



Niagara  Region

2019

BUDGET SUMMARY

CAPITAL BUDGET:

\$274 MILLION

To position Niagara on the best possible course for future success, Regional Council approved a \$274 million capital program for 2019 that includes the highest percentage of growth related projects in Niagara Region's history.



OPERATING BUDGET:

\$365.7 MILLION

The operating budget for 2019 has been approved with a tax levy of \$365.7 million and will provide funding for the daily business of the Niagara Region, its boards and agencies. It will also pay for investments that support economic prosperity, quality of life and help protect our natural environment.



FOR THE AVERAGE PROPERTY ASSESSED AT \$267,711, THE REGIONAL PORTION OF THE TAX BILL WILL INCREASE BY \$55.

SEPARATE LEVY FOR NRT:

\$7.9 MILLION

The 2019 operating budget includes a separate 1.4 per cent levy for Niagara Regional Transit enhancements. This allows Niagara Region to grow its transit service and make capital investments of \$14 million.



RATE PLANS:

\$152.2 MILLION

Niagara Region Council also approved a combined operating rate budget increase of 5.1 per cent for water and wastewater services, allowing the 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 will see an increase of 2.1 per cent.



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REPORT FROM THE TREASURER

2019 Budget

It is with great pleasure that I present to you the 2019 Budget for the Regional Municipality of Niagara of \$1,248,177,885. 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 and studies undertaken. Following years of budgeting below core consumer price index target, staff and Council had hard decisions to make to increase taxes in excess of budget guidance of 2 per cent. With the additional budget we are able to provide enhanced services across the Region, including the single largest capital ask this corporation has ever seen of \$274 million and enhancements to Niagara Regional Transit that continue our course towards region-wide integration and partnership.

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
Tax Levy Budget Approved February 28, 2019	798,208,665	(432,483,028)	365,725,637
Water Budget Approved February 14, 2019	44,652,514	(413,615)	44,238,899
Wastewater Budget Approved February 14, 2019	76,105,449	(3,425,691)	72,679,758
Waste Management Budget Approved February 14, 2019	54,927,292	(19,598,979)	35,328,313
Total Operating Budget	973,893,919	(455,921,312)	517,972,607
Capital Budget Approved February 28, 2019	274,283,966	(79,512,096)	194,771,870
Total Budget	1,248,177,885	(535,433,408)	712,744,477

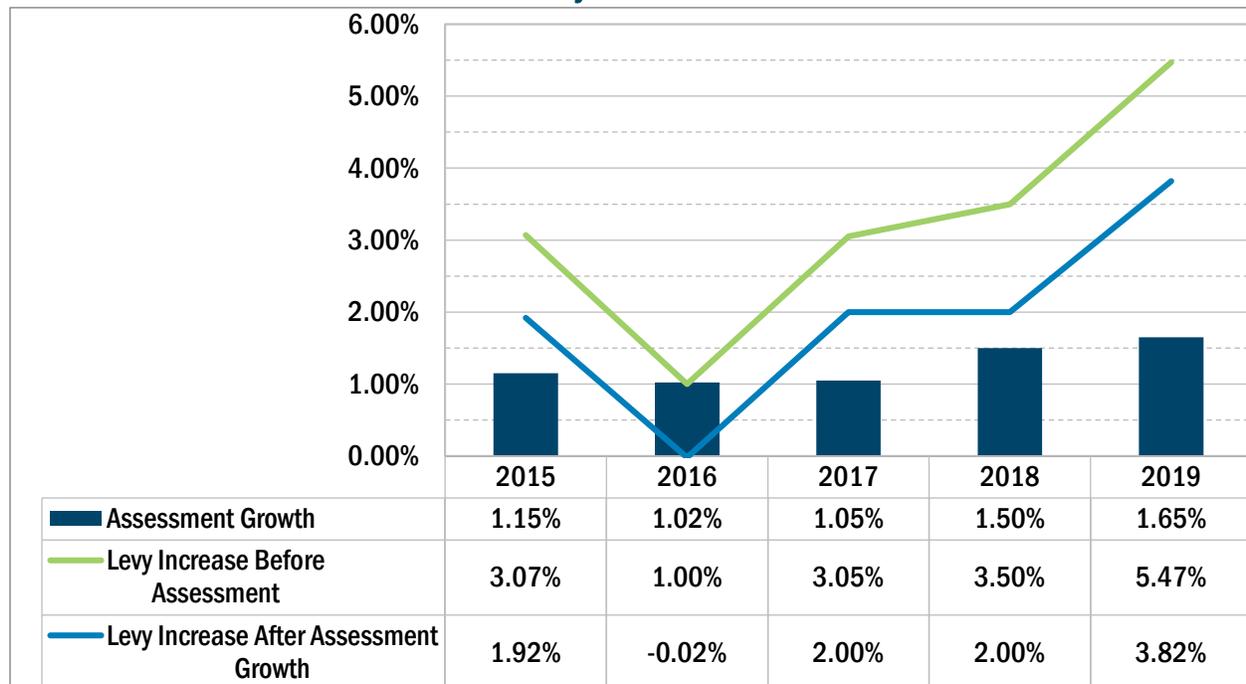
Niagara Region Council approved by-laws authorizing a combined net operating budget increase for 2019 of 5.1 per cent for water and wastewater services and 2.1 per cent for waste management on February 14th 2019, and the largest Niagara Region capital budget of \$274 million and a levy budget that will result in an overall property tax increase for 2019 of 3.8 per cent on February 28th 2019.

Levy

This year's budget puts an emphasis on sustainability, and sets a course for a number of new initiatives the Region looks to undertake through this new term of Council. A strong stance was taken on asset management and the importance it holds within the organization, with seven positions added to properly manage the \$7.4 billion in replacement value assets held by the Region. Council made tough decisions by allocating \$3.5 million of sustainable growth funding towards development charge grants, reducing reserve funded Waterfront Improvement Program grants that couldn't be accommodated otherwise, and by approving a 1.4 per cent increase to support the growth of the Niagara Regional Transit program. With future initiatives on the horizon including new accommodations for our long-term care homes, coupled with new Council Priorities driven by Shape Niagara, there will be more tough decisions to be made in the following years, but we will meet those with the same level of professionalism and resolve to meet the expectations of all citizens of Niagara.

For the average property assessed at \$267,711, the Regional portion of the tax bill will increase by \$56 in 2019, totaling \$1,517 a year.

Historical Assessment Growth and Tax Levy Increases

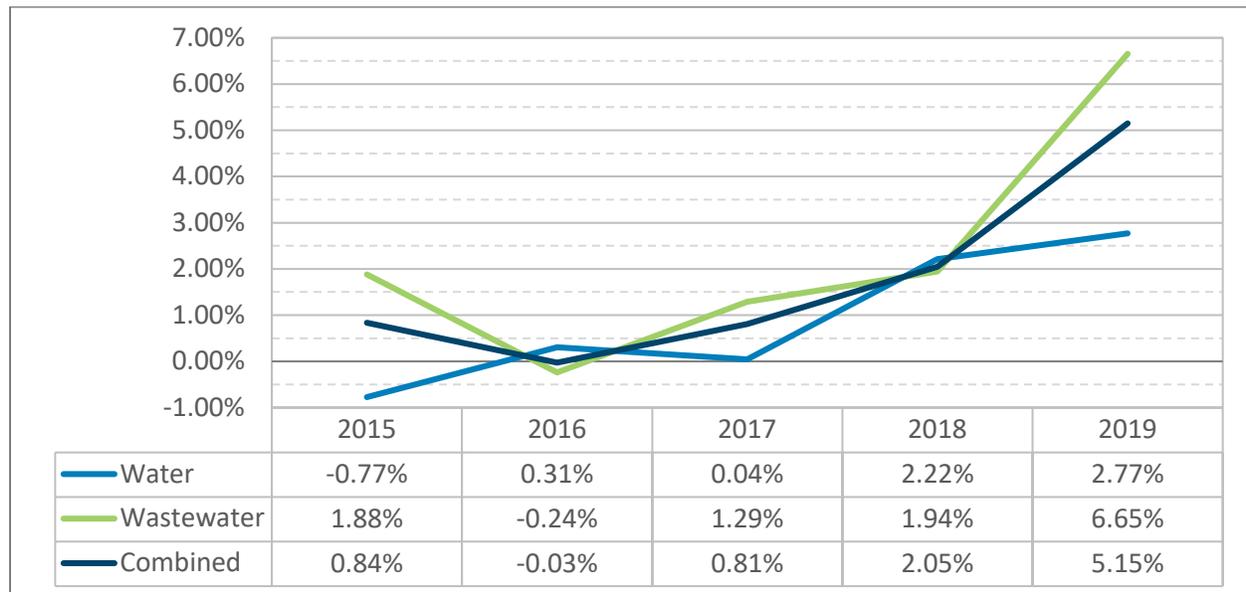


Water and Wastewater

With the majority of infrastructure built in the 1970's, we have been seeing increased strain on our water and sewer systems. With increasing frequency of emergency repairs and main breaks occurring annually, we are seeing firsthand the need to invest in our infrastructure. Further aligned with the 2017 Asset Management Plan, Water/Wastewater Master Servicing Plan, Development Charge Study, and Safe Drinking Water Act financial plan requirements, we are making conscious decisions to try to break down the “wall” of deferred projects, starting with this year's 5.15 per cent increase. As the asset management plan identifies, the Niagara Region should be investing \$106 million annually on average to bring our infrastructure back to proper condition within 50 years, and we are making steps with a renewal budget of \$92.4 million. By moving forward with plans that recommend responsibility and accountability we will move past our replacement backlog and ensure essential water and sewer services remain safe for our residents and environment.

The approved water and wastewater rates are effective January 1st 2019 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.

Historical Water and Wastewater Increases

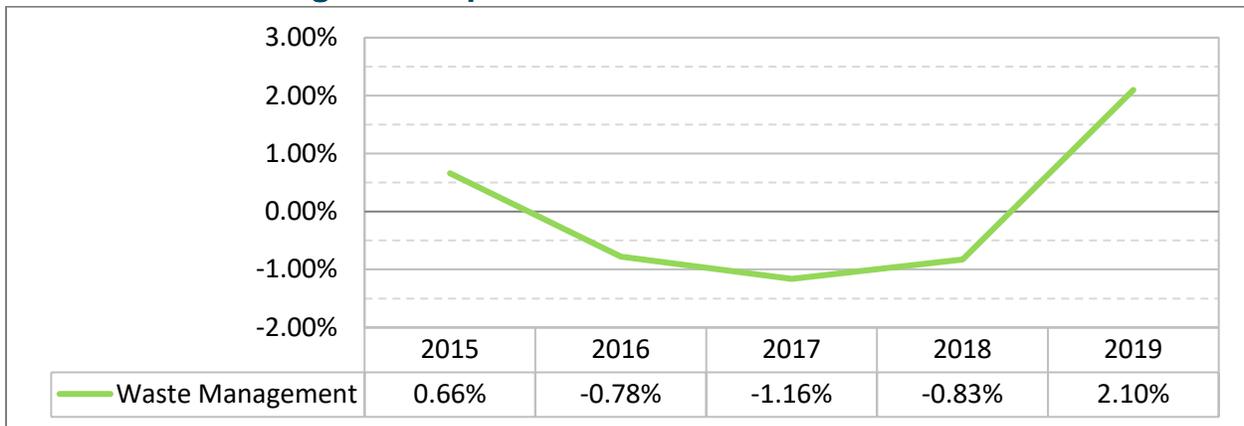


Waste Management

Factors impacting Niagara Region’s waste collection, disposal, and diversion are mostly external, and beyond the control of staff, but prudent strategy and management have allowed the Region to maximize services while remaining fiscally responsible. Through strong sales of recycled materials, and continued negotiations with our various contractors, we have been able to provide equal services for a growing region and grow our reserves for eventual capital replacements as our infrastructure ages, all while reducing the requisition by 2 per cent over the prior four years. As we look forward to 2019, however, we face uncertainties in foreign markets limiting our recycled materials sales revenues and have seen growth impact our collection costs. It is only with proper strategy and decision-making that we can continue the success that the Waste Management program has seen so far.

Costs for these services are charged to municipalities based 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.

Historical Waste Management Requisition Increases



Capital Budget

The 2019 Capital Budget was built with the commitment to achieve financial sustainability guided by a long-range vision as identified by the various studies and plans above. To position Niagara on the best possible course for future success it has the highest percentage of 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:

- Additional buses to support expanded service hours for Niagara Regional Transit and full inter-municipal integration by 2021
- Widening of Casablanca boulevard to address traffic operations, access and capacity issues for the planned new GO Transit Station in Grimsby in 2021
- First phase of the South Niagara Wastewater Treatment plant which will accommodate new development in south Niagara Falls

2019 Budget Highlights

The operating budget for 2019 has been approved with a tax levy of \$365.7 million and will provide funding for the daily business of the Niagara Region, its boards and agencies. It will also pay for investments that support economic prosperity, quality of life and help protect our natural environment. That means Niagara Region can grow its transit service. The 2019 budget includes a separate 1.4 per cent levy for Niagara Regional Transit enhancements. Other strategic initiatives included in the operating budget are:

- Asset Management governance
- Funding for development charge grants
- Emergency management psychological resources
- Enhanced funding for infrastructure renewal

Niagara Region Council also approved a combined operating rate budget increase of 5.1 per cent for water and wastewater services. The budget for waste management services which includes, curbside collection, recycling and landfill sites will see an increase of 2.1 per cent.

To position Niagara on the best possible course for future success, Regional Council approved a \$274 million capital program for 2019 that includes a number of significant projects aimed at facilitating growth and attracting employment, as well as upgrades to critical infrastructure through the Region's Asset Management Plan. Some of the 2019 budget investments include:

- \$13.9 million Niagara Regional Transit enhancements including 13 new buses
- \$16.1 million Martindale Road Reconstruction
- \$6.0 million Thorold Stone Road Extension
- \$10 million Casablanca Boulevard Widening
- \$11.5 million Grimsby Water Treatment Plant System Storage
- \$21 million Decew Water Treatment Plant Upgrade
- \$5.8 million Dain City Pumping Station
- \$10.8 million Niagara Regional Housing Building and Unit Capital Investments
- \$12 million Niagara-on-the-Lake Lagoon Decommissioning
- \$8.8 million Roads repair

Quotes

"Staff has worked hard to deliver a Waste Management and Water and Wastewater budget that maintains current service levels while supporting tax affordability for our residents. This investment ensures Niagara Region residents continue to have access to clean drinking water and that the critical infrastructure we depend on is strengthened for present and future generations. "

~ Jim Bradley, Regional Chair on 2019 Water, Wastewater and Waste Management Budgets

"Niagara Region is investing in the future. This budget reflects Regional Council's commitment to enhancing services that matter to our citizens, such as transit, while also ensuring that critical infrastructure such as roads, bridges and our water and waste water facilities are kept in a state of good repair. This budget focuses on continuing to deliver high-quality service and securing a stronger future for our residents. "

~ Jim Bradley, Regional Chair

"Throughout this entire process, Council and staff worked collaboratively to ensure the 2019 budget meets the expectations of our residents for high quality services and programs while also taking into account that the Region must invest for long-term impact. This budget starts to address some of the financial challenges the Region will face in years to come. "

~ Gary Zalepa, Regional Councillor and Budget Chair



ABOUT THE NIAGARA REGION
CORPORATE OVERVIEW

About the Niagara Region

Niagara is a culturally rich and historically significant region offering its 458,986 (2017) 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Regional Municipality of Niagara
Ontario**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

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.

About the Niagara Region

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

Sector	Number
Population (2017)	458,986
Labour force (2016)	206,595
Population density (per square kilometer)	247.53
Total geographical area	1,854.25 km ²
Estimated market (500 mile radius)	78 million people
Real GDP at Basic Prices (2007)	\$14.138 billion
Median Total Income (2015)	\$31,601
Median Total Household Income (2015)	\$65,086
Number of Households (2017)	198,806
Average Housing Price (2018)	\$418,160
Housing Starts (2018)	2,332
Unemployment Rate (2019)	6.8%
Population with Post-Secondary Education (2016)	187,760
Universities within 100 kilometers	18
Retail Sales Estimate (2012)	\$5,426 million
Number of Business with Employees (2018)	13,207
Number of Business without Employees (2018)	27,544

Sources: Statistics Canada Census 2016; CMHC Housing Now; Statistics Canada Labour Force Survey, 2019; Conference Board of Canada, Metropolitan Outlook, Summer 2018; Statistics Canada, Canadian Business Counts, June 2018

About the Niagara Region

Vision, Mission and Values

Vision

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

Mission

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

Values

Respect

We treat everyone equitably with compassion, sensitivity and respect.

Serve

We serve Niagara with pride, care and excellence.

Honesty

We value honesty, integrity and trust.

Choice

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

Partnerships

We foster collaboration and value partnerships.

About the Niagara Region

Niagara Regional Council's Strategic Priorities

The Niagara Region is situated in a unique geographic location and hosts the benefits of both rural and urban communities. The Regional Council strategic plan was developed to deliver on driving the mandate of Fostering Economic Prosperity in Niagara, taking into account the diverse needs and landscape across the region. The plan encompasses the following six strategic priorities:

Moving People and Goods



Create strong linkages between all modes of transportation.

- People need reliable and effective transportation modes that allow them to easily move from where they live to places such as work, leisure, health care, and education
- Similarly, the inter-connectedness, along with ease of use and efficiency of various types of transportation is essential for the movement of goods to support businesses to employ, locate, invest, and expand in existing and new markets

Fostering Innovation, Investment and Entrepreneurship



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

- It is essential to create an attractive environment for both current and prospective businesses and investors to innovate, invest and embark on new and exciting entrepreneurial ventures
- The new economy will be dependent on innovation to keep ahead of global competition, so it is necessary to foster creativity, celebrate innovation successes, support research and development and encourage new and expanded business opportunities in Niagara

Building a Labour-Ready Workforce



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

- There is currently a phenomenon of “jobs without people, and people without jobs” and this strategy seeks to bridge the gap
- Careers in the new economy have been difficult to fill because job seekers do not have the right skills to meet labour demand

About the Niagara Region

Positioning Niagara Globally



Diversifying Niagara's population, economy and opportunities.

- Niagara has a global brand and regularly hosts international travelers, students and businesses.
- Connect with people in Niagara who are already connected to global markets to understand foreign investment opportunities and better market Niagara to attract skilled immigrants, foreign investors and international students

Doing Business Differently



Promote the values and implement the strategies that foster economic prosperity in Niagara Region.

- Niagara's performance can be improved by changing the way Niagara Region does business. Continuous improvement has now been embedded in much of the organization and within its programs and services.

Advancing Organizational Excellence



Advance the six strategic priorities and push the Niagara Region corporation to its capacity.

- Achieving results is only possible if there is a disciplined, focused approach by Council, the corporate leadership team, and employees.

The overarching goal of Council's strategic priorities was to push Niagara forward to support growth, employment, investment and infrastructure through responsible taxation while supporting Niagara's unique community needs. These six areas of focus became the basis for what Niagara Region has dubbed "dials" of success.

Out of this process, a performance dashboard was created to measure the success of the Region's activities and influences. This dashboard is an online tool used to track the Region's key performance measures along with other key data points to provide a regularly updated snapshot of the Region's trends and current state across the six dials listed above. [The dashboard is available at niagararegion.ca/priorities/dashboard](http://niagararegion.ca/priorities/dashboard).

With the establishment of the strategic priority goals, an implementation plan was developed which was comprised of 30 high profile projects which were identified for their ability to move the strategic mandate of Regional Council forward. [Appendix 12 provides a brief overview of these departmental high profile projects with desired objectives](#).

A term in review report provided a high level summary of the achievements of Regional Council over the last four year term by highlighting the successes and outcomes of each of the 30 projects. [To learn more about the Region's Strategic Priorities and performance outcome indicators, visit niagararegion.ca/priorities](#).

About the Niagara Region

Council and Corporate Leadership Team



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, Mayor

REGIONAL CHAIR – Jim Bradley

Gary Zalepa Jr.

PELHAM

Marvin Junkin, Mayor
Diana Huson

PORT COLBORNE

Bill Steele, Mayor
Barbara Butters

ST. CATHARINES

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

THOROLD

Terry Ugolini, Mayor

Tim Whalen

WAINFLEET

Kevin Gibson, Mayor

WELLAND

Frank Campion, Mayor
Pat Chiochio
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 Enterprise Resource
Management Services



Rino Mostacci
Commissioner Planning and
Development Services



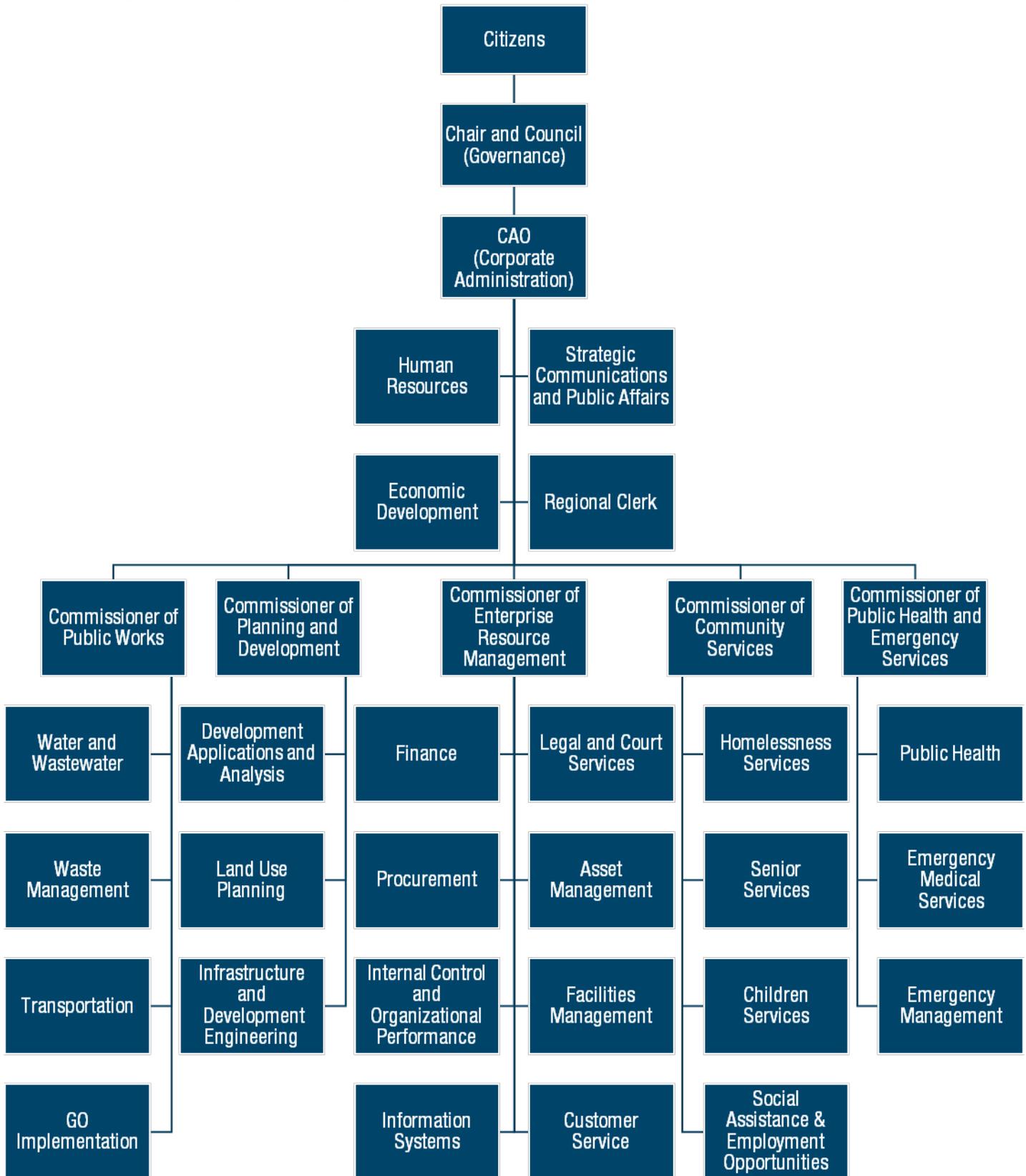
Catherine Habermehl
Acting Commissioner Public
Works



Adrienne Jugley
Commissioner Community
Services

About the Niagara Region

Niagara Region Organizational Chart



About the Niagara Region

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.

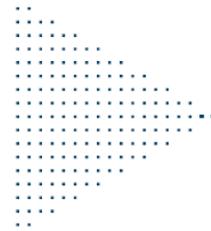
Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	2.0	1.0	2.0	1.0	2.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal of Governance	1.0	2.0	1.0	2.0	1.0	2.0
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	2.0	0.0
Strategic Communications and Public Affairs	10.0	1.0	10.0	0.0	10.0	0.0
Economic Development	8.0	1.0	8.0	0.3	8.0	0.0
Internal Control and Organizational Performance	13.0	0.8	18.0	0.0	18.0	0.0
Subtotal of Corporate Administration	33.0	2.8	38.0	0.3	38.0	0.0
Corporate Services Administration	2.0	0.0	1.0	0.3	1.0	1.0
Corporate Records, Print, and Mail Services	21.3	0.0	21.3	0.0	20.3	0.0
Human Resources Services	47.0	1.0	47.0	0.0	45.0	0.0
IT Solutions	59.0	1.0	51.0	1.0	51.0	1.0
Customer Service	0.0	0.0	0.0	0.0	6.0	0.0
Construction, Energy and Facilities Management	34.9	4.0	35.2	3.6	36.2	3.6
Subtotal of Corporate Services	164.1	6.0	155.4	4.8	159.4	5.6
ERMS Commissioner	3.0	0.0	2.0	0.0	2.0	0.0
Financial Management and Planning	59.0	1.0	60.0	1.0	60.0	1.0
Procurement and Strategic Acquisitions	16.0	0.0	16.0	0.0	16.0	0.0
Legal Services	10.0	0.0	11.0	0.0	11.0	0.0
Asset Management Office	0.0	0.0	0.0	0.0	7.0	0.0
Subtotal of Enterprise Resource Management Services	88.0	1.0	89.0	1.0	96.0	1.0
Community Services Commissioner	2.0	1.0	2.0	0.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	1.5	218.6	0.0	218.6	0.0
Children's Services	85.8	0.0	85.8	0.0	85.8	0.0

About the Niagara Region

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Seniors Services	830.5	6.3	830.5	6.3	844.6	6.3
Homelessness Services and Community Engagement	12.0	1.0	12.0	1.0	12.0	1.0
Subtotal of Community Services	1,148.9	9.8	1,148.9	7.3	1,163.0	7.3
Medical Office of Health	5.0	0.0	6.0	0.0	6.0	0.0
Chronic Disease and Injury Prevention	38.5	1.0	37.0	1.0	37.0	0.0
Clinical Services	77.5	0.2	79.5	0.2	79.7	0.2
Environmental Health	46.0	0.0	45.0	0.0	45.0	0.0
Family Health	112.6	0.5	112.7	0.0	112.6	0.0
Mental Health	58.0	0.0	57.0	0.0	57.0	0.0
Organizational and Foundational Standards	25.9	0.0	30.3	0.0	30.3	1.1
Emergency Medical Services	286.0	2.2	294.0	1.6	295.0	5.1
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
Subtotal of Public Health and Emergency Services	651.7	3.9	663.7	2.8	664.9	6.4
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0
Community and Long Range Planning	14.5	3.5	16.0	4.0	16.0	4.0
Development Planning	13.5	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	6.0	0.0	12.5	0.0	12.5	1.0
Special Projects	2.0	1.0	0.0	0.0	0.0	0.0
Subtotal of Planning and Development	38.0	4.5	45.5	4.0	45.5	5.0
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Administration	3.0	2.0	3.0	0.0	3.0	0.0
Transportation Operations	127.1	0.0	127.0	0.0	121.0	0.0
Traffic and Systems Operations	0.0	0.0	0.0	0.0	8.0	0.0
Transportation Engineering	14.0	0.0	16.0	0.0	19.0	0.0
Surveys	0.0	0.0	3.0	1.0	4.0	0.0
Transportation Planning	15.0	0.0	13.0	1.0	10.0	0.0
Transportation Integrated Services	0.0	0.0	0.0	0.0	4.0	0.0
Fleet	21.5	0.0	21.5	0.0	20.5	0.0
Niagara Specialized Transit	0.0	0.0	0.0	0.0	0.0	0.0
Go Project Administration	0.0	0.0	0.0	5.0	0.0	5.0
Niagara Regional Transit	0.0	1.0	0.0	1.0	0.0	3.0
Subtotal of Transportation Services	182.6	3.0	185.5	8.0	191.5	8.0
Subtotal of Levy Departments	2,307.3	32.9	2,327.0	30.3	2,359.2	35.3
Courts Services	27.0	1.0	26.0	0.0	26.0	0.0
Niagara Regional Housing	50.0	2.6	50.0	7.0	51.0	9.0
Niagara Regional Police Service	1,005.0	0.0	1,013.0	0.0	1,032.0	0.0
Subtotal of Agencies, Boards, and Commissions	1,082.0	3.6	1,089.0	7.0	1,109.0	9.0
Total of Levy Supported Programs	3,389.3	36.6	3,416.0	37.3	3,468.2	44.3
Water Treatment	75.0	3.0	75.0	4.0	83.0	2.0
Wastewater Treatment	103.6	2.1	105.6	1.6	115.6	0.5
Self-Supporting Administration	19.0	2.0	24.0	1.0	21.0	2.0
Integrated Services	40.0	1.0	42.0	0.0	42.0	0.0
Waste Management	32.0	2.2	32.0	2.2	32.0	2.2

About the Niagara Region

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Total of Rate Supported Programs	269.6	10.2	278.6	8.7	293.6	6.7
Grand Total of the Niagara Region	3,658.9	46.8	3,694.6	46.0	3,761.8	50.9



3



OPERATING BUDGET

CORPORATE OPERATING SCHEDULES

Operating Budget Schedules

2019 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](http://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).

Amounts in thousands

Budget by Division (in thousands)	2018 Gross Expenditure	2018 Net Expenditure	2019 Gross Expenditure	2019 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	2,701	2,666	2,413	2,413	(253)	-9.49%
Corporate Administration	5,003	4,903	5,936	5,736	833	16.99%
Corporate Services	3,085	1,970	3,409	1,783	(188)	-9.52%
Enterprise Resource Management Services	470	0	97	0	0	0.00%
Community Services	299,323	43,993	303,587	43,819	(175)	-0.40%
Public Health and Emergency Services	102,402	39,923	102,809	38,665	(1,258)	-3.15%
Planning and Development	7,847	5,736	8,074	5,678	(58)	-1.01%
Transportation Services	66,016	60,316	83,250	72,936	12,621	20.92%
Subtotal of Levy Departments	486,846	159,507	509,574	171,030	11,523	7.22%
Court Services	6,196	(544)	6,135	(605)	(60)	-11.08%
Niagara Regional Housing	62,357	34,028	64,366	35,405	1,377	4.05%

Operating Budget Schedules

Budget by Division (In thousands)	2018 Gross Expenditure	2018 Net Expenditure	2019 Gross Expenditure	2019 Net Expenditure	Net Change in Dollars	Net Change in Percent
Niagara Peninsula Conservation Authority	6,981	6,981	5,490	4,206	(2,776)	-39.76%
Niagara Regional Police Service	173,287	154,396	180,120	161,528	7,132	4.62%
Subtotal of Outside Boards and Agencies	248,821	194,861	256,111	200,534	5,673	2.91%
Debt Charges	1,914	0	6,828	0	0	0.00%
Capital Levy	0	0	0	0	0	0.00%
Economic Incentives	8,994	5,094	7,679	7,679	2,584	50.73%
Special Initiatives	3,571	2,821	3,484	3,484	662	23.47%
Sub-total of General Grants and Expenditure	14,480	7,916	17,990	11,162	3,247	41.02%
Payments in Lieu	0	(9,179)	0	(9,254)	(75)	-0.82%
Property Assessment	5,969	5,969	6,167	6,167	199	3.33%
Supplemental Taxes	0	(3,878)	0	(6,013)	(2,135)	-55.06%
Written-off Taxes	4,730	4,730	6,378	6,378	1,648	34.84%
Tax Rebates	1,204	1,204	882	882	(322)	-26.72%
Other Revenues	215	(219)	256	(685)	(466)	-213%
Reserve Funding	850	70	850	850	780	1,114%
Investment Income	0	(14,232)	0	(15,326)	(1,094)	-7.69%
Subtotal of Net Revenue	12,968	(15,535)	14,533	(17,001)	(1,465)	-9.43%
Total of Tax Levy Supported Programs	763,116	346,748	798,209	365,726	18,977	5.47%
Water Operations	43,462	43,047	44,653	44,239	1,192	2.77%
Wastewater Operations	73,264	68,146	76,105	72,680	4,534	6.65%
Waste Management Services	54,054	34,602	54,927	35,328	726	2.10%
Total of Rate Supported Programs	170,781	145,795	175,685	152,247	6,452	4.43%
Total of All Regional Programs	933,896	492,543	973,894	517,973	25,430	5.16%

Operating Budget Schedules

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)	2018 Gross Expenditure	2018 Net Expenditure	2019 Gross Expenditure	2019 Net Expenditure	Net Change in Dollars	Net Change in Percent
Governance	1,866	1,831	2,136	2,136	305	16.63%
Corporate Administration	6,627	6,527	6,696	6,496	(30)	-0.47%
Corporate Services	28,885	27,771	30,777	29,151	1,380	4.97%
Enterprise Resource Management Services	12,258	11,788	13,015	12,918	1,131	9.59%
Community Services	282,853	27,523	287,710	27,943	419	1.52%
Public Health and Emergency Services	86,568	24,089	89,042	24,898	809	3.36%
Planning and Development	6,116	4,005	6,535	4,140	135	3.37%
Transportation Services	34,184	28,484	43,908	33,594	5,111	17.94%
Subtotal of Levy Departments	459,356	132,018	479,820	141,276	9,258	7.01%
Court Services	4,888	(1,852)	4,901	(1,839)	13	-0.70%
Niagara Regional Housing	55,708	27,378	56,750	27,789	411	1.50%
Niagara Peninsula Conservation Authority	6,978	6,978	5,484	4,200	(1,160)	-16.63%
Niagara Regional Police Service	157,260	138,368	165,306	146,714	8,346	6.03%
Subtotal of Outside Boards and Agencies	224,833	170,872	232,442	176,864	5,992	3.51%
Debt Charges	52,855	50,940	61,458	54,630	3,690	7.24%
Capital Levy	16,634	16,634	17,251	17,251	617	3.71%
Economic Incentives	8,994	5,094	7,679	7,679	2,584	50.73%
Special Initiatives	3,199	2,449	2,727	2,727	278	11.37%
Sub-total of General Grants and Expenditure	81,682	75,118	89,115	82,287	7,169	9.54%
Payments in Lieu	0	(9,179)	0	(9,254)	(75)	-0.82%
Property Assessment	5,969	5,969	6,167	6,167	199	3.33%
Supplemental Taxes	0	(3,878)	0	(6,013)	(2,135)	-55.06%
Written-off Taxes	4,730	4,730	6,378	6,378	1,648	34.84%
Tax Rebates	1,204	1,204	882	882	(322)	-26.72%
Other Revenues	215	(219)	256	(685)	(466)	-213%
Reserve Funding	850	70	850	850	780	1,114%
Investment Income	0	(14,232)	0	(15,326)	(1,094)	-7.69%
Subtotal of Net Revenue	12,968	(15,535)	14,533	(17,001)	(1,465)	-9.43%
Total of Tax Levy Supported Programs	778,839	362,472	815,910	383,427	20,954	5.78%
Allocations to Rate Supported Programs	(15,724)	(15,724)	(17,701)	(17,701)	(1,977)	-12.57%
Total Tax Levy	763,116	346,748	798,209	365,726	18,977	5.47%
Water Operations	39,932	39,517	40,492	40,078	561	1.42%
Wastewater Operations	63,554	58,435	64,929	61,503	3,068	5.25%

Operating Budget Schedules

Budget by Division (In thousands)	2018 Gross Expenditure	2018 Net Expenditure	2019 Gross Expenditure	2019 Net Expenditure	Net Change in Dollars	Net Change in Percent
Waste Management Services	51,571	32,119	52,564	32,965	846	2.63%
Total of Rate Supported Programs	155,057	130,071	157,984	134,546	4,475	3.44%
Allocations from Tax Levy Supported Programs	15,724	15,724	17,701	17,701	1,977	12.57%
Total Rate and Requisition	170,781	145,795	175,685	152,247	6,452	4.43%
Total of All Regional Programs	933,896	492,543	973,894	517,973	25,430	5.16%

