0	0	2,263	0	0	0	2,263
Annual - EMS - Laptop and Software	0	0	0	768	0	848	1,617
20-AnnualAmbulance&Equip Replace	3,368	5,222	5,231	2,886	3,771	23,404	43,882
20-EMS - Inventory Software	100	0	0	0	0	0	100
<b>Subtotal of Public Health Emergency Services</b>	<b>3,468</b>	<b>9,684</b>	<b>10,309</b>	<b>5,612</b>	<b>6,900</b>	<b>37,647</b>	<b>73,619</b>
Annual - Development Projects	0	1,000	1,000	1,000	1,000	5,000	9,000
Annual - Miscellaneous Road Properties	0	200	200	200	200	1,000	1,800
Rds Rehab - Roads Resurfacing	0	12,000	14,000	14,000	14,000	70,000	124,000
Rds Rehab - Roads Reconstruction	0	0	11,000	12,000	8,000	71,000	102,000
Structural Rehab - Structural Rehabilitation Program - Engineering & Construction	0	0	5,000	6,000	11,000	58,000	80,000
Capacity Improvement - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	0	500	2,000	0	2,750
Capacity Improvement - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	0	250	0	3,000	3,250
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	0	0	0	500	0	3,300	3,800
Rds Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	0	0	0	0	6,000	6,000
Rds Rehab - RR 81 Main St - Cabernet to Baker Rd & Nelles to Orchard	0	0	0	2,750	0	3,750	6,500
Structural Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	0	0	0	250	3,500	3,750
Structural Rehab - 15 Mile Creek Bridge (040220)	0	0	0	0	200	1,400	1,600
Structural Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	300	0	5,000	0	0	5,300
Structural Rehab - Beaver Creek Bridge (063215)	0	150	1,300	0	0	0	1,450

# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Structural Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	0	0	2,750	2,750
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	0	300	3,000	0	0	0	3,300
Structural Rehab - King St - Culvert Rehab / Replacement (Str. 081320)	0	0	0	0	0	2,750	2,750
Structural Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	0	0	0	300	3,900	4,200
Structural Rehab - Townline Rd Bridge at Miller Rd (084205)	0	0	0	0	0	1,100	1,100
Structural Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	0	0	0	1,900	1,900
Structural Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	0	0	0	100	1,000	1,100
Structural Rehab - Stanley Ave Bridge (102205)	0	0	0	0	300	2,700	3,000
Structural Rehab - Stevensville Bridge (116215)	0	200	1,500	0	0	0	1,700
Structural Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	0	100	0	1,000	0	1,100
Structural Rehab - Warner Bridge (014205)	0	0	0	250	2,000	0	2,250
Structural Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	0	0	0	150	1,000	1,150
Rds Equip Prgm - Equipment Upg	0	1,000	200	200	200	1,000	2,600
Rds Fac Prgm - Patrol Yard Imprv	0	1,000	1,000	1,000	1,000	5,000	9,000
20 Annual-Patrol Yard Imprv	1,000	0	0	0	0	0	1,000
20 Annual-Roads Equip Upgrade	1,000	0	0	0	0	0	1,000
Line Marking Improvements	100	0	0	0	0	0	100
Thorold Yard Upgrades	0	3,000	0	0	0	0	3,000
Rds Fac Prgm - Pelham Patrol Yard	0	2,500	10,000	10,000	0	0	22,500
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	1,800	0	0	0	0	0	1,800
Annual - Guide Rail Improvement Program	0	200	200	250	250	1,500	2,400
Annual - Railway Crossing Improvement Program	0	120	120	150	150	1,175	1,715
Annual - Storm Sewers & Culvert Program	0	1,200	1,300	1,400	1,500	9,000	14,400
20 Annual-Guide Rail Imprv	200	0	0	0	0	0	200