Operating Budget Schedules

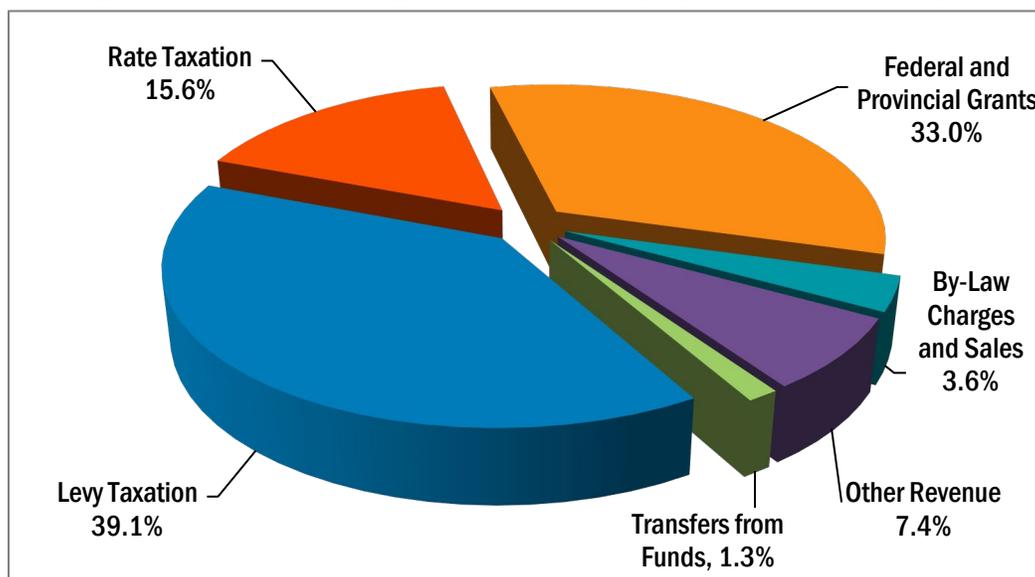
Operating Budget Revenue Summary

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

- **Levy Taxation** – The main source of internal funding for the majority of Regional programs as well as agencies, boards and commissions. This revenue is derived from property taxes paid by residents and businesses as assessed by the Municipal Property Assessment Corporation.
- **Rate Taxation** – This revenue group is separate from the property tax levy. These costs are requisitioned from the 12 local area municipalities based on the body of work done by that respective area (water, wastewater, and waste management) and allocated on use of services.
- **Federal and Provincial Grants** – This revenue incorporates transfers of funds from Canada and Ontario for work done on their behalf and are typically conditional based upon proper use and compliance. Federal and Provincial grants for capital works are not incorporated in the schedules below.
- **By-Law Charges and Sales** – These revenues are made up of user fees, and are paid as utilized such as but not limited to vaccinations, childcare fees, and public transit tickets, or as a result of non-compliance with specific Regional By-laws such as environmental enforcement. Rates related to all are reviewed annually by Council. 2019 rates were set through report CSD 23-2019, 2019 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 2019 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 Budget Schedules

Operating Revenue Budget Summary (in thousands)



Revenue Description	2018 Budget	2019 Budget	Budget Change
Levy Taxation	359,806	380,993	21,187
Rate Taxation	145,795	152,247	6,452
Federal and Provincial Grants	315,544	321,405	5,861
By-Law Charges and Sales	32,078	34,681	2,604
Other Revenue	68,711	71,658	2,947
Transfers from Funds	11,963	12,910	947
Total Revenue	933,896	973,894	39,998

Operating Revenue Detail (in thousands)

Revenue Description	2018 Budget	2019 Budget	\$ Change	% Change
Property Tax Levy	346,748	365,726	18,977	5.5%
Payments in Lieu of Taxes	9,179	9,254	75	0.8%
Supplemental Taxes	3,878	6,013	2,135	55.1%
Total of Levy Taxation	359,806	380,993	21,187	5.9%
Wastewater Fixed Requisition	68,146	72,680	4,534	6.7%
Water Fixed Requisition	10,762	11,060	298	2.8%
Water Variable Rate	32,285	33,179	894	2.8%
Waste Management Tax Levy	34,602	35,328	726	2.1%
Total of Rate Taxation	145,795	152,247	6,452	4.4%
Corporate Administration Grants	100	200	100	100.0%
Enterprise Resource Management Services Grants	60	67	7	11.4%
Community Services Grants	229,907	234,067	4,160	1.8%
Public Health and Emergency Services Grants	61,038	63,282	2,245	3.7%
Niagara Regional Housing Grants	14,431	13,781	(650)	-4.5%
Niagara Regional Police Grants	10,008	10,008	0	0.0%
Total of Federal and Provincial Grants	315,544	321,405	5,861	1.9%
General Government Charges and Sales	55	55	0	0.0%
Corporate Services Charges and Sales	240	943	703	293.2%

Operating Budget Schedules

Revenue Description	2018 Budget	2019 Budget	\$ Change	% Change
Enterprise Resource Management Services Charges and Sales	10	10	0	0.0%
Community Services Charges and Sales	2,903	2,980	78	2.7%
Public Health and Emergency Services Charges and Sales	270	240	(29)	-10.9%
Planning and Development Charges and Sales	1,461	1,740	279	19.1%
Transportation Charges and Sales	2,309	2,436	128	5.5%
Transit Charges and Sales	1,551	3,793	2,242	144.6%
Water Operations Charges and Sales	5	5	0	0.0%
Wastewater Operations Charges and Sales	1,084	1,353	270	24.9%
Waste Management Services Charges and Sales	14,837	14,588	(249)	-1.7%
Niagara Regional Police Service Charges and Sales	7,355	6,538	(817)	-11.1%
Total of By-Law Charges and Sales	32,078	34,681	2,604	8.1%
Other Court Services Revenue	6,740	6,740	0	0.0%
Development Charges Revenue - detail of use	2,918	2,904	(14)	-0.5%
Investment Income	13,814	15,034	1,220	8.8%
Niagara Regional Housing Revenue	13,674	14,944	1,270	9.3%
Police Secondment Revenue	900	1,378	478	53.1%
Proceeds on Rent, Concessions, and Franchises	106	107	2	1.5%
Proceeds on the Disposal of Capital Assets	635	660	25	3.9%
Provincial Gas Tax recognition - detail of use	804	122	(682)	-84.8%
Telecommunications Tower Revenue	433	392	(41)	-9.5%
Seniors Homes	22,264	22,486	223	1.0%
Other Waste Management Revenue	4,604	4,377	(227)	-4.9%
Rebates	301	388	87	28.9%
Cannabis Revenue	0	510	510	100.0%
Other Revenue	1,519	1,616	97	6.4%
Total of Other Revenue	68,711	71,658	2,947	4.3%
Transfers from Reserve Funds - detail of use	11,527	7,637	(3,890)	-33.7%
Transfer from Debt Issuance (reissuance of debt)	-	4,850	4,850	100%
Niagara Health System loan interest income	436	423	(13)	-2.9%
Total of Transfers from Funds	11,963	12,910	947	7.9%
Total Revenue	933,896	973,894	39,998	4.3%

Operating Budget Schedules

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Operating Budget Schedules

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	2017 Actuals	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Compensation	388,369	402,474	419,927	430,883	442,523
Administrative	39,193	32,276	31,364	32,342	32,931
Operational and Supply	83,372	83,773	92,467	100,788	105,191
Occupancy and Infrastructure	43,255	46,243	46,458	47,720	49,406
Equipment, Vehicle, and Technology	21,093	20,157	22,275	22,510	23,140
Community Assistance	188,012	200,881	200,424	203,217	205,944
Partnership, Rebate, and Exemption	17,854	24,405	20,997	35,709	34,272
Financial Expenditures	44,242	58,562	68,609	69,810	72,267
Transfers to Funds	108,198	65,254	71,513	69,327	71,748
Expense Allocations to Capital	(138)	(130)	(140)	(143)	(146)
Gross Expenditure	933,449	933,896	973,894	1,012,162	1,037,281
Taxation	(493,593)	(505,600)	(533,240)	(574,091)	(595,276)
Federal and Provincial Grants	(302,070)	(315,544)	(321,405)	(327,625)	(331,616)
By-Law Charges and Sales	(35,956)	(32,078)	(34,681)	(33,863)	(34,297)
Other Revenue	(72,322)	(68,711)	(71,658)	(72,291)	(73,318)
Transfers from Funds	(31,739)	(11,963)	(12,910)	(4,292)	(2,774)
Gross Revenue	(935,679)	(933,896)	(973,894)	(1,012,162)	(1,037,281)
Net Expenditure/(Revenue)	(2,231)	0	0	0	0

Variance Analysis

Operational and Supply – The increase in 2020 represents the planned increase of a further \$6.8 million for Niagara Regional Transit and \$0.5 million for emerald ash borer tree removal. The increase in 2021 represents a forecasted \$2.2 million in curbside waste collection cost escalation due to contract tendering.

Partnership, Rebate, Exemption – The increase in 2020 represents the reintroduction of \$0.9 million for the Waterfront Improvement Program which was approved to be deferred for one year and \$0.5 million for the Smarter Niagara Incentive Program reduced in 2019 to meet budgetary restrictions. Also included are enhanced funding of \$4.6 million for tax increment grants for properties expected to be included in the tax roll for 2020, \$5.8 million for base development charge grants forecasted to be incurred from approved exemption programs in by-law 2017-98 Development Charges, and a one-time \$1.5 million for a partnership with Brock University for their Learn, Innovate, Network, and Commercialize (LINC) complex and program offset by a matching one-time reserve transfer.

The decrease in 2021 is the result of the one-time Brock LINC partnership request occurring in 2020.

Financial Expenditures – Included in 2020 is an increase of \$3.6 million in debt charges for Long-term Care home redevelopment net of subsidy, offset by a reduction of \$4.9 million for a one-time balloon payment included in the 2019 budget with a corresponding reduction in the Transfers from Funds.

The increase in 2021 includes \$2.6 million in debt charges for an Emergency Medical Services central hub net of subsidy.

Operating Budget Schedules

Federal and Provincial Grants – The increase of \$6.2 million in 2020 and \$4.0 million in 2021 are primarily a result of subsidy revenue increases in Community Services of \$4.8 million in 2020 and \$2.3 million in 2021.

By-Law Charges and Sales – The decrease in 2020 represents a reduction in recycled materials sales of \$2.8 million, offset by an increase in Niagara Regional Transit ridership revenues of \$1.4 million.

Transfers from Funds – The decrease in 2020 is the result of \$4.9 million for a one-time reissuance of debt in 2019 to finance a balloon payment noted above and \$3.0 million in one-time funding approved for Niagara Regional Transit in 2019 not being extended to 2020. Offsetting this is a \$1.5 million increase in transfers to fund the one-time Brock LINC partnership request noted above.

The decrease in 2021 relates to the one-time transfer to fund the Brock LINC partnership in 2020.

Operating Budget Schedules

Multi-year Levy Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Compensation	363,990	377,056	392,517	402,630	413,687
Administrative	36,293	28,095	27,969	28,684	29,193
Operational and Supply	32,006	31,573	38,910	47,158	49,073
Occupancy and Infrastructure	26,375	26,934	27,369	27,796	28,604
Equipment, Vehicle, and Technology	13,774	13,619	15,079	15,169	15,653
Community Assistance	188,012	200,881	200,424	203,217	205,944
Partnership, Rebate, and Exemption	16,191	20,217	16,787	31,494	30,053
Financial Expenditures	44,199	58,562	68,609	69,810	72,267
Transfers to Funds	53,753	23,980	30,340	26,209	26,559
Intercompany Charges	(1,902)	(1,947)	(1,952)	(1,991)	(2,031)
Expense Allocations to Capital	(138)	(130)	(140)	(143)	(146)
Gross Expenditure	772,553	778,839	815,910	850,034	868,852
Taxation	(349,735)	(359,806)	(380,993)	(411,600)	(424,769)
Federal and Provincial Grants	(302,070)	(315,544)	(321,405)	(327,625)	(331,616)
By-Law Charges and Sales	(16,333)	(16,152)	(18,735)	(20,643)	(21,088)
Other Revenue	(66,368)	(61,676)	(64,746)	(65,102)	(66,027)
Transfers from Funds	(18,251)	(9,938)	(12,330)	(4,292)	(2,774)
Gross Revenue	(752,758)	(763,116)	(798,209)	(829,262)	(846,274)
Net Direct Expenditure before Indirect Allocation	19,795	15,724	17,701	20,772	22,578
Indirect Allocation	(7,912)	(5,362)	(5,874)	(6,288)	(6,516)
Capital Financing Allocation	(8,341)	(10,362)	(11,827)	(14,483)	(16,062)
Indirect Allocation	(16,254)	(15,724)	(17,701)	(20,772)	(22,578)
Net Expenditure/(Revenue) After Indirect Allocation	3,542	0	0	0	0

Variance Analysis

Operational and Supply – The increase in 2020 represents the planned increase of a further \$6.8 million for Niagara Regional Transit and \$0.5 million for emerald ash borer tree removal.

Partnership, Rebate, Exemption – The increase in 2020 represents the reintroduction of \$0.9 million for Waterfront Investment Program and \$0.5 million for Smarter Niagara Incentive Program. Also included are enhanced funding of \$4.6 million for tax increment grants, \$5.8 million for development charge grants, and a one-time \$1.5 million for a partnership with Brock University for their LINC complex and program offset by a matching one-time reserve transfer.

The decrease in 2021 is the result of the one-time Brock LINC partnership request occurring in 2020.

Financial Expenditures – Included in 2020 is an increase of \$3.6 million in debt charges for Long-term Care home redevelopment net of subsidy, offset by a reduction of \$4.9 million for a one-time balloon payment included in the 2019 budget with a corresponding reduction in the Transfers from Funds.

The increase in 2021 includes \$2.6 million in debt charges for an Emergency Medical Services central hub net of subsidy.

Transfers to Funds – The decrease in 2020 relates to one-time transfers to capital reserves in 2019 for Niagara Regional Housing of \$2.3 million and Niagara Regional Transit of \$2.2 million.

Operating Budget Schedules

Federal and Provincial Grants – The increase of \$6.2 million in 2020 and \$4.0 million in 2021 are primarily a result of subsidy revenue increases in Community Services of \$4.8 million in 2020 and \$2.3 million in 2021.

By-Law Charges and Sales – The increase in 2020 of \$1.9 million is primarily the result of Niagara Regional Transit ridership revenues of \$1.4 million.

Transfers from Funds – The decrease in 2020 is the result of \$4.9 million for a one-time reissuance of debt in 2019 to finance a balloon payment noted above and \$3.0 million in one-time funding approved for Niagara Regional Transit in 2019 not being extended to 2020. Offsetting this is a \$1.5 million increase in transfers to fund the one-time Brock LINC partnership request noted above.

The decrease in 2021 relates to the one-time transfer to fund the Brock LINC partnership in 2020.

Operating Budget Schedules

Multi-year Rate Budget Summary (in thousands)

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Compensation	24,378	25,419	27,410	28,253	28,836
Administrative	2,900	4,181	3,395	3,658	3,738
Operational and Supply	51,366	52,200	53,558	53,629	56,119
Occupancy and Infrastructure	16,880	19,309	19,089	19,923	20,802
Equipment, Vehicle, and Technology	7,318	6,538	7,196	7,340	7,487
Partnership, Rebate, and Exemption	1,663	4,188	4,211	4,215	4,219
Financial Expenditures	42	0	0	0	0
Transfers to Funds	54,446	41,273	41,173	43,118	45,193
Intercompany Charges	1,902	1,947	1,952	1,991	2,036
Gross Expenditure	160,896	155,057	157,984	162,128	168,429
Taxation	(143,858)	(145,795)	(152,247)	(162,491)	(170,507)
By-Law Charges and Sales	(19,623)	(15,926)	(15,946)	(13,219)	(13,209)
Other Revenue	(5,954)	(7,035)	(6,912)	(7,189)	(7,291)
Transfers from Funds	(13,488)	(2,025)	(580)	0	0
Gross Revenue	(182,922)	(170,781)	(175,685)	(182,900)	(191,007)
Net Direct Expenditure before Indirect Allocation	(22,026)	(15,724)	(17,701)	(20,772)	(22,578)
Indirect Allocation	7,912	5,363	5,874	6,288	6,516
Capital Financing Allocation	8,341	10,362	11,827	14,483	16,062
Indirect Allocation	16,254	15,724	17,701	20,772	22,578
Net Expenditure/(Revenue) After Indirect Allocation	(5,772)	0	0	0	0

Variance Analysis

Operational and Supply – The increase in 2021 represents a forecasted \$2.2 million in curbside waste collection cost escalation due to contract tendering.

Occupancy and Infrastructure – The increases in 2020 and 2021 represent \$0.6 million and \$0.7 million electricity price inflation, respectively, for water and wastewater operations.

Transfers to Funds – The increases in 2020 and 2021 represent the pay-as-you-go component of a funding strategy to fund water and wastewater asset replacement and growth.

By-Law Charges and Sales – The decrease in 2020 represents a reduction in recycled materials sales of \$2.8 million.

Transfers from Funds – The removal of transfers in 2020 relate to the one-time waste management transfers in 2019 to fund end market revenue reductions and a contractual agreement payment.

Capital Financing Allocation – The increases in 2020 and 2021 represent the debt component of a funding strategy to fund water and wastewater asset replacement and growth.

Operating Budget Schedules

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CAPITAL BUDGET

CORPORATE CAPITAL SCHEDULES

Capital Budget Summary

2019 Capital Budget Overview

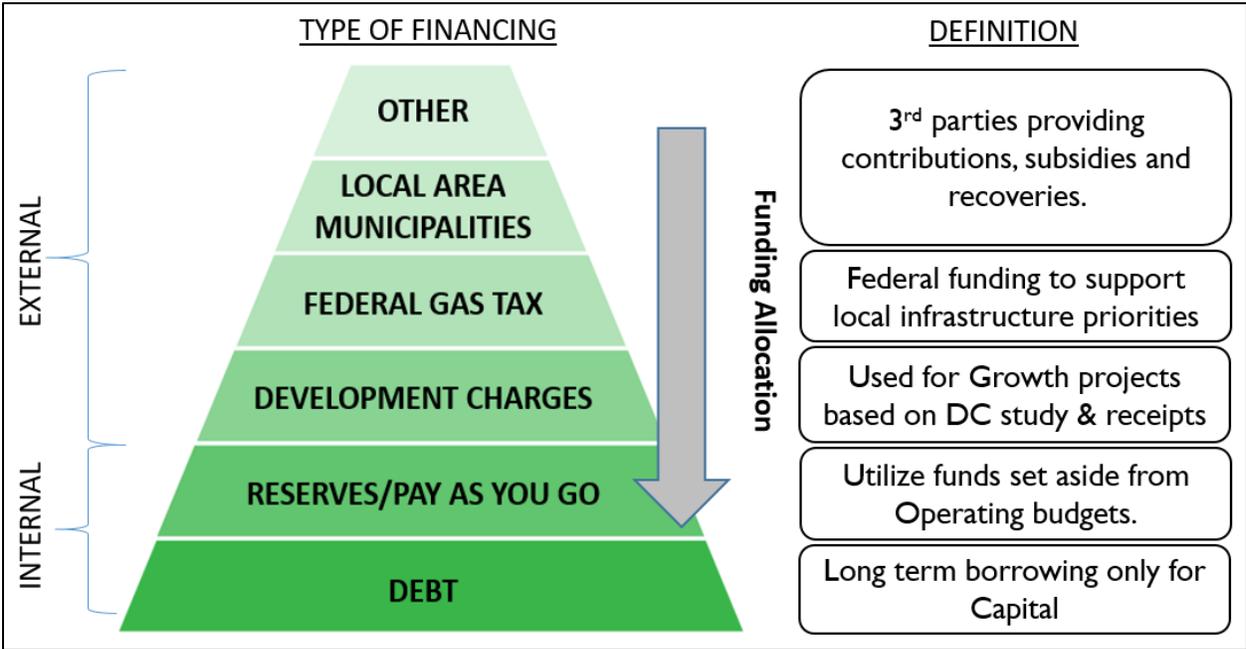
Niagara Region's capital budget aligns with the same timeframe as the operating budget, with a common goal of balancing our immediate and future needs with affordability. Capital projects and assets include such things as:

- 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).

Similarly, at the Region we use various forms of financing to support our capital budget. The graphic below shows each layer of financing that makes up our 2019 Capital Budget.

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 3rd 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.



Debt financing is proposed in an extremely conservative manner, with the 2019 projection calling for no more than 9.28 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).

Capital Budget Summary

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

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 will be presented a \$274 million capital budget, including 168 distinct projects. The capital budget was created with consideration for council's strategic priorities, including Moving People and Goods; Fostering Innovation; Investment and Entrepreneurship; Building a Labour-ready Workforce; Positioning Niagara Globally; and Doing Business Differently.

Capital Budget Summary

Capital Revenue Summary by Department (in thousands)

The following table summarizes departmental capital requests by revenue funding source. [The detail of this information can be found in Appendix 10 - Capital Revenue Detail by Project.](#)

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Corporate Services	26,776	26,776	0	0	0	0
Enterprise Resource Management Services	100	100	0	0	0	0
Community Services	1,808	1,808	0	0	0	0
Public Health and Emergency Services	2,201	2,201	0	0	0	0
Planning and Development	685	685	0	0	0	0
Transportation Services	103,362	34,830	17,568	36,639	10,300	4,025
Subtotal of Levy Departments	134,932	66,400	17,568	36,639	10,300	4,025
Niagara Regional Housing	13,915	1,522	10,207	675	0	1,511
Niagara Regional Police Service	3,089	3,089	0	0	0	0
Subtotal of Agencies, Boards and Commissions	17,004	4,611	10,207	675	0	1,511
Subtotal of Levy Programs	151,936	71,011	27,775	37,314	10,300	5,536
Water Operations	63,132	32,113	13,884	12,335	0	4,800
Wastewater Operations	52,391	24,158	19,226	6,007	3,000	0
Waste Management	6,825	6,605	0	220	0	0
Subtotal of Rate Programs	122,348	62,875	33,110	18,562	3,000	4,800
Grand Total	274,284	133,886	60,885	55,876	13,300	10,336

Capital Budget Summary

Operating Costs of Capital Projects (in thousands)

The following costs have been included in the 2019 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Costs	2019 Costs	2020 Costs	2021 Costs
Online Development Planning Portal Phase 1	Program Specific Cost	0	300	300
Project/Portfolio Management Software	Program Specific Cost	0	50	50
Asset Management Software	Program Specific Cost	0	0	100
2019 IT Asset Replacement	Machinery and Equipment	23	23	23
Subtotal of Corporate Services		23	373	473
Civic Park and International Plaza	Program Specific Cost, Repairs and Maintenance and Electricity	215	215	215
Subtotal of Planning and Development		215	215	215
2019 Misc Levy Properties	Repairs and Maintenance	1	1	0
Annual - Strategic Property Acquisitions	Repairs and Maintenance	0	1	0
Subtotal of Enterprise Resource Management Services		1	2	0
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	Program Specific Cost, Repairs and Maintenance	23	0	0
Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	Program Specific Cost	50	0	0
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	Program Specific Cost	32	0	0
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	Program Specific Cost	16	0	0
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	Program Specific Cost	16	0	0
St. Davids Road East (from Hwy 406 to Collier Rd)	Program Specific Cost	4	0	0
Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	Program Specific Cost	1	0	0
Subtotal of Transportation Services		141	0	0
Subtotal of Levy Departments		380	590	688
Grimsby System Storage	Machinery and Equipment	12	12	12
Subtotal of Water Operations		12	12	12
Niagara Falls Effluent Outfall Relocation / Bypass	Electricity	300	300	0
Subtotal of Wastewater Operations		300	300	0
Subtotal of Rate Programs		312	312	12

Capital Budget Summary

Project Description	Nature of Operating Costs	2019 Costs	2020 Costs	2021 Costs
Total of Operating Costs		692	902	700

Operating Savings from Capital Projects (in thousands)

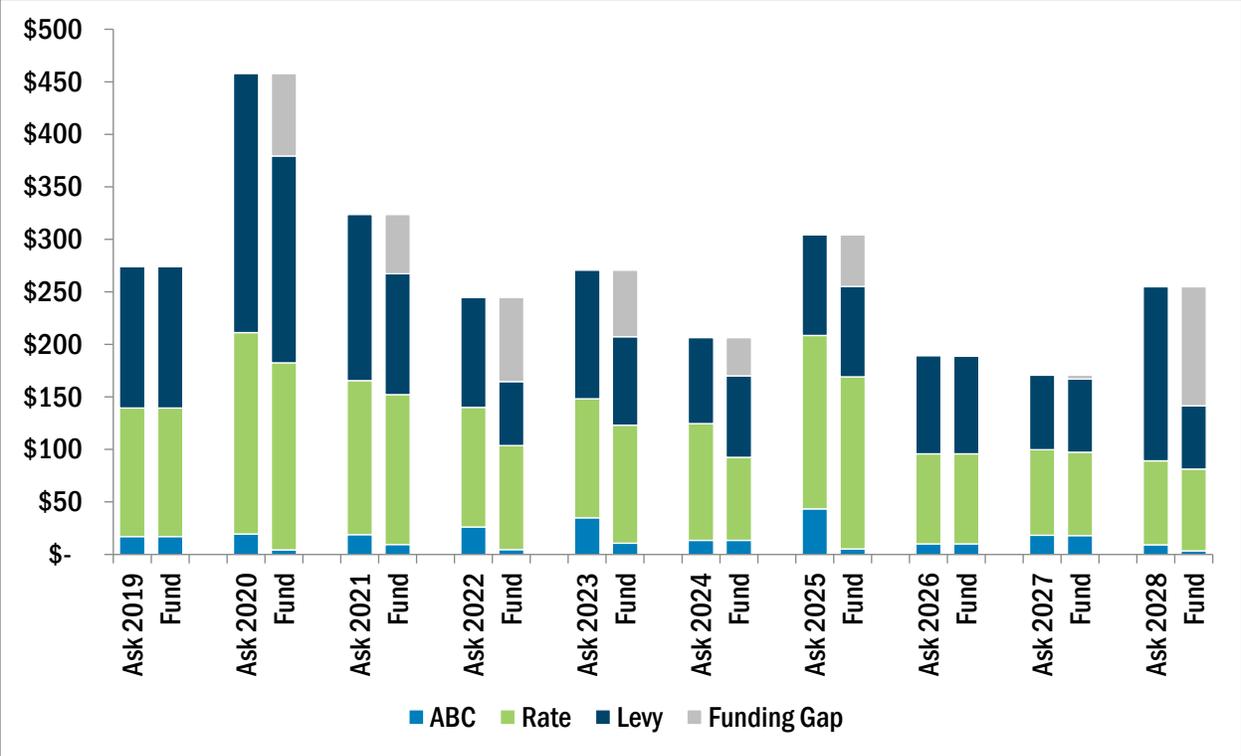
The following savings have been included in the 2019 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Savings	2018 Savings	2019 Savings	2020 Savings
iDarts Upgrade	Program Specific Cost	(3)	(3)	(3)
2019 Annual - Energy Conservation Program	Electricity	0	0	(75)
Subtotal of Corporate Services		(3)	(3)	(78)
Subtotal of Levy Departments		(3)	(3)	(78)
Mountain Road - Constructed Wetland	Program Specific Cost	0	0	(50)
Recycle-2019 Facility Improve	Program Specific Cost	(130)	(130)	(130)
Subtotal of Waste Management		(130)	(130)	(180)
Subtotal of Rate Programs		(130)	(130)	(180)
Total of Operating Savings		(133)	(133)	(258)

Capital Budget Summary

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 \$481 million. This amount changes every year due to the timing of projects and new funding assumptions.



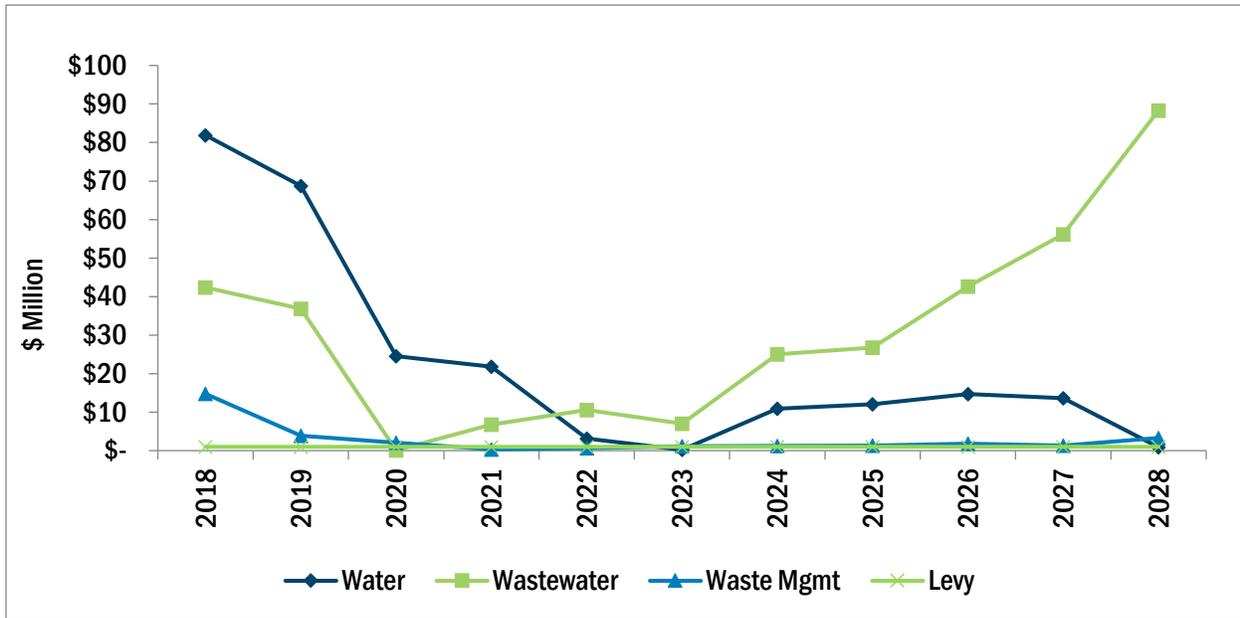
Ten Year Capital Budget Revenue Summary (in thousands)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2019	274,283	131,822	60,885	55,875	13,300	10,336	0
2020	460,398	148,853	146,120	62,015	13,300	11,543	78,566
2021	323,574	64,685	131,427	31,910	13,900	25,316	56,334
2022	244,447	85,533	16,808	44,963	13,900	3,435	79,806
2023	270,710	80,933	47,264	62,070	14,100	2,850	63,492
2024	206,267	51,712	39,943	62,344	14,100	2,000	36,168
2025	304,268	83,512	39,169	36,438	14,700	81,250	49,199
2026	189,248	72,974	48,761	51,353	14,700	1,000	460
2027	170,597	88,182	43,065	19,416	15,300	1,000	3,635
2028	254,832	84,643	22,801	17,940	15,300	1,000	113,148
Total	2,698,625	892,851	596,243	444,325	142,600	139,730	480,810

Capital Budget Summary

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.



Capital Budget Summary

Ten Year Capital Budget Department Summary (in thousands)

The following table summarizes departmental 10 year capital requests. [The detail of this information can be found in Appendix 11 - Ten Year Capital Budget Project Detail.](#)

Department	2019	2020	2021	2022	2023	2024-2028	Total
Corporate Services	26,777	134,452	58,300	8,000	7,000	133,980	368,509
Enterprise Resource Management Services	100	250	250	250	250	1,250	2,350
Community Services	1,808	1,796	2,328	1,693	2,335	11,019	20,979
Public Health and Emergency Services	2,201	3,477	4,462	5,077	2,727	17,372	35,315
Planning and Development	685	3,000	0	0	0	0	3,685
Transportation Services	103,362	106,265	92,850	89,330	110,210	343,870	845,887
Subtotal of Levy Departments	134,933	249,240	158,190	104,350	122,522	507,490	1,276,725
Niagara Regional Housing	13,915	11,447	9,206	22,708	6,962	44,099	108,337
Niagara Regional Police	3,089	7,918	9,829	3,414	27,864	50,370	102,484
Subtotal of Agency Board and Commissions	17,004	19,365	19,035	26,122	34,826	94,469	210,821
Subtotal of Levy Programs	151,937	268,605	177,225	130,472	157,348	601,959	1,487,546
Waste Management	6,825	8,429	7,788	3,783	1,915	15,215	43,955
Wastewater Operations	52,391	111,040	63,515	47,015	44,040	319,735	637,736
Water Operations	63,132	72,325	75,046	63,177	67,407	188,304	529,390
Subtotal of Rate Programs	122,348	191,794	146,349	113,975	113,362	523,254	1,211,081
Grand Total	274,285	460,399	323,574	244,447	270,710	1,125,213	2,698,628



DEPARTMENTAL SUMMARIES

DEPARTMENTS, AGENCIES, BOARDS, AND
COMMISSIONS

Department Summaries

Governance

Mission Statement:

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

What does Governance do?

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

Who works for Governance?

Full Time Equivalents by Division	2017		2018		2019	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	2.0	1.0	2.0	1.0	2.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Total	1.0	2.0	1.0	2.0	1.0	2.0

Department Summaries

Operating Budget Summary (in thousands)

Council approved Governance budget before indirect allocations of \$2,136 gross and net. This represents a \$305 net increase, or 16.6 per cent, over the prior year's approved budget of \$1,831. The Governance budget including program support and capital financing allocations amounted to \$2,413 gross and net, representing a \$253 net decrease, or 9.5 per cent over the prior year.

Compensation – The increase of \$270 is as the result of Councilor and Chair remuneration increase to offset CRA tax changes for \$198, with the remaining resulting from base remuneration increases and the addition of a new councilor.

Indirect Allocation – The decrease of \$523 is due to the result of internal reorganizations impacting corporate cost structure and a change in methodology whereas Internal Control and Organizational Performance is no longer allocated to Governance.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$2,207	\$1,640	\$1,910	\$270	16.47%
Administrative	468	220	220	0	0.00%
Operational and Supply	1	0	0	0	0.00%
Equipment, Vehicles, and Technology	1	2	2	0	0.00%
Partnership, Rebates, and Exemptions	5	2	2	0	0.00%
Intercompany Charges	3	1	2	0	6.30%
Gross Expenditure	2,685	1,866	2,136	270	14.48%
By-Law Charges and Sales	(3)	0	0	0	0.00%
Other Revenue	(36)	(34)	0	34	-100.00%
Transfers from Funds	(35)	0	0	0	0.00%
Gross Revenue	(74)	(34)	0	34	-100.00%
Net Direct Expenditure before Indirect Allocation	2,611	1,831	2,136	305	16.63%
Indirect Allocation	532	790	267	(523)	-66.19%
Capital Financing Allocation	152	45	10	(35)	-77.42%
Indirect Allocation	684	835	277	(558)	-66.80%
Net Expenditure/(Revenue) After Indirect Allocation	3,295	2,666	2,413	(253)	-9.49%

Department Summaries

General Government – Grants and Expenditure

What does General Government – Grants and Expenditure do?

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

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

Operating Budget Summary (in thousands)

Council approved General Government budget before indirect allocations of \$89,115 gross and \$82,287 net. This represents a \$7,169 net increase, or 9.5 per cent, over the prior year's approved budget of \$75,118. The General Government budget including capital financing allocations amounted to \$17,990 gross and \$11,162 net, representing a \$3,247 net increase, or 41.0 per cent over the prior year.

Administrative – The removal of \$150 reflects a one-time requirement for legal advice in 2018.

Operational and Supply – The budget of \$228 reflects a budget amount for Council to apply to a new strategic project or program in-year.

Partnership, Rebates, and Exemptions – The decrease of \$1,865 consists of \$833 in tax increment grants (TIG) deferred due to timing of development, \$634 through the deferral of the Smarter Niagara Incentive Program (SNIP) to 2020, \$900 through the deferral of the Waterfront Investment Program (WIP) to 2020, \$600 of a one-time reserve funded 2018 grant payment to Niagara College to support agri-food research, and \$2,500 in one-time 2018 reserve funded development charge exemptions. Offsetting these is an increase in base development charge reduction grant funding of \$3,551.

Financial Expenditures – The increase of \$8,603 consists of increased debt charges for base levy capital requirements of \$115, Water and Wastewater capital requirements of \$1,867, a one-time balloon payment of \$4,850 in 2019 fully recovered through reissuance, legacy Canada Summer Games capital financing of \$384, and Niagara Regional Transit capital requirements of \$1,387.

Transfers to Funds – The increase of \$762 reflects an increase of base capital financing of \$617 and one-time capital building repairs for Community Services of \$145 recovered through ministry funding.

Department Summaries

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

Transfers from Funds – The increase of \$263 consists of a \$4,850 issuance to fund a one-time balloon payment in 2019 and additional subsidy funding for debt charges of \$63. Offsetting these increases are removals of reserve funding of \$900 for WIP, \$250 for Niagara Investment in Culture grants, \$250 for SNIP, \$2,500 for development charge exemptions, \$600 for Niagara College agri-food research, and \$150 to support a one-time need for legal advice.

Capital Financing Allocation – The increase of \$3,923 consists of \$617 to recover transfers to reserve for base capital financing and \$3,690 to recover increased debt charge financial expenditure as outlined above, offset by Canada Summer Games debt recovery of \$384 remaining in General Government.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Administrative	\$0	\$150	\$0	(\$150)	-100.00%
Operational and Supply	0	0	228	228	100.00%
Occupancy and Infrastructure	37	42	42	0	0.00%
Partnership, Rebates, and Exemptions	5,469	11,204	9,339	(1,865)	-16.65%
Financial Expenditures	36,225	51,342	59,945	8,603	16.76%
Transfers to Funds	32,088	18,944	19,706	762	4.02%
Intercompany Charges	0	0	(145)	(145)	-100.00%
Gross Expenditure	73,818	81,682	89,115	7,433	9.10%
Transfers from Funds	(7,651)	(6,564)	(6,828)	(263)	-4.01%
Net Direct Expenditure before Indirect Allocation	66,167	75,118	82,287	7,169	9.54%
Capital Financing Allocation	(60,521)	(67,202)	(71,125)	(3,923)	-5.84%
Net Expenditure/(Revenue) After Indirect Allocation	\$5,645	\$7,916	\$11,162	\$3,247	41.02%

Department Summaries

General Government – Net Revenue

What does General Government – Net Revenue do?

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

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

Who works for General Government – Net Revenue Budget?

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

Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$17,001. This represents a \$1,465 increase, or 9.4 per cent, over the prior year's approved budget of \$15,535.

Administrative – The increase of \$199 relates to inflation on property assessment service costs.

Partnership, Rebates, and Exemptions – The decrease of \$322 represents the first of a three year phase-out of the vacancy rebate program.

Financial Expenditures – The increase of \$1,648 is the result of an increased estimate of tax write-offs matching historical trends.

Taxation – The increase of \$2,210 is the result of an increased estimate of supplemental taxes matching historical trends.

Other Revenue – The increase of \$1,727 includes \$510 in newly announced cannabis revenue and \$1,220 in net investment income increases over the prior year.

Transfers from Funds – The decrease of \$906 consists of a reduction in investment portfolio reserve use of \$126 and the removal of one-time funding applied in 2018 to reduce taxpayer impact from the taxpayer relief reserve (\$480) and NRPS long-term accommodation reserve (\$300).