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20 Annual-Railway Crossing Imprv	120	0	0	0	0	0	120
20 Annual-Storm Sewers & Culverts	1,100	0	0	0	0	0	1,100
Annual - Illumination Installation & Upgrade Program	0	1,100	1,200	1,300	1,400	8,500	13,500
Annual - Traffic Signal Program	0	2,300	2,400	2,500	2,600	14,500	24,300
20 Annual-Illum Install and Upgrade	1,000	0	0	0	0	0	1,000
20 Annual-Traffic Signals	3,000	0	0	0	0	0	3,000
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	16,000	5,000	0	0	0	0	21,000
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	1,400	0	6,000	0	0	0	7,400
Annual - Engineering for Future Projects	0	500	500	500	500	2,500	4,500
Intersection Improvement - RR77 Fourth Ave @ First St Louth, SC	0	0	0	0	0	3,250	3,250
Structural Rehab - Engineering Studies for Future Bridge Projects	0	300	300	300	300	1,500	2,700
61-Stanley/Four Mile Creek-NOTL	0	0	300	1,600	0	0	1,900
Intersection Improvement-RR57 TSR@Dorchester	0	200	0	1,500	1,500	0	3,200
Intersection Improvement-RR57 TSR@Montrose	0	200	0	0	0	0	200
20 Annual-Structural Rehab-Eng & Constr	0	2,000	2,000	2,000	2,000	10,000	18,000
20-Capacity Improvement-RR54 Rice Rd-Merritt to Thorold	0	500	0	2,000	0	12,000	14,500
Rds Rehab-RR21 Bowen Rd-QEW to Thompson	0	0	0	0	0	3,500	3,500
Rds Rehab-RR116 Sodom Rd-Lyons Creek to Willick	0	0	300	0	0	2,000	2,300
Structural Rehab -077310-16 Mile Creek Arch Culvert	0	100	500	0	0	0	600
Structural Rehab -025210 Netherby Rd Bridge	0	0	100	750	0	0	850
Structural Rehab -048205-Niagara St Culvert	0	0	0	80	750	0	830
Capacity Improvement-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000	6,000	0	0	0	0	12,000
Structural Rehab - Schisler Road Bridge (027230)	1,700	0	0	0	0	0	1,700
Intersection Improvement-RR81 King St @ Main & Nineteenth-LN	500	1,500	0	0	0	0	2,000
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,000	2,800	0	0	0	0	3,800
Intersection Improvement-RR81 St Paul W@Vansickle	0	100	1,000	0	0	0	1,100

# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St	1,300	8,750	0	0	0	0	10,050
Intersection Improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	2,000	0	0	0	0	0	2,000
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	750	9,000	0	0	0	0	9,750
Intersection Improvement- RR46 Geneva St at Carlton-SC	1,000	0	0	0	0	0	1,000
Capacity Improvement - Glendale Ave Interchange at QEW	1,000	0	0	0	0	0	1,000
Capacity Improvement - RR55 Niagara Stone Rd-Con 6 to E/W Line	0	0	7,100	0	0	0	7,100
Recon Old Hwy 8 (Vinehaven Tr-23rd St, Lincoln	0	800	0	4,000	0	0	4,800
Rds Rehab - Pelham Rd. Reconstruction (Ph 3) - Wessell Dr. to 8th	0	6,000	0	0	0	0	6,000
Structural Rehab - Niagara St. Bridge - Bridge Replacement	0	6,000	0	0	0	0	6,000
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	300	3,000	0	0	0	3,300
Rds Rehab - RR 87 Main St - Locke St to Ann St	0	2,000	0	5,000	0	0	7,000
Capacity Improvement - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	0	1,700	3,200	0	5,200
Capacity Improvement - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	500	0	7,000	0	0	7,500
Structural Rehab - Hydro Canal Bridge North (Str. 020230 )	0	3,500	0	0	0	0	3,500
Structural Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	0	6,000	0	0	0	0	6,000
Rds Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	5,000	0	0	0	0	5,000
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	0	0	0	1,500	0	3,700	5,200
Structural Rehab - Seventh St Bridge (034205)	0	2,000	0	0	0	0	2,000
Rds Rehab - RR 81 York Rd. Rehabilitation - RR 55 to Airport	0	0	1,500	0	0	0	1,500
Structural Rehab - East Main St. Bridge (West of RR84) - Bridge Rehab	0	0	4,000	0	0	0	4,000
Capacity Improvement-New Escarpment Crossing	0	0	0	0	0	1,000	1,000
Capacity Improvement - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	0	0	0	0	0	12,000	12,000
20- Annual-Development Projects	1,000	0	0	0	0	0	1,000
20 Annual-Roads Resurfacing and Strengthening Program	8,345	0	0	0	0	0	8,345

# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20 Annual-Structural Rehab-Eng & Constr	1,000	0	0	0	0	0	1,000
20- Annual-Misc Road Properties	200	0	0	0	0	0	200
20- Annual-Roads Eng for Future	500	0	0	0	0	0	500
Intersection Improvement-RR67 Beaverdams at Decew	250	0	0	0	0	0	250
20 Annual-Struc-Eng Stdy Fut Brdg	300	0	0	0	0	0	300
20-Structural Rehab-RR81 Forty Mile Creek Bridge (081205)	100	0	0	0	0	5,000	5,100
Intersection Improvement - RR 49 McLeod Rd at Drummond Rd	200	1,500	0	0	0	0	1,700
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	500	0	6,000	0	0	0	6,500
20-Intersection Improvement-RR47 Lyon's Creek at Montrose	200	0	2,000	0	0	0	2,200
20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	1,000	1,000	0	7,000	0	0	9,000
Structural Rehab - Glendale Ave Bridge (089215)	200	2,200	0	0	0	0	2,400
Intersection Improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	200	0	3,000	0	0	0	3,200
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	300	0	2,500	0	0	0	2,800
20-Rds Rehab-Misc Road Construction	1,000	0	0	0	0	0	1,000
20-Structural Rehab-RR12 Mountain St Retaining Wall	500	0	0	0	0	0	500
Structural Rehab -054205-Prince Charles Dr Bridge	150	0	0	0	0	1,500	1,650
Structural Rehab -020215-Hwy 20 CPR Subway	500	0	0	0	0	0	500
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	300	0	1,500	0	0	0	1,800
Rds Rehab - RR40 South Service Rd Go Bus Sidewalk	350	0	0	0	0	0	350
20-Structural Rehab-RR24 Sixteen Creek Culvert (024310)	200	1,400	0	0	0	0	1,600
Structural Rehab -021210-Thompson Rd Bridge	100	0	0	0	0	0	100
Structural Rehab -021215-Thompson Rd Bridge	100	0	0	0	0	0	100
Structural Rehab - Lakeport Road (087210) and Frank Weir (087205)	100	250	2,500	0	0	0	2,850
20-Rds Rehab-Misc Road Construction	0	1,000	1,000	1,000	1,000	5,000	9,000
Structural Rehab -098305-Montrose Rd Culvert	0	100	325	0	0	0	425

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	0	0	4,200	0	0	0	4,200
Rds Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	0	8,000	8,000	0	0	16,000
20-Intersection Improvement - RR 47 Lundy's Lane at Dorchester	0	0	150	0	0	1,500	1,650
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	0	0	500	0	4,000	0	4,500
Rds Rehab - RR 69 Twenty Mile - RR 24 Victoria Ave to Mountain Rd	0	0	0	10,000	0	0	10,000
Structural Rehab -009305-York Rd Culvert	0	0	0	75	550	0	625
20-Rds Rehab-RR48 Niagara St-Scott to Linwell	0	0	0	0	0	6,250	6,250
Rds Rehab-RR102 Stanley Ave-Hwy 420 to Ferry	0	0	0	0	0	2,000	2,000
20-Capacity Improvement - Upgrades from Municipal TMP	0	0	0	0	0	3,500	3,500
20-Capacity Improvement-RR512 Livingston Ave Extension	0	1,000	0	0	0	6,500	7,500
Rds Rehab Lakeshore Rd from Townline to Creek	0	2,000	0	0	0	0	2,000
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	0	4,860	0	0	0	0	4,860
Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	0	1,000	4,525	0	0	0	5,525
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	500	3,500	0	0	0	4,000
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	500	6,000	0	0	0	6,500
Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd	0	5,500	0	0	0	0	5,500
Structural Rehab - 20 Mile Arch - (Str. 081210) - Replace	0	1,000	0	0	0	0	1,000
Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	0	3,200	0	0	0	0	3,200
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	5,000	0	0	0	0	5,000
Intersection Improvement - RR100 Four Mile Creek at York Rd, NOTL	0	1,800	0	0	0	0	1,800
20-Intersection Improvement-Thirty Rd at Young Street	500	0	0	0	0	0	500
Structural Rehab - St. Paul W CNR Bridge Replacement	0	14,000	0	0	0	0	14,000
Annual - Survey Equipment Replacement	0	30	30	30	30	150	270



# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Annual- Survey Equipment Repl	90	0	0	0	0	0	90
Rds Fac Prog-Traf Cntrl Centre	0	5,500	0	0	0	0	5,500
20- Vision Zero	250	0	0	0	0	0	250
Annual - Fleet Vehicle & Equipment Replacement Program	0	5,752	2,737	2,579	2,059	11,329	24,456
20 Annual-Fleet & Vehicle Replace	1,520	0	0	0	0	0	1,520
20-Facilities Maint Vehicles	35	0	0	0	0	0	35
NRT - Capital Acquisition	3,514	6,000	5,000	3,000	0	2,000	19,514
<b>Subtotal of Transportation</b>	<b>65,474</b>	<b>161,262</b>	<b>133,587</b>	<b>118,864</b>	<b>63,489</b>	<b>379,904</b>	<b>922,580</b>
<b>Subtotal of Levy Departments</b>	<b>238,080</b>	<b>262,920</b>	<b>162,339</b>	<b>135,411</b>	<b>83,602</b>	<b>583,136</b>	<b>1,465,488</b>
NRH - Annual Unit Capital Program	0	6,501	4,502	4,741	4,776	15,843	36,362
NRH - Annual Emergency Capital Program	0	200	200	200	200	1,000	1,800
NRH - Annual Grounds Capital Program	0	1,622	1,561	859	1,434	3,942	9,418
NRH - Annual Building Capital Program	0	7,251	5,445	5,162	3,145	20,869	41,872
NRH - Multi-Residential Intensification - Niagara Falls	20,090	0	0	0	0	0	20,090
NRH - 2020 Annual Grounds Capital Program	1,010	0	0	0	0	0	1,010
NRH - 2020 Annual Unit Capital Program	3,471	0	0	0	0	0	3,471
NRH - 2020 Annual Building Capital Program	3,394	0	0	0	0	0	3,394
NRH - 2020 Annual Emergency Capital Program	200	0	0	0	0	0	200
NRH - Welland Intensification	0	0	740	8,506	0	0	9,246
<b>Subtotal of Niagara Regional Housing</b>	<b>28,165</b>	<b>15,573</b>	<b>12,448</b>	<b>19,468</b>	<b>9,555</b>	<b>41,654</b>	<b>126,863</b>
NRPS - Capital Asset Acquisitions - Annual Forecast (2021 - 2029)	0	250	250	250	250	1,250	2,250
NRPS - CEW Replacement - Annual Forecast (2021 - 2029)	0	175	175	165	0	300	815
NRPS - Body Worn Video/Camera Implementation	0	0	3,000	0	0	0	3,000
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	0	25,000	0	35,000	60,000
Forms Process Automation and Email Management	0	300	0	0	0	0	300
Mobile Communications Unit	0	400	0	0	0	0	400
NRPS - Hydraulic Gun Chopper	0	15	0	0	0	0	15
NRPS - Remote Controlled Explosive Unit	0	0	500	0	0	0	500
NRPS - Voice Radio System	0	1,000	1,000	0	0	0	2,000

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
NRPS - LIDAR Units - Annual Forecast (2021 - 2029)	0	14	14	14	14	70	126
NRPS – Communications Back Up Centre	0	6,000	0	0	0	0	6,000
NRPS – Ballistic Shield Replacement	0	0	50	0	0	0	50
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021 - 2029)	0	1,600	1,600	1,600	1,700	8,800	15,300
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	1,500	0	0	0	0	0	1,500
20- NRPS Vehicle Deployment System	157	0	0	0	0	0	157
20- NRPS Intelligence Software	50	0	0	0	0	0	50
NRPS - Command Post	450	0	0	0	0	0	450
NRPS - LIDAR Units - Annual Forecast (2020)	14	0	0	0	0	0	14
20- NRPS Tactical Training Site Upgrade	50	0	0	0	0	0	50
20- NRPS Tactical Search Camera	26	0	0	0	0	0	26
20- NRPS Diver Surface Supply Consoles	38	0	0	0	0	0	38
NRPS - CEW Replacement - Annual Forecast (2020)	200	0	0	0	0	0	200
20- NRPS Judgement Simulator	82	0	0	0	0	0	82
20- NRPS Application Tourniquets	38	0	0	0	0	0	38
NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)	700	0	0	0	0	0	700
NRPS – NG 911 Equipment Replacement (2020)	700	0	0	0	0	0	700
NRPS - IT & Network Equipment Replacement - Annual Forecast (2021 - 2029)	0	800	800	950	1,000	5,400	8,950
20- NRPS Equipment Asset Tracker	150	0	0	0	0	0	150
<b>Subtotal of NRPS</b>	<b>4,155</b>	<b>10,554</b>	<b>7,389</b>	<b>27,979</b>	<b>2,964</b>	<b>50,820</b>	<b>103,861</b>
<b>Subtotal of Agency Board and Commissions</b>	<b>32,319</b>	<b>26,127</b>	<b>19,837</b>	<b>47,447</b>	<b>12,519</b>	<b>92,474</b>	<b>230,724</b>
Annual - Miscellaneous Enhancements and Replacements	0	165	226	165	226	946	1,727
Annual - Property Acquisition	0	110	110	110	110	550	990
RW Planning - Long-Term Disposal Technology	0	0	0	0	0	1,600	1,600
20-Annual-Miscellaneous Enhance/Replace-Other	226	0	0	0	0	0	226