Department Summaries

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$3	\$0	\$0	\$0	0.00%
Administrative	11,847	6,044	6,243	199	3.29%
Operational and Supply	(12)	0	0	0	0.00%
Occupancy and Infrastructure	451	13	53	40	320.00%
Equipment, Vehicles, and Technology	1	0	0	0	0.00%
Partnership, Rebates, and Exemptions	645	1,204	882	(322)	-26.72%
Financial Expenditures	5,189	4,680	6,328	1,648	35.21%
Transfers to Funds	4,398	1,135	1,135	0	0.00%
Intercompany Charges	(128)	(108)	(107)	1	0.50%
Gross Expenditure	22,395	12,968	14,533	1,565	12.07%
Taxation	(14,698)	(13,057)	(15,267)	(2,210)	-16.92%
Federal and Provincial Grants	(22)	0	0	0	0.00%
By-Law Charges and Sales	(14)	(55)	(55)	0	0.00%
Other Revenue	(17,106)	(14,044)	(15,771)	(1,727)	-12.30%
Transfers from Funds	(1,298)	(1,348)	(442)	906	67.22%
Gross Revenue	(33,138)	(28,503)	(31,534)	(3,031)	-10.63%
Net Expenditure/(Revenue) After Indirect Allocation	(\$10,743)	(\$15,535)	(\$17,001)	(\$1,465)	-9.43%

Department Summaries

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:

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.

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.

The Internal Control & Organizational Performance (ICOP) division provides consulting and continuous improvement services to the organization through business analysis; project and change management; performance measurement; strategic planning; and internal audit. The **Internal Audit** team develops a comprehensive risk-based annual audit plan which is approved by the Niagara Region's Audit Committee. All audit results are reported directly back to the Audit Committee at pre-scheduled meetings. The ICOP-Internal Audit team executes its work in conformance within professional standards published by the Institute of Internal Auditors and the Chartered Professional Accountants of Canada. The **Performance** team provides support in setting objectives, business improvement, program evaluation and performance measurement to the organization through consulting services. In 2018, a corporate re-organization resulted in the establishment of a **Project Management Office (PMO)** reporting through the ICOP division to support and enhance project managers across the organization. The PMO team will ensure that a best-in-class project management methodology is implemented for all capital projects corporate-wide. Having a consistent framework and methodology in place allows for optimized project efficiency, increased project quality, reduced project risk and enhanced project reporting to Management and Regional Council.

Department Summaries

Who works in Corporate Administration?



**Human Resources and Regional Clerk roll up under Corporate Services for financial purposes, but report to the CAO.*

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Chief Administrative Officer’s Office	2.0	0.0	2.0	0.0	2.0	0.0
Strategic Communications and Public Affairs	10.0	1.0	10.0	0.0	10.0	0.0
Economic Development	8.0	1.0	8.0	0.3	8.0	0.0
Internal Control and Organizational Performance*	13.0	0.8	18.0	0.0	18.0	0.0
Total	33.0	2.8	38.0	0.3	38.0	0.0

**Internal Control and Organizational Performance roll up under Corporate Administration for financial purposes, but report to the Commissioner of ERMS.*

Department Summaries

Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$6,696 gross and \$6,496 net. This represents a \$30 net decrease, or 0.5 per cent, over the prior year's approved budget of \$6,527. The Corporate Administration budget including program support and capital financing allocations amounted to \$5,936 gross and \$5,736 net, representing a \$833 net increase, or 17.0 per cent over the prior year.

Compensation – The increase of \$112 is the result of base compensation rate changes.

Administrative – The decrease of \$280 includes reducing consulting for internal audit by \$141 and promotion for sporting events by \$75.

Partnership, Rebates, and Exemptions – The increase of \$250 is the result of economic development marketing initiatives, funded by new funding opportunities and realignment of administrative spending.

Federal and Provincial Grants – The increase in of \$100 is the result of new funding opportunities.

Indirect Allocation – The decrease of \$928 is due to the change in methodology whereas Internal Control and Organizational Performance is no longer to be corporately allocated, reducing allocations by \$1,624, offset by the inclusion of a new allocation of the Project Management Office of \$697.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$2,305	\$4,394	\$4,507	\$112	2.55%
Administrative	551	1,823	1,544	(280)	-15.34%
Operational and Supply	1	2	2	0	0.00%
Occupancy and Infrastructure	0	0	0	0	0.00%
Equipment, Vehicles, and Technology	10	31	15	(16)	-51.62%
Partnership, Rebates, and Exemptions	2	368	618	250	67.77%
Transfers to Funds	390	0	0	0	0.00%
Intercompany Charges	8	8	11	3	38.99%
Gross Expenditure	3,267	6,627	6,696	70	1.05%
Federal and Provincial Grants	0	(100)	(200)	(100)	100.00%
By-Law Charges and Sales	1	0	0	0	0.00%
Transfers from Funds	(349)	0	0	0	0.00%
Gross Revenue	(348)	(100)	(200)	(100)	33.33%
Net Direct Expenditure before Indirect Allocation	2,919	6,527	6,496	(30)	-0.47%
Indirect Allocation	(1,670)	(1,805)	(878)	928	-51.38%
Capital Financing Allocation	17	181	117	(64)	-35.35%
Indirect Allocation	(1,653)	(1,624)	(761)	864	-53.17%
Net Expenditure/(Revenue) After Indirect Allocation	1,267	4,903	5,736	833	16.99%

Department Summaries

Corporate Services

Mission Statement:

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

What does Corporate Services do?

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

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

IT Solutions 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.

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

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. Our facilities operations and maintenance services includes meeting room set-ups, access cards requests, installation of equipment, general repairs and maintenance, recycling, deliveries of boxes and furniture etc.

Department Summaries

Who works for Corporate Services?

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Corporate Services Administration	2.0	0.0	1.0	0.3	1.0	1.0
Corporate Records, Print, and Mail Services*	21.3	0.0	21.3	0.0	20.3	0.0
Human Resources Services*	47.0	1.0	47.0	0.0	45.0	0.0
IT Solutions~	59.0	1.0	51.0	1.0	51.0	1.0
Customer Service~	0.0	0.0	0.0	0.0	6.0	0.0
Construction, Energy and Facilities Management~	34.9	4.0	35.2	3.6	36.2	3.6
Total	164.1	6.0	155.4	4.8	159.4	5.6

* Human Resources and Corporate Records, Print, and Mail Services roll up under Corporate Services for financial purposes, but report to the CAO.

~ IT Solutions, Customer Services, and Construction, Energy and Facilities Management roll up under Corporate Services for financial purposes, but report to the Commissioner of ERMS.

Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$30,777 gross and \$29,151 net. This represents a \$1,380 net increase, or 5.0 per cent, over the prior year's approved budget of \$27,771. The Corporate Services budget including program support and capital financing allocations amounted to \$3,409 gross and \$1,783 net, representing a \$188 net decrease, or 9.5 per cent over the prior year.

Compensation – The increase of \$926 is the result of the transition of business licensing services from NRPS to the Niagara Region for \$486, and base compensation rate changes, offset by net FTE reduction of \$96.

Administrative – The increase of \$237 is primarily the result of the transition of business licensing services from NRPS to the Niagara Region.

Operational and Supply – The increase of \$163 is primarily the result of reclassification of photocopier costs from Equipment, Vehicle, and technology.

Occupancy and Infrastructure – The increase of \$348 relates to utility cost escalation for \$141 with remaining increases relating to building maintenance.

Equipment, Vehicles, and Technology – The increase in of \$282 is the result of the transition of business licensing services from NRPS to the Niagara Region for \$175, and software support costs, offset by reclassification of photocopier costs to Operational and Supply.

By-Law Charges and Sales – The increase of \$703 is the result of the transition of business licensing services from NRPS to the Niagara Region.

Indirect Allocation – The increase of \$1,485 is due to budget increases to allocated divisions as outlined above.

Department Summaries

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$13,143	\$16,075	\$17,002	\$926	5.76%
Administrative	2,927	3,220	3,457	237	7.37%
Operational and Supply	51	159	322	163	102.79%
Occupancy and Infrastructure	26	6,876	7,223	348	5.06%
Equipment, Vehicles, and Technology	2,217	2,434	2,716	282	11.58%
Partnership, Rebates, and Exemptions	0	5	5	0	0.00%
Financial Expenditures	64	64	0	(64)	-100.00%
Transfers to Funds	15	0	0	0	0.00%
Intercompany Charges	(176)	53	53	(1)	-1.14%
Gross Expenditure	18,266	28,885	30,777	1,892	6.55%
By-Law Charges and Sales	(37)	(240)	(943)	(703)	293.20%
Other Revenues	(461)	(540)	(492)	48	-8.89%
Transfers from Funds	(340)	(334)	(190)	144	-42.99%
Gross Revenue	(838)	(1,114)	(1,626)	(512)	45.92%
Net Direct Expenditure before Indirect Allocation	17,428	27,771	29,151	1,380	4.97%
Indirect Allocation	(16,422)	(25,981)	(27,466)	(1,485)	5.72%
Capital Financing Allocation	16	180	98	(82)	-45.75%
Indirect Allocation	(16,406)	(25,801)	(27,368)	(1,567)	6.08%
Net Expenditure/(Revenue) After Indirect Allocation	1,022	1,970	1,783	(188)	-9.52%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	26,777
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	26,777

The 2019 capital program represents sixteen distinct projects budgeted at \$15,334. This accounts for approximately 9.7 per cent of the Region’s capital budget for 2019. 100 per cent of the revenues required to fund the 2018 capital program are derived from the Region’s internal sources.

Major highlights of the 2019 Corporate Services capital program include a funding allowance for the Environmental Centre expansion Canada Summer Games, various asset replacements, and software upgrades.

Project Name	Gross Capital Request	Project Description
Print Shop-Printing Press	\$40	Investment in a new printing press required to meet the needs of internal departments and external stakeholders.
iDarts Upgrade	20	Upgrade of iDarts system to incorporate greater efficiencies.
2019 Annual Application Lifecycle Replacement	300	Replacement of applications that have reached lifecycle maturity.
2019 IT Asset Replacement	2,288	Replacement of various IT assets that have reached the end of their useful life. Useful life of IT assets estimated at 4-6 years.
Online Development Planning Portal Phase 1	750	An online Development Portal that will facilitate real-time collaboration between developers, Niagara Region, and local area municipalities on development applications and proposals.
Project/Portfolio Management Software	250	Enterprise project/portfolio management software to support increased insight into the key stages of project delivery: Initiation, Planning, Execution, Monitoring/Control and Closing.
Asset Management Software	250	As part of the overarching Asset Management (AM) Plan and strategy the need for asset management software has been identified.
19-Bldg Ext-NR-SAEO Niagara Falls Roof	290	Construction of Replacement Roof Niagara Falls SAEO at 5853 Peer Street
19-Bldg Ext-NRPS-Gun Range Roof Design	72	Replacement of existing roof at NRPS Welland Gun Range
Bldg Int-2019 Region HQ-Space Acc	100	Niagara Region Headquarters Space Accommodations workstation reconfiguration and furniture. 2019 priorities include: Enterprise Resource Management Services (ERMS) IT and Customer Services Accommodations
Bldg Int-NRHQ-Emergency PA System & Fire Alarm System	700	Design of a new integrated fire alarm and public address system for Niagara Region Headquarters (NRHQ) including Campbell East and Campbell West.
2019-Environmental Centre Expansion	21,177	Construction - Expansion of the building to support 2016 re-organization of the Water and Wastewater divisions. This will replace the current Centralized Maintenance Facility in Welland.
19-Bldg Site-250 Thorold Road Life Cycle Renewal	220	Interior Life Cycle Renovations for 250 Thorold Road
19-Bldg Ext-NR Thorold Patrol Yard Roof Design	20	Replacement of existing metal roof at Thorold Patrol Yard
2019 Annual - Code and Legislative Compliance Program	100	This project is to address any facility capital expenditures as required due to Code changes legislative requirements and/or orders and aging

Department Summaries

Project Name	Gross Capital Request	Project Description
2019 Annual - Energy Conservation Program	200	<p>infrastructure. 2019 priorities include Designated Substance Survey (DSS) Survey Reassessments TSSA work and Biohazard control.</p> <p>Region-wide Energy Conservation Program/projects. 2019 priorities include Lighting Audits Lighting Retrofits Energy Conservation and Demand Management (ECDM) Plan update and Combined Heat and Power (CHP) Cogen Engineering Design and Specifications. Projects will be based on reasonable payback periods and available incentives.</p>
Total	\$26,777	

Department Summaries

Enterprise Resource Management Services

Mission Statement:

Innovative solutions for Niagara

What does Enterprise Resource Management Services do?

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

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

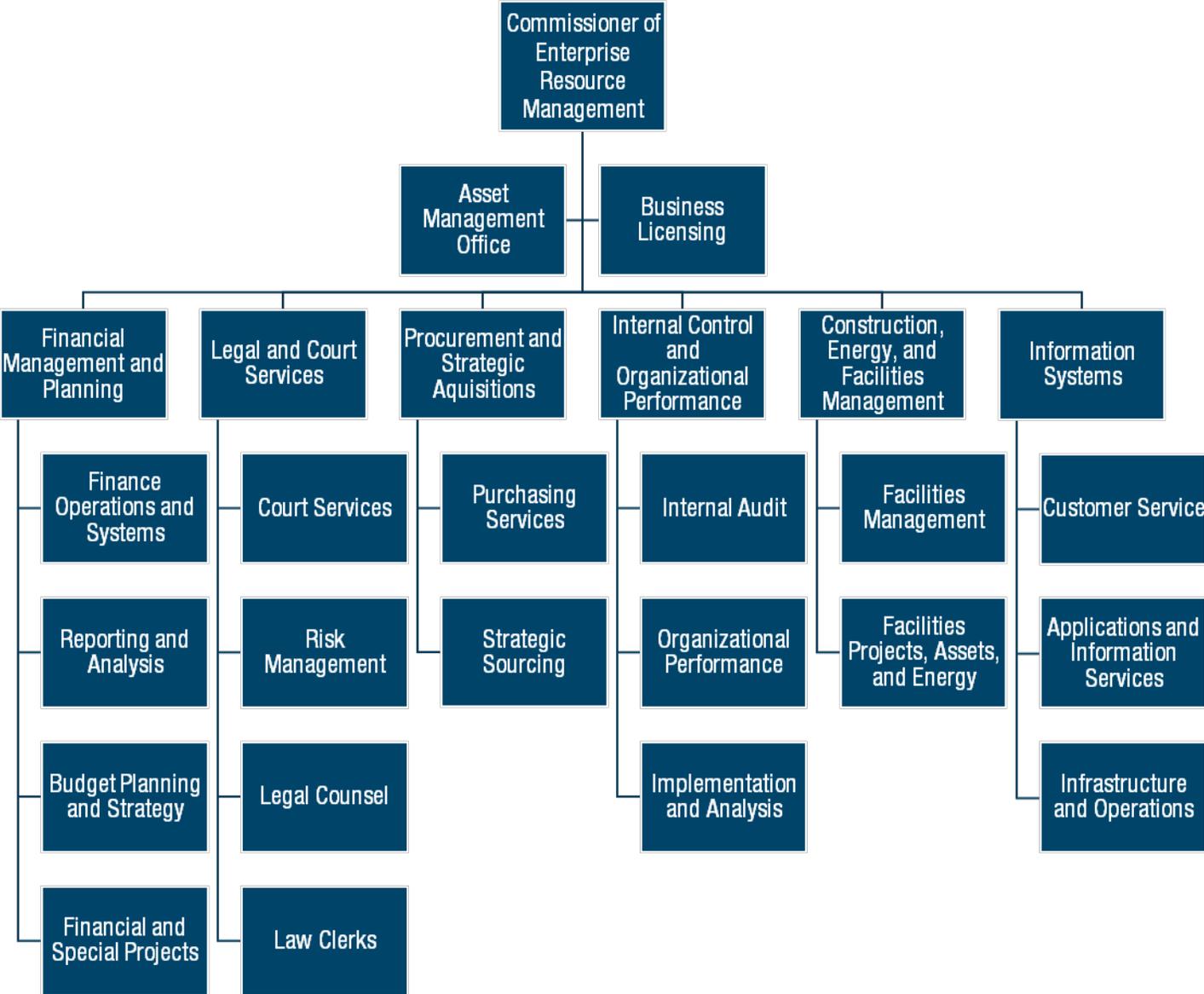
Procurement & Strategic Acquisitions is made up of two main divisions. **Procurement** oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations. It leverages innovative tools and complex finance models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

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.

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. This is a key requirement of Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) that requires the municipality to identify a senior executive with responsibility for implementing and managing an asset management program. An AM office is considered to be best practice to support the Region while it maintains its current levels of service (LOS) and plans for the sustainment and replacement of the existing infrastructure and assets.

Department Summaries

Who works for Enterprise Resource Management Services?



**Internal Control and Organizational Performance rolls up under Corporate Administration, and Construction Energy & Facilities Management, Information Systems and Customer Services roll up under Corporate Services for financial purposes, but report to the Commissioner of ERMS.*

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Enterprise Resource Management Administration	3.0	0.0	2.0	0.0	2.0	0.0
Financial Management and Planning	59.0	1.0	60.0	1.0	60.0	1.0
Procurement and Strategic Acquisitions	16.0	0.0	16.0	0.0	16.0	0.0
Legal Services	10.0	0.0	11.0	0.0	11.0	0.0
Asset Management Office	0.0	0.0	0.0	0.0	7.0	0.0
Total	88.0	1.0	89.0	1.0	96.0	1.0

Department Summaries

Operating Budget Summary (in thousands)

Council approved Enterprise Resource Management Services budget before indirect allocations of \$13,015 gross and \$12,918 net. This represents a \$1,131 net increase, or 9.6 per cent, over the prior year's approved budget of \$11,788. The Enterprise Resource Management Services budget after indirect allocations net to \$0 as all costs are allocated out to other departments.

Compensation – The increase of \$1,038 is the result of the creation of an Asset Management Office for \$836, with the remainder consisting of base compensation rate changes.

Administrative – The decrease of \$293 is primarily the result of the one-time Sustainability Review approved in 2018 for \$400 funded by transfers from reserves below.

Transfers from Funds – The removal of the \$400 reflects a one-time Sustainability Review approved for 2018.

Indirect Allocation – The increase of \$1,131 primarily relates to the corporate allocation created for the newly established Asset Management Office.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$10,735	\$8,822	\$9,860	\$1,038	11.76%
Administrative	7,593	3,375	3,083	(293)	-8.67%
Operational and Supply	125	30	42	12	38.72%
Occupancy and Infrastructure	6,581	0	0	0	0.00%
Equipment, Vehicles, and Technology	146	9	9	0	0.00%
Financial Expenditures	14	0	0	0	0.00%
Transfers to Funds	247	0	0	0	0.00%
Intercompany Charges	11	22	23	1	3.21%
Gross Expenditure	\$25,451	\$12,258	\$13,015	\$758	6.18%
Federal and Provincial Grants	(56)	(60)	(67)	(7)	-11.38%
By-Law Charges and Sales	(237)	(10)	(10)	0	0.00%
Other Revenue	(614)	0	(20)	(20)	-100.00%
Transfers from Funds	(726)	(400)	0	400	100.00%
Gross Revenue	(1,633)	(470)	(97)	373	79.36%
Net Direct Expenditure before Indirect Allocation	23,818	11,788	12,918	1,131	9.59%
Indirect Allocation	(23,809)	(11,788)	(12,918)	(1,131)	-9.59%
Net Expenditure/(Revenue) After Indirect Allocation	\$10	\$0	\$0	\$0	0.00%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	100
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	100

The 2019 capital program represents one distinct projects budgeted at \$100,000. This accounts for less than 0.01 per cent of the Region’s capital budget for 2019. 100 per cent of the revenues required to fund the 2019 capital program are derived from the Region’s internal sources.

Major highlights of the 2019 ERMS capital program includes the acquisition of property for strategic purposes.

Project Name	Gross Capital Request	Project Description
2019 Misc Levy Properties	\$100	Acquisition of properties adjacent to Regional properties for anticipated future needs, or for potential future site builds.

Department Summaries

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 general operating and wage enhancement grants to service providers to support operations and staff employed in licensed child care programs.

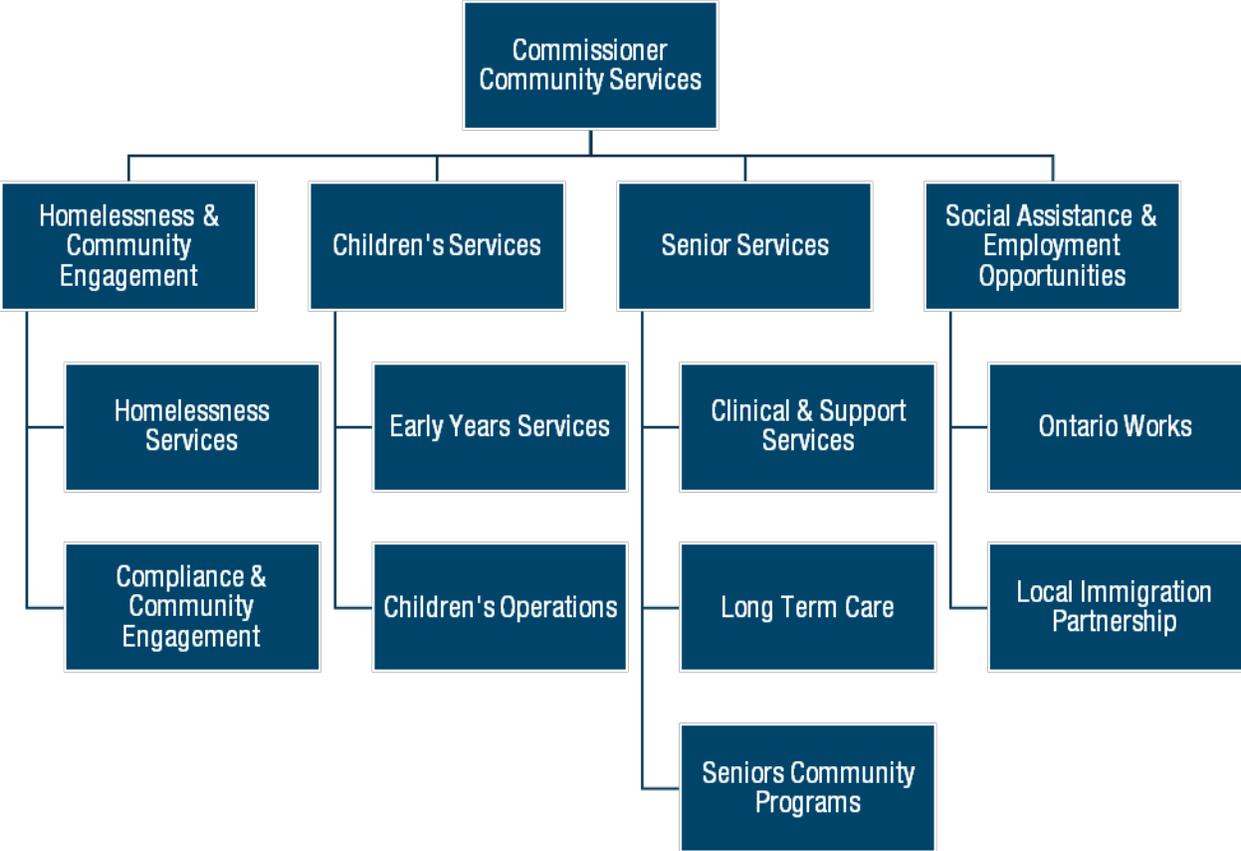
Homelessness Services and Community Engagement support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents. The division also supports Regional and Municipal emergency response management by providing emergency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

Senior Services provides high quality, compassionate care to our residents through a range of integrated programs and partnerships. The division operates 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.

Department Summaries

Who works for Community Services?



Full Time Equivalents by Division	2017 Permanent	2017 Temporary	2018 Permanent	2018 Temporary	2019 Permanent	2019 Temporary
Commissioner	2.0	1.0	2.0	0.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	1.5	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	830.5	6.3	844.6	6.3
Homelessness Services and Community Engagement	12.0	1.0	12.0	1.0	12.0	1.0
Total	1,148.9	9.8	1,148.9	7.3	1,163.0	7.3

Department Summaries

Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$287,710 gross and \$27,943 net. This represents a \$419 net increase, or 1.5 per cent, over the prior year's approved budget of \$27,523. The Community Services budget including program support and capital financing allocations amounted to \$303,587 gross and \$43,819 net, representing a \$175 net decrease, or 0.4 per cent over the prior year.

Compensation – The increase of \$3,018 includes \$1,011 for additional front-line staff for Seniors Services, with the remainder consisting of base compensation rate changes.

Administrative – The decrease of \$265 is due to saving implemented to meet budget guidance.

Operational and Supply – The increase of \$755 relates primarily to reclassification of employment contracts from Community Assistance.

Equipment, Vehicles, and Technology – The increase of \$337 primarily relates to minor equipment costs in seniors homes.

Intercompany Charges – The increase of \$169 is the result of one-time capital building repairs of \$145.

Capital Financing Allocation – The decrease of \$1,012 is the result of Community Services having a lower proportion of the total capital budget.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$96,461	\$98,092	\$101,110	\$3,018	3.08%
Administrative	1,585	1,909	1,644	(265)	-13.88%
Operational and Supply	8,456	8,196	8,951	755	9.21%
Occupancy and Infrastructure	3,822	3,805	3,691	(115)	-3.02%
Equipment, Vehicles, and Technology	1,428	821	1,158	337	40.98%
Community Assistance	152,309	167,885	168,844	959	0.57%
Financial Expenditures	179	0	0	0	0.00%
Transfers to Funds	2,202	1,829	1,829	0	0.00%
Intercompany Charges	559	315	484	169	53.70%
Gross Expenditure	267,001	282,853	287,710	4,858	1.72%
Federal and Provincial Grants	(213,384)	(229,907)	(234,067)	(4,160)	-1.81%
By-Law Charges and Sales	(3,720)	(2,903)	(2,980)	(78)	-2.67%
Other Revenue	(22,873)	(22,520)	(22,721)	(201)	-0.89%
Transfers from Funds	(79)	0	0	0	0.00%
Gross Revenue	(240,057)	(255,329)	(259,768)	(4,439)	-1.74%
Net Direct Expenditure before Indirect Allocation	26,994	27,523	27,943	419	1.52%
Indirect Allocation	10,635	11,566	11,984	418	3.61%
Capital Financing Allocation	4,940	4,904	3,893	(1,012)	-20.63%
Indirect Allocation	15,575	16,470	15,876	(594)	-3.60%
Net Expenditure/(Revenue) After Indirect Allocation	\$42,519	\$43,993	\$43,819	\$(175)	-0.40%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	1,808
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	1,808

The 2019 capital program represents five distinct project budgeted at \$1,808. This accounts for 0.6 per cent of the Region’s capital budget for 2019. 100 per cent of the revenues required to fund the 2019 capital program are derived from the Region’s internal sources.

Project Name	Gross Capital Request	Project Description
LTC Homes - 2019 Roof Replacement	\$502	Annual replacement program of roofing systems at the long-term care homes that are in poor condition and in need of replacement.
LTC Homes - 2019 Bed Replacement	75	Annual replacement program for resident beds that are at the end of the estimated useful life across the 8 LTC homes.
LTC Homes - 2019 Capital Improvements/Replacement	327	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.
LTC Homes - 2019 Machinery/Equipment	434	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.
LTC Homes - 2019 Resident Care Equipment	469	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.
Total	\$1,808	

Department Summaries

Public Health and Emergency Services

Mission Statement:

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

What does Public Health and Emergency Services do?

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

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

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

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

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

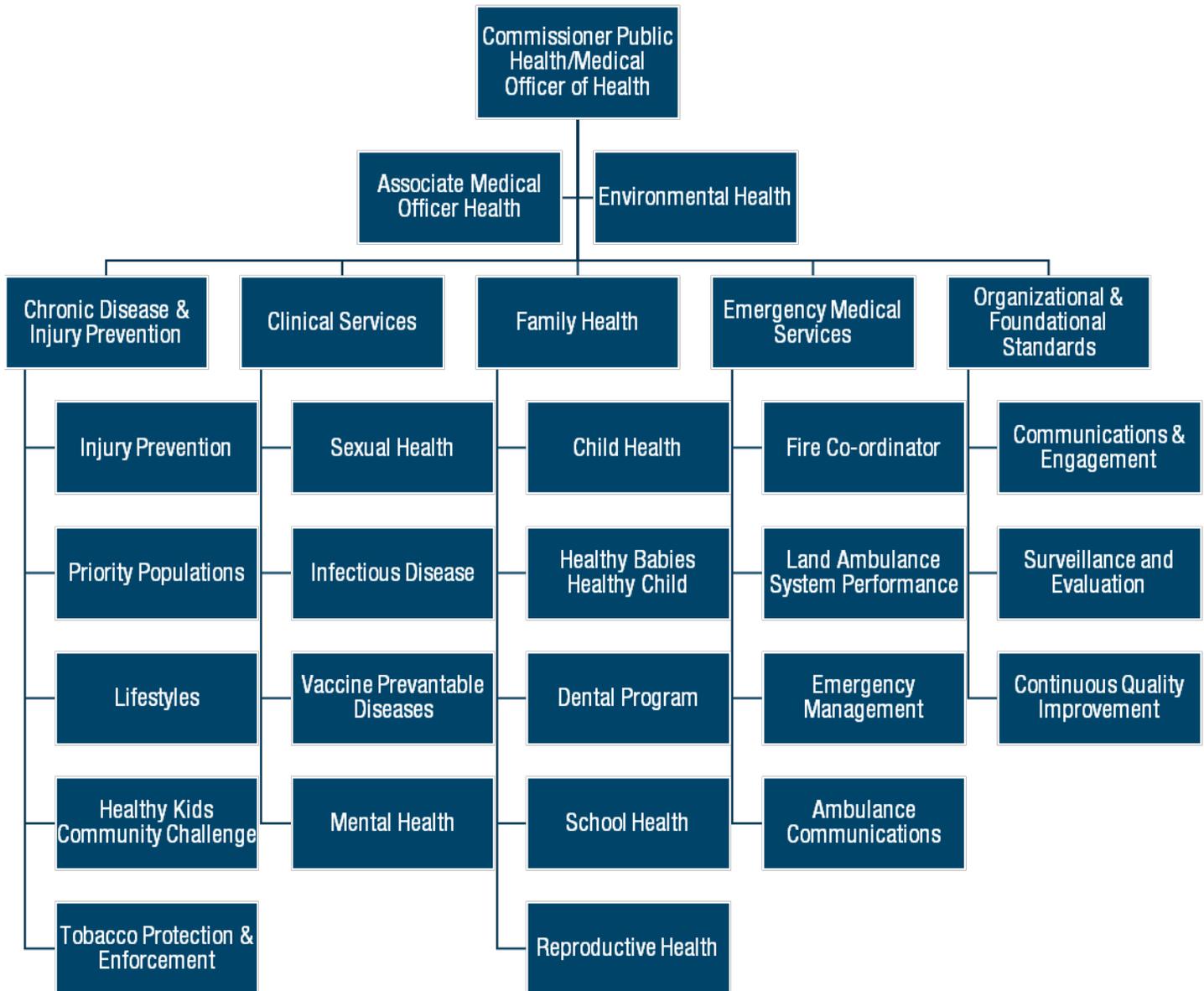
Family Health provides resources and services to pregnant women, expectant or new families with children from birth to 18 years. Some of the program areas include reproductive health, healthy babies/healthy children, child health, dental health, infant and child development services as well as school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

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

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

Department Summaries

Who works for Public Health and Emergency Services?



Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Medical Office of Health	5.0	0.0	6.0	0.0	6.0	0.0
Chronic Disease and Injury Prevention	38.5	1.0	37.0	1.0	37.0	0.0
Clinical Services	77.5	0.2	79.5	0.2	79.7	0.2
Environmental Health	46.0	0.0	45.0	0.0	45.0	0.0
Family Health	112.6	0.5	112.7	0.0	112.6	0.0
Mental Health	58.0	0.0	57.0	0.0	57.0	0.0
Organizational and Foundational Standards	25.9	0.0	30.3	0.0	30.3	1.1
Emergency Medical Services	286.0	2.2	294.0	1.6	295.0	5.1
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
Total	651.7	3.9	663.7	2.8	664.9	6.4

Department Summaries

Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$89,042 gross and \$24,898 net. This represents a \$809 net increase, or 3.4 per cent, over the prior year's approved budget of \$24,089. The Public Health and Emergency Services budget including program support and capital financing allocations amounted to \$102,809 gross and \$38,665 net, representing a \$1,258 net decrease, or 3.2 per cent over the prior year.

Compensation – The increase of \$2,662 includes \$965 for ongoing WSIB cost pressures from 2016 presumptive legislation relating to chronic mental stress for first responders and \$256 for one-time psychological health initiatives implementation to address mental health for first responders, with the remainder consisting of base compensation rate increases.

Equipment, Vehicles, and Technology – The increase of \$210 includes fuel, repairs and maintenance for land ambulances for \$129 and newly established funding for an internal notification system of \$85.

Federal and Provincial Grants – The increase of \$2,245 relates to provincial grants for land ambulance and dispatch services.

Transfers from Funds – The decrease of \$644 reflects one-time funding requirements in 2018 not continued to 2019.

Capital Financing Allocation – The decrease of \$1,982 is the result of a one-time balloon payment on principal in 2018 of \$1,228 and Public Health and Emergency Services having a lower proportion of the total capital budget.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$72,706	\$76,043	\$78,705	\$2,662	3.50%
Administrative	2,317	2,003	1,874	(129)	-6.46%
Operational and Supply	4,856	4,241	4,008	(233)	-5.49%
Occupancy and Infrastructure	617	712	636	(76)	-10.69%
Equipment, Vehicles, and Technology	2,023	1,983	2,193	210	10.58%
Community Assistance	2	0	0	0	0.00%
Partnership, Rebates, and Exemptions	2	0	0	0	0.00%
Transfers to Funds	150	83	85	2	2.95%
Intercompany Charges	1,447	1,502	1,540	38	2.50%
Gross Expenditure	84,120	86,568	89,042	2,473	2.86%
Federal and Provincial Grants	(60,781)	(61,038)	(63,282)	(2,245)	-3.68%
By-Law Charges and Sales	(298)	(270)	(240)	29	10.95%
Other Revenue	(480)	(204)	(297)	(93)	-45.45%
Transfers from Funds	(771)	(968)	(324)	644	66.51%
Gross Revenue	(62,330)	(62,479)	(64,144)	(1,664)	-2.66%
Net Direct Expenditure before Indirect Allocation	21,791	24,089	24,898	809	3.36%
Indirect Allocation	7,648	8,619	8,534	(85)	-0.98%
Capital Financing Allocation	4,908	7,215	5,233	(1,982)	-27.47%
Indirect Allocation	12,557	15,834	13,767	(2,066)	-13.05%
Net Expenditure/(Revenue) After Indirect Allocation	\$34,347	\$39,923	\$38,665	(\$1,258)	-3.15%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	2,201
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	2,201

The 2019 capital program represents one distinct project budgeted at \$2,201. This accounts for approximately 0.8 per cent of the Region’s capital budget for 2019. 100 per cent of the revenues required to fund the 2019 capital program are derived from the Region’s internal sources.

Project Name	Gross Capital Request	Project Description
2019 Annual - EMS - Ambulance and Equipment Replacement	2,201	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.

Department Summaries

Planning and Development Services

Mission Statement:

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

What does Planning and Development Services do?

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

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

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

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

Who works for Planning & Development Services?



Full Time Equivalents by Division	2017 Permanent	2017 Temporary	2018 Permanent	2018 Temporary	2019 Permanent	2019 Temporary
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0

Department Summaries

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Community and Long Range Planning	14.5	3.5	16.0	4.0	16.0	4.0
Development Planning	13.5	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	6.0	0.0	12.5	0.0	12.5	1.0
Special Projects	2.0	1.0	0.0	0.0	0.0	0.0
Total	38.0	4.5	45.5	4.0	45.5	5.0

Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$6,535 gross and \$4,140 net. This represents a \$135 net increase, or 3.4 per cent, over the prior year's approved budget of \$4,005. The Planning and Development Services budget including program support and capital financing allocations amounted to \$8,074 gross and \$5,678 net, representing a \$58 net decrease, or 1.0 per cent over the prior year.

Compensation – The increase of \$421 consists of base compensation rate increases.

Administrative – The increase of \$109 includes one-time development of stormwater management and hydrogeology guidelines for \$175, offset by reductions to meet budget guidance.

Intercompany Charges – The increase of \$116 relates to compensation increases charged to Water and Wastewater Operations.

By-Law Charges and Sales – The increase of \$279 relates to fee inflation and new approved fees, [as approved in report CSD 23-2019 2019 Fees and Charges By-law](#), and forecasted volume increase.

Capital Financing Allocation – The decrease of \$107 is the result of Planning and Development having a lower proportion of the total capital budget.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$3,589	\$5,242	\$5,663	\$421	8.03%
Administrative	823	1,107	1,217	109	9.87%
Operational and Supply	18	18	23	5	29.77%
Equipment, Vehicles, and Technology	30	36	36	0	0.00%
Partnership, Rebates, and Exemptions	1,817	90	90	0	0.00%
Transfers to Funds	1,649	0	0	0	0.00%
Intercompany Charges	(289)	(378)	(494)	(116)	-30.71%
Gross Expenditure	7,636	6,116	6,535	419	6.86%
Federal and Provincial Grants	(8)	0	0	0	0.00%
By-Law Charges and Sales	(1,134)	(1,461)	(1,740)	(279)	-19.09%
Other Revenue	(42)	(650)	(656)	(6)	-0.87%
Transfers from Funds	(3,488)	0	0	0	0.00%
Gross Revenue	(4,672)	(2,111)	(2,396)	(285)	-13.48%
Net Direct Expenditure before Indirect Allocation	2,965	4,005	4,140	135	3.37%
Indirect Allocation	1,097	924	838	(86)	-9.31%
Capital Financing Allocation	635	807	700	(107)	-13.23%
Indirect Allocation	1,732	1,731	1,539	(193)	-11.14%
Net Expenditure/(Revenue) After Indirect Allocation	\$4,697	\$5,736	\$5,678	(\$58)	-1.01%

Capital Budget Summary (in thousands)

Department Summaries

Funding Source	Funding Amount
Reserves	685
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	685

The 2019 capital program represents one distinct project budgeted at \$685. This accounts for approximately 0.2 per cent of the Region’s capital budget for 2019. 100 per cent of the revenues required to fund the 2019 capital program are derived from the Region’s internal sources.

Project Name	Gross Capital Request	Project Description
Civic Park and International Plaza	\$685	Landscape architecture services to further develop and construct a park around the Regional Headquarters Building.

Department Summaries

Public Works

Mission Statement:

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

What does Public Works do?

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.

GO Implementation Office leads, in partnership with and on behalf of the local area municipal partners, all of Niagara's efforts to be ready for the arrival of daily GO Train Service in 2021 (Grimsby) and 2023 (St. Catharines and Niagara Falls). The GO Implementation Office also leads the coordination efforts to consolidate transit services in Niagara and expand inter-municipal transit services throughout the region, as well as purview for the operation of Niagara Region Transit and Niagara Specialized Transit. The office is involved in the capital works projects being undertaken to improve the region's transportation corridors between GO stations and works closely with Metrolinx on the planning and design of future GO Train stations in St. Catharines, Niagara Falls and Grimsby.

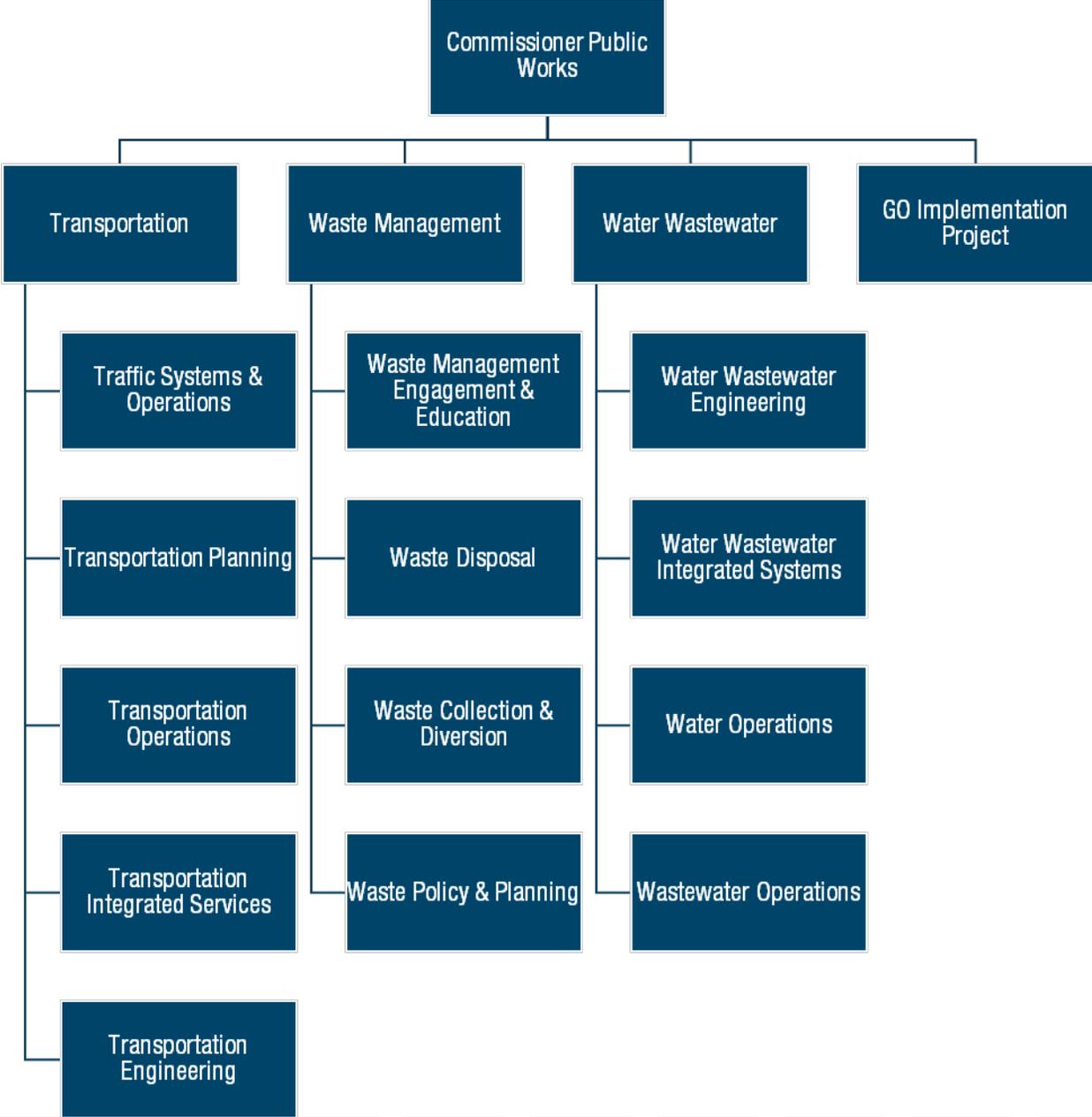
Transportation Services is responsible for the planning, design, operation and maintenance of the 750 centre lane kilometre regional road network. Some of its programs include road and bridge resurfacing, snow plowing, traffic signals and street lighting, storm sewers and drainage assessments, bike paths, road signage as well as railway crossings. This division is also responsible for the maintenance of the Region's fleet of vehicles.

Waste Management is responsible for the planning, management and operations of residential and commercial curbside waste, recycling and organics collection programs. It is also responsible for overseeing 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.

Department Summaries

Who Works for Public Works?



Full Time Equivalents by Division	2017		2018		2019	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0

Department Summaries

Public Works – Transportation Services

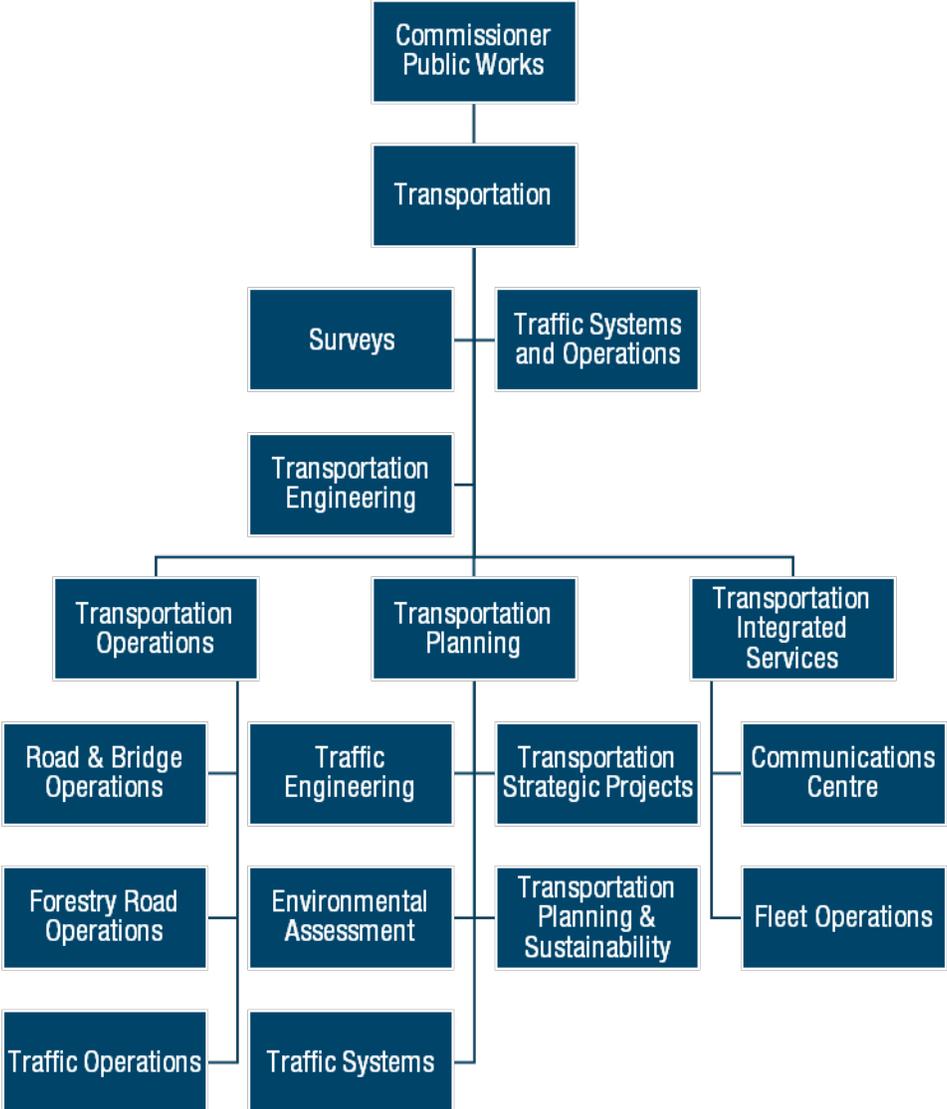
Mission Statement:

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

What does Transportation Services do?

Transportation Services is responsible for the planning, design, operation and maintenance of the 750 centre lane kilometre regional road network. Some of its programs include road and bridge resurfacing, snow plowing, traffic signals and street lighting, storm sewers and drainage assessments, bike paths, road signage as well as railway crossings. This division is also responsible for the maintenance of the Region’s fleet of vehicles.

Who works for Transportation Services?



Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Administration	3.0	2.0	3.0	0.0	3.0	0.0
Operations	127.1	0.0	127.0	0.0	121.0	0.0
Traffic and Systems Operations	0.0	0.0	0.0	0.0	8.0	0.0

Department Summaries

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Engineering	14.0	0.0	16.0	0.0	19.0	0.0
Surveys	0.0	0.0	3.0	1.0	4.0	0.0
Planning	15.0	0.0	13.0	1.0	10.0	0.0
Integrated Services	0.0	0.0	0.0	0.0	4.0	0.0
Fleet	21.5	0.0	21.5	0.0	20.5	0.0
Niagara Specialized Transit	0.0	0.0	0.0	0.0	0.0	0.0
Niagara Regional Transit	0.0	1.0	0.0	1.0	0.0	3.0
GO Project Administration	0.0	0.0	0.0	5.0	0.0	5.0
Total	182.6	3.0	185.5	8.0	191.5	8.0

Operating Budget Summary (in thousands)

Council approved Transportation Services budget before indirect allocations of \$43,908 gross and \$33,594 net. This represents a \$5,111 net increase, or 17.94 per cent, over the prior year's approved budget of \$28,484. The Transportation Services budget including program support and capital financing allocations amounted to \$83,250 gross and \$72,936 net, representing a \$12,621 net increase, or 20.9 per cent over the prior year.

Compensation – The increase of \$582 includes \$171 and \$175 in compensation for new permanent and temporary FTEs respectively, with the remainder consisting of base compensation rate increases.

Administrative – The increase of \$319 consists of \$128 in staff development, \$100 for advertising services, and \$100 in professional fees.

Operational and Supply – The increase of \$6,419 includes \$5,732 for Niagara Regional Transit enhanced routes and \$495 for base conventional and specialized transit services.

Equipment, Vehicles, and Technology – The increase of \$258 relates primarily to fuel cost escalations for corporate fleet vehicles.

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

By-Law Charges and Sales – The increase of \$2,730 includes \$357 in base fare revenue increases for conventional and specialized transits, and \$1,886 in Niagara Regional Transit fare revenue from enhanced routes.

Other Revenue – The decrease of \$707 is the result of redeployment of \$682 of Provincial Gas Tax funding for transit related capital works.

Transfers from Funds – The increase of \$2,950 relates to \$3,000 of reserve funding to reduce the taxpayer impact of Niagara Regional Transit in 2019 and reduction of reserve funding for local area municipality bike lane grants of \$50.

Indirect Allocation – The increase of \$1,198 consists of the reallocation of Surveys increasing net cost by \$383, the establishment of an Asset Management Office and a Project Management Office allocating costs to Transportation of \$265 and \$331 respectively.

Capital Financing Allocation – The increase of \$6,312 is the result of Transportation having a higher proportion of the total capital budget.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$13,504	\$15,408	\$15,989	\$582	3.78%
Administrative	1,174	2,022	2,342	319	15.79%
Operational and Supply	15,296	15,669	22,089	6,419	40.97%
Occupancy and Infrastructure	516	871	869	(3)	-0.30%

Department Summaries

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Equipment, Vehicles, and Technology	1,983	2,025	2,283	258	12.76%
Partnership, Rebates, and Exemption	142	367	367	0	0.00%
Financial Expenditures	14	0	0	0	0.00%
Transfers to Funds	1,543	0	2,179	2,179	100.00%
Expense Allocations to Capital	(138)	(130)	(140)	(10)	-7.69%
Intercompany Charges	(2,140)	(2,048)	(2,069)	(21)	-1.03%
Gross Expenditure	31,895	34,184	43,908	9,724	28.45%
Federal and Provincial Grants	(325)	0	0	0	0.00%
By-Law Charges and Sales	(4,073)	(3,859)	(6,229)	(2,370)	-61.42%
Other Revenue	(1,544)	(1,541)	(834)	707	45.85%
Transfers from Funds	(2,304)	(300)	(3,250)	(2,950)	983.33%
Gross Revenue	(8,247)	(5,700)	(10,314)	(4,614)	-80.94%
Net Direct Expenditure before Indirect Allocation	23,648	28,484	33,594	5,111	17.94%
Indirect Allocation	4,491	3,462	4,660	1,198	34.61%
Capital Financing Allocation	32,868	28,371	34,682	6,312	22.25%
Indirect Allocation	37,359	31,832	39,342	7,510	23.59%
Net Expenditure/(Revenue) After Indirect Allocation	\$61,007	\$60,316	\$72,936	\$12,621	20.92%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	32,765
Debt	17,568
Development Charges	36,638
Federal Gas Tax	10,300
Transfer from OP	2,065
Other External Sources	4,025
Total Gross Capital Request and Funding	103,361

The 2019 capital program represents 43 distinct projects budgeted at \$103,361. This accounts for approximately 38 per cent of the Region’s capital budget for 2019. 47 per cent of the revenues required to fund the 2019 capital program are derived from the Region’s internal sources, with the remaining 53 per cent from external sources.

Major highlights of the 2019 Transportation capital program include:

- \$8.8M Roads Rehabilitation – Road resurfacing throughout the Region to help extend the useful life of the roads.
- \$16.1M Martindale Road – Road reconstruction and capacity improvements from the QEW to Fourth.
- \$10.0M Casablanca Boulevard – Widening of roads to support GO
- \$6.0M Thorold Stone Road – Extension of road through brownfield lands.
- \$13.9M Niagara Regional Transit– Capital acquisitions to support the implementation of the IMT system in the Region

Project Name	Gross Capital Request	Project Description
Annual - 2019 Survey Equipment Replacement	\$30	Purchase/update/replace survey equipment when significant changes in technology occur, equipment becomes obsolete and new technology can be leveraged to increase productivity, and reduce costs attributed to survey and data collection.
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100	Improvements to RR38 Martindale Rd from QEW to Fourth Ave
Cpcty Imprv-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
Cpcty Imprv-New Escarpment Crossing	1,000	This project is to extend RR 14 Bartlett Avenue southerly by two to four lanes cross section to facilitate a new Niagara Escarpment Crossing to connect with RR 73 (Mud Street)
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	10,000	Capacity Improvements to RR 10 Casablanca Boulevard between RR 39 North Service Road and RR 81 Main Street West
Cpcty Imprv - Glendale Ave Interchange at QEW	6,000	Project is directed towards creating a safe and convenient crossing within the Glendale community that is currently serviced by just one overpass.
Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	750	Replacement of St. Paul West CNR Bridge No. 081215 which carries RR 81 over the CN tracks in west St. Catharines.
Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	3,950	Reconstruction of Regional Road 27 (Riverside Drive) from Prince Charles Drive to Lincoln Street.
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	3,000	Intersection Improvements on RR20 from Industrial Park Dr to Townline Rd (Phase 3)
St. Davids Road East (from Hwy 406 to Collier Rd)	5,168	Reconstruction of RR 71 St. David’s Road between Hwy 406 and RR 56 Collier Road in the City of Thorold/St. Catharines
IMT - Capital Acquisition	13,900	IMT Capital Acquisitions for implementing the integrated Inter-Municipal Transit (IMT) System in Niagara Region.

Department Summaries

Project Name	Gross Capital Request	Project Description
Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)	3,600	Intersection Improvements on RR20 including Roundabouts at S Grimsby Rd 5 and Regional Road 20
Struc Rehab - Mewburn Road @ CNR Tracks	2,000	Cost sharing for Structural Replacement of the Mewburn Road Bridge with the City of Niagara Falls and the CNR.
Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	1,800	Reconstruction of Burleigh Hill Drive from Glendale Avenue to St. David's Road
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520	Replacement of 20 Mile Arch Bridge Structure No. 081210 in the Town of Lincoln
Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350	Rehabilitation of Hydro Canal North Bridge Structure No. 020230 in the City of Niagara Falls
Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	250	A new Multi-use Path connecting Merrittville Hwy to the West Ramp of Hwy 406 interchange
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	250	Reconstruction of RR81 Main St from Oakes Rd N to RR10 Casablanca Blvd
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	500	Reconstruction of RR43 Bridge St from Victoria Ave to Erie Ave
Rds Rehab - RR 72 Louth St - RR 81 St. Paul West to Crestcomb	500	Reconstruction of RR72 Louth St from St. Paul West to Crestcomb
Struc Rehab - Seventh St Bridge (034205)	200	Rehabilitation of the Seventh Street Bridge Structure No. 034205
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	250	New West St. Catharines Grade Separation
Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	200	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
Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	500	Intersection Improvements on RR20 from Griffin St S to Industrial Park Rd (Phase4)
Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	250	Intersection Improvements at the intersection of RR100 Four Mile Creek and York Rd
Transportation Infrastructure Means Protection	4,000	Installation of safety netting or barriers on transportation infrastructure
Annual - Miscellaneous Road Properties	200	Annual Miscellaneous Road Properties
Struc Rehab - Engineering Studies for Future Bridge Projects	200	Engineering Studies for Future Bridge Projects
Annual - Development Projects	1,000	Annual allowance to partner / coordinate road work with developer driven road improvements.
Annual - Guide Rail Improvement Program	200	Annual allowance to replace damaged, deficient or substandard guide rails, and to install new guide rails that are warranted.
Annual - Illumination Installation & Upgrade Program	750	To replace lighting systems that are deficient or substandard, and to install new illumination systems that are warranted.
Annual - Engineering for Future Projects	400	Annual allowance to commence engineering for future regional projects and/or projects with local area municipalities and site specific development driven projects.

Department Summaries

Project Name	Gross Capital Request	Project Description
Annual - Fleet Vehicle & Equipment Replacement Program	800	To replace vehicles and equipment that have come to the end of their life cycle. Vehicles and equipment are evaluated annually based on mileage, usage, mechanical condition and body condition.
Annual - Railway Crossing Improvement Program	100	To improve ride quality and safety on roadways at railway level crossings around the Region.
Annual - Traffic Signal Program	2,100	2019 Annual Traffic Signal Program
Annual - Storm Sewers & Culvert Program	1,000	2019 Annual Storm Sewer/Culvert Program
Rds Rehab - Roads Resurfacing	8,840	Grinding out and repaving the road asphalt surface to restore it to its original state to help prevent further pavement deterioration and to sustain existing pavements.
Rds Equip Prgm - Equipment Upg	200	Transportation Operations Equipment Upgrades
Rds Fac Prgm - Patrol Yard Imprv	1,000	Transportation Operation Facilities Upgrade Program to make capital upgrades and/or renewals to transportation operations facilities.
Ann_Prog-2019 Crack Sealing	250	2019 Annual Crack Sealing Program
Struc Rehab - Structural Rehabilitation Program- Construction	1,000	2019 Structural Rehab Program
Rds Fac Prog-Traf Cntrl Centre	250	Traffic Control Centre
Total	\$103,362	

Department Summaries

Public Works – Water and Wastewater Operations

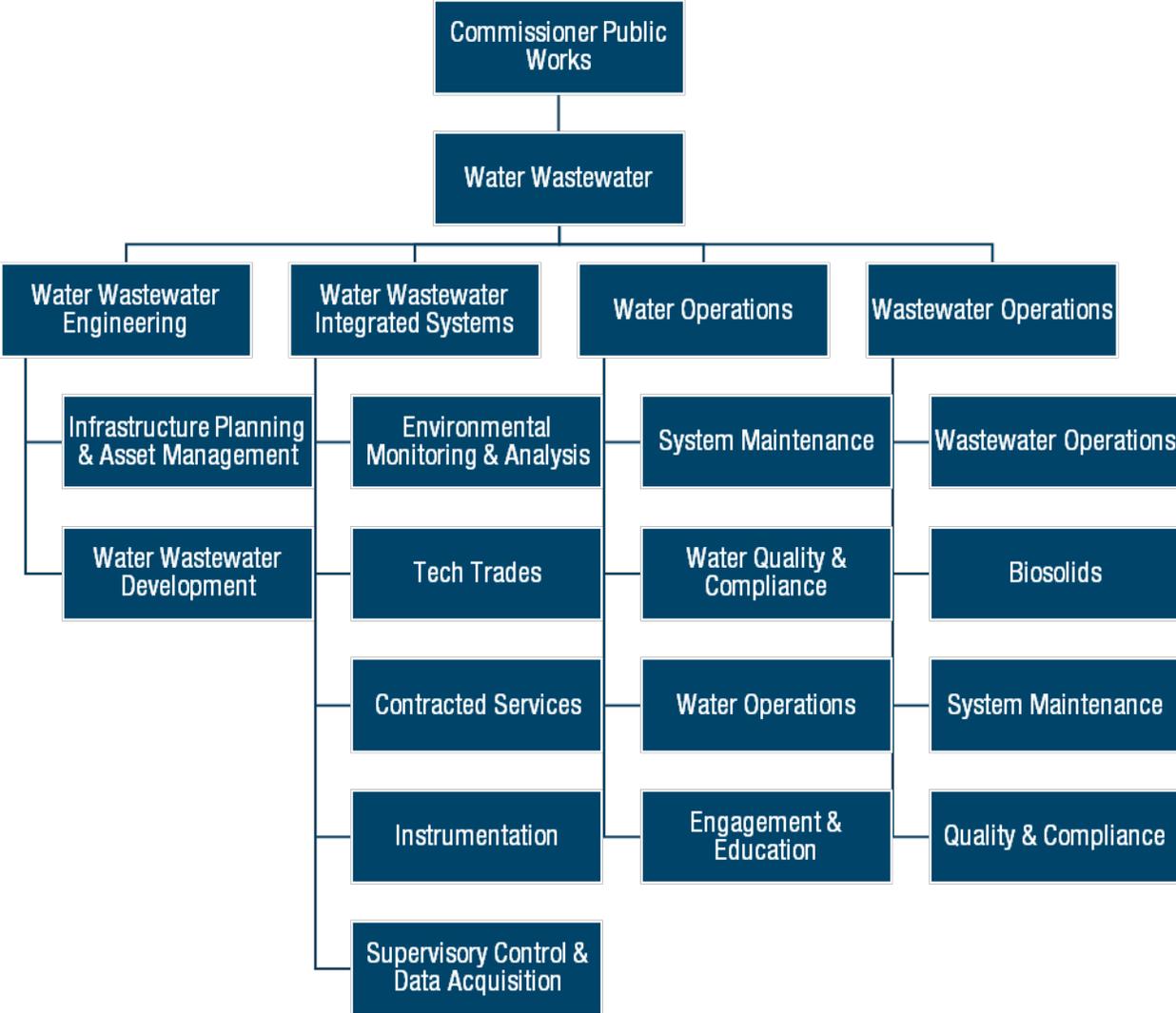
Mission Statement:

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

What does 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.

Who works for Water and Wastewater Operations?



Department Summaries

Full Time Equivalents by Division	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Water Treatment	75.0	3.0	75.0	4.0	83.0	2.0
Wastewater Treatment	103.6	2.1	105.6	1.6	115.6	0.5
Self-Supporting Administration	19.0	2.0	24.0	1.0	21.0	2.0
Integrated Services	40.0	1.0	42.0	0.0	42.0	0.0
Total	237.6	8.1	246.6	6.6	261.6	4.5

Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2018 net requisition rate budget is \$116,919. This represents a \$5,726 increase, or 5.15 per cent, over the prior year's approved budget of \$111,192.

Compensation – The increase of \$1,881 includes \$1,111 for net new FTEs added during the budget process with the remainder consisting of base compensation rate increases.

Administrative – The decrease of \$653 is the result of consulting reductions to better align to trending spend.

Occupancy and Infrastructure – The decrease of \$167 includes \$75 in electricity savings from the implementation of a new Energy Project Manager.

Equipment, Vehicles, and Technology – The increase of \$692 relates primarily to machinery repairs and maintenance.

Transfers to Funds – The \$100 decrease reflects a funding structure change for the combined sewer overflow program reducing the expense by \$2,000 and offset by an increase to capital program funding.

By-Law Charges and Sales – The increase of \$270 includes \$300 of sewer surcharge revenue from the addition of two (2) additional Environmental Enforcement Officers.

Transfers from Funds – The \$2,025 removal relates to a funding structure change for the combined sewer overflow program, noted above and transition costs related to the Children's Water Festival recognized in 2018.

Indirect Allocation – The increase of \$574 consists of the establishment of an Asset Management Office and a Project Management Office allocating costs of \$409 and \$329 respectively, offset by a change in methodology whereas Internal Control and Organizational Performance is no longer to be corporately allocated, reducing allocations by \$208.

Capital Financing Allocation – The increase of \$1,523 is the result of an increase to capital program funding.

Department Summaries

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$21,105	\$21,843	\$23,724	\$1,881	8.61%
Administrative	2,331	2,970	2,317	(653)	-21.97%
Operational and Supply	12,284	12,441	12,709	269	2.16%
Occupancy and Infrastructure	15,538	17,817	17,650	(167)	-0.93%
Equipment, Vehicles, and Technology	6,332	5,451	6,143	692	12.70%
Partnership, Rebates, and Exemption	1,523	4,015	4,015	0	0.00%
Financial Expenditures	1	0	0	0	0.00%
Transfers to Funds	49,919	37,138	37,038	(100)	-0.27%
Intercompany Charges	1,739	1,812	1,824	12	0.66%
Gross Expenditure	110,772	103,486	105,420	1,934	1.87%
Taxation	(108,965)	(111,192)	(116,919)	(5,726)	-5.15%
By-Law Charges and Sales	(1,265)	(1,089)	(1,358)	(270)	-24.77%
Other Revenue	(1,277)	(2,420)	(2,481)	(61)	-2.51%
Transfers from Funds	(13,284)	(2,025)	0	2,025	-100.00%
Gross Revenue	(124,791)	(116,726)	(120,758)	(4,032)	-3.45%
Net Direct Expenditure before Indirect Allocation	(14,019)	(13,240)	(15,338)	(2,097)	-15.84%
Indirect Allocation	6,495	3,808	4,382	574	15.08%
Capital Financing Allocation	7,434	9,432	10,956	1,523	16.15%
Indirect Allocation	13,929	13,240	15,338	2,097	15.84%
Net Expenditure/(Revenue) After Indirect Allocation	(\$90)	\$0	\$0	\$0	0.00%

Department Summaries

Water Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	32,113
Debt	13,884
Development Charges	12,335
Federal Gas Tax	0
Other External Sources	4,800
Total Gross Capital Request and Funding	63,132

The 2019 capital program represents 31 distinct projects budgeted at \$63,132. This accounts for approximately 23 per cent of the Region's capital budget for 2019. 73 per cent of the revenues required to fund the 2019 capital program are derived from the Region's internal sources, with the remaining 27 per cent from external sources.

Major highlights of the 2019 water capital program include:

- \$21.0M Decew Plant 3 WTP - Filter upgrades for plant 3
- \$11.5M Grimsby System Storage - Capacity expansions for additional system storage
- \$5.2M Niagara Falls WTP - Lead abatement improvements
- \$4.8M Niagara Falls WTP - New Intake to support OPG Canal
- \$4.6M Welland WTP - New transmission main connection

Project Name	Gross Capital Request	Project Description
Grimsby System Storage	\$11,550	Construction - Capacity expansion for additional system storage as recommended by the MSP.
Welland WTP - Transmission Main Crossing (Welland Canal)	4,620	Construction - New transmission main crossing the Welland Recreational waterway that will connect the Welland WTP to a new transmission main on the West side of the waterway.
WTP Upgrade Prgm - DeCew WTP Waste Optimization	600	Design - Decew Falls WTP Waste optimization.
WTP Upg - DeCew Plant 3	21,000	Construction - DeCew Falls Plant 3 Upgrade - Filter upgrades for Plant 3 include under drains, air scour, UV system, Trac-Vac system and a new roof.
WTP Upgrade - Rosehill New Intake	1,750	Design - New intake is required at the Rosehill WTP. It is reaching the end of its service life and inspections have shown structural deficiencies.
WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	5,200	Construction - Niagara Falls WTP lead abatement improvements and filter upgrades
Niagara Falls WTP Raw Water Intake	4,800	Construction - New intake needs to be constructed to support work being done in the OPG power canal. This new intake will be a permanent structure.
Niagara Street Transmission Main Crossing Welland River	3,555	Construction - New transmission watermain on Niagara Street from Mill Street to Riverbank Street.
2018 WTP Upgrade - GAC Replacement	500	Supply & Install - Replacement of Granular Activated Carbon at various WTP.
New Fort Erie ET	300	Land - New Fort Erie ET (10 ML) will be constructed to replace the Central Ave ET, Ridgeway Standpipe and Stevensville Reservoir.
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150	Construction - Rehabilitation of weir and channel bypass for the middle reservoir at Decew Falls WTP.
New Pelham ET	1,185	Land - New Pelham ET is needed to address growth in Fonthill and Fenwick.
New Barrick Road Watermain	1,700	Design - New pipe crossing at the north end of Port Colborne across the canal for security of supply.

Department Summaries

Project Name	Gross Capital Request	Project Description
Decommissioning of St. David's Standpipe	325	Construction – St. David's Standpipe decommissioning
19-St. Davids Rd Main Phase 1	775	Design & Construction – Phase 1- Replacement/upgrade of 450m of watermain on St. David's Road from Marmac to Collier Rd. Phase 2 will be from Collier to Zone 2 Standpipe at a later time.
19-St.Davids Rd Main Phase 2	125	Design – Phase 2- Replacement/upgrade of 450m of watermain on St. David's Road from Collier Rd to Zone 2 Standpipe.
19-DeCew High Lift Pump Sizing	90	Design - Upgrade existing high lift pumps to optimize Plant performance and system demands.
Decommissioning of Ridgeway Standpipe	425	Design & Construction - Demolition of the Ridgeway Standpipe
19-DeCew WTP Valve House Rehab	90	Design - Rehabilitation and Restoration of the Valve House building at the plant.
DeCew Falls Low Lift Booster Station Upgrade	362	Design - Upgrades to the Low Lift pumps and appurtenances at Decew WTP.
19-DeCew UV Upgrade	600	Design - Upgrade to existing UV system across all Plants at Decew to centralize UV treatment.
19-House Demolition	60	Construction - Demolition of a house located at Decew WTP.
Watermain - Port Robinson System Interconnect	440	Design - Installation of 1,215m of 450mm diameter watermain from McLeod Road to service Port Robinson.
19-Lundy's Lane Watermain Repl	1,000	Design - Replacement of the 500mm diameter cast iron watermain (1952) on Lundy's Lane from Drummond Rd to Montrose Rd (approximately 2km).
19-Reservoir & Storage Program	600	Construction - Program for rehabilitating existing reservoirs and elevated tanks based on age and condition.
19-Generator Replacement Program	150	Supply & Install/Construction - Replacement of Generators at the Lincoln and Park Road Booster Stations.
19-Master Meter Replacement	115	Supply & Install - Rehabilitate where applicable or complete replacement.
19-Security Improvement Program	150	Construction - Recurring security work for Water facilities including fencing, cctv, locks, etc.
19-Hardware & Software Upgrade	230	Supply & Install - Replacement of computer hardware and software.
19-Optimize Maintenance Syst.	340	Construction – Review and optimize information focusing on “Data Criticality” and “Level of Service” to improve Operations, Maintenance and Engineering support services.
19-Four new trucks	345	Supply & Install - Four identical trucks to pull the water wagon and valve turning trailers.
Total	\$63,132	

Wastewater Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	24,158
Debt	19,226
Development Charges	6,007
Federal Gas Tax	3,000
Other External Sources	0

Funding Source	Funding Amount
Total Gross Capital Request and Funding	52,391

The 2019 capital program represents 35 distinct projects budgeted at \$52,391. This accounts for approximately 19 per cent of the Region's capital

Department Summaries

budget for 2019. 83 per cent of the revenues required to fund the 2019 capital program are derived from the

Region’s internal sources, with the remaining 17 per cent from external sources.

Major highlights of the 2019 wastewater capital program include:

- \$12.0M Niagara-on-the-Lake WWTP – Decommissioning of plant
- \$5.7M Dain City Pump Station – Replacement
- \$4.0M Stevensville Douglastown Lagoon – Upgrades to pumps, meters and valves
- \$3.0M Woodsvie Pump Station – Upgrades to pump, meters and valves
- \$2.6M Tupper Drive Trunk Sewer – Rehabilitation and relining of trunk sewers

Project Name	Gross Capital Request	Project Description
Lakeside Pump Station Upgrade	2,000	Construction – Upgrades to process piping and equipment, electrical, instrumentation, building structural, and mechanical.
Woodsvie Pump Station Upgrades	3,000	Construction - Sustainability upgrade to the Woodsvie Pump Station (PS)
WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300	Construction - Replacement of existing road network, reinforcement of lagoon cell retaining walls.
Master Meter Replacement - Merrit Meadows	510	Construction – Installation of a flow/billing meter for the Merrit Meadows subdivision to Towpath PS
WWTP Upgrade - NOTL Lagoon Decommissioning	12,000	Construction - Decommissioning of the existing NOTL wastewater Treatment Plant (WWTP) and lagoons.
Riverview Pump Station Upgrade	1,185	Construction - Sustainability upgrade to the Riverview Pump Station (PS).
Tupper Dr Trunk Sewer Rehab	2,660	Construction – Relining of 1,800m of 750mm diameter trunk sewer, complete with the rehabilitation of 25 manholes.
Stevensville-Douglastown Lagoons Upgrade	4,000	Construction - Lagoon banks need to be regraded, cells need to be dredged, isolation curtain repaired, effluent pumps replaced, new effluent flow meter, new influent and effluent sampling chambers and modifications to the chemical pumping and valves.
Bender Hill Pump Station Upgrade	711	Design - Bender Hill Pump Station (PS) upgrade.
MCC Upgrade Wastewater Program	1,800	Construction – Replacement of Motor Control Centres (MCC) at wastewater treatment plants and pump stations.
Mewburn Pump Station Upgrade	235	Design – Upgrade of the Mewburn Pump Station (PS)
East Side Pump Station Forcemain Replacement	400	Design – Replacement of the Eastside Pump Station (PS) Forcemain.
South Niagara Falls Wastewater Treatment Plant	2,400	Land - New South Niagara Falls Wastewater Treatment Plant (WWTP)
19-Dain City Pump Station Forcemain Replacement	5,775	Construction – Dain City Pump Station (PS) Forcemain has reached the end of its service life and is experiencing service disruptions which requires immediate replacement.
19-Dain City Pump Station Upgrade	295	Design - A complete station upgrade as this facility does not meet current regulatory standards.

Department Summaries

Project Name	Gross Capital Request	Project Description
19-Replace Carleton Pump Station Forcemain	150	Design - The Carleton St Pump Station (PS) forcemain has reached the end of its service life and requires a replacement
19-Decomission Old Central PS	90	Design - The old Central Pump Station (PS) has been out of service since the mid 2000's. The Region needs to remove this old asset and its liability.
19-Lake Street PS Upgrade	840	Design - Increasing the capacity as per MSP recommendations from 375L/s to 495L/s.
19-Hunters Pointe Pump Station Upgrade	170	Design - Pump replacement at Hunters Pointe Pump Station (PS) as per MSP recommendation. This will increase the station capacity from 8L/s to 16L/s.
19-Renown Pump Station Upgrade	300	Design - Upgrades to Renown Pump Station (PS) are required as there has been ongoing electrical issues.
19-Decomissioning of Biggar Lagoons	340	ESA & RA - The Biggar Lagoons require decommissioning. An Environmental Site Assessment and Risk Assessment are to be completed to determine a decommissioning strategy.
19-Garner Rd W&WW Storage Facility Upgrade	590	Design - The Garner Road W&WW Facility requires a replacement of its operations building and improved access to centrifuge and site works.
Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge	1,560	Supply & Install - Replacement of centrifuge rotating assembly and associated parts.
19-Seaway WWTP Electrical Upgrade	295	Design - Replacement of various Motor Control Centres (MCC) and electrical components at Seaway Wastewater Treatment Plant (WWTP).
19-Seaway WWTP Influent Channel	295	Design - The elevated raw sewage influent channel at the Seaway Wastewater Treatment Plant (WWTP) requires rehabilitation.
19-Welland WWTP Upgrade - Phase 2	2,400	Design - Various upgrades to the Welland Wastewater Treatment Plant (WWTP)
19-Master Meter Replacement	600	Design & Construction - Replacement/Installation of billing/flow meters across the Region.
19-Replacement of Vac-Truck	500	Supply & Install - Vac-truck replacement.
19-Generator Replacement Program	360	Supply & Install/Construction - Replacement/Upgrade of generators at William St, Lakeshore Rd NOTL, St. Georges Point, and Lakewood Gardens pump stations (PS).
19-Security Improvement Program	240	Security improvement program for wastewater facilities
19-Chemical System Upgrade	900	Design and Construction - Upgrades to chemical feed systems at various wastewater treatment plants.
19-Boiler Replacement Program	900	Construction - Program to replace/refurbish boilers within Niagara Region wastewater facilities.
19-Odour Control System Program	240	Construction - Replacement of various odour control systems at pump stations and wastewater treatment plants across the Region.
19-Out Station Kiosk Program	300	Design & Install - Program includes the installation of a kiosk to contain electrical control equipment in order to protect staff working on outdoor equipment at various locations.