# Appendix 13

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Property Acquisition	110	0	0	0	0	0	110
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	0	0	462	462
Humberstone - Leachate Collection System Manholes	0	0	1,650	1,650	0	0	3,300
Humberstone - Paving Upgrades	0	0	425	0	0	330	755
Humberstone - Site Improvements and Enhancements	0	0	100	0	100	200	400
Humberstone - New Scales	0	0	0	0	0	390	390
Humberstone - Pump Station Upgrades	0	0	0	0	0	1,394	1,394
Humberstone - LGCCS (Future Phases)	0	1,320	0	0	0	1,200	2,520
Humberstone - Infrastructure Upgrades	4,400	0	0	0	0	0	4,400
20-Humberstone Drop-Off Depot Upgrades	385	0	0	0	0	0	385
NR-12 - New Cell #5	0	0	0	0	0	4,180	4,180
NR-12 - Transfer Station	0	0	0	0	0	133	133
20-Elm Street - Asphalt Road	220	0	0	0	0	0	220
Glenridge - Stormwater Diversion	0	385	0	0	0	0	385
Glenridge LCS Header Replacement	0	1,100	0	0	0	0	1,100
Brock Lands Road Expansion	0	0	2,000	0	0	0	2,000
Glenridge - Landfill Gas System	0	300	0	0	0	0	300
Mountain Road - End Use Works	0	0	1,000	0	0	0	1,000
Mountain Road - Leachate Collection System	0	1,100	0	0	0	0	1,100
Mountain Road - Constructed Wetland	0	0	750	0	0	0	750
Annual - Recycle - Build & Equip	0	110	110	110	110	550	990
Annual - Recycle - Loader Replacement	0	295	304	0	324	1,057	1,980
Annual - Recycle - Facility Improvements	0	1,825	1,557	900	1,195	1,951	7,428
20-Recycling Facility Improvements	835	0	0	0	0	0	835
20-Recycling - Fibre Line Enhancements	2,200	0	0	0	0	0	2,200
20-Recycling Building & Equipment	110	0	0	0	0	0	110
<b>Subtotal of Waste Management</b>	<b>8,485</b>	<b>6,710</b>	<b>8,232</b>	<b>2,935</b>	<b>2,065</b>	<b>14,943</b>	<b>43,369</b>
WW Facilities Security Improvement Program	0	200	200	200	200	1,300	2,100

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Pipe and Manhole Rehabilitation Program	0	0	250	0	350	700	1,300
Flow Meters in Trunk Sewers	0	0	0	225	0	450	675
Boiler Replacement/ Refurbishment WW Program	0	500	500	500	500	2,500	4,500
Misc Prgm - Master Meter Replacement	0	500	0	500	0	1,500	2,500
Misc Prgm - Grit Upgrade	0	0	0	250	0	3,500	3,750
Digester & Sludge Management Program	0	1,250	800	1,250	800	18,400	22,500
IT Hardware and Software (Wastewater) Replacement	0	115	115	140	140	700	1,210
WWTP Upgrade - Plant Sustainability Program	0	0	0	0	0	22,000	22,000
Roof Replacement Program	0	100	250	0	100	600	1,050
Chemical System Upgrade Program	0	250	250	250	250	1,550	2,550
Odor Control System Program	0	100	100	300	100	1,100	1,700
MCC Upgrade Wastewater Program	0	200	0	1,500	200	3,200	5,100
Heat Exchanger Replacement Program	0	150	150	150	150	750	1,350
Annual Generator Repl. Prog.	0	250	250	350	350	1,750	2,950
Annual Outstation Kiosk Prog.	0	250	250	250	250	1,250	2,250
Fuel Tank Replacement Program	250	0	0	0	0	0	250
20-Pipe and Manhole Rehabilitation Program	250	0	0	0	0	0	250
20-Flow Meters in Trunk Sewer	225	0	0	0	0	0	225
20-WWTP Digester / Sludge Management Program	1,250	0	0	0	0	0	1,250
20-Chemical System Upgrade Program - Wastewater	400	0	0	0	0	0	400
20-Facilities Security Improvement Program Wastewater	600	0	0	0	0	0	600
20-Portable Sewage Bypass Pumps	240	0	0	0	0	0	240
20-Laboratory and Sampling Equipment Upgrade Program	150	0	0	0	0	0	150
20-Wastewater Five Trucks and Five Vans	530	0	0	0	0	0	530
20-Heat Exchanger Replacement Program	150	0	0	0	0	0	150
20-Corporate WIFI Expansion at Wastewater Facilities	240	0	0	0	0	0	240
20-WW Generator Replacement Program	300	0	0	0	0	0	300
Lab Equipment Upgrade Program	0	0	150	0	150	300	600
Pump Station Flow Metering	0	300	150	0	300	600	1,350