Department Summaries

Project Name	Gross Capital Request	Project Description
19-WWTP Digester & Sludge Management Program	2,050	Construction - The digester and sludge management program is a sustainability program which includes taking digesters out of service for cleaning, repair, inspection, rehabilitation, and compliance approval
Total	\$52,391	

Department Summaries

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Department Summaries

Public Works – Waste Management Services

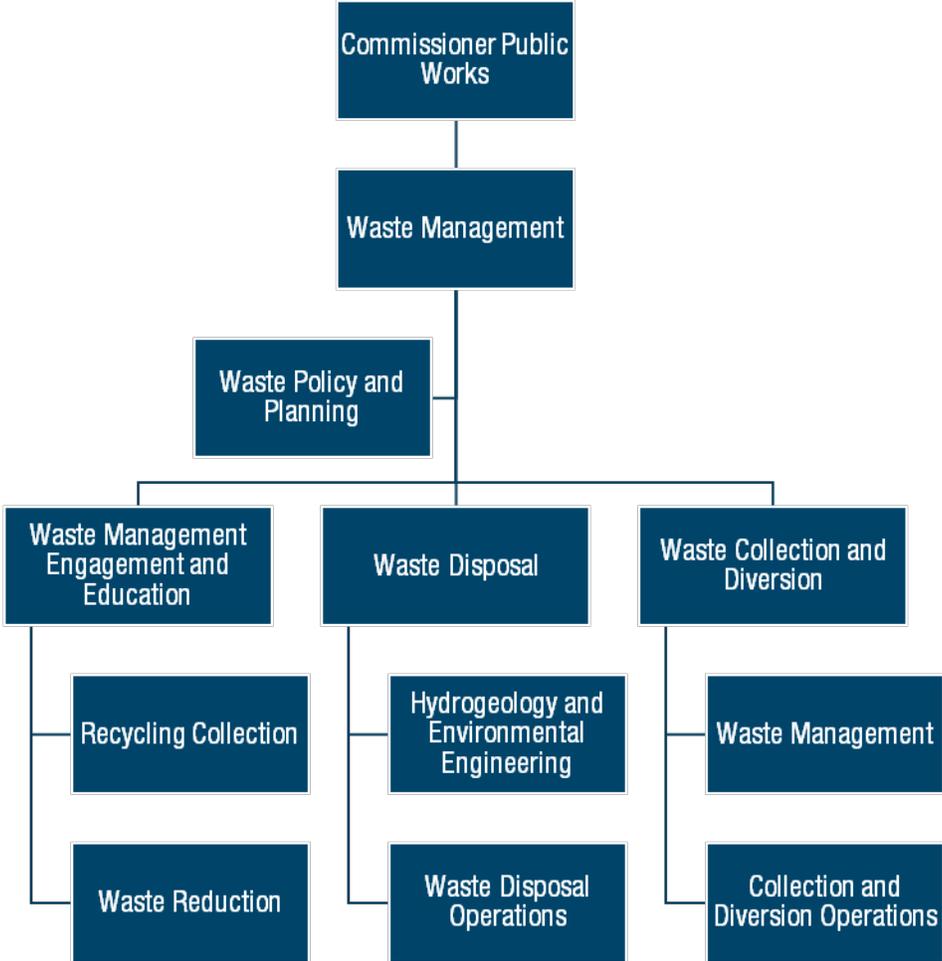
Mission Statement:

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

What does Waste Management Services do?

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

Who works for Waste Management Services?



Full Time Equivalents by Division	2017 Permanent	2017 Temporary	2018 Permanent	2018 Temporary	2019 Permanent	2019 Temporary
Waste Management	32.0	2.2	32.0	2.2	32.0	2.2

Department Summaries

Operating Budget Summary (in thousands)

Waste Management Services' 2019 net requisition budget is \$35,328. This represents a \$726 increase, or 2.1 per cent, over the prior year's approved budget of \$34,602.

Compensation – The increase of \$111 consists of base compensation rate increases.

Administrative – The decrease of \$133 is the result of a reduction in consulting and general administration of \$173, offset by a collection service level campaign in 2019 for \$40.

Operational and Supply – The increase of \$1,089 includes \$1,096 in collection cost adjustments for number of households, CPI and fuel costs, \$534 in recycling centre operation costs related to additional sorting hours and collective agreement negotiations, offset by a decrease of \$502 for recyclable materials purchases.

By-Law Charges and Sales – The decrease of \$249 is the result of a decrease in end marketing recycling revenues of \$641, offset by increased landfill tipping fees revenues of \$227 and garbage bag tag revenue of \$90.

Other Revenue – The decrease of \$184 relates to a \$230 decrease in blue box funding offset by other funding opportunities.

Transfers from Funds – The increase of \$580 consists of \$350 to fund one-time collection contract costs, and \$230 to fund the reduction in blue box funding.

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$3,274	\$3,575	\$3,686	\$111	3.10%
Administrative	569	1,211	1,078	(133)	-11.00%
Operational and Supply	39,082	39,760	40,848	1,089	2.79%
Occupancy and Infrastructure	1,342	1,492	1,438	(54)	-3.62%
Equipment, Vehicle, and Technology	986	1,088	1,053	(35)	-3.18%
Partnership, Rebate, and Exemption	140	173	196	22	12.92%
Financial Expenditures	42	0	0	0	0.00%
Transfers to Funds	4,527	4,136	4,136	0	0.00%
Intercompany Charges	163	136	129	(7)	-5.10%
Gross Expenditure	50,124	51,571	52,564	993	1.93%
Taxation	(34,892)	(34,602)	(35,328)	(726)	-2.10%
By-Law Charges and Sales	(18,358)	(14,837)	(14,588)	249	1.68%
Other Revenue	(4,766)	(4,615)	(4,431)	184	3.98%
Transfers from Funds	(204)	0	(580)	(580)	-100.00%
Gross Revenue	(58,131)	(54,054)	(54,927)	(873)	-1.61%
Net Direct Expenditure before Indirect Allocation	(8,007)	(2,484)	(2,363)	120	4.84%
Indirect Allocation	1,417	1,554	1,492	(62)	-3.97%
Capital Financing Allocation	907	930	871	(58)	-6.29%
Indirect Allocation	2,324	2,484	2,363	(120)	-4.84%
Net Expenditure/(Revenue) After Indirect Allocation	(\$5,682)	\$0	\$0	\$0	0.00%

Department Summaries

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	6,605
Debt	0
Development Charges	220
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	6,825

The 2019 capital program represents 16 distinct projects budgeted at \$6,825. This accounts for approximately 2.4 per cent of the Region's capital budget for 2019. 97 per cent of the revenues required to fund the 2019 capital program are derived from the Region's internal sources, with the remaining three per cent from external sources.

Project Name	Gross Capital Request	Project Description
Pumping Station Upgrades - NR-12 & Park Rd	770	Upgrades to the NR-12 and Park Road Leachate Pumping Stations.
Glenridge - Leachate Collection System Upgrades	910	Investigation and re-design of portions of the leachate collection system (LCS) to improve hydraulic containment and the function of the LCS.
Quarry Road - Site Improvements	250	Quarry Road - Funds to assess treatment of Stream D effluent.
Mountain Road - End Use Works	200	Initiation of the design of end-use works and removal of existing buildings. The end-use development will be completed in consultation with the City of Niagara Falls.
Mountain Road - Leachate Collection System	110	Funds are being requested in 2019 to ensure adequate funding is available to retain a consultant to design the needed upgrades to the leachate collection system (LCS). The manholes are over 45 years old and are deteriorating.
NR-12 - Drop-Off Depot Improvements	180	Upgrades to the Residential Waste and Recycling Drop-Off Depot (Drop-Off Depot), including a waste dump pad and integration of tractor trailers into the elevated Drop-Off Depot.
NR-12 - Cell # 4	1,430	Construction of Phase 2 of Cell # 4 to maintain existing waste disposal capacity at NR-12.
Line 5 - LCS Improvements	910	Investigation and re-design of the west side of the leachate collection system (LCS) to improve hydraulic containment and avoid off-Site contamination and non-compliance with the ECA.
Bridge Street - Reuse Centre	180	Establishment of a Re-Useable Goods Drop-Off Depot to increase diversion of materials from the landfill and provide opportunities for partnership with charitable organizations. This project will be building on the success experienced at both NR-12 and Humberstone Landfill sites.
NR-12 - Stormwater Management Pond Upgrades	605	Expansion of the stormwater management pond to ensure adequate storage capacity and prevent unplanned discharges to the natural environment.
2019 Misc. Enhancements & Replacements	150	Annual program for the remediation of leachate seeps at sites, replacement of pumps that may need to be replaced at any of the nine leachate pumping stations, or other work subject to the results of annual monitoring programs and other facility upgrades.
2019 Property Acquisition	110	Funds to acquire properties adjacent to the two active and twelve closed landfill sites to ensure an adequate buffer subject to availability of the property and need.

Department Summaries

Project Name	Gross Capital Request	Project Description
Mountain Road - Constructed Wetland	110	Investigation into the viability of the Constructed Wetland to treat some or all of the groundwater from the on-site pumping wells prior to discharge to the natural environment. This would remove some flow currently discharged to the Stanley Avenue Waste Water Treatment Plant (WWTP).
Recycle-2019 Loader Replace	300	Replacement of loaders used to move and load recyclables in the Recycling Centre based on life cycle analysis.
Recycle-2019 Facility Improve	500	Replacement of equipment based on lifecycle analysis to ensure the plant continues to operate efficiently, avoid down time and/or to ensure the marketability of the end recyclable products. The request includes a bag breaker.
Recycle-2019 Build & Equip	110	Replacement of minor equipment and building upgrades to support the Recycling Centre subject to the result of annual inspections.
Total	\$6,825	

Agencies, Boards, and Commissions

Court Services

Mission Statement:

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

What does Courts Services do?

In January 2001, the Province 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	2017	2017	2018	2018	2019	2019
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Courts Services	27.0	1.0	26.0	0.0	26.0	0.0

Agencies, Boards, and Commissions

Operating Budget Summary (in thousands)

The 2018 Court Services net revenue after indirect allocations is budgeted at \$605. This represents a \$60 increase, or 11.1%, over the 2018 budgeted net revenue.

[The details of the Courts Services 2019 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$1,882	\$2,000	\$2,039	\$40	1.98%
Administrative	2,030	1,867	1,834	(33)	-1.76%
Operational and Supply	908	921	929	8	0.82%
Occupancy and Infrastructure	7	0	0	0	0.00%
Equipment, Vehicle, and Technology	10	1	1	0	0.00%
Financial Expenditures	141	109	108	(1)	-0.92%
Intercompany Charges	(2)	(9)	(9)	(0)	-3.05%
Gross Expenditure	4,977	4,888	4,901	13	0.27%
Other Revenue	(6,813)	(6,740)	(6,740)	0	0.00%
Net Direct Expenditure before Indirect Allocation	(1,837)	(1,852)	(1,839)	13	-0.70%
Indirect Allocation	718	624	682	57	9.16%
Capital Financing Allocation	629	683	553	(131)	-19.11%
Indirect Allocation	1,347	1,307	1,234	(73)	-5.61%
Net Expenditure/(Revenue) After Indirect Allocation	(\$490)	(\$544)	(\$605)	(\$60)	-11.08%

Agencies, Boards, and Commissions

Niagara Regional Housing

Mission Statement:

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

What does Niagara Regional Housing do?

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

Public Housing - NRH operates 2,850 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.

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.

Agencies, Boards, and Commissions

Who works for Niagara Regional Housing?

Full Time Equivalents by Division	2017		2018		2019	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Housing	50.0	2.6	50.0	7.0	51.0	9.0

Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$56,750 and a net budget of \$27,789. This represents a \$411 increase, or 1.5 per cent, over the prior year's approved budget of \$27,378.

[The details of the Niagara Regional Housing 2019 budget can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Compensation	\$4,831	\$4,752	\$5,105	\$353	7.43%
Administrative	574	529	652	123	23.27%
Operational and Supply	57	81	65	(16)	-20.05%
Occupancy and Infrastructure	13,993	14,288	14,558	270	1.89%
Equipment, Vehicle, and Technology	272	248	253	5	1.99%
Community Assistance	35,701	32,996	31,579	(1,417)	-4.29%
Financial Expenditures	2,361	2,363	2,225	(138)	-5.84%
Transfers to Funds	897	390	2,256	1,866	478.74%
Intercompany Charges	63	61	58	(3)	-4.81%
Gross Expenditure	58,749	55,708	56,750	1,043	1.87%
Federal and Provincial Grants	(18,378)	(14,431)	(13,781)	650	4.51%
Other Revenue	(14,558)	(13,874)	(15,169)	(1,295)	-9.33%
Transfers from Funds	(677)	(24)	(12)	12	50.00%
Gross Revenue	(33,613)	(28,329)	(28,961)	(632)	-2.23%
Net Direct Expenditure before Indirect Allocation	25,135	27,378	27,789	411	1.50%
Indirect Allocation	1,614	1,824	1,907	83	4.56%
Capital Financing Allocation	4,038	4,826	5,709	883	18.30%
Indirect Allocation	5,652	6,650	7,616	966	14.53%
Net Expenditure/(Revenue) After Indirect Allocation	\$30,787	\$34,028	\$35,405	\$1,377	4.05%

Agencies, Boards, and Commissions

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	1,522
Debt	10,207
Development Charges	675
Federal Gas Tax	0
Other External Sources	1,511
Total Gross Capital Request and Funding	13,915

The 2019 capital program represents six distinct projects budgeted at \$13,915. This accounts for approximately 5 per cent of the Region's capital budget for 2019. 84 per cent of the revenues required to fund the 2019 capital program are derived from the Region's internal sources, with the remaining 16 per cent from external sources.

Project Name	Gross Capital Request	Project Description
NRH - Multi-Residential Intensification - Niagara Falls	810	The proposed 2019 Multi-Residential Intensification - Niagara Falls identifies the intensification of a NRH-owned units portfolio targeted, and with sufficient capacity for redevelopment. The Niagara Falls targeted multi-residential intensification project has been identified to increase affordable housing supply, addressing the unmet needs of the existing ~2,300 person waitlist for affordable housing in Niagara Falls.
NRH - 2019 Annual Unit Capital Program	5,355	The NRH Capital Works team is directly responsible for the preventative maintenance and capital replacement of the Public Housing stock downloaded from the Province in 2001 and the subsequent Affordable Housing Units build by NRH, 2,850 units total
NRH - 2019 - Annual Emergency Capital Program	200	The 2019 Annual Emergency Capital Program is reserve for capital work outside of the current year NRH asset management plan requiring immediate attention to action unplanned, urgent issues relating to NRH-owned units' health and safety, preservation of assets, non-compliance with legislation/code, etc.
NRH - 2019 - Annual Grounds Capital Program	913	The 2019 NRH Annual Grounds Program includes: Capital work to the NRH-owned buildings and properties such as driveway or sidewalk replacements; parking lot concrete or asphalt replacement; guard railings; extensive landscaping including re-grading, fencing, or lighting; and accessibility projects; etc.
NRH - 2019 Annual Building Capital Program	5,536	The 2019 NRH Annual Building Program includes: Capital work related to the replacement and upgrades to the building structures and components. This category includes but is not limited to: roof replacement; exterior protection of the building through replacement/extensive repairs of cladding systems masonry foundations and structures; as well as component replacements elevators HVAC equipment generators etc. It does not include day-to-day repairs to any of these items.
NRH SIF Property Acquisition & Intensification	1,101	The proposed 2019 NRH SIF Property Acquisition and Intensification is utilizing provincial funding, in conjunction with NRH Reserves to acquire additional units as a part of the NRH Owned-Units portfolio. The current targeted property has been identified to increase affordable housing supply, addressing the unmet needs of the existing waitlist for affordable housing in the Niagara Region.
Total	\$13,915	

Agencies, Boards, and Commissions

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Agencies, Boards, and Commissions

Niagara Peninsula Conservation Authority

Mission Statement:

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

What does the Niagara Peninsula Conservation Authority do?

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

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

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

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

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

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

Who works for the Niagara Peninsula Conservation Authority?

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

Agencies, Boards, and Commissions

Operating Budget Summary (in thousands)

The NPCA has a levy request of the Niagara Region of \$5,484. This represents a \$1,493 decrease, or 21.4 per cent, from the prior year's Board approved budget for Niagara Region's allocation of \$6,978. Included in the 2019 budget is a \$1,284 draw on the Niagara levy differential reserve refund to fund one-time Niagara Region initiatives.

[The details of the Niagara Peninsula Conservation Authority original 2019 budget letter as presented January 31, 2019 can be found on our Budget Review Committee meeting agenda here.](#)

[The details of the Niagara Peninsula Conservation Authority amended 2019 budget letter as presented February 28, 2019 can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2017 Actuals	2018 Budget	2019 Budget	\$ Change	% Change
Partnership, Rebate, and Exemption	7,439	6,978	5,484	(1,493)	-21.40%
Transfers from Funds	(300)	0	(1,284)	(1,284)	-100.00%
Net Direct Expenditure before Indirect Allocation	7,139	6,978	4,200	(2,777)	-39.80%
Indirect Allocation	3	4	6	2	49.42%
Net Expenditure/(Revenue) After Indirect Allocation	\$7,143	\$6,981	\$4,206	(\$2,776)	-39.76%

Agencies, Boards, and Commissions

Niagara Regional Police Service

Mission Statement:

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

What does the Niagara Regional Police Service do?

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

The Niagara Region has unique policing challenges:

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

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

Who works for the Niagara Regional Police Service?

Full Time Equivalents by Division	2017		2018		2019	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Police Service	1,005.0	0.0	1,013.0	0.0	1,032.0	0.0

Agencies, Boards, and Commissions

Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$165,306 and a net budget of \$146,714. This represents an \$8,346 increase, or 6.0% per cent, over the prior year's approved budget of \$138,368.

[The details of the Niagara Regional Police Service original 2019 budget request as presented January 31, 2019 can be found on our Budget Review Committee meeting agenda here.](#)

[The details of the Niagara Regional Police Service amended 2019 budget request as presented February 28, 2019 can be found on our Budget Review Committee meeting agenda here.](#)

Budget with Comparators by Object of Expenditure	2016 Actuals	2017 Budget	2018 Budget	\$ Change	% Change
Compensation	\$141,695	\$144,587	\$150,626	\$6,039	4.18%
Administrative	3,797	3,824	3,860	36	0.93%
Operational and Supply	2,244	2,255	2,251	(4)	-0.18%
Occupancy and Infrastructure	307	327	298	(29)	-8.84%
Equipment, Vehicle, and Technology	5,639	6,029	6,414	385	6.39%
Financial Expenditures	14	4	4	0	-12.50%
Transfers to Funds	9,585	1,600	3,150	1,550	96.88%
Intercompany Charges	(1,260)	(1,367)	(1,297)	70	5.12%
Gross Expenditure	162,020	157,260	165,306	8,046	5.12%
Federal and Provincial Grants	(9,069)	(10,008)	(10,008)	0	0.00%
By-Law Charges and Sales	(6,820)	(7,355)	(6,538)	817	11.11%
Other Revenue	(1,767)	(1,529)	(2,046)	(517)	-33.84%
Transfers from Funds	(225)	0	0	0	0.00%
Gross Revenue	(17,881)	(18,891)	(18,592)	300	1.59%
Net Direct Expenditure before Indirect Allocation	144,140	138,368	146,714	8,346	6.03%
Indirect Allocation	6,738	6,400	6,511	111	1.74%
Capital Financing Allocation	3,922	9,628	8,303	(1,325)	-13.77%
Indirect Allocation	10,661	16,028	14,814	(1,214)	-7.58%
Net Expenditure/(Revenue) After Indirect Allocation	\$154,800	\$154,396	\$161,528	\$7,132	4.62%

Agencies, Boards, and Commissions

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	3,088
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	3,088

The 2019 capital program represents 13 distinct projects budgeted at \$3,088. This accounts for approximately 1.1 per cent of the Region's capital budget for 2019. 100 per cent of the revenues required to fund the 2018 capital program are derived from the Region's internal sources.

Project Name	Gross Capital Request	Project Description
NRPS - Annual Vehicle Replacements (2019)	1,400	This submission identifies vehicle replacement requirements for 2019. We have forecasted that fifty (50) units will reach their end of service life by December 2019. The length of time being considered between now and December 2019 may require flexibility regarding this list as vehicle usage, condition and suitability will undoubtedly change. However, barring any catastrophic events, these adjustments should be managed within the \$1.4 million budget. These purchases will be made with the assistance of the Police Purchasing Cooperative Group (PPCG) tender. Some of the vehicles identified will require unique fabrication/ modification prior to deployment due to the specific requirements of the unit.
NRPS - Annual IT & Network Equipment Replacement (2019)	700	This project represents normal ongoing replacement and 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 (2019)	400	To implement changes necessary for NG9-1-1 Voice (routing 9-1-1 calls over the NG 9-1-1 networks).
NRPS - CEW Replacements (2019)	24	The Taser model X26 has been replaced by the X26P. Taser is eliminating support for the X26 within the next 2 years and remaining X26 units are approaching the end of their operational lifespan. It is thereby proposed to systematically eliminate the X26. This purchase will assist in the replacement of the Emergency Services inventory.
NRPS - Armoured Rescue Vehicle (2019)	300	This specialized vehicle provides increased safety to the public and police in the event of a high risk incident involving firearms.
NRPS - Bomb Suit Replacements (2019)	30	Replace currently in-use suits used by the Explosive Disposal Unit. These existing suits are 15 years old and past useful working life.
NRPS - Forensic Scanner (2019)	75	Purchase of a forensic scanner to replace the current practice of manually entering recorded measurements into a two dimensional CAD drawing software program.
NRPS - Drug & Expl. Detection Equip. (2019)	40	This request is for the purchase of equipment used for officer safety purposes when dealing with suspected controlled and/or explosive substances. The Service currently has one scanner in use, which was approved in the 2018 capital budget.
NRPS - Fraud Unit Scanner (2019)	6	This request is for the purchase of software that investigators will be able to use in financial investigations with large and complex files.

Agencies, Boards, and Commissions

Project Name	Gross Capital Request	Project Description
NRPS - SIS Investigative Software (2019)	9	This capital budget request involves the purchase of investigate software which will allow technical officers to produce court presentable documents from the data.
NRPS - Respiratory Protection Systems (2019)	36	This request is for the purchase of four self-contained breathing apparatus (S.C.B.A) to be used in conjunction with the TAC 6 Bomb suit.
NRPS - Prisoner Restraint Systems (2019)	24	This request is for the purchase of safe prisoner restraint systems and cell modifications.
NRPS - RTOC CCTV Equipment (2019)	45	Currently, the RTOC utilizes Motorola's Command Central Aware platform, which, among other things, integrates with the NRPS Genetec Video Management System (VMS). This gives RTOC operators the ability to access and control, in real time, all cameras that are integrated into the Genetec VMS, including the twenty-six downtown St. Catharines CCTV cameras. The implementation of the three cameras in the Niagara Falls area will replicate the design currently deployed in St. Catharines. The program will: <ul style="list-style-type: none"> • Provide increased situation awareness for the Service; • Advance the use of data to form strategy; • Improve decision making; • Enhance business intelligence; • Improve investigatory tools; and • Improves citizen engagement tools.
Total	\$3,088	



FINANCING SOURCES

LONG-TERM DEBT, RESERVES, DEFERRED
REVENUES

Financing Sources

Long-Term Debt Strategy

Fundamental to the long-term financial health of the Niagara Region and local area municipalities (LAMs) is Niagara Region's Standard & Poor's (S&P) rating. On October 10, 2018 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 2019 budget Niagara Region has continued using the debt charge placeholder as a tool to control debt charges levels and future debt issuance amounts, continues to use levy reserves, and is funding economic development initiatives.

Capital Program Funding Model

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

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

- Capital projects are budgeted in their entirety to support transparency of total project costing. Where a project could be considered for phasing the design and construction costs can be budgeted in different years.
- A source of funding is required for each capital project so one Council does not impede a future Council:
 - a. Ensures the 2019 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 2019 budget, the total authorized long-term debt will rise to \$518.3 million in 2019 (\$678.2 million by 2028). The Annual Repayment Limit (ARL) is not expected to go above 10.66 per cent (related debt charges as a percentage of own source revenue), meaning that no more than 10.66 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.

Financing Sources

Issued Debt Forecast (in thousands)

Department	2017 Year-end Balance	2018 Year-end Balance	2019 Forecasted Debt Issuance*	2019 Principal Repayments	2019 Year-end Balance	2019 Interest Payments
General Government	0	0	6,350	0	6,350	0
Corporate Services	15,581	13,964	0	(2,129)	11,835	(624)
Community Services	24,469	22,049	0	(2,511)	19,538	(863)
Public Health and Emergency Management	8,821	14,318	5,677	(2,301)	17,694	(393)
Planning and Development	93	63	0	(31)	32	(2)
Transportation Services	112,719	121,628	20,093	(15,978)	125,743	(3,698)
Subtotal of Levy Departments	161,683	172,022	32,120	(22,951)	181,191	(5,580)
Courts Services	9,433	9,147	0	(289)	8,858	(244)
Niagara Regional Housing	19,798	24,205	10,474	(3,019)	31,660	(661)
Niagara Regional Police Service	85,144	83,034	8,830	(4,812)	87,053	(3,033)
Subtotal of Agencies and Boards	114,375	116,387	19,305	(8,121)	127,571	(3,939)
Total of Levy Programs	276,057	288,408	51,425	(31,072)	308,762	(9,519)
Water	9,214	11,311	9,871	(540)	20,642	(617)
Wastewater	58,971	56,163	5,457	(2,894)	58,726	(3,067)
Waste Management	2,290	1,558	0	(763)	795	(54)
Subtotal of Rate Programs	70,475	69,032	15,328	(4,197)	80,163	(3,738)
Total Regional Debt	346,533	357,440	66,753	(35,268)	388,925	(13,257)

*2019 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 2019.

Financing Sources

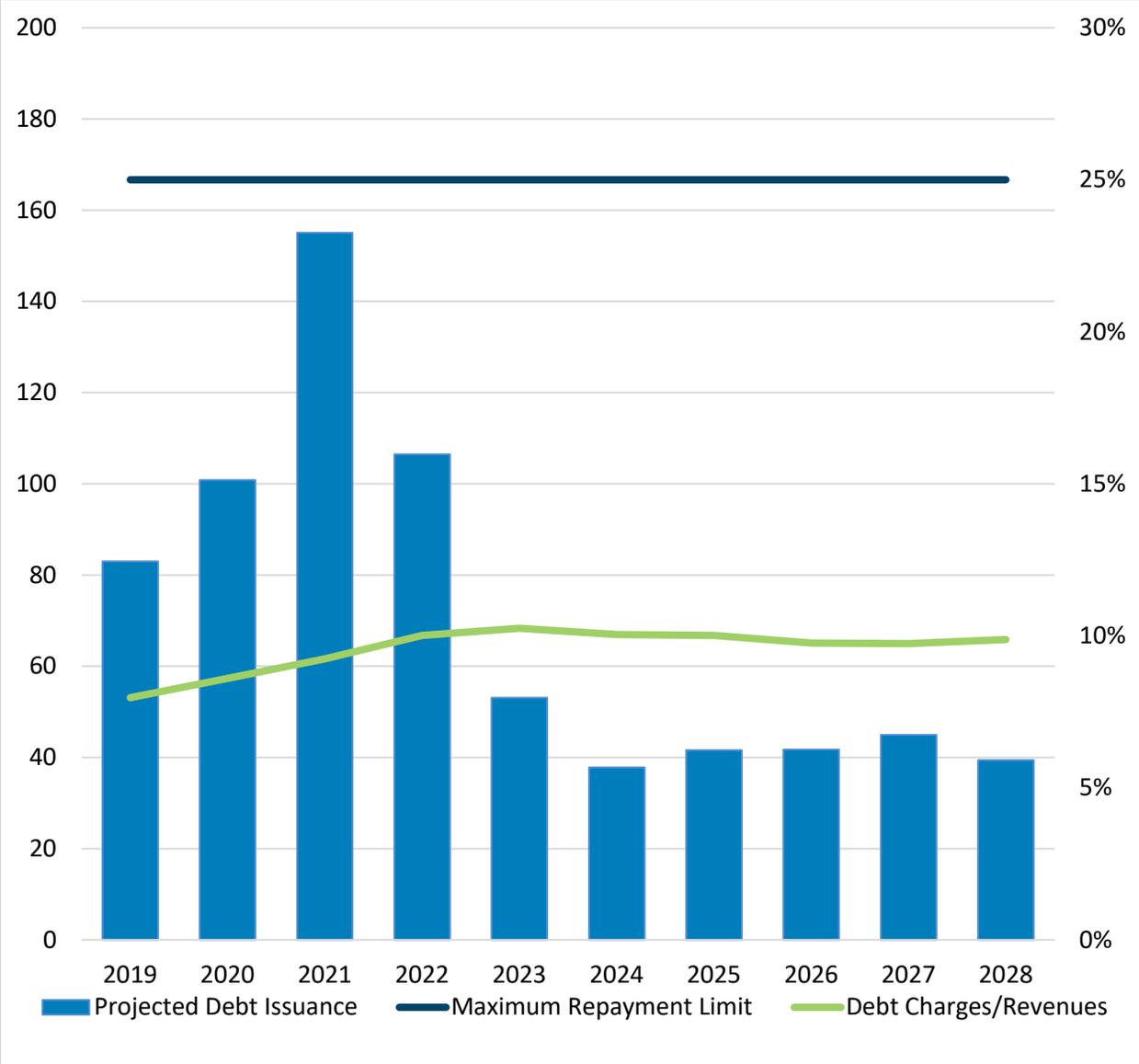
Unissued Debt Forecast (in thousands)

Department	2017 Year-end Balance	2018 Year-end Balance	2019 Capital Debt Budget	2019 Forecasted Issuance*	2019 Year-end Balance
Corporate Services	0	0	0	0	0
General Government	0	6,350	0	(6,350)	0
Community Services	15,635	15,335	0	0	15,335
Public Health and Emergency Services	10,618	6,537	0	(5,677)	860
Planning and Development	0	0	0	0	0
Transportation	65,423	52,614	5,733	(20,093)	38,253
Subtotal - Levy Departments	91,676	80,836	5,733	(32,120)	54,448
Courts Services	12,350	12,350	0	0	12,350
Niagara Regional Housing	7,030	4,964	22,042	(10,474)	16,532
Niagara Regional Police Service	11,080	11,080	0	(8,830)	2,250
Subtotal - Agencies and Boards	30,460	28,394	22,042	(19,305)	31,132
Total - Levy Funded Programs	122,136	109,231	27,775	(51,425)	85,580
Water	0	8,845	13,884	(9,871)	12,858
Wastewater	0	17,150	19,226	(5,457)	30,920
Waste Management	0	0	0	0	0
Subtotal - Rate Programs	0	25,995	33,110	(15,328)	43,778
Total - Regional Debt	122,136	135,226	60,885	(66,753)	129,358

*2019 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 2019.

Financing Sources

Annual Repayment Limit Forecast



Financing Sources

Reserve Funds

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. The Region's reserve to debt ratio including unissued debt is forecasted to be 38.5%.

Reserve Forecast (in thousands)

Reserve Fund Description	2017 Year-end Balance	2018 Year-end Balance	2018 Committed To Capital	2019 Transfers From Operating	2019 Transfers To Operating	2019 Transfers To Capital	2019 Interest Earnings	2019 Year-end Balance
Wastewater Capital	45,481	43,246	0	18,612	0	(31,103)	1,298	32,053
Water Capital	74,052	88,488	0	18,425	0	(38,487)	529	68,954
Waste Management Capital	21,094	16,903	(1,845)	1,600	0	(11,972)	226	4,912
General Capital Levy	24,723	26,221	(525)	18,307	(2,248)	(41,515)	0	240
Infrastructure Deficit Reduction	3,251	241	0	3,468	0	(3,709)	0	0
Court Services Facility Renewal	1,650	1,650	(860)	0	0	0	0	790
Niagara Regional Housing	7,150	6,040	0	1,274	0	(410)	0	6,904
Niagara Regional Housing Owned Units	4,327	4,121	0	981	0	(1,112)	0	3,990
NRPS LTA Financing	1,184	52	0	0	0	0	0	52
Police Ontario Police Video Training Alliance	61	61	0	0	0	0	0	61
Police Capital Levy	1,456	719	(250)	1,200	0	(1,389)	0	281
Police Vehicle and Equipment Replacement	224	224	0	1,500	0	(1,700)	0	24
Total Capital Reserves	184,654	187,967	(3,480)	65,368	(2,248)	(131,397)	2,052	118,262
Wastewater Stabilization	3,649	2,982	0	0	0	0	65	3,047
Water Stabilization	3,313	3,442	0	0	0	0	72	3,514
Waste Management Stabilization	6,042	7,427	0	248	(580)	0	123	7,218
Encumbrance	17,531	19,494	0	0	0	0	0	19,494
Investment Income Stabilization	145	19	0	0	(19)	0	0	0
Taxpayer Relief	24,821	26,542	0	850	(4,628)	0	0	22,764
NRH Rent Supplements	302	278	0	0	(12)	0	0	266
Police Contingency	0	0	0	250	0	0	0	250

Financing Sources

Reserve Fund Description	2017 Year-end Balance	2018 Year-end Balance	2018 Committed To Capital	2019 Transfers From Operating	2019 Transfers To Operating	2019 Transfers To Capital	2019 Interest Earnings	2019 Year-end Balance
Police Services Board Contingency	153	153	0	0	0	0	0	153
Total Corporate Stabilization Reserves	55,956	60,338	0	1,347	(5,239)	0	260	56,706
Ambulance Communication	1,275	37	0	0	0	0	0	37
Circle Route Initiatives	1,383	1,383	0	0	0	0	0	1,383
Total Specified Contribution Reserves	2,658	1,419	0	0	0	0	0	1,419
Future Benefit Costs	24,995	24,845	0	0	(150)	0	0	24,695
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	451	201	0	0	0	0	0	201
Landfill Liability	5,377	8,288	0	2,288	0	(2,490)	172	8,258
NRH Employee Future Benefits	793	793	0	0	0	0	0	793
Police Accumulated Sick Leave	1,680	1,680	0	0	0	0	0	1,680
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	2,870	3,070	0	200	0	0	0	3,270
Total Future Liability Reserves	42,587	45,298	0	2,488	(150)	(2,490)	172	45,319
Total Reserve Funds	285,855	295,022	(3,480)	69,204	(7,637)	(133,887)	2,485	221,706

Financing Sources

Transfers to Reserves from Operating (in thousands)

Reserve Description	Department	Amount of Transfer	Description of Purpose
Wastewater Capital	Wastewater Operations	18,612	To fund the Wastewater capital program
Water Capital	Water Operations	18,425	To fund the Water capital program
Waste Management Capital	Waste Management	1,600	To fund the Waste Management capital program
General Capital Levy	General Government	13,928	To fund the departmental levy supported capital program
General Capital Levy	General Government	285	Estimated net proceeds of surplus property revenue
General Capital Levy	Public Health and Emergency Services	85	To fund the debt costs of subsidized Emergency Medical Services capital assets
General Capital Levy	Community Services	1,829	To fund the debt costs of subsidized Seniors Services capital assets
General Capital Levy	Transportation Services	2,179	To fund the Niagara Regional Transit vehicle acquisition plan
Subtotal of General Capital Levy		18,307	
Infrastructure Deficit Reduction	General Government	3,468	To fund the departmental levy supported capital program's funding gap
Niagara Regional Housing Capital	Niagara Regional Housing	1,274	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	981	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	248	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
Police Contingency	Niagara Regional Police Service	250	To address significant unforeseen issues that may develop
Landfill Liability	Waste Management	2,288	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
Total Transfers to Reserves from Operating		69,204	

Transfers from Reserves to Operating (in thousands)

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

Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
General Capital Levy	Corporate Services	20	To fund the lease of a parking lot from the sale of the 110 James Police facility
General Capital Levy	General Government	1,978	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
Subtotal of General Capital Levy		2,248	
Waste Management Stabilization	Waste Management	230	To fund budgeted funding and end market revenue decreases
Waste Management Stabilization	Waste Management	350	To make a one-time contractual payment to Emterra in March 2019
Subtotal of Waste Management Stabilization		580	
Investment Income Stabilization	General Government	19	To stabilize investment income due to timing of redemptions per CSD 112-2012
Taxpayer Relief	NPCA	256	To fund two temporary positions to implement planned psychological health initiatives
Taxpayer Relief	NPCA	175	To fund stormwater management and hydrology guidelines development
Taxpayer Relief	NPCA	225	For the transition of business licensing from the NRPS to Niagara Region
Taxpayer Relief	NPCA	400	To fund consulting for Complete Streets and Wayfinding assignments
Taxpayer Relief	NPCA	228	To provide funding to Council to support new strategic priorities
Taxpayer Relief	Transportation	3,000	To fund Niagara Regional Transit enhancements for one year
Taxpayer Relief	Public Health and Emergency Services	324	To mitigate increased Emergency Medical Service WSIB costs to be recovered in the following year
Taxpayer Relief	Corporate Services	20	To fund the initial licensing of replacement business card printing software
Subtotal of Taxpayer Relief		4,628	
Niagara Regional Housing Rent Supplements	Niagara Regional Housing	12	For rent subsidies under Niagara Regional Housing rent supplement program
Future Benefit Costs	Corporate Services	150	To fund grandfathered sick leave payouts for retiring employees
Total Transfers from Reserves to Operating		7,637	

Transfers from Reserves to Capital (in thousands)

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Corporate Services	40	Print Shop-Printing Press
General Capital Levy	Corporate Services	20	iDarts Upgrade
General Capital Levy	Corporate Services	300	2019 Annual Application Lifecycle Replacement
General Capital Levy	Corporate Services	750	Online Development Planning Portal Phase 1
General Capital Levy	Corporate Services	250	Project/Portfolio Management Software
General Capital Levy	Corporate Services	250	Asset Management Software

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Corporate Services	2,288	2019 IT Asset Replacement
General Capital Levy	Corporate Services	100	2019 Annual - Code and Legislative Compliance Program
General Capital Levy	Corporate Services	200	2019 Annual - Energy Conservation Program
General Capital Levy	Corporate Services	100	Bldg Int-2019 Region HQ-Space Acc
General Capital Levy	Corporate Services	700	Bldg Int-NRHQ-Emergency PA System & Fire Alarm System
General Capital Levy	Corporate Services	290	19-Bldg Ext-NR-SAE0 Niagara Falls Roof
General Capital Levy	Corporate Services	220	19-Bldg Site-250 Thorold Road Life Cycle Renewal
General Capital Levy	Corporate Services	72	19-Bldg Ext-NRPS-Gun Range Roof Design
General Capital Levy	Corporate Services	20	19-Bldg Ext-NR Thorold Patrol Yard Roof Design
General Capital Levy	Planning and Development	685	Civic Park and International Plaza
General Capital Levy	Enterprise Resource Management Services	100	2019 Misc Levy Properties
General Capital Levy	Community Services	502	LTC Homes - 2019 Roof Replacement
General Capital Levy	Community Services	75	LTC Homes - 2019 Bed Replacement
General Capital Levy	Community Services	327	LTC Homes - 2019 Capital Improvements/Replacements
General Capital Levy	Community Services	434	LTC Homes - 2019 Machinery/Equipment
General Capital Levy	Community Services	469	LTC Homes - 2019 Resident Care Equipment
General Capital Levy	Public Health and Emergency Services	2,201	2019 Annual - EMS - Ambulance and Equipment Replacement
General Capital Levy	Transportation Services	200	Rds Equip Prgm - Equipment Upg
General Capital Levy	Transportation Services	640	Rds Fac Prgm - Patrol Yard Imprv
General Capital Levy	Transportation Services	200	Annual - Guide Rail Improvement Program
General Capital Levy	Transportation Services	100	Annual - Railway Crossing Improvement Program
General Capital Levy	Transportation Services	1,000	Annual - Storm Sewers & Culvert Program
General Capital Levy	Transportation Services	675	Annual - Illumination Installation & Upgrade Program
General Capital Levy	Transportation Services	1,890	Annual - Traffic Signal Program
General Capital Levy	Transportation Services	1,615	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction
General Capital Levy	Transportation Services	150	Cpcty Imprv-New Escarpment Crossing
General Capital Levy	Transportation Services	650	Cpcty Imprv - Glendale Ave Interchange at QEW
General Capital Levy	Transportation Services	3,060	Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln
General Capital Levy	Transportation Services	500	Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)
General Capital Levy	Transportation Services	4,118	St. Davids Road East (from Hwy 406 to Collier Rd)
General Capital Levy	Transportation Services	400	Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)
General Capital Levy	Transportation Services	1,620	Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd
General Capital Levy	Transportation Services	250	Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406
General Capital Levy	Transportation Services	225	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Services	500	Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie
General Capital Levy	Transportation Services	200	Struc Rehab - Seventh St Bridge (034205)
General Capital Levy	Transportation Services	200	Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE
General Capital Levy	Transportation Services	450	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)
General Capital Levy	Transportation Services	125	Int Impr - RR100 Four Mile Creek @ York Rd, NOTL
General Capital Levy	Transportation Services	4,000	Transportation Infrastructure Means Protection
General Capital Levy	Transportation Services	200	Annual - Miscellaneous Road Properties
General Capital Levy	Transportation Services	200	Struc Rehab - Engineering Studies for Future Bridge Projects
General Capital Levy	Transportation Services	400	Annual - Engineering for Future Projects
General Capital Levy	Transportation Services	3,159	Rds Rehab - Roads Resurfacing
General Capital Levy	Transportation Services	250	Ann_Prog-2019 Crack Sealing
General Capital Levy	Transportation Services	1,000	Struc Rehab - Structural Rehabilitation Program-Construction
General Capital Levy	Transportation Services	30	Annual - 2019 Survey Equipment Replacement
General Capital Levy	Transportation Services	250	Rds Fac Prog-Traf Cntrl Centre
General Capital Levy	Transportation Services	800	Annual - Fleet Vehicle & Equipment Replacement Program
General Capital Levy	Transportation Services	2,065	IMT - Capital Acquisition
Subtotal of General Capital Levy		41,516	
Niagara Regional Housing	Niagara Regional Housing	135	NRH - Multi-Residential Intensification - Niagara Falls
Niagara Regional Housing	Niagara Regional Housing	275	NRH SIF Property Acquisition & Intensification
Subtotal of Niagara Regional Housing		410	
Niagara Regional Housing Owned Units	Niagara Regional Housing	71	NRH - 2019 - Annual Grounds Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	414	NRH - 2019 Annual Unit Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	NRH - 2019 - Annual Emergency Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	428	NRH - 2019 Annual Building Capital Program
Subtotal of Niagara Regional Housing Owned Units		1,112	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	1,400	NRPS - Annual Vehicle Replacements (2019)
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	300	NRPS - Armoured Rescue Vehicle (2019)
Subtotal of Police Vehicle and Equipment Replacement		1,700	
Police Capital Levy	Niagara Regional Police Services	45	NRPS - RTOC CCTV Equipment (2019)
Police Capital Levy	Niagara Regional Police Services	40	NRPS - Drug & Expl. Detection Equip. (2019)

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	24	NRPS - CEW Replacements (2019)
Police Capital Levy	Niagara Regional Police Services	30	NRPS - Bomb Suit Replacements (2019)
Police Capital Levy	Niagara Regional Police Services	75	NRPS - Forensic Scanner (2019)
Police Capital Levy	Niagara Regional Police Services	6	NRPS - Fraud Unit Scanner (2019)
Police Capital Levy	Niagara Regional Police Services	9	NRPS - SIS Investigative Software (2019)
Police Capital Levy	Niagara Regional Police Services	36	NRPS - Respiratory Protection Systems (2019)
Police Capital Levy	Niagara Regional Police Services	400	NRPS - NG 911 Equipment Replacement (2019)
Police Capital Levy	Niagara Regional Police Services	700	NRPS - Annual IT & Network Equipment Replacement (2019)
Police Capital Levy	Niagara Regional Police Services	24	NRPS - Prisoner Restraint Systems (2019)
Subtotal of Police Capital Levy		1,389	
Infrastructure Deficit Reduction	Public Works - Levy	500	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction
Infrastructure Deficit Reduction	Public Works - Levy	900	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave
Infrastructure Deficit Reduction	Public Works - Levy	1,500	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW
Infrastructure Deficit Reduction	Public Works - Levy	250	Cpcty Imprv - Glendale Ave Interchange at QEW
Infrastructure Deficit Reduction	Public Works - Levy	259	St. Davids Road East (from Hwy 406 to Collier Rd)
Infrastructure Deficit Reduction	Public Works - Levy	300	Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb
Subtotal of Infrastructure Deficit Reduction		3,709	
Water Capital	Corporate Services	6,660	2019-Environmental Centre Expansion
Water Capital	Water Operations	500	2018 WTP Upgrade - GAC Replacement
Water Capital	Water Operations	600	19-Reservoir & Storage Program
Water Capital	Water Operations	115	19-Master Meter Replacement
Water Capital	Water Operations	150	19-Security Improvement Program
Water Capital	Water Operations	115	19-Hardware & Software Upgrade
Water Capital	Water Operations	170	19-Optimize Maintenance Syst.
Water Capital	Water Operations	345	19-Four new trucks
Water Capital	Water Operations	5,200	WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2
Water Capital	Water Operations	325	Decommissioning of St. David's Standpipe
Water Capital	Water Operations	1,750	WTP Upgrade - Rosehill New Intake
Water Capital	Water Operations	298	Decommissioning of Ridgeway Standpipe
Water Capital	Water Operations	600	WTP Upgrade Prgm - DeCew WTP Waste Optimization

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Water Capital	Water Operations	21,000	WTP Upg - DeCew Plant 3
Water Capital	Water Operations	600	19-DeCew UV Upgrade
Water Capital	Water Operations	60	19-House Demolition
Water Capital	Corporate Services	6,660	2019-Environmental Centre Expansion
Water Capital	Water Operations	115	19-Hardware & Software Upgrade
Water Capital	Water Operations	170	19-Optimize Maintenance Syst.
Subtotal of Water Capital		38,487	
Wastewater Capital	Wastewater Operations	600	19-Master Meter Replacement
Wastewater Capital	Water Operations	115	19-Hardware & Software Upgrade
Wastewater Capital	Water Operations	170	19-Optimize Maintenance Syst.
Wastewater Capital	Wastewater Operations	500	19-Replacement of Vac-Truck
Wastewater Capital	Wastewater Operations	240	19-Security Improvement Program
Wastewater Capital	Wastewater Operations	900	19-Chemical System Upgrade
Wastewater Capital	Wastewater Operations	900	19-Boiler Replacement Program
Wastewater Capital	Wastewater Operations	240	19-Odour Control System Program
Wastewater Capital	Wastewater Operations	300	19-Out Station Kiosk Program
Wastewater Capital	Wastewater Operations	2,050	19-WWTP Digester & Sludge Management Program
Wastewater Capital	Wastewater Operations	235	Mewburn Pump Station Upgrade
Wastewater Capital	Wastewater Operations	63	19-Decomission Old Central PS
Wastewater Capital	Wastewater Operations	4,000	Stevensville-Douglastown Lagoons Upgrade
Wastewater Capital	Wastewater Operations	295	19-Dain City Pump Station Upgrade
Wastewater Capital	Wastewater Operations	2,400	19-Welland WWTP Upgrade - Phase 2
Wastewater Capital	Wastewater Operations	1,185	Riverview Pump Station Upgrade
Wastewater Capital	Wastewater Operations	34	19-Hunters Pointe Pump Station Upgrade
Wastewater Capital	Wastewater Operations	2,660	Tupper Dr Trunk Sewer Rehab
Wastewater Capital	Wastewater Operations	168	19-Lake Street PS Upgrade
Wastewater Capital	Wastewater Operations	238	19-Decomissioning of Biggar Lagoons
Wastewater Capital	Wastewater Operations	2,000	Lakeside Pump Station Upgrade
Wastewater Capital	Wastewater Operations	3,000	Woodsvew Pump Station Upgrades
Wastewater Capital	Corporate Services	6,660	2019-Environmental Centre Expansion
Wastewater Capital	Wastewater Operations	590	19-Garner Rd W&WW Storage Facility Upgrade
Wastewater Capital	Wastewater Operations	1,560	Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge
Subtotal of Wastewater Capital		31,103	
Waste Management Capital	Corporate Services	7,857	2019-Environmental Centre Expansion
Waste Management Capital	Waste Management	150	2019 Misc. Enhancements & Replacements
Waste Management Capital	Waste Management	110	2019 Property Acquisition
Waste Management Capital	Waste Management	67	Bridge Street - Reuse Centre
Waste Management Capital	Waste Management	770	Pumping Station Upgrades - NR-12 & Park Rd
Waste Management Capital	Waste Management	123	NR-12 - Drop-Off Depot Improvements
Waste Management Capital	Waste Management	1,430	NR-12 - Cell # 4
Waste Management Capital	Waste Management	605	NR-12 - Stormwater Management Pond Upgrades
Waste Management Capital	Waste Management	300	Recycle-2019 Loader Replace
Waste Management Capital	Waste Management	450	Recycle-2019 Facility Improve
Waste Management Capital	Waste Management	110	Recycle-2019 Build & Equip

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Subtotal of Waste Management Capital		11,972	
Landfill Liability	Waste Management	910	Glenridge - Leachate Collection System Upgrades
Landfill Liability	Waste Management	910	Line 5 - LCS Improvements
Landfill Liability	Waste Management	200	Mountain Road - End Use Works
Landfill Liability	Waste Management	110	Mountain Road - Leachate Collection System
Landfill Liability	Waste Management	110	Mountain Road - Constructed Wetland
Landfill Liability	Waste Management	250	Quarry Road - Site Improvements
Subtotal of Landfill Liability		2,490	
Total of Transfers from Reserves to Capital		133,887	

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Financing Sources

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.

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.

Financing Sources

Deferred Revenues Forecast (amounts in thousands)

Deferred Revenue Description	2017 Year-end Balance	2018 Year-end Balance	2018 Committed To Capital	2019 Transfers from External	2019 Transfers To Operating	2019 Transfers to Capital	2019 Interest Earnings	2019 Year-end Balance
General Government DCs	844	1,265	(16)	673	(645)	0	34	1,311
Police Services DCs	763	1,884	(38)	1,144	0	0	47	3,037
Roads DCs	42,254	50,883	(24,264)	19,022	(259)	(36,638)	1,297	8,884
Sewer DCs	31,871	43,822	(6,662)	12,059	(2,000)	(6,007)	938	42,149
Water DCs	19,293	28,296	(16,030)	20,601	0	(12,335)	585	9,058
Emergency Medical DCs	985	1,140	(954)	436	0	0	29	651
Long-Term Care DCs	504	3,076	0	3,232	0	0	74	6,383
Courts Services DCs	34	181	0	154	0	0	5	340
Health DCs	66	415	0	392	0	0	10	816
Social Housing DCs	370	2,609	(1,575)	2,915	0	(675)	66	3,340
Waste Division DCs	213	959	(121)	1,137	0	(220)	28	1,783
Total Development Charges	97,197	134,530	(49,661)	49,706	(2,904)	(57,031)	3,112	77,751
Federal Gas Tax	18,081	19,724	(19,395)	13,587	0	(13,300)	457	1,074
Provincial Gas Tax	1,043	508	0	677	(122)	0	18	1,080
Total Gas Tax	19,124	20,232	(19,395)	14,264	(122)	(13,300)	475	2,154
Total Deferred Revenues	116,321	154,762	(69,056)	63,970	(3,026)	(70,331)	3,587	79,905

Financing Sources

Transfers from Deferred Revenue to Operating (in thousands)

Deferred Revenue Description	Department	Amount of Transfer	Project Name
DC - General Government	Planning and Development	90	South Niagara Falls District Plan
DC - General Government	Planning and Development	555	New Regional Official Plan
Subtotal of DC - General Government		645	
DC - Roads	Transportation Services	25	Update Traffic Impact Study Guidelines
DC - Roads	Transportation Services	20	Saturation Flow Study
DC - Roads	Transportation Services	25	Transportation Tomorrow Survey
DC - Roads	Transportation Services	20	Long term traffic forecasts
DC - Roads	Transportation Services	15	Asset Management Policy
DC - Roads	Transportation Services	50	Multi-use bike path grants
DC - Roads	Transportation Services	104	Research and data analysis for traffic studies
Subtotal of DC - Roads		259	
DC - Sewer	Wastewater Operations	2,000	Combined Sewer Overflow
Total of Development Charges		2,904	
Provincial Gas Tax	Transportation Services	122	Niagara Specialized Transit operations
Total of Gas Tax		122	
Total use of Deferred Revenues for Operating		3,026	

Financing Sources

Transfers from Deferred Revenue to Capital (in thousands)

Deferred Revenue Description	Department	Amount of Transfer	Project Name
DC - Roads	Transportation Services	360	Rds Fac Prgm - Patrol Yard Imprv
DC - Roads	Transportation Services	75	Annual - Illumination Installation & Upgrade Program
DC - Roads	Transportation Services	210	Annual - Traffic Signal Program
DC - Roads	Transportation Services	11,985	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction
DC - Roads	Transportation Services	5,100	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave
DC - Roads	Transportation Services	850	Cpcty Imprv-New Escarpment Crossing
DC - Roads	Transportation Services	8,500	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW
DC - Roads	Transportation Services	5,100	Cpcty Imprv - Glendale Ave Interchange at QEW
DC - Roads	Transportation Services	188	Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement
DC - Roads	Transportation Services	340	Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln
DC - Roads	Transportation Services	517	St. Davids Road East (from Hwy 406 to Collier Rd)
DC - Roads	Transportation Services	1,700	Struc Rehab - Mewburn Road @ CNR Tracks
DC - Roads	Transportation Services	180	Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd
DC - Roads	Transportation Services	25	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd
DC - Roads	Transportation Services	200	Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb
DC - Roads	Transportation Services	250	Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W
DC - Roads	Transportation Services	50	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)
DC - Roads	Transportation Services	125	Int Impr - RR100 Four Mile Creek @ York Rd, NOTL
DC - Roads	Transportation Services	840	Rds Rehab - Roads Resurfacing
Subtotal of DC - Roads		36,638	
DC - Sewer	Wastewater Operations	27	19-Decomission Old Central PS
DC - Sewer	Wastewater Operations	3,600	WWTP Upgrade - NOTL Lagoon Decommissioning
DC - Sewer	Wastewater Operations	136	19-Hunters Pointe Pump Station Upgrade
DC - Sewer	Wastewater Operations	672	19-Lake Street PS Upgrade
DC - Sewer	Wastewater Operations	102	19-Decomissioning of Biggar Lagoons
DC - Sewer	Wastewater Operations	510	Master Meter Replacement - Merrit Meadows
DC - Sewer	Wastewater Operations	960	South Niagara Falls Wastewater Treatment Plant
Subtotal of DC - Sewer		6,007	
DC - Water	Water Operations	150	New Fort Erie ET
DC - Water	Water Operations	128	Decomissioning of Ridgeway Standpipe

Financing Sources

Deferred Revenue Description	Department	Amount of Transfer	Project Name
DC - Water	Water Operations	593	New Pelham ET
DC - Water	Water Operations	850	New Barrick Road Watermain
DC - Water	Water Operations	220	Watermain - Port Robinson System Interconnect
DC - Water	Water Operations	10,395	Grimsby System Storage
Subtotal of DC - Water		12,335	
DC - Social Housing	Niagara Regional Housing	675	NRH - Multi-Residential Intensification - Niagara Falls
DC - Waste Management	Waste Management	113	Bridge Street - Reuse Centre
DC - Waste Management	Waste Management	57	NR-12 - Drop-Off Depot Improvements
DC - Waste Management	Waste Management	50	Recycle-2019 Facility Improve
Subtotal of DC - Waste Management		220	
Total of Development Charges		57,031	
Federal Gas Tax	Transportation Services	2,500	Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)
Federal Gas Tax	Transportation Services	3,000	Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)
Federal Gas Tax	Transportation Services	4,800	Rds Rehab - Roads Resurfacing
Federal Gas Tax	Wastewater Operations	3,000	19-Dain City Pump Station Forcemain Replacement
Subtotal of Federal Gas Tax		13,300	
Total of Gas Tax		13,300	
Total use of Deferred Revenues for Capital		\$70,331	

Financing Sources

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Appendices

Appendix I – Explanation of Objects of Expenditure

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendices

Transfer to 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.

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.

Appendices

Appendix 2 – Financial Policies and By-Laws

Policies

Accounts Receivable:

Policy Number: C3.A01
Approval Date: June 19, 2014
Amendment Date: June 19, 2014

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

Affordability Guidance Policy:

Policy Number: C3.004
Approval Date: June 21, 2012
Amendment Date: June 21, 2012

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

Investment Policy:

Policy Number: C3.106
Approval Date: July 28, 2011
Amendment Date: February 17, 2012

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

Capital Asset Management:

Policy Number: C3.C16
Approval Date: October 1, 2009
Amendment Date: October 1, 2011

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

Cost Allocation Policy:

Policy Number: C4.001
Approval Date: June 28, 2012
Amendment Date: January 1, 2013

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

Developer's Deposits:

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

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

Appendices

Donations - Charitable:

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

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

Expenses - Reimbursement of:

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

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

Financing Lease Policies and Goals:

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

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

Property Valuation Studies - Participation with Area Municipalities:

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

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

Purchasing Card Policy:

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

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

Release of Trust Funds of Deceased Residents:

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

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

Securities, Care and Custody of:

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

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

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

Surplus-Deficit Policy:

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

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

Tax Rebates for Charitable Organizations:

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

The purpose of this policy is to provide tax rebates:

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

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

Variance Analysis and Forecasting:

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

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

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

Reserve and Reserve Funds Policy:

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

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

By-Laws

Budget Control By-Law:

By-Law Number: 2017-63

Approval Date: July 20, 2017

Amendment Date: July 20, 2017

The Purpose of this By-Law is to:

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

Procurement By-Law:

By-Law Number: 02-2016

Approval Date: November 12, 2015

Amendment Date: November 12, 2015

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

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

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

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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](https://niagararegion.ca/government/budget/toolkit/glossary.aspx)

Term	Description
Allocations	<p>The process of distributing the cost to deliver corporate support services across various departments and/or cost centres.</p> <p>For example, the Region divides the cost of providing IT support services across all departments.</p>
Annual Report	<p>A comprehensive report on an organization's activities and financial performance over the course of one financial year.</p>
Appeal	<p>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.</p> <p>If you are disputing your tax bill, you may file a tax appeal.</p>
Appreciation	<p>An increase in the value of an asset or good over time.</p>
Assessment Growth	<p>The sum of all of the changes that happen to a property within a calendar year, including:</p> <ul style="list-style-type: none">• New construction• Major renovations• Demolitions• Property value appeals
Budget	<p>A budget is a financial plan that outlines the money the Region will raise and spend within a year.</p> <p>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.</p>
Capital Budget	<p>The capital budget is the annual plan for the purchase of capital assets. Capital assets include things like:</p> <ul style="list-style-type: none">• Roads• Water treatment plants• Sewers• Buildings• Machinery and equipment <p>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.</p>
Claw Back	<p>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.</p> <p>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.</p>
Credit Rating	<p>A credit rating is an estimate of the organization's ability to meet their financial commitments based on previous transactions.</p> <p>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.</p>
Credit Risk	<p>The potential that an organization or person who borrows money from a bank will fail to meet its required payment terms.</p>
Debt	<p>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).</p>

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Term	Description
	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.
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"> • Residential • Multi-residential • Commercial

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Term	Description
	<ul style="list-style-type: none"> • Industrial • Pipeline • Farm • Forest • Landfill
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	<p>Pays for rate based services such as:</p> <ul style="list-style-type: none"> • Waste management • Curbside collection • Recycling and landfill sites • Water and waste water treatment • Biosolids management • Lab services <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"> • Taxpayer relief • General capital levy • Employee Future benefits reserve
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	Funding received from other levels of government to offset the cost for programs that Niagara Region delivers on their behalf.
Supplemental Revenue	Additional money received within the calendar year as a result of assessment growth. This money is budgeted for based on historical trends and used to fund existing programs and services.
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	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. 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.
Tax Write-offs	Loss of revenue due to reductions in property assessment values.
Uploading	The alignment of service delivery between municipal and provincial (or other levels) governments.
User Fees	Includes shared services revenue without shared services agreement, licences, permits, approvals, and fees and service charges on the User Fee By-Law such as:

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Term	Description
	<ul style="list-style-type: none">• Child care fees• Health fees• Police fees (i.e. accident reports, etc.)• Seniors homes fees (i.e. long-term care accommodations fees)• Road fees• Other miscellaneous fees (i.e. zoning)
Variable Cost	<hr/> <p>Variable costs are fees that change based on the volume of services you use.</p> <hr/>

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Appendix 5 – 2019 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 2019 budgets is provided below.

Date	Meeting Type	Subject / Topic
June 14, 2018	Budget Review Committee of the Whole (BRCOTW)	Budget Guidance setting
November 21, 2019	Budget Orientation	Capital, Levy, Rate
January 8, 2019	Budget Workshop	Capital
January 10, 2019	BRCOTW	Capital
January 17, 2019	Budget Workshop	Rate
January 24, 2019	Budget Workshop	Levy, Council Budget Authority over Agencies, Boards, and Commissions
January 24, 2019	BRCOTW	Rate
January 31, 2019	BRCOTW	Agencies, Boards, and Commissions
February 14, 2019	Council	Rate By-Law
February 14, 2019	BRCOTW	Levy, User Fees
February 28, 2019	BRCOTW	Levy
February 28, 2019	Council	Levy, Capital, and User Fees By-Laws

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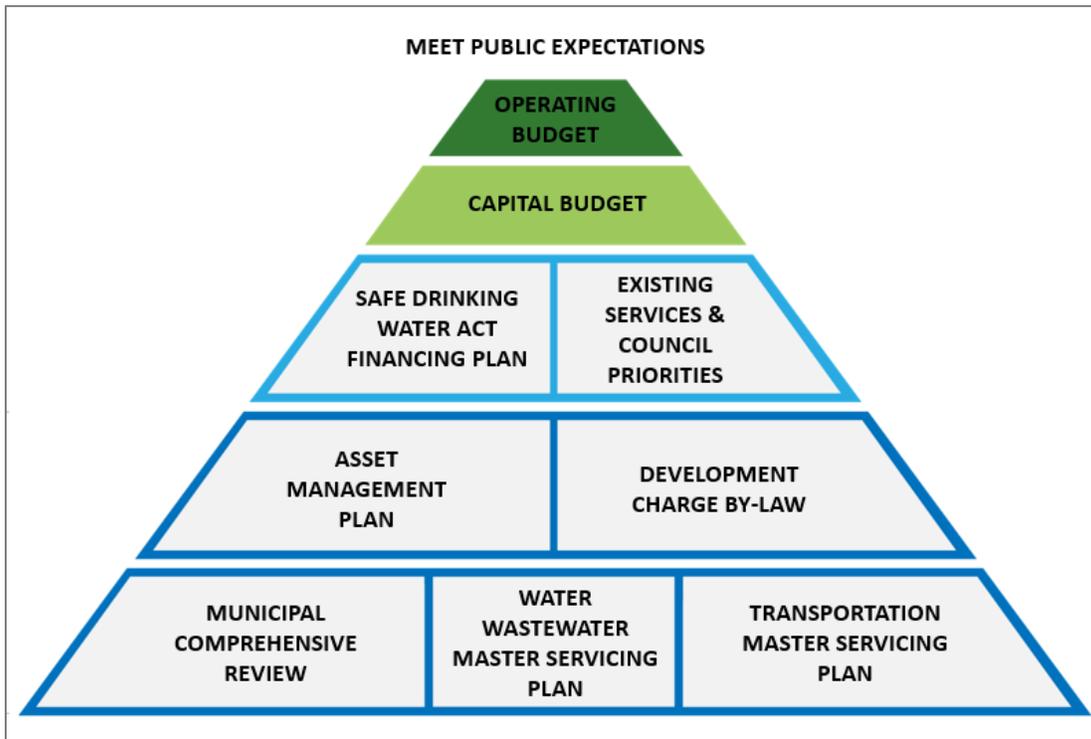
Appendix 6 - Basis of Accounting and Financial Reporting

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.

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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.

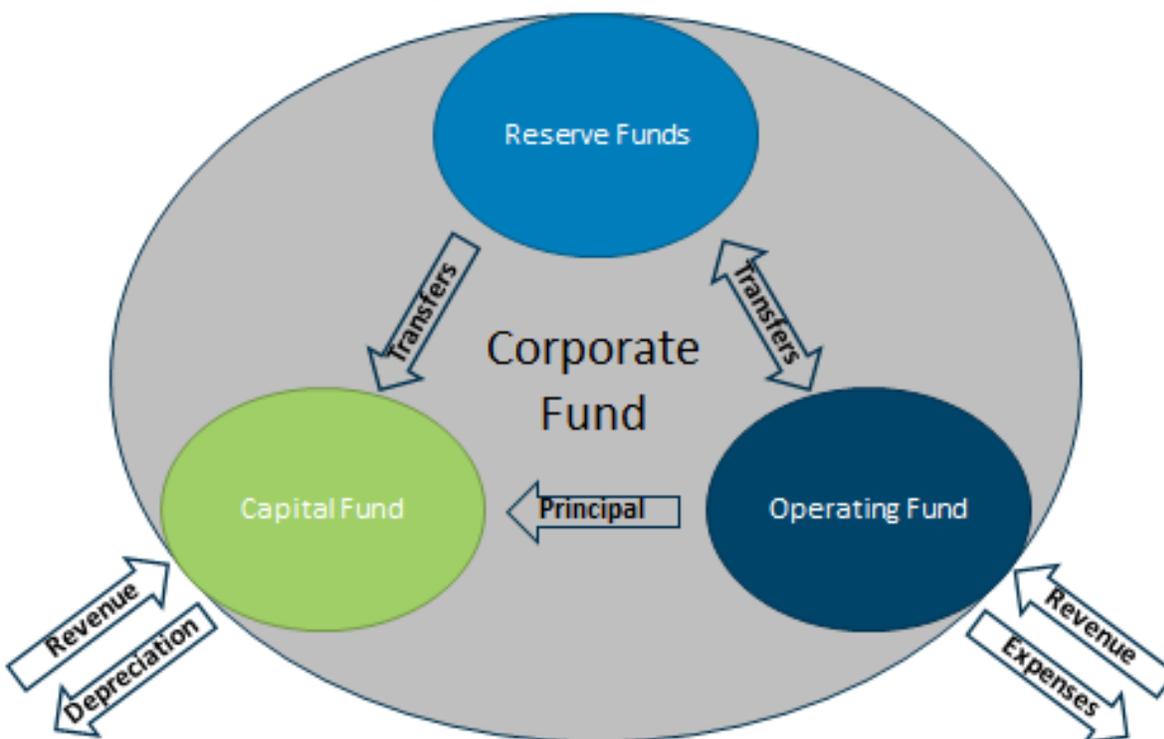
Reserve Funds

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
- Corporate stabilization
- Department specific
- Rate program

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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](#).

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](#).

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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			
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	X						
Communication							
Circle Route Initiatives	X						
Future Benefit Costs	X						

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Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Wastewater	Waste Management
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.

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.

Amounts in thousands

Description	2018 Budget	2019 Budget	Budget Change
Total Revenue	(933,896)	(973,894)	(39,998)
Total Expense	933,896	973,894	39,998

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Description	2018 Budget	2019 Budget	Budget Change
Net Surplus/(Deficit)	0	0	0
Capital Program Funding earned in a year	60,542	79,512	18,970
Transfers to Capital from Reserves	73,989	133,887	59,898
Operating Expenditures Resulting in Capital Assets	2,234	2,756	522
Capital Projects not Resulting in Tangible Capital Assets	(10,401)	(10,495)	(94)
Issued Debt Principal Repayment	28,801	33,756	4,954
Debt Refinancing	0	(4,850)	(4,850)
Unissued Debt Payments	11,854	12,896	1,041
Sinking Fund Payment	1,512	1,512	0
Amortization	(64,019)	(96,195)	(32,176)
Capital Fund Surplus/(Deficit)	104,512	152,779	48,265
Transfers to Reserves from Operating	62,944	69,204	6,259
Transfers from Reserves to Operating	(11,527)	(7,637)	3,890
Transfers from Reserves to Capital	(73,989)	(133,887)	(59,898)
Interest Attributed to Reserves	1,865	2,485	620
Reserve Fund Surplus/(Deficit)	(20,708)	(69,836)	(49,128)
Transfer to Niagara Health System loan	797	797	0
Interest Transferred from Niagara Health System loan	(436)	(423)	13
Landfill Liability decrease	2,982	505	(2,477)
Employee future benefits increase	(512)	(669)	(157)
Operating Fund Surplus/(Deficit)	2,831	210	(2,621)
Net PSAB Surplus	86,637	83,153	(3,484)

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 2019 budget during the budget process. For the 2019 budget cycle this was presented in report CSD 24-2019 Financial Disclosure Requirements and amended for subsequent changes to the 2019 budget request. If these non-budgeted items were included in the annual operating budget it would result in an estimated net surplus of \$83.2 million in 2019.

Appendix 7 – Reconciliations to 2018 Budget Summary

Budget Reconciliation – 2018 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 2018. These adjustments show the changes from the Council approved budget for 2018 to the adjusted budget that is being used as the starting point for the 2019 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	2018 Gross Budget	2018 Permanent FTEs	Reason for Adjustment
Unadjusted Budget	934,235	3,688.7	2018 Council Approved Budget
Niagara Regional Police Service	(4,196)	0.0	To change the treatment of the NRPS Court Security Upload from reserve transfer to debt financing.
Community Services	159	0.0	To record one-time funding and related expenditures from the Ministry of Community and Social Services for the Social Assistance Service Modernization Prototype.
Community Services	43	0.0	To record revised funding and related expenditures for temporary high intensity needs personal support workers funded by the Ministry of Health and Long-Term Care.
Community Services	3,012	0.0	To record funding and related expenditures from the Ministry of Education as per the 2018 Child Care Service Agreement (COM 14-2018).
Community Services	38	0.0	To record provincial subsidy funding for the Employment Survey program.
Public Health and Emergency Services	605	5.9	To record additional funding and related expenditures from the Ministry of Health and Long-Term Care for Mandatory programs and Healthy Smiles Ontario program (MOH 03-2018).
Subtotal Budget Adjustments	(339)	5.9	Total 2018 base budget adjustments
Adjusted Budget	933,896	3,694.6	2018 adjusted budget, as presented through this summary

Appendices

Full-time Equivalents Reconciliation

The following table details the changes between years 2018 and 2019.