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Royal Manor Pump Station Upgrades	0	0	0	0	0	1,450	1,450
Biosolids Management - Replacement Rotating Assembly and Components for Centrifuge	0	0	0	0	1,560	1,560	3,120
South Side High Lift Conveyance	0	0	3,000	0	32,300	0	35,300
Black Horse SPS to South Niagara Falls WWTP, and Peel St SPS to Black Horse SPS New Forcemain	0	0	0	0	2,200	12,500	14,700
Black Horse SPS Upgrade	0	0	500	0	700	3,900	5,100
Central SPS/HRT Upgrades	0	0	0	0	0	1,250	1,250
Drummond Road SPS Upgrades	0	0	250	0	1,000	0	1,250
Neighbourhood of St. David's SPS Upgrade	0	0	250	0	1,000	0	1,250
Rolling Acres SPS Upgrades	0	250	0	1,500	0	0	1,750
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	0	0	2,650	2,650
Mewburn Pumping Station Upgrade	250	0	1,000	0	150	0	1,400
Stamford Sewer Trunk Rehabilitation - Phase II	7,600	0	0	0	0	0	7,600
Bender Hill Pump Station Upgrade	0	6,000	0	0	0	0	6,000
19-Decommission Old Central PS	600	0	0	0	0	0	600
20-Niagara Falls WWTP PLC Upgrade for Primaries	160	0	0	0	0	0	160
20- Niagara Falls WWTP Maintenance Building Replacement	400	0	3,000	0	0	0	3,400
Niagara Falls WWTP Secondary Treatment Upgrade	0	32,000	0	26,000	0	0	58,000
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	0	0	8,300	0	0	0	8,300
Queenston WWTP Decommissioning	0	0	0	0	300	1,700	2,000
20-New Queenston/ St.David's Wastewater Servicing	800	0	2,000	0	20,000	0	22,800
20-Queenston WWTP Sustainability Upgrades	600	0	0	0	0	0	600
Stevensville SPS Upgrade	0	0	0	0	250	1,000	1,250
Alliston Ave SPS Pump Replacement	0	0	0	0	0	1,200	1,200
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	600	0	0	0	0	0	600
Catherine Street Pumping Station Upgrades	200	0	400	0	2,500	0	3,100
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	0	15,000	0	0	0	0	15,000
20-Lakeshore Road Pumping Station Upgrade	400	0	2,300	0	0	0	2,700

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Anger Ave WWTP Grit Upgrade	250	0	800	0	0	0	1,050
Towpath SPS Pump Replacement	0	0	0	200	0	800	1,000
Sewer & Forcemain - Foss Road Forcemain Upsizing	0	0	0	0	0	4,650	4,650
20-Lyons Creek CSO Decommissioning	0	300	0	800	0	0	1,100
Foss Rd SPS Upgrade	0	0	0	0	0	2,050	2,050
Hurricane Rd SPS Pump Replacement	0	0	0	200	0	1,100	1,300
Port Robinson Lagoon Decommissioning	250	0	3,000	0	0	0	3,250
19-Dain City Pump Station Forcemain Replacement	5,500	0	0	0	0	0	5,500
George Street SPS Upgrade	0	2,000	0	0	0	0	2,000
19-Dain City Pump Station Upgrade	0	2,200	0	0	0	0	2,200
19-Welland WWTP Upgrade - Phase 2	0	0	0	21,000	0	0	21,000
20- Quaker Rd Trunk Sewer	300	0	1,500	0	0	0	1,800
20-Welland OAW Diversion Building Decommissioning	300	0	400	0	0	0	700
20-Gordon Street Trunk Sewer Rehabilitation	300	0	700	0	0	0	1,000
Crystal Beach Laneway Upgrades	0	0	0	300	0	2,000	2,300
Nigh Rd SPS Pump Station Upgrade	0	0	0	0	0	1,200	1,200
Shirley Road Pump Station Upgrade	1,900	0	0	0	0	0	1,900
20-Crystal Beach Wastewater Treatment Plant Upgrade	300	0	600	0	15,000	0	15,900
Nickel St. SPS Upgrades	0	250	0	1,000	0	0	1,250
Main St SPS Upgrades	0	0	0	0	0	1,700	1,700
Seaway WWTP Upgrade	0	0	0	0	0	26,500	26,500
19-Seaway WWTP Influent Channel Upgrade	300	0	2,000	0	0	0	2,300
WWTP Capacity - Seaway (Biosolids and Digestion)	0	5,500	0	0	0	0	5,500
City Hall SPS and Forcemain Upgrade	0	2,800	0	0	0	0	2,800
19-Seaway WWTP Electrical Upgrade	0	2,500	0	0	0	0	2,500
East Side Pump Station Forcemain Replacement	0	0	0	10,000	0	0	10,000
East Side Pumping Station Upgrades	4,100	0	0	0	0	0	4,100
20-Oxford Pump Station Upgrades	250	0	1,000	0	0	0	1,250
20-Seaway WWTP Generator Replacement	250	0	2,000	0	0	0	2,250