Department	Description	Permanent	Temporary
2018 Approved FTEs		3,694.6	46.0
Corporate Administration	Foreign Trade Zone Coordinator	-	(0.3)
Corporate Services	Human Resources position reduction	(1.0)	-
Corporate Services	Customer Service Project Manager from part year to full year	-	0.8
Public Health and Emergency Services	System Support Controller Trainees	-	1.5
Public Health and Emergency Services	Two Part-time Fleet Equipment Custodian	-	1.0
Public Health and Emergency Services	Psychological Resources	-	2.0
Planning and Development	Wet Weather Specialist	-	1.0
Niagara Regional Police Service	Cannabis Secondment Officers	2.0	-
Water Operations	Chief Operator	-	(1.0)
Wastewater Operations	Chief Operator	-	(0.5)
Wastewater Operations	Biosolids Operator	-	(0.6)
Self-Supporting Administration	Project Coordinator	-	1.0
2019 Base FTEs		3,695.7	50.9
Corporate Services	Business Licensing staff	5.0	-
Enterprise Resource Management Services	Asset Management Office staff	7.0	-
Community Services	Seniors Front-line staff	14.1	-
Public Health and Emergency Services	Fleet Equipment Custodian	1.0	(1.0)
Transportation Services	Contract Inspectors and Administrators	3.0	-
Transportation Services	Permits Technologist	1.0	-
Transportation Services	Surveys and Mapping Analyst	1.0	(1.0)
Transportation Services	Engineering Technician	1.0	(1.0)
Transportation Services	Niagara Regional Transit	-	2.0
Subtotal of Levy Departments		33.1	(1.0)
Niagara Regional Housing	Eligibility Review Officer	-	1.0
Niagara Regional Housing	Community Program Coordinator	-	1.0
Niagara Regional Housing	Tenant Support Representative	1.0	-
Niagara Regional Police Service	Corporate Clinical Psychologist	1.0	-
Niagara Regional Police Service	Recruiting and Career Development	1.0	-
Niagara Regional Police Service	Network Infrastructure IT Manager	1.0	-
Niagara Regional Police Service	Business Licensing staff	(5.0)	-
Niagara Regional Police Service	Sexual Assault Unit	2.0	-
Niagara Regional Police Service	Human Trafficking Unit	2.0	-
Niagara Regional Police Service	Workload Communication Study Realignment	3.0	-
Niagara Regional Police Service	Real Time Operations Centre	8.0	-
Niagara Regional Police Service	School Resource Officer Program	2.0	-
Niagara Regional Police Service	1 District Downtown Foot Patrol	2.0	-
Subtotal of Agencies, Boards and Commissions		18.0	2.0

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Department	Description	Permanent	Temporary
Subtotal of Levy Supported Programs		51.1	1.0
Water Operations	Quality Analyst	-	(1.0)
Water Operations	Energy Project Manager	1.0	-
Water Operations	System Operators	3.0	-
Water Operations	System Maintainers	3.0	-
Wastewater Operations	Environmental Enforcement Officers	2.0	-
Wastewater Operations	Quality Management Specialist	1.0	-
Wastewater Operations	System Operators	2.0	-
Wastewater Operations	System Maintainers	3.0	-
Subtotal of Rate Supported Programs		15.0	(1.0)
Total of Program Changes		66.1	0.0
2019 Total Approved FTEs		3,761.8	50.9

Appendices

Appendix 8 – Debt Registry

Department	Issue Term	Issue Year	Issue Amount	2018 Year-End Balance	2019 Principal Payment	2019 Year-End Balance	2019 Interest Payment
Corporate Services	5	2016	2,599	1,578	(519)	1,059	(23)
Corporate Services	10	2009	750	492	(492)	0	(24)
Corporate Services	10	2010	1,326	310	(152)	158	(11)
Corporate Services	10	2013	485	256	(49)	207	(9)
Corporate Services	10	2016	991	804	(95)	709	(15)
Corporate Services	20	2006	7,357	3,887	(401)	3,486	(203)
Corporate Services	20	2007	6,777	3,927	(350)	3,577	(205)
Corporate Services	25	2017	1,016	985	(31)	954	(26)
Corporate Services	30	2010	2,090	1,724	(40)	1,683	(109)
Subtotal of Corporate Services			23,391	13,964	(2,129)	11,835	(624)
Community Services	5	2017	4,329	3,487	(853)	2,634	(57)
Community Services	20	2003	13,219	4,814	(857)	3,957	(265)
Community Services	20	2004	7,489	3,159	(457)	2,702	(170)
Community Services	25	2014	6,794	6,009	(194)	5,815	(238)
Community Services	25	2017	3,900	3,782	(120)	3,662	(101)
Community Services	30	2014	940	799	(31)	768	(32)
Subtotal of Community Services			36,671	22,049	(2,511)	19,538	(863)
Public Health and Emergency Services	5	2014	2,086	431	(431)	0	(10)
Public Health and Emergency Services	5	2015	2,475	1,009	(501)	508	(17)
Public Health and Emergency Services	5	2016	1,970	1,196	(393)	803	(18)
Public Health and Emergency Services	5	2018	3,293	3,293	(630)	2,663	(82)
Public Health and Emergency Services	10	2018	1,228	1,228	(109)	1,119	(34)
Public Health and Emergency Services	20	2006	400	211	(22)	190	(11)
Public Health and Emergency Services	25	2017	2,000	1,939	(61)	1,878	(52)
Public Health and Emergency Services	25	2018	3,735	3,735	(104)	3,631	(119)
Public Health and Emergency Services	30	2014	1,500	1,275	(50)	1,225	(51)
Subtotal of Public Health and Emergency Services			18,687	14,318	(2,301)	12,017	(393)
Planning and Development	10	2010	270	63	(31)	32	(2)
Subtotal of Planning and Development			270	63	(31)	32	(2)
Transportation	10	2009	12,350	4,808	(4,808)	0	(231)
Transportation	10	2010	14,846	3,388	(1,665)	1,723	(110)
Transportation	10	2013	8,625	4,552	(870)	3,682	(154)
Transportation	10	2014	17,054	10,662	(1,666)	8,996	(305)
Transportation	10	2015	24,292	17,423	(2,344)	15,079	(395)
Transportation	10	2016	12,213	9,912	(1,170)	8,742	(187)
Transportation	10	2017	8,799	7,982	(827)	7,154	(159)
Transportation	10	2018	8,970	8,970	(800)	8,170	(250)
Transportation	15	2010	900	479	(61)	418	(17)

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Department	Issue Term	Issue Year	Issue Amount	2018 Year-End Balance	2019 Principal Payment	2019 Year-End Balance	2019 Interest Payment
Transportation	20	2006	4,343	2,295	(237)	2,058	(120)
Transportation	20	2010	1,167	814	(53)	761	(35)
Transportation	25	2017	28,611	27,744	(878)	26,867	(741)
Transportation	25	2018	10,774	10,774	(299)	10,475	(342)
Transportation	30	2010	14,245	11,825	(300)	11,525	(651)
Subtotal of Transportation			167,188	121,628	(15,978)	105,649	(3,698)
Subtotal of Levy Departments			246,208	172,022	(22,951)	149,071	(5,580)
Court Services	25	2017	9,433	9,147	(289)	8,858	(244)
Subtotal of Courts Services			9,433	9,147	(289)	8,858	(244)
Niagara Regional Housing	10	2009	1,615	188	(188)	0	(9)
Niagara Regional Housing	10	2010	3,313	774	(379)	395	(27)
Niagara Regional Housing	10	2012	1,803	773	(185)	588	(22)
Niagara Regional Housing	10	2013	2,259	1,192	(228)	964	(40)
Niagara Regional Housing	10	2014	2,517	1,574	(246)	1,328	(45)
Niagara Regional Housing	10	2015	4,020	2,890	(388)	2,502	(65)
Niagara Regional Housing	10	2016	5,603	4,547	(537)	4,011	(86)
Niagara Regional Housing	10	2017	1,706	1,548	(160)	1,387	(31)
Niagara Regional Housing	10	2018	6,769	6,769	(604)	6,165	(189)
Niagara Regional Housing	30	2012	4,500	3,951	(104)	3,847	(147)
Subtotal of Niagara Regional Housing			34,105	24,205	(3,019)	21,186	(661)
Niagara Regional Police Services	5	2018	1,675	1,675	(320)	1,355	(42)
Niagara Regional Police Services	10	2009	3,850	989	(989)	0	(47)
Niagara Regional Police Services	10	2010	1,975	462	(226)	236	(16)
Niagara Regional Police Services	10	2015	13,670	9,804	(1,319)	8,485	(222)
Niagara Regional Police Services	10	2016	4,500	3,652	(431)	3,221	(69)
Niagara Regional Police Services	30	2010	7,800	6,434	(151)	6,283	(406)
Niagara Regional Police Services	30	2014	35,950	33,044	(788)	32,256	(1,215)
Niagara Regional Police Services	30	2015	28,610	26,974	(588)	26,386	(1,017)
Subtotal of Niagara Regional Police Services			98,030	83,034	(4,812)	78,222	(3,033)
Subtotal of Agencies and Boards			141,569	116,387	(8,121)	108,266	(3,939)
Total of Levy Programs			387,777	288,408	(31,072)	257,337	(9,519)
Water Operations	10	2010	2,413	564	(276)	288	(20)
Water Operations	25	2018	2,555	2,555	(71)	2,484	(81)
Water Operations	30	2010	9,931	8,192	(192)	8,000	(516)
Subtotal of Water Operations			14,899	11,311	(540)	10,771	(617)
Wastewater Operations	10	2010	7,034	1,642	(804)	837	(57)
Wastewater Operations	20	2010	27,333	19,076	(1,244)	17,832	(830)
Wastewater Operations	30	2010	42,919	35,446	(845)	34,600	(2,181)
Subtotal of Wastewater Operations			77,287	56,163	(2,894)	53,269	(3,067)

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Department	Issue Term	Issue Year	Issue Amount	2018 Year-end Balance	2019 Principal Payment	2019 Year-end Balance	2019 Interest Payment
Waste Management	10	2010	6,665	1,558	(763)	795	(54)
Subtotal of Waste Management Operations			6,665	1,558	(763)	795	(54)
Subtotal of Rate Programs			98,851	69,032	(4,197)	64,835	(3,738)
Total Regional Debt			486,628	357,440	(35,268)	322,172	(13,257)

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Appendix 9 – Deferred Revenue Collections Forecast 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	230	159	94	167	87
Police Services	408	284	168	298	155
Roads	6,821	4,735	2,812	4,969	2,578
Emergency Medical	180	125	74	131	68
Long-Term Care	1,313	911	542	957	496
Courts Services	52	36	22	38	20
Health	160	112	66	117	61
Social Housing	1,299	901	535	946	491
Waste Division	392	272	161	285	148
Subtotal of Municipal Wide Services	10,855	7,535	4,474	7,908	4,104
Sewer	4,788	3,324	1,975	3,488	1,810
Water	3,390	2,353	1,398	2,470	1,282
Subtotal of Urban Services	8,178	5,677	3,373	5,958	3,092
Total Rural Area Services	10,855	7,535	4,474	7,908	4,104
Total Urban Area Services	19,033	13,212	7,847	13,866	7,196

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
Total Rural Area Services Rate	10,855	7,535	4,474	7,908	4,104
Estimated Rural Units	84	0	0	224	0
Estimated Rural Units Charges (in thousands)	912	0	0	1,771	0
Total Urban Area Services Rate	19,033	13,212	7,847	13,866	7,196
Estimated Urban Units	1,242	301	287	588	0
Estimated Urban Units Charges (in thousands)	23,639	3,977	2,252	8,153	0
Total Estimated Collections (in thousands)	24,551	3,977	2,252	9,925	0

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Non-Residential Development Charge Rates

Service	Commercial (per square foot)	Industrial (per square foot)	Institutional (per square foot)	Wind Turbines (per unit)
General Government	0.21	0.08	0.14	230
Police Services	0.29	0.13	0.22	408
Roads	4.82	2.02	3.45	6,822
Emergency Medical	0.04	0.02	0.03	180
Long-Term Care	0.37	0.15	0.27	0
Courts Services	0.05	0.02	0.03	0
Health	0.04	0.02	0.03	0
Social Housing	0.00	0.00	0.00	0
Waste Division	0.34	0.13	0.24	0
Subtotal of Municipal Wide Services	6.16	2.57	4.41	7,640
Sewer	3.44	1.43	2.46	0
Water	2.44	1.02	1.74	0
Subtotal of Urban Services	5.88	2.45	4.20	0
Total Rural Area Services	6.16	2.57	4.41	7,640
Total Urban Area Services	12.04	5.02	8.61	7,640

Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Total Rural Area Services Rate	6.16	2.57	4.41	7,640
Estimated Rural Units	19,170	50,300	5,090	0
Estimated Rural Units Charges (in thousands)	118	129	22	0
Total Urban Area Services Rate	12.04	5.02	4.41	7,640
Estimated Urban Units	513,700	232,550	160,280	0
Estimated Urban Units Charges (in thousands)	6,185	1,167	1,380	0
Total Estimated Collections (in thousands)	6,303	1,297	1,402	0

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Appendix 10 – Example Operating Business Case

Sustainability Program Review – 2018 Operating Budget Adjustment

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

Initiative Start Date: January 01, 2018

Reason for Business Case: Operating Project

Description of Program Change:

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

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

Business Reasons for Program Change:

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

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

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

Supports Economic Prosperity (Dials): Employment, Taxation

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

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

Risk Assessment: High-Priority

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

Staffing Impact:

None

Total Cost of Staffing Position: nil

Staffing Implementation Date: Not applicable

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Financial Impact Summary

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

% Change over prior year: 0.000%

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

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Appendix II – Example Capital Business Case

2018 Capital Data Sheet - Project ID: J_20000605 **\$2,595**

2018 Annual - EMS - Ambulance and Equipment Replacement

Project Details

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

Appendices

Budget Breakdown (in thousands)

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

Funding Sources (in thousands)

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

Planning Forecast (in thousands)

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

Cash Flows (in thousands)

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

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Council Strategic Priorities

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

Operating Impact (in thousands)

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

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Appendix 12 – Strategic Priority Projects

Council Strategic Priority	Department	Project	Objectives
Moving People and Goods	Public Works - Transportation Services	Airport Study and Governance Strategy	To deliver reports to the Transportation Strategy Steering Committee outlining for each the Niagara District Airport (NDA) and Niagara Central Dorothy Rungeling Airport (NCDRA) the governance and funding options available, financial viability and risks, as well as recommendations for a potential Regional role in the operation and funding.
Moving People and Goods	Public Works - Transportation Services	Hub and Transit Station Study	To plan for transit-supportive development around Niagara's GO Station sites in Grimsby, St. Catharines, and Niagara Falls, as well as for the potential future GO Station site in Beamsville. Study components for each Station Area includes: Creation of a Secondary Plan land use policy framework, completion of a transportation analysis and land value market analysis, and identification of infrastructure improvements to accommodate pressures associated with anticipated growth.
Moving People and Goods	Public Works - Transportation Services	Long-Term Transit Strategy for Niagara	To collaborate with the Mayors, CAOs and transit managers from St. Catharines, Welland and Niagara Falls, with support from the Regional Chair and CAO, to provide strategic recommendations for the improvement of transit services throughout Niagara.
Moving People and Goods	Public Works - Transportation Services	Port Robinson Ferry	To support the Port Robinson Ferry service as part of active transportation and to grow cycling tourism in Niagara.
Moving People and Goods	Public Works - Transportation Services	Provincial Commitment to GO Rail Expansion	To plan, prepare and advance all GO expansion advocacy, and develop a comprehensive business case seeking commitment from the Government of Ontario to expand daily GO train service to Niagara with stops in Grimsby, St. Catharines and Niagara Falls.
Moving People and Goods	Public Works - Transportation Services	Niagara Greater Toronto Area East Corridor	The Niagara Greater Toronto Area (NGTA) East Corridor will connect Highway 406 to QEW (Fort Erie) and form a key link in the Niagara-Hamilton Trade Corridor as proposed in the Transportation Master Plan. The NGTA East Corridor would provide additional capacity and network redundancy for the movement of goods through Niagara Region.
Moving People and Goods	Public Works - Transportation Services	Transportation Master Plan	The Transportation Master Plan (TMP) will provide Niagara Region with guidance and strategic vision for transportation and its implications over the next 25 years. TMP will plan to: <ul style="list-style-type: none"> • Enhance quality of life through pedestrian and cycling facilities • Demand responsive and conventional transit, and • Create an integrated network of roads and highways

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Council Strategic Priority	Department	Project	Objectives
Fostering Innovation, Investment and Entrepreneurship	Planning and Development	Expedited Process for Development	To develop an expedited planning approvals process that will increase approval certainty and accelerate the review period with a focus on creative solutions for development initiatives.
Fostering Innovation, Investment and Entrepreneurship	Corporate Administration	Influence Provincial Plan Review	To review the planning policies in the Provincial Comprehensive Review considering the benefits/implications for Niagara, provide site specific examples of Niagara demonstrating how planning policies and mapping impact growth, and make submissions to draft planning policy, mapping and guidelines under the Provincial Comprehensive Review.
Fostering Innovation, Investment and Entrepreneurship	Corporate Administration	Joint Economic Development Action Plan	In collaboration with local businesses, economic development officers, CAOs, postsecondary institutions and innovation centres, the Niagara Region will be developing an economic development action plan. The plan will emphasize investment attraction, innovation and entrepreneurship, economic research and analysis, and advocacy to drive growth in the Region.
Fostering Innovation, Investment and Entrepreneurship	Corporate Administration	Southwestern Integrated Fibre Technology (SWIFT)	To support the growth of small businesses in rural areas by expanding access to online and e-commerce tools, securing significant Federal and Provincial investment to improve Niagara's information infrastructure, and providing better connections for residents in rural communities with online information and services.
Fostering Innovation, Investment and Entrepreneurship	Corporate Administration	Tourism Strategy	To ensure that tourism is part of the Niagara Region's Economic Development Strategy by facilitating discussions on transportation access initiatives, developing a Regional Wayfaring Plan, promoting five scenic routes and supporting event bids, and to advocate on behalf of industry stakeholders and undertake investment attraction initiatives.
Building a Labour-Ready Workforce	Community Services	"Bend the Curve" on the Ontario Works Caseload	To increase the number of Ontario Works and Ontario Disability Support Program clients with employment. The long term goal of this project is to further reduce the Ontario Works caseload.
Building a Labour-Ready Workforce	Corporate Administration	Joint Strategy on Youth Retention with Post-Secondary Institutions	Develop a strategy to ensure that Niagara, has a skilled and educated workforce by attracting, engaging and retaining youth (under 40) to locate in the Niagara region.
Building a Labour-Ready Workforce	Community Services	Provincial Commitment to Increased Homelessness Funding	To increase homelessness funding from the Provincial and Federal government that is representative of Niagara's need and economic indicators. Community Homelessness Prevention Initiative (CHPI) funding is the primary source of homeless funding in Niagara.

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Council Strategic Priority	Department	Project	Objectives
Positioning Niagara Globally	Corporate Administration	Federal Commitment to a Foreign Trade Zone in Niagara	To raise global and national business awareness of the Niagara region's ability to encourage and support export-focused business operations. It addresses an opportunity to provide a single referral point for businesses to the many Federal, Provincial, Regional and local municipal programs and services available to exporters.
Positioning Niagara Globally	Corporate Administration	Growth Strategy: Net New Population Growth of at Least 10,000	To increase the population growth rate in the Niagara Region by: <ul style="list-style-type: none"> • Meeting with developers and investors to understand their needs, facilitate greater development in key areas • Find ways to help move business projects forward, and • Build better relationships with developers and investors
Positioning Niagara Globally	Corporate Administration	Foreign Financial Institution	To attract at least one foreign financial institution focused on commercial banking in Niagara.
Positioning Niagara Globally	Corporate Administration	Strategy to Improve Niagara's Global Attractiveness	To support community readiness for Niagara to be a welcoming community, create a new strategic marketing plan and improve Niagara's existing marketing and migrant/ immigrant focused websites and collateral, and support programs that will retain immigrants and international students.
Doing Business Differently	Community Services	Long-Term Care Home Redevelopment Alternative Service Delivery	To redevelop long-term care (LTC) homes in an efficient and effective manner factoring in capital and operating efficiency, as well as client and community service needs.
Doing Business Differently	Corporate Administration	Niagara Week is Every Week	Niagara Week is Every Week focuses on fostering strong relationships between the Region and its senior government partners. Through the addition of a Government & Stakeholder Relations Consultant, engagement at the provincial and federal levels continues with the full participation of Niagara's local area municipalities (LAMs) in order to advance Niagara's economic prosperity.
Doing Business Differently	Niagara Regional Housing	Social Housing Alternative Service Delivery	To reduce the affordable housing challenge in Niagara, the project was to prepare a study that identifies investment opportunities, asset management strategies and organizational change initiatives to improve the governance and delivery of social housing in Niagara.
Advancing Organizational Excellence	Corporate Administration	Committee Review	To improve the rate that decisions are made by Regional Council, through simplifying and streamlining the reporting structure across the corporation.
Advancing Organizational Excellence	Corporate Administration	Procedural By-law Review	To review Procedural By-law to facilitate faster decision-making, simplified and streamlined processes and to improve stakeholder understanding. The review also intends to increase access, accountability and transparency through document redesign and increased use of technology.

Appendices

Council Strategic Priority	Department	Project	Objectives
Advancing Organizational Excellence	Enterprise Resource Management Services	Comprehensive Asset Management Plan (AMP)	To develop a comprehensive asset management plan to obtain financing for necessary infrastructure investments in Niagara. A detailed plan will enable assets to be managed in a consistent fashion, allowing for greater stability in financial and capital planning, and more informed decision making.
Advancing Organizational Excellence	Enterprise Resource Management Services	Enhanced Financial Management Service	To implement an integrated enterprise solution to provide system functionality that improves efficiency and effectiveness, reduces risk, enables effective internal controls, ensures better management of the organization, and improves the client experience.
Advancing Organizational Excellence	Enterprise Resource Management Services	Value for Money Audits	The Value for Money Audits project will determine if Regional programs, including the execution of policies and procedures, are delivered in an efficient, effective and economical manner. Additionally, opportunities for improvement will be explored which can include consideration of alternative service delivery methods.
Advancing Organizational Excellence	Enterprise Resource Management Services	Customer Service	To develop an integrated customer service strategy across the Niagara Region corporation that will enhance the customer service experience through: <ul style="list-style-type: none"> • Service modernization across channel touch points; and • Strengthening the corporate customer service culture that puts the customer first
Advancing Organizational Excellence	Corporate Administration	People Strategy	To deliver an interrelated, intentional and measured approach to driving employee engagement, development and retention through the development of best in class people practices at the Niagara Region.
Advancing Organizational Excellence	Enterprise Resource Management Services	Revenue Generation and line-by-line Budget Review	To support revenue development and achieve a \$1 million target through: <ul style="list-style-type: none"> • Researching successful opportunities in other municipal jurisdictions • Exploring potential areas with revenue declines or lack of inflation • Conducting focus groups with internal staff to solicit ideas, options, or creative solutions

Appendices

Appendix 13 – Program Change Summary

The following list includes programs and service enhancements added to the 2019 budget.

Amounts in thousands

Department	Program Change Description	2019 Gross Budget	2019 Net Budget	2019 Permanent FTEs
Governance	Council Remuneration	198	198	-
General Government	Development Charge Exemptions	3,525	3,525	-
General Government	Niagara Investment in Culture	250	250	-
General Government	Niagara Regional Transit	1,387	1,387	-
Subtotal of General Government		5,163	5,163	-
Corporate Services	eLearning	25	25	-
Corporate Services	Business Licencing	624	-	5.0
Subtotal of Corporate Services		649	25	5.0
Enterprise Resource Management Services	Asset Management Governance	854	854	7.0
Community Services	Seniors Front-line staff	1,011	-	14.1
Public Health and Emergency Services	Fleet Equipment Custodian	-	-	1.0
Public Health and Emergency Services	Internal Notification System	85	85	-
Subtotal of Public Health and Emergency Services		85	85	1.0
Transportation Services	Contract Administrators & Inspector	80	80	3.0
Transportation Services	Engineering Technician	1	1	1.0
Transportation Services	Surveys and Mapping Analyst	-	-	1.0
Transportation Services	Permits Technologist	90	90	1.0
Transportation Services	Niagara Region Transit	8,473	3,588	-
Subtotal of Transportation Services		8,645	3,759	6.0
Subtotal of Levy Departments		16,605	10,084	33.1
Niagara Regional Police Service	Human Trafficking Unit	225	225	2.0
Niagara Regional Police Service	Sexual Assault Unit	225	225	2.0
Niagara Regional Police Service	Corporate Clinical Psychologist	115	115	1.0
Niagara Regional Police Service	Recruiting and Career Development Unit	59	59	1.0
Niagara Regional Police Service	Business Licensing	(348)	-	(5.0)
Niagara Regional Police Service	Records and Information Management Unit Staffing	10	10	-
Niagara Regional Police Service	Network Infrastructure IT Manager	116	116	1.0
Niagara Regional Police Service	Workload Communication Study Realignment	345	345	3.0
Niagara Regional Police Service	Real Time Operations Centre	626	626	8.0

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Department	Program Change Description	2019 Gross Budget	2019 Net Budget	2019 Permanent FTEs
Niagara Regional Police Service	Emerging Issues Contingency	250	250	-
Niagara Regional Police Service	1 District Downtown Foot Patrol	203	203	2.0
Niagara Regional Police Service	School Resource Officer Program	196	196	2.0
Subtotal of Niagara Regional Police Service		2,021	2,369	17.0
Niagara Regional Housing	NRH Owned-Units Tenant Support Representative	64	64	1.0
Niagara Regional Housing	NRH Community Program Coordinator	88	88	-
Niagara Regional Housing	NRH Eligibility Review Officer	85	85	-
Subtotal of Niagara Regional Housing		237	237	1.0
Subtotal of Agencies, Boards and Commissions		2,258	2,606	18.0
Subtotal of Levy Supported Programs		18,862	12,689	55.1
Water Operations	Energy Project Manager	112	(38)	1.0
Water Operations	System Maintainers	220	220	3.0
Water Operations	System Operators	229	229	3.0
Water Operations	Capital Financing	778	778	-
Subtotal of Water Operations		1,339	1,189	7.0
Wastewater Operations	Quality Management Specialist	15	15	1.0
Wastewater Operations	System Maintainers	220	220	3.0
Wastewater Operations	System Operators	153	153	2.0
Wastewater Operations	Environmental Enforcement Officers	161	(139)	2.0
Wastewater Operations	Capital Financing	2,292	2,292	-
Subtotal of Wastewater		2,841	2,541	8.0
Waste Management	Collection Service Level Campaign	40	40	-
Waste Management	Landfill Hours Extension	50	50	-
Subtotal of Waste Management		90	90	-
Subtotal of Rate Supported Programs		4,270	3,820	15.0
Total Program Changes		23,132	16,509	66.1

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Appendix I4 – Economic Profile

Industrial Composition

International Gateway

Niagara is a nationally significant trade corridor supporting more than 12% of all trade between the US and Canada. This is reflected in the value of trade facilitated through Niagara's trade infrastructure, as well industrial composition of the businesses in the region.

Value of Trade Crossing Niagara Border to USA, Import and Export, 2018 (CAD) – \$87.9 billion

Number of People Cross Niagara-US Borders, 2018, Both Ways – 8,974,481

Value of Trade Transported via Great Lakes-St. Lawrence Seaway via Welland Canal, 2018 (CAD) – \$10.0 billion

Total Exporting Companies in Niagara, 2017 – 606

Total Value of Exports from Niagara, 2017 (CAD) – \$4.31 billion

Total Importing Companies in Niagara, 2017 – 1,696

Total Value of Imports to Niagara, 2017 (CAD) – \$2.22 billion

Sources: US Bureau of Transportation Statistics, 2018; St. Lawrence Seaway Management Corporation, 2018

Employer Businesses by Industry Sector, 2018

Sector	Number
Unclassified	708
Sub-total, classified	12,499
Agriculture, forestry, fishing and hunting	506
Mining, quarrying, and oil and gas extraction	12
Utilities	20
Construction	1,629
Manufacturing	628
Wholesale trade	515
Retail trade	1,865
Transportation and warehousing	524
Information and cultural industries	173
Finance and insurance	441
Real estate and rental and leasing	469
Professional, scientific and technical services	1,008
Management of companies and enterprises	44
Administrative and support, waste management and remediation	557
Educational services	134
Health care and social assistance	1,310
Arts, entertainment and recreation	246
Accommodation and food services	1,165
Other services (except public administration)	1,234
Public administration	19
Total	13,207

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Jobs by Industry Sector, 2018

Description	2011 Jobs	2018 Jobs	Change	% Change
Accommodation and food services	22,613	27,278	4,665	20.6%
Health care and social assistance	22,173	26,756	4,583	20.7%
Retail trade	25,839	27,666	1,827	7.1%
Construction	14,662	16,466	1,804	12.3%
Educational services	13,332	14,965	1,633	12.2%
Professional, scientific and technical services	7,702	9,119	1,417	18.4%
Manufacturing	17,594	18,791	1,197	6.8%
Real estate and rental and leasing	3,549	4,425	876	24.7%
Arts, entertainment and recreation	8,361	9,038	677	8.1%
Unclassified	3,365	3,839	474	14.1%
Public administration	10,274	10,748	474	4.6%
Administrative and support, waste management and remediation services	11,786	12,247	461	3.9%
Wholesale trade	7,974	8,282	308	3.9%
Transportation and warehousing	6,764	7,026	263	3.9%
Information and cultural industries	1,937	2,031	94	4.8%
Mining, quarrying, and oil and gas extraction	304	332	28	9.1%
Utilities	1,447	1,419	-28	-1.9%
Management of companies and enterprises	1,510	1,470	-40	-2.6%
Agriculture, forestry, fishing and hunting	5,003	4,790	-213	-4.3%
Finance and insurance	5,946	5,705	-242	-4.1%
Other services (except public administration)	10,304	9,810	-494	-4.8%

Sources: Statistics Canada, Canadian Business Counts, June 2018; Emsi 2018.1

Appendices

Appendix 15 – Capital Revenue Detail by Project

Amounts in thousands

Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Print Shop-Printing Press	40	40	0	0	0	0
iDarts Upgrade	20	20	0	0	0	0
2019 Annual Application Lifecycle Replacement	300	300	0	0	0	0
Online Development Planning Portal Phase 1	750	750	0	0	0	0
Project/Portfolio Management Software	250	250	0	0	0	0
Asset Management Software	250	250	0	0	0	0
2019 IT Asset Replacement	2,288	2,288	0	0	0	0
2019 Annual - Code and Legislative Compliance Program	100	100	0	0	0	0
2019 Annual - Energy Conservation Program	200	200	0	0	0	0
Bldg Int-2019 Region HQ-Space Acc	100	100	0	0	0	0
2019-Environmental Centre Expansion	21,177	21,177	0	0	0	0
Bldg Int-NRHQ-Emergency PA System & Fire Alarm System	700	700	0	0	0	0
19-Bldg Ext-NR-SAEO Niagara Falls Roof	290	290	0	0	0	0
19-Bldg Site-250 Thorold Road Life Cycle Renewal	220	220	0	0	0	0
19-Bldg Ext-NRPS-Gun Range Roof Design	72	72	0	0	0	0
19-Bldg Ext-NR Thorold Patrol Yard Roof Design	20	20	0	0	0	0
Subtotal of Corporate Services	26,777	26,777	0	0	0	0
2019 Misc Levy Properties	100	100	0	0	0	0
Subtotal of Enterprise Resource Management Services	100	100	0	0	0	0
LTC Homes - 2019 Bed Replacement	75	75	0	0	0	0
LTC Homes - 2019 Capital Improvements/Replacements	327	327	0	0	0	0
LTC Homes - 2019 Machinery/Equipment	434	434	0	0	0	0
LTC Homes - 2019 Resident Care Equipment	469	469	0	0	0	0
LTC Homes - 2019 Roof Replacement	502	502	0	0	0	0
Subtotal of Community Services	1,808	1,808	0	0	0	0
2019 Annual - EMS - Ambulance and Equipment Replacement	2,201	2,201	0	0	0	0
Subtotal of Public Health and Emergency Services	2,201	2,201	0	0	0	0
Civic Park and International Plaza	685	685	0	0	0	0
Subtotal of Planning and Development	685	685	0	0	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Rds Equip Prgm - Equipment Upg	200	200	0	0	0	0
Rds Fac Prgm - Patrol Yard Imprv	1,000	640	0	360	0	0
Annual - Guide Rail Improvement Program	200	200	0	0	0	0
Annual - Railway Crossing Improvement Program	100	100	0	0	0	0
Annual - Storm Sewers & Culvert Program	1,000	1,000	0	0	0	0
Annual - Illumination Installation & Upgrade Program	750	675	0	75	0	0
Annual - Traffic Signal Program	2,100	1,890	0	210	0	0
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100	2,115	0	11,985	0	2,000
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	10,000	1,500	0	8,500	0	0
Cpcty Imprv - Glendale Ave Interchange at QEW	6,000	900	0	5,100	0	0
Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	750	0	563	188	0	0
Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	3,950	3,060	0	340	0	550
St. Davids Road East (from Hwy 406 to Collier Rd)	5,168	4,376	0	517	0	275
Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000	900	0	5,100	0	0
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	3,000	500	0	0	2,500	0
Struc Rehab - Mewburn Road @ CNR Tracks	2,000	0	300	1,700	0	0
Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	1,800	1,620	0	180	0	0
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520	0	4,520	0	0	0
Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350	0	350	0	0	0
Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)	3,600	400	0	0	3,000	200
Cpcty Imprv-New Escarpment Crossing	1,000	150	0	850	0	0
Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	200	200	0	0	0	0
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	500	500	0	0	0	0
Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	500	450	0	50	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	500	300	0	200	0	0
Struc Rehab - Seventh St Bridge (034205)	200	200	0	0	0	0
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	250	225	0	25	0	0
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	250	0	0	250	0	0
Annual - Development Projects	1,000	0	0	0	0	1,000
Annual - Engineering for Future Projects	400	400	0	0	0	0
Annual - Miscellaneous Road Properties	200	200	0	0	0	0
Rds Rehab - Roads Resurfacing	8,844	3,159	0	884	4,800	0
Struc Rehab - Engineering Studies for Future Bridge Projects	200	200	0	0	0	0
Ann_Prog-2019 Crack Sealing	250	250	0	0	0	0
Struc Rehab - Structural Rehabilitation Program-Construction	1,000	1,000	0	0	0	0
Transportation Infrastructure Means Protection	4,000	4,000	0	0	0	0
Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	250	125	0	125	0	0
Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	250	250	0	0	0	0
Annual - 2019 Survey Equipment Replacement	30	30	0	0	0	0
Rds Fac Prog-Traf Cntrl Centre	250	250	0	0	0	0
Annual - Fleet Vehicle & Equipment Replacement Program	800	800	0	0	0	0
IMT - Capital Acquisition	13,900	2,065	11,835	0	0	0
Subtotal of Transportation Services	103,362	34,830	17,568	36,639	10,300	4,025
Subtotal of Levy Departments	134,932	66,400	17,568	36,639	10,300	4,025
NRH - Multi-Residential Intensification - Niagara Falls	810	135	0	675	0	0
NRH - 2019 Annual Unit Capital Program	5,355	414	4,631	0	0	311
NRH - 2019 - Annual Emergency Capital Program	200	200	0	0	0	0
NRH - 2019 - Annual Grounds Capital Program	913	71	789	0	0	53
NRH - 2019 Annual Building Capital Program	5,536	428	4,787	0	0	321
NRH SIF Property Acquisition & Intensification	1,101	275	0	0	0	826
Subtotal of Niagara Regional Housing	13,915	1,522	10,207	675	0	1,511
NRPS - RTOC CCTV Equipment (2019)	45	45	0	0	0	0
NRPS - Annual Vehicle Replacements (2019)	1,400	1,400	0	0	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NRPS - CEW Replacements (2019)	24	24	0	0	0	0
NRPS - Armoured Rescue Vehicle (2019)	300	300	0	0	0	0
NRPS - Bomb Suit Replacements (2019)	30	30	0	0	0	0
NRPS - Forensic Scanner (2019)	75	75	0	0	0	0
NRPS - Drug & Expl. Detection Equip. (2019)	40	40	0	0	0	0
NRPS - Fraud Unit Scanner (2019)	6	6	0	0	0	0
NRPS - SIS Investigative Software (2019)	9	9	0	0	0	0
NRPS - Respiratory Protection Systems (2019)	36	36	0	0	0	0
NRPS - NG 911 Equipment Replacement (2019)	400	400	0	0	0	0
NRPS - Annual IT & Network Equipment Replacement (2019)	700	700	0	0	0	0
NRPS - Prisoner Restraint Systems (2019)	24	24	0	0	0	0
Subtotal of Niagara Regional Police Services	3,089	3,089	0	0	0	0
Subtotal of Agencies, Boards, and Commissions	17,004	4,611	10,207	675	0	1,511
Subtotal of Levy Programs	151,936	71,011	27,775	37,314	10,300	5,536
19-Generator Replacement Program	150	0	150	0	0	0
19-Master Meter Replacement	115	115	0	0	0	0
19-Reservoir & Storage Program	600	600	0	0	0	0
19-Security Improvement Program	150	150	0	0	0	0
19-Hardware & Software Upgrade	230	230	0	0	0	0
19-Optimize Maintenance Syst.	340	340	0	0	0	0
19-Four new trucks	345	345	0	0	0	0
2018 WTP Upgrade - GAC Replacement	500	500	0	0	0	0
Decommissioning of St. David's Standpipe	325	325	0	0	0	0
Niagara Falls WTP Raw Water Intake	4,800	0	0	0	0	4,800
19-Lundy's Lane Watermain Repl	1,000	0	1,000	0	0	0
WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	5,200	5,200	0	0	0	0
WTP Upgrade - Rosehill New Intake	1,750	1,750	0	0	0	0
New Fort Erie ET	300	0	150	150	0	0
Decommissioning of Ridgeway Standpipe	425	298	0	128	0	0
Niagara Street Transmission Main Crossing Welland River	3,555	0	3,555	0	0	0
New Pelham ET	1,185	0	593	593	0	0
New Barrick Road Watermain	1,700	0	850	850	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Welland WTP - Transmission Main Crossing (Welland Canal)	4,620	0	4,620	0	0	0
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150	0	150	0	0	0
19-St. Davids Rd Main Phase 1	775	0	775	0	0	0
19-DeCew High Lift Pump Sizing	90	0	90	0	0	0
19-DeCew WTP Valve House Rehab	90	0	90	0	0	0
DeCew Falls Low Lift Booster Station Upgrade	362	0	362	0	0	0
19-DeCew UV Upgrade	600	600	0	0	0	0
Watermain - Port Robinson System Interconnect	440	0	220	220	0	0
19-House Demolition	60	60	0	0	0	0
WTP Upgrade Prgm - DeCew WTP Waste Optimization	600	600	0	0	0	0
WTP Upg - DeCew Plant 3	21,000	21,000	0	0	0	0
19-St.Davids Rd Main Phase 2	125	0	125	0	0	0
Grimsby System Storage	11,550	0	1,155	10,395	0	0
Subtotal of Water Operations	63,132	32,113	13,884	12,335	0	4,800
19-Replacement of Vac-Truck	500	500	0	0	0	0
19-Generator Replacement Program	360	0	360	0	0	0
19-Master Meter Replacement	600	600	0	0	0	0
19-Security Improvement Program	240	240	0	0	0	0
19-Chemical System Upgrade	900	900	0	0	0	0
19-Boiler Replacement Program	900	900	0	0	0	0
19-Odour Control System Program	240	240	0	0	0	0
19-Out Station Kiosk Program	300	300	0	0	0	0
19-WWTP Digester & Sludge Management Program	2,050	2,050	0	0	0	0
MCC Upgrade Wastewater Program	1,800	0	1,800	0	0	0
Bender Hill Pump Station Upgrade	711	0	711	0	0	0
Mewburn Pump Station Upgrade	235	235	0	0	0	0
19-Decomission Old Central PS	90	63	0	27	0	0
WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300	0	2,300	0	0	0
Stevensville-Douglastown Lagoons Upgrade	4,000	4,000	0	0	0	0
19-Dain City Pump Station Forcemain Replacement	5,775	0	2,775	0	3,000	0
19-Dain City Pump Station Upgrade	295	295	0	0	0	0
19-Welland WWTP Upgrade - Phase 2	2,400	2,400	0	0	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
East Side Pump Station Forcemain Replacement	400	0	400	0	0	0
19-Seaway WWTP Electrical Upgrade	295	0	295	0	0	0
19-Seaway WWTP Influent Channel	295	0	295	0	0	0
Riverview Pump Station Upgrade	1,185	1,185	0	0	0	0
19-Replace Carleton Pump Station Forcemain	150	0	150	0	0	0
WWTP Upgrade - NOTL Lagoon Decommissioning	12,000	0	8,400	3,600	0	0
19-Hunters Pointe Pump Station Upgrade	170	34	0	136	0	0
19-Renown Pump Station Upgrade	300	0	300	0	0	0
19-Lake Street PS Upgrade	840	168	0	672	0	0
19-Decommissioning of Biggar Lagoons	340	238	0	102	0	0
Tupper Dr Trunk Sewer Rehab	2,660	2,660	0	0	0	0
Lakeside Pump Station Upgrade	2,000	2,000	0	0	0	0
Woodsvew Pump Station Upgrades	3,000	3,000	0	0	0	0
South Niagara Falls Wastewater Treatment Plant	2,400	0	1,440	960	0	0
Master Meter Replacement - Merrit Meadows	510	0	0	510	0	0
19-Garner Rd W&WW Storage Facility Upgrade	590	590	0	0	0	0
Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge	1,560	1,560	0	0	0	0
Subtotal of Wastewater Operations	52,391	24,158	19,226	6,007	3,000	0
2019 Misc. Enhancements & Replacements	150	150	0	0	0	0
2019 Property Acquisition	110	110	0	0	0	0
Bridge Street - Reuse Centre	180	67	0	113	0	0
NR-12 - Cell # 4	1,430	1,430	0	0	0	0
Pumping Station Upgrades - NR-12 & Park Rd	770	770	0	0	0	0
NR-12 - Drop-Off Depot Improvements	180	123	0	57	0	0
NR-12 - Stormwater Management Pond Upgrades	605	605	0	0	0	0
Glenridge - Leachate Collection System Upgrades	910	910	0	0	0	0
Line 5 - LCS Improvements	910	910	0	0	0	0
Mountain Road - End Use Works	200	200	0	0	0	0
Mountain Road - Leachate Collection System	110	110	0	0	0	0
Mountain Road - Constructed Wetland	110	110	0	0	0	0
Quarry Road - Site Improvements	250	250	0	0	0	0
Recycle-2019 Loader Replace	300	300	0	0	0	0
Recycle-2019 Facility Improve	500	450	0	50	0	0

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Capital Budget by Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Recycle-2019 Build & Equip	110	110	0	0	0	0
Subtotal of Waste Management	6,825	6,605	0	220	0	0
Subtotal of Rate Programs	122,348	62,875	33,110	18,562	3,000	4,800
Grand Total	274,284	133,886	60,885	55,876	13,300	10,336

* Other External is comprised of \$4,800 third party recovery, \$3,025 municipal cost share, \$1,511 provincial funding, and \$1,000 developer contribution