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Seaway WWTP Ferric System Upgrade	200	0	800	0	0	0	1,000
Spring Gardens SPS	0	200	0	1,000	0	0	1,200
Port Weller WWTP Laneway Upgrades	0	0	300	0	2,000	0	2,300
19-Replace Carleton Pump Station Forcemain	0	750	0	0	0	0	750
Port Weller WWTP Bar Screen Replacement	2,000	0	0	0	0	0	2,000
Port Weller WWTP Chemical System Upgrade	1,700	0	0	0	0	0	1,700
Port Weller WWTP Upgrades	0	0	25,000	0	0	0	25,000
19- Line 2 Pump Station Upgrade	0	600	0	0	0	0	600
20-Four Mile Creek Sewer Rehabilitation	400	0	5,000	0	0	0	5,400
Centre St. SPS Upgrades	0	0	250	0	1,000	0	1,250
Argyle SPS Upgrades	0	0	200	0	800	0	1,000
Port Dalhousie WWTP Upgrade	10,000	0	16,000	0	0	0	26,000
Cole Farm SPS Upgrade	0	2,500	0	0	0	0	2,500
19-Renown Pump Station Upgrade	0	2,500	0	0	0	0	2,500
Beaverdams SPS Upgrade and Forcemain Replacement	0	0	3,500	0	0	0	3,500
Wellandvale Pumping Station Upgrades	1,300	0	0	0	0	0	1,300
Port Dalhousie WWTP Chemical System Upgrades	500	0	0	0	0	0	500
Smithville Forcemain Twinning	0	0	0	0	2,800	16,000	18,800
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	0	0	8,900	8,900
Smithville SPS Upgrade	0	0	0	0	1,000	7,000	8,000
Baker Road WWTP Capacity Expansion	0	0	850	0	5,400	35,500	41,750
Smithville Lagoon Decommissioning	0	3,500	0	0	0	0	3,500
Campden SPS Pump Replacement	0	1,100	0	0	0	0	1,100
Laurie Ave Pumping Station and Forcemain Upgrade	4,000	0	0	0	0	0	4,000
Bridgeport Pumping Station Upgrade and Forcemain Replacement	3,000	0	0	0	0	0	3,000
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	3,000	0	0	0	0	0	3,000
19-Lake Street PS Upgrade	0	3,800	0	0	0	0	3,800
19-Decommissioning of Biggar Lagoons	0	250	0	2,000	0	0	2,250

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Bal Harbor Pumping Station Electrical Upgrade	200	0	700	0	0	0	900
20-Biggar Lagoon Pumping Station Upgrade	600	0	3,500	0	0	0	4,100
20-Lakewood Garden Pumping Station Upgrades	200	0	1,000	0	0	0	1,200
20-Victoria Avenue Pumping Station Upgrades	700	0	0	3,500	0	0	4,200
South Niagara Falls Wastewater Treatment Plant	0	0	0	16,500	0	109,000	125,500
Garner Road Access & Lagoon Improvements	2,200	0	0	0	0	0	2,200
19-Garner Rd W&WW Storage Facility Upgrade	0	2,000	0	0	0	0	2,000
<b>Subtotal of Wastewater Operations</b>	<b>60,195</b>	<b>90,165</b>	<b>93,515</b>	<b>89,865</b>	<b>93,800</b>	<b>305,760</b>	<b>733,300</b>
Water - Master Meter Replacement Program	0	250	0	115	0	365	730
Water - Security Improvement Program	0	100	100	100	150	750	1,200
Water - Chemical System Upgrade Program	0	0	250	0	300	600	1,150
Water - Elevated Tank Painting Program	0	0	0	0	3,000	10,000	13,000
Water - Reservoir & Storage Program	0	500	500	500	500	1,250	3,250
Water - Valve Replacement Program	0	0	100	0	400	600	1,100
Watermain Evaluation and Replacement Program	0	0	0	0	2,500	11,000	13,500
GAC Replacement Program at WTP	0	2,500	2,500	2,500	2,500	14,000	24,000
Water Treatment Plant Sustainability Program	0	0	0	0	0	35,000	35,000
Roof Replacement Program at Water Facilities	0	250	150	0	250	550	1,200
Water - Hardware & Software Upgrade Program	0	115	115	140	140	700	1,210
Annual Generator Repl. Prog.	0	125	150	150	200	1,000	1,625
Corporate WIFI Expansion at Water Facilities	0	200	0	0	0	0	200
2018 WTP Upgrade - GAC Replacement	2,000	0	0	0	0	0	2,000
18 -Generator Fuel Tank Replacement	100	0	0	0	0	0	100
20-Water Generator Replacement Program	600	0	0	0	0	0	600
20-Water Security Improvement Program	500	0	0	0	0	0	500
20-Water Hardware and Software Upgrade Program	350	0	0	0	0	0	350
20-Water Three New Vans	150	0	0	0	0	0	150
20-Water Valve Replacement Program	400	0	0	0	0	0	400
20-Water Chemical System Upgrade Program	250	0	0	0	0	0	250



# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
20-Water Reservoir and Storage Program	700	0	0	0	0	0	700
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	0	0	0	0	2,300	2,300
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	4,000	0	0	0	0	0	4,000
19-Lundy's Lane Watermain Repl	0	0	9,350	0	0	0	9,350
20-Niagara Falls WTP Filter Controls Upgrade	270	0	0	0	0	0	270
Rosehill WTP New Intake	800	0	11,000	0	0	0	11,800
Decommissioning of the Stevensville Reservoir and Pump Station	0	0	380	0	2,480	0	2,860
Decommissioning of Central Ave (Fort Erie South) ET	0	0	200	0	750	0	950
New Trunk Main in Central Fort Erie	0	1,480	0	0	8,060	0	9,540
New Fort Erie Elevated Tank and Trunk Watermain	1,200	0	15,000	0	0	0	16,200
Welland WTP Decommissioning of Old Plant	0	0	0	400	0	1,000	1,400
Watermain Interconnection Welland - Woodlawn Rd (Niagara St and Brown Rd)	0	0	500	0	0	3,000	3,500
Decommissioning of Pelham ET	0	0	250	0	900	0	1,150
New Pelham Elevated Tank	1,200	0	7,900	0	0	0	9,100
WTP Upgrade - Welland Upgrade - Phase 2	0	50,000	0	0	0	0	50,000
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	1,400	0	9,300	0	0	0	10,700
20-Watermain Replacement Aqueduct St/ Merritt St	300	0	0	600	0	0	900
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	0	0	2,855	2,855
New Barrick Road Watermain	0	0	0	9,800	0	0	9,800
Port Colborne Water Treatment Plant Upgrade	5,000	0	0	0	0	0	5,000
Decew WTP New Intake Channel	1,000	0	0	22,300	0	0	23,300
Virgil Elevated Tank – Corrosion Protection	3,000	0	0	0	0	0	3,000
Watermain Replacement Martindale Rd - JR Stork Bridge	0	1,500	0	0	0	0	1,500
WTP Upgrade - DeCew Falls Plant 1 Mixing Chamber Baffles	0	0	400	0	0	2,000	2,400
WTP Upgrade - DeCew Falls Roadway Improvements	0	0	0	750	0	0	750
Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	0	0	200	0	800	0	1,000
19-St.Davids Rd Watermain Replacement	1,000	0	0	0	0	0	1,000
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	0	1,000	0	0	0	0	1,000

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Downing Avenue Transmission Main Replacement	0	1,500	0	0	0	0	1,500
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	0	1,750	0	0	0	0	1,750
19-DeCew WTP Valve House Rehab	0	420	0	0	0	0	420
19-DeCew High Lift Pump Sizing	0	250	0	0	0	0	250
Watermain - Port Robinson System Interconnect	0	2,160	0	0	0	0	2,160
DeCew Falls Low Lift Booster Station Upgrade	0	2,410	0	0	0	0	2,410
WTP Upgrade Prgm - DeCew WTP Waste Optimization	0	0	0	5,000	0	0	5,000
19-DeCew UV Upgrade	0	0	0	0	5,000	0	5,000
20-Watermain Replacement Vineland - Nineteenth St and Glen Rd	2,500	0	0	0	0	0	2,500
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	250	0	1,500	0	0	0	1,750
20-St.Davids Chlorination Facility Upgrade	250	0	0	400	0	0	650
20-Watermain Interconnection from Decew WTP to Townline Rd E	1,000	1,500	0	8,000	0	0	10,500
20-Decommissioning Carlton St. Reservoir	300	0	0	2,000	0	0	2,300
20-DeCew WTP Plant 2 Upgrades	2,000	0	0	25,000	0	0	27,000
20-Vineland and Jordan Reservoir Decommissioning	600	0	0	1,200	0	0	1,800
20-Warner Rd Pumping Station Decommissioning	125	0	200	0	0	0	325
Grimsby WTP Process to Waste System	0	0	0	0	0	11,500	11,500
WTP Upgrade - Grimsby Filter Systems Upgrade	0	0	0	0	0	41,000	41,000
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	0	700	700
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	0	800	0	5,000	35,700	41,500
New Transmission Main in Smithville	0	0	1,900	0	12,500	0	14,400
Grimsby WTP Expansion	0	0	1,500	0	4,000	46,000	51,500
Grimsby WTP Upgrade - Laneway and Valve Replacements	700	0	0	0	0	0	700
Grimsby Watermain Replacement Elizabeth St to Park Rd	4,000	0	0	0	0	0	4,000
20-Watermain Replacement Ontario St in the Town of Lincoln	500	0	6,000	0	0	0	6,500
<b>Subtotal of Water Operations</b>	<b>36,445</b>	<b>68,010</b>	<b>70,245</b>	<b>78,955</b>	<b>49,430</b>	<b>221,870</b>	<b>524,955</b>
<b>Subtotal of Rate Departments</b>	<b>105,125</b>	<b>164,885</b>	<b>171,992</b>	<b>171,755</b>	<b>145,295</b>	<b>542,573</b>	<b>1,301,624</b>

# Appendix I3

Project Name	2020	2021	2022	2023	2024	2025-2029	Total
Grand Total	375,525	453,932	354,167	354,613	241,416	1,218,182	2,997,836