Appendices

Appendix 16 – Ten Year Capital Budget Project Detail

Amounts in thousands

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Print Shop-Printing Press	40	0	0	0	0	0	40
iDarts Upgrade	20	0	0	0	0	0	20
HRIS Improvements and Upgrades	0	250	250	250	250	1,250	2,250
2019 Annual Application Lifecycle Replacement	300	0	0	0	0	0	300
2019 IT Asset Replacement	2,288	0	0	0	0	0	2,288
Online Development Planning Portal Phase 1	750	0	0	0	0	0	750
Project/Portfolio Management Software	250	0	0	0	0	0	250
Asset Management Software	250	500	0	0	0	0	750
Long-trm Acc- LTC Homes Redevelopment	0	115,302	0	0	0	0	115,302
2019 Annual - Code and Legislative Compliance Program	100	0	0	0	0	0	100
2019 Annual - Energy Conservation Program	200	0	0	0	0	0	200
Bldg Int-2019 Region HQ-Space Acc	100	0	0	0	0	0	100
Bldg Int-NRHQ-Emergency PA System & Fire Alarm System	700	0	0	0	0	0	700
2019-Environmental Centre Expansion	21,177	0	0	0	0	0	21,177
19-Bldg Site-250 Thorold Road Life Cycle Renewal	220	0	0	0	0	0	220
19-Bldg Ext-NR-SAEO Niagara Falls Roof	290	0	0	0	0	0	290
19-Bldg Ext-NRPS-Gun Range Roof Design	72	0	0	0	0	0	72
19-Bldg Ext-NR Thorold Patrol Yard Roof Design	20	0	0	0	0	0	20
Annual - IT In-Year External Dept Projects	0	200	200	200	200	1,000	1,800
Annual - IT Asset Replacement	0	2,500	2,600	2,600	2,700	14,100	24,500
Aerial Photography Acquisition	0	0	0	100	0	100	200
Annual - Code and Legislative Compliance Program	0	350	350	350	350	1,750	3,150
Annual - Energy Conservation Program	0	800	800	800	800	4,000	7,200
Long-trm Acc - EMS Central Hub	0	11,100	51,400	0	0	0	62,500
ERP Improvements and Upgrades	0	400	400	400	400	2,000	3,600
Online Planning Development Portal Phase 2	0	750	0	0	0	0	750
Bldg Int-Life Cycle Renewal	0	2,000	2,000	3,000	2,000	10,000	19,000
Annual - Application Lifecycle Replacement	0	300	300	300	300	1,500	2,700
Long Term Care Future Campus	0	0	0	0	0	98,280	98,280
Subtotal of Corporate Services	26,777	134,452	58,300	8,000	7,000	133,980	368,509
2019 Misc Levy Properties	100	0	0	0	0	0	100

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Annual - Strategic Property Acquisitions	0	250	250	250	250	1,250	2,250
Subtotal of Enterprise Resource Management Services	100	250	250	250	250	1,250	2,350
LTC Homes - 2019 Bed Replacement	75	0	0	0	0	0	75
LTC Homes - 2019 Capital Improvements/Replacements	327	0	0	0	0	0	327
LTC Homes - 2019 Machinery/Equipment	434	0	0	0	0	0	434
LTC Homes - 2019 Resident Care Equipment	469	0	0	0	0	0	469
LTC Homes - 2019 Roof Replacement	502	0	0	0	0	0	502
LTC Homes - Annual Bed Replacement	0	200	200	200	200	2,435	3,235
LTC Homes - Annual Capital Improvements/Replacements	0	480	480	480	480	2,448	4,368
LTC Homes - Annual Machinery/Equipment	0	376	1,153	518	1,160	3,157	6,364
LTC Homes - Annual Resident Care Equipment	0	590	345	345	345	2,207	3,832
LTC Homes - Annual Roof Replacement	0	150	150	150	150	772	1,372
Subtotal of Community Services	1,808	1,796	2,328	1,693	2,335	11,019	20,979
2019 Annual - EMS - Ambulance and Equipment Replacement	2,201	0	0	0	0	0	2,201
Annual - EMS - Ambulance and Equipment Replacement	0	3,477	2,320	2,814	1,958	14,049	24,619
EMS - Defibrillator Replacement	0	0	2,142	0	0	2,474	4,616
EMS - Stryker Stretcher and Load Systems	0	0	0	2,263	0	0	2,263
Annual - EMS - Laptop and Software	0	0	0	0	768	848	1,617
Subtotal of Public Health and Emergency Services	2,201	3,477	4,462	5,077	2,727	17,372	35,315
Civic Park and International Plaza	685	3,000	0	0	0	0	3,685
Subtotal of Planning and Development	685	3,000	0	0	0	0	3,685
Annual - 2019 Survey Equipment Replacement	30	0	0	0	0	0	30
Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100	0	0	0	0	0	16,100
Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000	6,000	6,000	0	0	0	18,000
Recon Old Hwy 8 (Vinhaven Tr-23rd St, Lincoln	0	0	800	0	4,000	0	4,800
Int Imprv - RR 81 (St. Paul St) at Vansickle Rd / First St	0	4,650	0	0	0	0	4,650
Cpcty Imprv-New Escarpment Crossing	1,000	0	0	0	0	1,000	2,000
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	10,000	5,000	0	0	0	0	15,000
Cpcty Imprv - RR55 Niagara Stone Rd-Con 6 to E/W Line	0	7,100	0	0	0	0	7,100
Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St	0	7,310	0	0	0	0	7,310
Rds Rehab - RR 81 York Rd. Rehabilitation - RR 55 to Airport	0	0	0	1,500	0	0	1,500
Struc Rehab - East Main St. Bridge (West of RR84) - Bridge Rehab	0	0	0	4,000	0	0	4,000
Cpcty Imprv - Glendale Ave Interchange at QEW	6,000	0	0	0	0	0	6,000
Rds Rehab - Pelham Rd. Reconstruction (Ph 3) - Wessell Dr. to 8th	0	0	6,000	0	0	0	6,000

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	0	4,860	0	0	0	0	4,860
Rds Rehab - RR 42 (Ontario St.) Reconstruction - Lakeshore to Linwell	0	1,400	3,000	3,000	0	0	7,400
Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	0	0	5,200	0	0	0	5,200
Struc Rehab - Niagara St. Bridge - Bridge Replacement	0	6,000	0	0	0	0	6,000
Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	750	5,000	7,000	0	0	0	12,750
Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	3,950	0	0	0	0	0	3,950
Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	3,000	0	0	0	0	0	3,000
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	500	0	3,500	0	0	4,000
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	0	300	0	0	2,000	2,300
St. Davids Road East (from Hwy 406 to Collier Rd)	5,168	0	0	0	0	0	5,168
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	500	0	6,000	0	0	6,500
Rds Rehab - RR 87 Main St - Locke St to Ann St	0	0	0	0	3,500	0	3,500
Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd	0	0	0	0	0	4,200	4,200
Cpcty Imprv - RR 56 Collier Rd, Highway 58 to Beavertams	0	0	300	0	1,700	3,200	5,200
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	0	500	0	7,000	0	7,500
IMT - Capital Acquisition	13,900	1,500	5,000	5,000	3,000	2,000	30,400
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	0	1,000	0	0	0	0	1,000
Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)	3,600	0	0	0	0	0	3,600
Struc Rehab - Mewburn Road @ CNR Tracks	2,000	0	0	0	0	0	2,000
Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	1,800	0	0	0	0	0	1,800
Struc Rehab - Schisler Road Bridge (#027230)	0	1,300	0	0	0	0	1,300
Int Imprv-RR81 King St @ Main & Nineteenth-LN	0	2,000	0	0	0	0	2,000
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520	0	0	0	0	0	4,520
Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350	3,500	0	0	0	0	3,850
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	0	0	2,000	0	0	0	2,000
Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	250	250	0	0	0	0	500
Rds Rehab - RR 49 (McLeod Rd) Ph 2 - HEPC to Wilson	0	0	2,800	0	0	0	2,800
Rds Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	2,000	3,000	0	0	0	5,000
Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	200	2,000	0	0	0	0	2,200
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	500	5,500	0	0	0	0	6,000

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	500	0	0	0	0	0	500
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	500	0	0	0	1,500	3,700	5,700
Struc Rehab - Seventh St Bridge (034205)	200	0	1,800	0	0	0	2,000
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	250	5,000	0	0	0	0	5,250
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	250	0	0	0	0	12,000	12,250
Annual - Development Projects	1,000	0	0	0	0	0	1,000
Annual - Guide Rail Improvement Program	200	0	0	0	0	0	200
Annual - Illumination Installation & Upgrade Program	750	0	0	0	0	0	750
Annual - Engineering for Future Projects	400	0	0	0	0	0	400
Annual - Fleet Vehicle & Equipment Replacement Program	800	0	0	0	0	0	800
Annual - Miscellaneous Road Properties	200	0	0	0	0	0	200
Annual - Railway Crossing Improvement Program	100	0	0	0	0	0	100
Annual - Traffic Signal Program	2,100	0	0	0	0	0	2,100
Annual - Storm Sewers & Culvert Program	1,000	0	0	0	0	0	1,000
Rds Rehab - Roads Resurfacing	8,840	0	0	0	0	0	8,840
Rds Equip Prgm - Equipment Upg	200	0	0	0	0	0	200
Struc Rehab - Engineering Studies for Future Bridge Projects	200	0	0	0	0	0	200
Rds Fac Prgm - Patrol Yard Imprv	1,000	0	0	0	0	0	1,000
Ann_Prog-2019 Crack Sealing	250	0	0	0	0	0	250
Struc Rehab - Structural Rehabilitation Program- Construction	1,000	0	0	0	0	0	1,000
Thorold Yard Upgrades	0	1,500	0	0	0	0	1,500
Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	250	1,200	0	0	0	0	1,450
Int Imprv- RR46 Geneva St @ Carlton-SC	0	1,000	0	0	0	0	1,000
Rds Fac Prog-Traf Cntrl Centre	250	500	5,000	0	0	0	5,750
Struc Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	0	0	0	0	4,200	4,200
Struc Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	0	0	1,000	0	0	1,000
Int Imprv - RR 49 McLeod Rd at Drummond Rd	0	2,000	0	0	0	0	2,000
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	0	500	0	3,000	0	0	3,500
Struc Rehab - 15 Mile Creek Bridge (040220)	0	0	0	0	0	1,600	1,600
Struc Rehab - Townline Rd Bridge at Miller Rd (084205)	0	0	0	0	0	1,100	1,100
Struc Rehab - Stanley Ave Bridge (102205)	0	0	0	0	0	3,000	3,000
Struc Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	0	300	0	5,000	0	5,300
Struc Rehab - Beaver Creek Bridge (063215)	0	0	150	1,300	0	0	1,450
Struc Rehab - Montrose Rd - Culvert (098220)	0	600	0	0	0	0	600

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Struc Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	0	2,000	0	0	0	2,000
Struc Rehab - Stevensville Bridge (116215)	0	0	150	0	1,500	0	1,650
Struc Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	0	0	100	0	1,000	1,100
Struc Rehab - Warner Bridge (014205)	0	0	0	0	250	2,000	2,250
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	0	0	3,000	0	0	0	3,000
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	200	2,200	0	0	0	2,400
Struc Rehab - Lakeport Road (087210) & Frank Weir (087205)	0	150	1,200	0	0	0	1,350
Cpcty Imprv - West St. Catharines Arterial Road Improvements	0	3,000	2,500	3,000	0	3,000	11,500
Rds Rehab - RR 81 Main St - Cabernet to Baker Rd & Nelles to Orchard	0	0	0	0	2,750	3,750	6,500
Struc Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	2,400	0	0	2,400
Struc Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	120	1,500	0	0	1,620
Cpcty Imprv - RR 57 Thorold Stone Rd (Phase 2) - Gale Centre to Victoria Ave	0	0	1,000	1,000	8,000	0	10,000
Rds Rehab - RR 19 Gilmore Rd (Phase 2) - Thompson to Concession	0	0	200	0	3,500	0	3,700
Struc Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	0	0	250	0	3,000	0	3,250
Struc Rehab - King St - Culvert Rehab / Replacement (Str. 081320)	0	0	250	0	3,500	0	3,750
Cpcty Imprv - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	250	500	0	2,500	3,250
Rds Rehab - RR 86 Stewart Rd - Lakeshore Rd to Carlton St	0	0	0	0	0	7,000	7,000
116-Lyons Creek/Willick-NF	0	300	2,000	0	0	0	2,300
Cpcty Imprv - NOTL Transportation Study	0	0	0	0	6,000	12,000	18,000
116-Eagle/Bowen-FE	0	0	2,500	0	0	0	2,500
Cpcty Imprv - RR 27 East Main St - Hwy 140 to Moyer Rd	0	0	250	0	500	2,000	2,750
21-QEW/Thompson-FE	0	0	500	3,000	0	0	3,500
81-081205-Fourty Mile Creek-GR	0	0	0	0	0	5,000	5,000
Annual - Development Projects	0	1,000	1,000	1,000	1,000	5,000	9,000
Rds Fac Prgm - Pelham Patrol Yard	0	0	1,000	10,000	10,000	0	21,000
Annual - Guide Rail Improvement Program	0	200	200	200	250	1,250	2,100
Annual - Illumination Installation & Upgrade Program	0	500	600	600	700	4,100	6,500
Annual - Engineering for Future Projects	0	500	500	500	500	2,500	4,500
Annual - Survey Equipment Replacement	0	30	30	30	30	150	270
Annual - Transportation Master Plans	0	700	0	0	0	1,400	2,100
Annual - Fleet Vehicle & Equipment Replacement Program	0	1,215	3,200	2,600	2,080	9,220	18,315

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Annual - Miscellaneous Road Properties	0	200	200	200	200	1,000	1,800
Annual - Railway Crossing Improvement Program	0	150	150	150	200	1,150	1,800
Annual - Traffic Signal Program	0	2,200	2,300	2,400	2,500	14,000	23,400
Annual - Storm Sewers & Culvert Program	0	1,000	1,200	1,200	1,300	8,000	12,700
Int Impr - RR77 Fourth Ave @ First St Louth, SC	0	600	0	0	0	0	600
Rds Rehab - Roads Resurfacing	0	12,000	12,000	14,000	14,000	70,000	122,000
Rds Equip Prgm - Equipment Upg	0	200	200	200	200	1,000	1,800
Struc Rehab - Engineering Studies for Future Bridge Projects	0	200	200	200	200	1,000	1,800
Rds Rehab - Roads Reconstruction	0	0	0	11,000	12,000	63,000	86,000
Rds Fac Prgm - Patrol Yard Imprv	0	1,000	1,000	1,000	1,000	5,000	9,000
Ann_Prog-2019 Crack Sealing	0	250	250	250	250	1,250	2,250
Struc Rehab - Structural Rehabilitation Program - Engineering & Construction	0	1,000	1,000	2,000	7,000	59,000	70,000
Transportation Infrastructure Means Protection	4,000	0	0	0	0	0	0
61-Stanley/Four Mile Creek-NOTL	0	0	300	0	1,600	0	1,900
Cpcty Imprv - Niagara Falls Sustainable Transportation Master Plan	0	0	0	0	0	7,000	7,000
102-Hwy 420/Ferry-NF	0	0	0	2,000	0	0	2,000
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	0	0	0	0	500	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
Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	0	0	0	0	0	3,300	3,300
Subtotal of Transportation Services	103,362	106,265	92,850	89,330	110,210	343,870	845,887
Subtotal of Levy Departments	134,933	249,240	158,190	104,350	122,522	507,490	1,276,725
NRH - Multi-Residential Intensification - Niagara Falls	810	0	0	0	0	0	810
NRH - 2019 Annual Unit Capital Program	5,355	0	0	0	0	0	5,355
NRH - 2019 - Annual Emergency Capital Program	200	0	0	0	0	0	200
NRH - 2019 - Annual Grounds Capital Program	913	0	0	0	0	0	913
NRH - 2019 Annual Building Capital Program	5,536	0	0	0	0	0	5,536
NRH SIF Property Acquisition & Intensification	1,101	0	0	0	0	0	1,101
NRH - Annual Unit Capital Program	0	5,202	3,201	12,002	2,341	16,197	38,943
NRH - Annual Emergency Capital Program	0	200	200	200	200	1,000	1,800
NRH - Annual Grounds Capital Program	0	1,298	833	1,661	259	3,485	7,537
NRH - Annual Building Capital Program	0	4,747	4,971	8,845	4,162	23,417	46,142
Subtotal of Niagara Regional Housing	13,915	11,447	9,206	22,708	6,962	44,099	108,337
NRPS - Annual Vehicle Replacements (2019)	1,400	0	0	0	0	0	1,400

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
NRPS - Annual IT & Network Equipment Replacement (2019)	700	0	0	0	0	0	700
NRPS - NG 911 Equipment Replacement (2019)	400	0	0	0	0	0	400
NRPS - CEW Replacements (2019)	24	0	0	0	0	0	24
NRPS - Armoured Rescue Vehicle (2019)	300	0	0	0	0	0	300
NRPS - Bomb Suit Replacements (2019)	30	0	0	0	0	0	30
NRPS - Forensic Scanner (2019)	75	0	0	0	0	0	75
NRPS - Drug & Expl. Detection Equip. (2019)	40	0	0	0	0	0	40
NRPS - Fraud Unit Scanner (2019)	6	0	0	0	0	0	6
NRPS - SIS Investigative Software (2019)	9	0	0	0	0	0	9
NRPS - Respiratory Protection Systems (2019)	36	0	0	0	0	0	36
NRPS - Prisoner Restraint Systems (2019)	24	0	0	0	0	0	24
NRPS - RTOC CCTV Equipment (2019)	45	0	0	0	0	0	45
NRPS - Communications Back Up Centre	0	0	6,000	0	0	0	6,000
NRPS - Ballistic Shield Replacement	0	0	0	50	0	0	50
NRPS - Emerging Legislation	0	250	0	0	0	0	250
NRPS - Hydraulic Gun Chopper	0	0	15	0	0	0	15
NRPS - Voice Radio System	0	1,000	1,000	0	0	0	2,000
NRPS - LIDAR Units - Annual Forecast (2020 - 2028)	0	14	14	14	14	70	126
NRPS - Capital Asset Acquisitions - Annual Forecast (2020 - 2028)	0	200	200	200	200	1,200	2,000
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020 - 2028)	0	1,600	1,600	1,600	1,600	8,300	14,700
NRPS - NG 911 Equipment Replacement (2020)	0	500	0	0	0	0	500
NRPS - IT & Network Equipment Replacement - Annual Forecast (2020 - 2028)	0	700	900	950	950	5,300	8,800
NRPS - CEW Replacement - Annual Forecast (2020 - 2028)	0	124	100	100	100	500	924
NRPS - Bomb X-ray Equipment	0	80	0	0	0	0	80
NRPS - Body Worn Video/Camera Implementation	0	3,000	0	0	0	0	3,000
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	0	0	25,000	35,000	60,000
NRPS - Command Post	0	450	0	0	0	0	450
NRPS - Remote Controlled Explosive Unit	0	0	0	500	0	0	500
Subtotal of Niagara Regional Police Services	3,089	7,918	9,829	3,414	27,864	50,370	102,484
Subtotal of Agencies, Board and Commissions	17,004	19,365	19,035	26,122	34,826	94,469	210,821
Subtotal of Levy Programs	151,937	268,605	177,225	130,472	157,348	601,959	1,487,546
Misc Prgm-Stevensville Reservoir and Pump Station decommissioning	0	0	0	379	0	2,476	2,855

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Grimsby System Storage	11,550	0	0	0	0	0	11,550
Welland WTP - Transmission Main Crossing (Welland Canal)	4,620	0	0	0	0	0	4,620
WTP Upgrade Prgm - DeCew WTP Waste Optimization	600	0	5,000	0	0	0	5,600
WTP Upg - DeCew Plant 3	21,000	0	0	0	0	0	21,000
WTP Upgrade - Rosehill New Intake	1,750	0	11,000	0	0	0	12,750
WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	5,200	0	0	0	0	0	5,200
Watermain - DeCew Falls Modification to the Channel. EA/OPG Partnership	0	0	22,300	0	0	0	22,300
Niagara Falls WTP Raw Water Intake	4,800	0	0	0	0	0	4,800
WTP Upgrade - Welland Upgrade - Phase 2	0	50,000	0	0	0	0	50,000
Niagara Street Transmission Main Crossing Welland River	3,555	0	0	0	0	0	3,555
Virgil Elevated Tank - Corrosion Protection	0	1,500	0	0	0	0	1,500
2018 WTP Upgrade - GAC Replacement	500	0	0	0	0	0	500
New Fort Erie ET	300	0	1,669	0	10,912	0	12,881
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150	0	0	0	0	0	150
Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	0	4,000	0	0	0	0	4,000
New Pelham ET	1,185	0	0	0	1,210	7,911	10,306
Downing Avenue Transmission Main Replacement	0	2,000	0	0	0	0	2,000
New Barrick Road Watermain	1,700	0	9,815	0	0	0	11,515
Decommissioning of St. David's Standpipe	325	0	0	0	0	0	325
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	0	1,000	0	0	0	0	1,000
19-St. Davids Rd Main Phase 1	775	0	0	0	0	0	775
19-DeCew WTP Valve House Rehab	90	0	420	0	0	0	510
19-Generator Replacement Program	150	0	0	0	0	0	150
19-Master Meter Replacement	115	0	0	0	0	0	115
19-Reservoir & Storage Program	600	0	0	0	0	0	600
19-Security Improvement Program	150	0	0	0	0	0	150
19-Hardware & Software Upgrade	230	0	0	0	0	0	230
19-House Demolition	60	0	0	0	0	0	60
19-Optimize Maintenance Syst.	340	0	0	0	0	0	340
19-DeCew High Lift Pump Sizing	90	0	200	0	0	0	290
19-Four new trucks	345	0	0	0	0	0	345
Decommissioning of Ridgeway Standpipe	425	0	0	0	0	0	425
Watermain - Port Robinson System Interconnect	440	0	2,162	0	0	0	2,602

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
19-Lundy's Lane Watermain Repl	1,000	0	9,350	0	0	0	10,350
DeCew Falls Low Lift Booster Station Upgrade	362	0	2,410	0	0	0	2,772
19-DeCew UV Upgrade	600	0	0	0	5,000	0	5,600
19-St.Davids Rd Main Phase 2	125	500	0	0	0	0	625
Annual Maintenance System Opt	0	200	0	0	200	450	850
Decommission Carleton St. Res	0	0	0	0	100	2,000	2,100
Annual Generator Repl. Prog.	0	125	125	150	150	1,000	1,550
Annual - Water Hardware & Software Upgrades	0	115	115	115	140	700	1,185
Annual - Valve Replacement Program	0	400	0	100	0	1,000	1,500
Decommissioning of Central Ave (Fort Erie South) ET	0	0	0	100	0	750	850
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	0	0	6,307	0	35,737	42,044
Annual - WTP Upgrade - GAC Replacement	0	2,000	2,500	5,000	2,500	14,000	26,000
Grimsby WTP Expansion	0	7,724	0	43,772	0	7,723	59,219
WTP Upgrade - Plant Sustainability Program	0	0	3,000	0	10,000	60,000	73,000
WTP Upgrade - DeCew Falls Roadway Improvements	0	750	0	0	0	0	750
Annual - WTP Upgrade - Roof Replacement	0	250	150	0	1,000	7,250	8,650
Annual - Master Meter Replacement	0	0	250	0	115	365	730
Annual - Water Security Improvements	0	100	100	100	100	750	1,150
Annual - Misc Prgm - Chemical System Upgrade	0	250	0	250	0	900	1,400
Upgrade Shoalt's Drive Low Zone Booster Station	0	0	0	0	398	2,603	3,001
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	0	0	437	437
Misc Prgm - Elevated Tank Painting Program	0	0	0	0	0	5,000	5,000
Upgrade Shoalt's Drive High Zone Booster Station	0	0	0	0	1,025	6,700	7,724
New Trunk Main to Fort Erie Elevated Tank	0	616	0	3,491	0	0	4,107
Decommissioning of Pelham ET	0	0	0	0	0	1,028	1,028
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	0	5,010	5,010
Misc Prgm - Reservoir & Storage Program	0	500	500	500	500	500	2,500
DeCew Falls WTP - Plant 2 Upgrades - Phase III	0	0	2,500	0	25,000	0	27,500
Watermain - Evaluation and Replacement Program	0			1,000	1,000	11,000	13,000
New Trunk Main in Central Fort Erie	0	0	1,481	0	8,057	0	9,538
WTP Upgrade - DeCew Falls Plant 1 Mixing Chamber Baffles	0	0	0	0	0	500	500
New Transmission Main in Smithville	0	294	0	1,914	0	12,513	14,721
Subtotal of Water Operations	63,132	72,325	75,046	63,177	67,407	188,304	529,390
Shirley Road Pump Station Upgrade	0	0	2,500	0	0	0	2,500

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Lakeside Pump Station Upgrade	2,000	0	0	0	0	0	2,000
Woodsvie Pump Station Upgrades	3,000	0	0	0	0	0	3,000
WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300	0	0	0	0	0	2,300
Master Meter Replacement - Merrit Meadows	510	0	0	0	0	0	510
WWTP Upgrade - NOTL Lagoon Decommissioning	12,000	0	0	0	0	0	12,000
Riverview Pump Station Upgrade	1,185	0	0	0	0	0	1,185
Tupper Dr Trunk Sewer Rehab	2,660	0	0	0	0	0	2,660
Port Dalhousie WWTP Upgrade	0	12,500	0	0	0	0	12,500
Smithville Lagoon Decommissioning	0	3,500	0	0	0	0	3,500
Niagara Falls Effluent Outfall Relocation / Bypass	0	5,325	0	0	0	0	5,325
Stevensville-Douglastown Lagoons Upgrade	4,000	0	0	0	0	0	4,000
WWTP Capacity - Seaway (Biosolids and Digestion)	0	5,500	0	0	0	0	5,500
Cole Farm SPS Upgrade	0	1,500	0	0	0	0	1,500
Misc Prgm - Grit Upgrade	0	250	0	1,500	250	1,750	3,750
Bender Hill Pump Station Upgrade	711	0	6,000	0	0	0	6,711
Pump Station Flow Metering	0	300	150	0	300	600	1,350
MCC Upgrade Wastewater Program	1,800	0	0	0	0	0	1,800
Niagara Parkway Sanitary Trunk Sewer Rehabilitation	0	2,000	0	0	0	0	2,000
Mewburn Pump Station Upgrade	235	0	1,000	0	150	0	1,385
WWTP Upgrade - Anger Ave Biosolids Handling System Upgrades	0	8,000	0	0	0	0	8,000
Rosemount South SPS Pump Replacement	0	800	0	0	0	0	800
Beaverdams SPS Pump Replacement	0	600	0	0	0	0	600
Campden SPS Pump Replacement	0	1,100	0	0	0	0	1,100
Stamford Sewer Trunk Rehabilitation - Phase II	0	5,000	0	0	0	0	5,000
Laurie Ave SPS and Forcemain Upgrade	0	4,000	0	0	0	0	4,000
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	0	4,300	0	0	0	0	4,300
George Street SPS Upgrade	0	800	0	0	0	0	800
City Hall SPS and Forcemain Upgrade	0	2,800	0	0	0	0	2,800
Bridgeport SPS Pump Replacement	0	750	0	0	0	0	750
WWTP Upgrade - Port Robinson Lagoon Decommissioning	0	0	250	0	3,000	0	3,250
Jordan Valley SPS Pump Replacement	0	1,000	0	0	0	0	1,000
East Side Pump Station Forcemain Replacement	400	0	10,000	0	0	0	10,400
South Niagara Falls Wastewater Treatment Plant	2,400	0	0	0	16,500	109,000	127,900
Catherine Street SPS Upgrades	0	400	0	2,500	0	0	2,900

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge	1,560	0	0	0	0	0	1,560
19-Hunters Pointe Pump Station Upgrade	170	0	600	0	0	0	770
19-Lake Street PS Upgrade	840	0	3,800	0	0	0	4,640
19-Dain City Pump Station Upgrade	295	0	2,200	0	0	0	2,495
19-Renown Pump Station Upgrade	300	0	2,500	0	0	0	2,800
19-Decommissioning of Biggar Lagoons	340	0	250	0	2,000	0	2,590
19-Welland WWTP Upgrade - Phase 2	2,400	0	21,000	0	0	0	23,400
19-Seaway WWTP Electrical Upgrade	295	0	2,500	0	0	0	2,795
19-Replace Carleton Pump Station Forcemain	150	0	750	0	0	0	900
19-Replacement of Vac-Truck	500	0	0	0	0	0	500
19-Decommission Old Central PS	90	0	350	0	0	0	440
19-Garner Rd W&WW Storage Facility Upgrade	590	0	2,000	0	0	0	2,590
19-Seaway WWTP Influent Channel	295	1,000	0	0	0	0	1,295
19-Generator Replacement Program	360	0	0	0	0	0	360
19-Master Meter Replacement	600	0	0	0	0	0	600
19-Security Improvement Program	240	0	0	0	0	0	240
19-Chemical System Upgrade	900	0	0	0	0	0	900
19-Boiler Replacement Program	900	0	0	0	0	0	900
19-Odour Control System Program	240	0	0	0	0	0	240
19-Out Station Kiosk Program	300	0	0	0	0	0	300
19-WWTP Digester & Sludge Management Program	2,050	0	0	0	0	0	2,050
19-Dain City Pump Station Forcemain Replacement	5,775	0	0	0	0	0	5,775
Neighbourhood of St. David's SPS Upgrade	0	0	0	250	0	1,000	1,250
Stevensville SPS Upgrade	0	0	0	0	0	1,250	1,250
Annual Generator Repl. Prog.	0	250	250	250	350	1,750	2,850
St.Davids #2 SPS Upgrade	0	575	0	3,300	0	0	3,875
MCC Upgrade Wastewater Program	0	0	200	1,500	0	3,400	5,100
Rolling Acres SPS Upgrades	0	0	250	0	1,500	0	1,750
Bal Harbor SPS Electrical Upgrade	0	200	0	700	0	0	900
Annual Outstation Kiosk Prog.	0	250	250	250	250	1,250	2,250
Queenston WWTP Decommissioning	0	0	0	0	0	2,000	2,000
Queenston SPS and Queenston Forcemain to the Niagara Falls System (New)	0	0	2,100	0	12,050	0	14,150
Annual Maintenance System Opt	0	200	0	0	200	450	850

Appendices

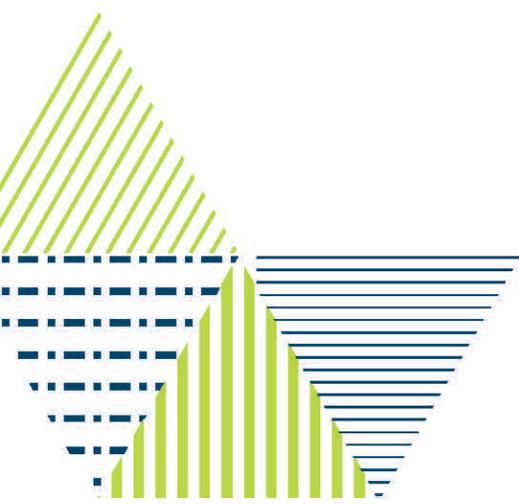
Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	0	0	2,650	2,650
Baker Road WWTP Capacity Expansion	0	0	0	850	0	40,900	41,750
Odor Control System Program	0	100	200	100	200	900	1,500
Drummond Road SPS Upgrades	0	0	0	250	0	1,000	1,250
Nigh Rd SPS Pump Replacement	0	0	0	0	0	1,200	1,200
Chemical System Upgrade Program	0	500	250	250	250	1,750	3,000
Black Horse SPS Upgrade	0	0	0	0	0	4,600	4,600
Central SPS/HRT Upgrades	0	0	250	0	1,000	0	1,250
Alliston Ave SPS Pump Replacement	0	0	0	0	0	1,200	1,200
Roof Replacement Program	0	0	100	250	0	700	1,050
New Black Horse Forcemain to Niagara Falls	0	0	0	0	0	14,700	14,700
Victoria Avenue SPS Upgrades	0	700	0	3,500	0	0	4,200
Smithville Forcemain Twinning	0	0	0	0	0	18,800	18,800
WWTP Digester & Sludge Management	0	800	2,050	800	2,050	11,550	17,250
Hurricane Rd SPS Pump Replacement	0	0	0	0	200	1,100	1,300
Lakewood Gardens SPS Upgrades	0	150	0	750	0	0	900
Computer Hardware and Software (Wastewater) Replacement	0	115	115	115	140	700	1,185
South Side High Lift Conveyance	0	0	0	5,700	0	32,300	38,000
Biggar Lagoon SPS Upgrade	0	600	0	3,500	0	0	4,100
Smithville SPS Upgrade	0	0	0	0	0	8,300	8,300
WW Facilities Security Improvement Program	0	200	200	225	225	1,500	2,350
Lakeshore Road SPS Upgrade	0	400	0	2,300	0	0	2,700
Welland - OAW Diversion Building Decommission	0	300	0	0	0	0	300
Port Weller WWTP - Aeration Upgrades	0	9,000	0	0	0	0	9,000
Pipe and Manhole Rehabilitation Program	0	250	0	250	0	1,050	1,550
Sewer & Forcemain - Gordon Street Trunk Relining	0	0	0	225	0	700	925
Nickel St. SPS Upgrades	0	0	250	0	1,000	0	1,250
Spring Gardens SPS	0	0	200	0	1,000	0	1,200
St. Davids #1 SPS Upgrade and Forcemain Twinning	0	850	0	4,900	0	0	5,750
Flow Meters in Trunk Sewers	0	225	0	0	225	225	675
Sewer & Forcemain - Quaker Rd Trunk Sewer	0	300	0	1,500	0	0	1,800
Main St SPS Upgrades	0	0	0	0	0	1,700	1,700
Centre St. SPS Upgrades	0	0	0	250	0	1,000	1,250
Boiler Replacement/ Refurbishment WW Program	0	500	500	500	500	2,500	4,500

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Towpath SPS Pump Replacement	0	0	0	0	200	800	1,000
East Side SPS upgrade	0	0	0	3,500	0	0	3,500
Argyle SPS Upgrades	0	0	0	200	0	800	1,000
Misc Prgm - Master Meter Replacement	0	0	500	0	500	1,000	2,000
WWTP Upgrade - Niagara Falls Secondary Treatment	0	33,000	0	6,000	0	0	39,000
Port Weller - Maintenance & Screen Room Building Rehabilitation	0	150	0	850	0	0	1,000
Sewer & Forcemain - Foss Road Forcemain Upsizing	0	0	0	0	0	4,650	4,650
Seaway WWTP Expansion	0	0	0	0	0	26,500	26,500
Biosolids Management - Replacement Rotating Assembly and Components for Centrifuge	0	0	0	0	0	1,560	1,560
Foss Rd SPS Upgrade	0	0	0	0	0	2,050	2,050
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	0	0	8,900	8,900
Subtotal of Wastewater Operations	52,391	111,040	63,515	47,015	44,040	319,735	637,736
Pumping Station Upgrades - NR-12 & Park Rd	770	0	0	0	0	0	770
Glenridge - Leachate Collection System Upgrades	910	0	0	0	0	0	910
Quarry Road - Site Improvements	250	0	0	0	0	0	250
Mountain Road - End Use Works	200	0	1,000	0	0	0	1,200
Glenridge - Stormwater Diversion	0	385	0	0	0	0	385
Mountain Road - Leachate Collection System	110	0	1,100	0	0	0	1,210
NR-12 - Drop-Off Depot Improvements	180	0	0	0	0	0	180
NR-12 - Cell # 4	1,430	0	0	0	0	0	1,430
Humberstone - Infrastructure Upgrades	0	5,000	0	0	0	0	5,000
Line 5 - LCS Improvements	910	0	0	0	0	0	910
Bridge Street - Reuse Centre	180	0	0	0	0	0	180
NR-12 - Stormwater Management Pond Upgrades	605	0	0	0	0	0	605
2019 Misc. Enhancements & Replacements	150	0	0	0	0	0	150
2019 Property Acquisition	110	0	0	0	0	0	110
Mountain Road - Constructed Wetland	110	0	750	0	0	0	860
Recycle-2019 Loader Replace	300	0	0	0	0	0	300
Recycle-2019 Facility Improve	500	0	0	0	0	0	500
Recycle-2019 Build & Equip	110	0	0	0	0	0	110
Humberstone - Drop-Off Depot	0	500	0	0	0	0	500
Annual - Miscellaneous Enhancements and Replacements	0	165	165	165	165	825	1,485
Humberstone - Leachate Collection System Manholes	0	0	1,650	1,650	0	0	3,300
NR-12 - Site Works	0	55	0	55	0	165	275

Appendices

Project Name	2019	2020	2021	2022	2023	2024-2028	Total
Elm Street - Asphalt Road	0	200	0	0	0	0	200
Glenridge LCS Header Replacement	0	0	110	1,100	0	0	1,210
Annual - Recycle - Build & Equip	0	110	110	110	110	550	990
Annual - Property Acquisition	0	110	110	110	110	550	990
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	0	0	462	462
Humberstone - Paving Upgrades	0	425	0	0	0	330	755
NR-12 - New Cell #5	0	0	0	0	0	4,180	4,180
Annual - Recycle - Loader Replacement	0	0	328	338	0	1,124	1,790
RW Planning - Long-Term Disposal Technology	0	0	0	0	400	1,200	1,600
Humberstone - Site Improvements and Enhancements	0	0	150	0	150	300	600
NR-12 - Transfer Station	0	0	110	0	0	0	110
Annual - Recycle - Facility Improvements	0	1,479	885	255	980	2,545	6,144
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	0	1,320	0	0	1,200	2,520
Subtotal of Waste Management	6,825	8,429	7,788	3,783	1,915	15,215	43,955
Subtotal of Rate Programs	122,348	191,794	146,349	113,975	113,362	523,254	1,211,081
Grand Total	274,285	460,399	323,574	244,447	270,710	1,125,213	2,698,628



2019 BUDGET SUMMARY

Niagara  **Region**

1815 SIR ISAAC BROCK WAY THOROLD, ON L2V 4T7