

TWENTY21

NIAGARA REGION
BUDGET SUMMARY

LEVY OPERATING BUDGET: \$405.3 MILLION

The operating budget for 2021 has been approved with a tax levy of \$405.3 million funding the daily business of Niagara Region, its boards and agencies.

RATE OPERATING BUDGET: \$166 MILLION

The Niagara Region Council approved rate budget increases for both Water and Wastewater Services and Waste Management for 2021. Water and Wastewater services approved rate budget is \$125.4 million for an increase of 2.0 percent. Waste Managements approved rate budget is \$40.6 million an increase of 4.5 per cent. The Water and Wastewater budgets provide continuity of essential operations and allows for updates and investment to major infrastructure.

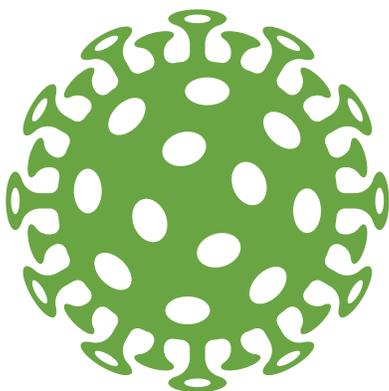
WATER AND WASTEWATER
\$125.4 MILLION

2.0%[↑]



WASTE MANAGEMENT
\$40.6 MILLION

4.5%[↑]



COVID-19 COSTS \$19.4 MILLION

COVID-19 costs for 2021 estimated at \$19.4 million. Provincial funding will support a Public Health Pandemic Response Team and enhanced care in the long-term care homes.



PROPERTY TAX INCREASE

1.8% 

For the average property assessed at \$278,764, the Regional portion of the tax bill will increase by \$29, totaling \$1,640 in 2021.

CAPITAL BUDGET: \$500.3 MILLION

To help drive Council's vision for a prosperous and resilient region, the operating budget supports a \$500.3 million approved capital program. This includes the construction of the South Niagara Falls Wastewater Treatment Facility, which will open up the area to population growth and new economic opportunities.



**SOUTH NIAGARA
FALLS WASTEWATER
TREATMENT PLANT
PROJECTS**



**NIAGARA FALLS
WASTEWATER TREATMENT
PLANT SECONDARY
TREATMENT UPGRADE**



**ST. PAUL WEST CNR
BRIDGE REPLACEMENT
AND REHABILITATION**



**ANNUAL ROADS
RESURFACING**



**BACKUP 911
CALL CENTRE
CONSTRUCTION**



**PELHAM RD PHASE 3
RECONSTRUCTION -
WESSELL DR TO 8TH AVE**



**GRIMSBY
WATERMAIN
REPLACEMENT**



**DOMINION RD
RECONSTRUCTION
- HELENA ST TO
LAKESHORE RD**

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SECTION: 1
ABOUT THE NIAGARA REGION
CORPORATE
OVERVIEW

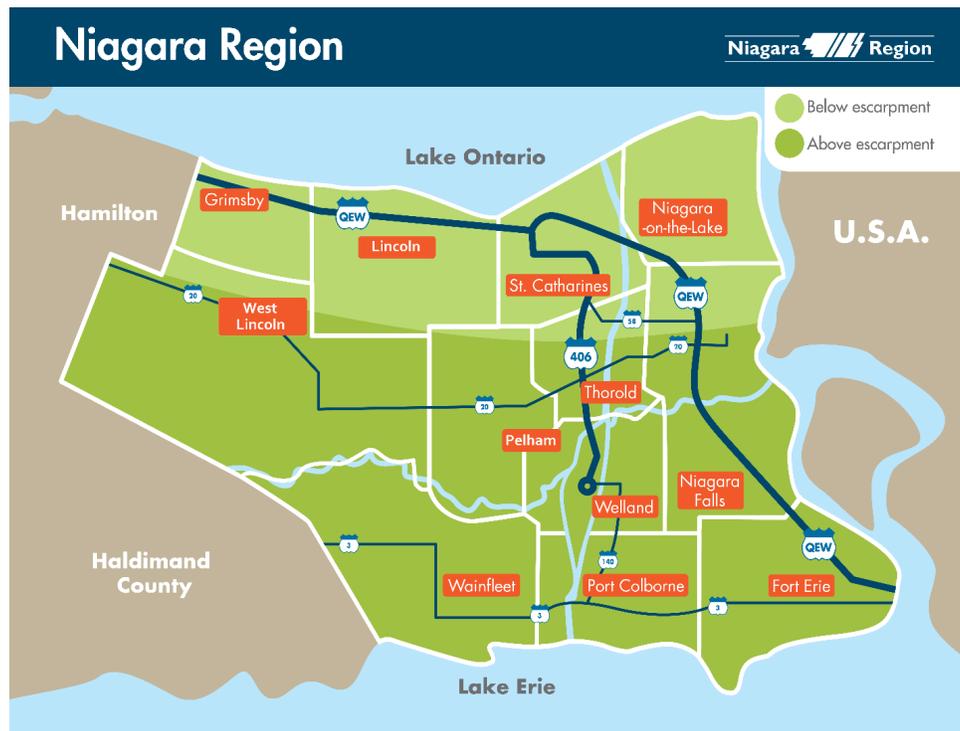
About the Niagara Region

Niagara is a culturally rich and historically significant region offering its 481,727 (2020) 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 32 elected representatives from 12 area municipalities, including the Regional Chair.

Regional Profile

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

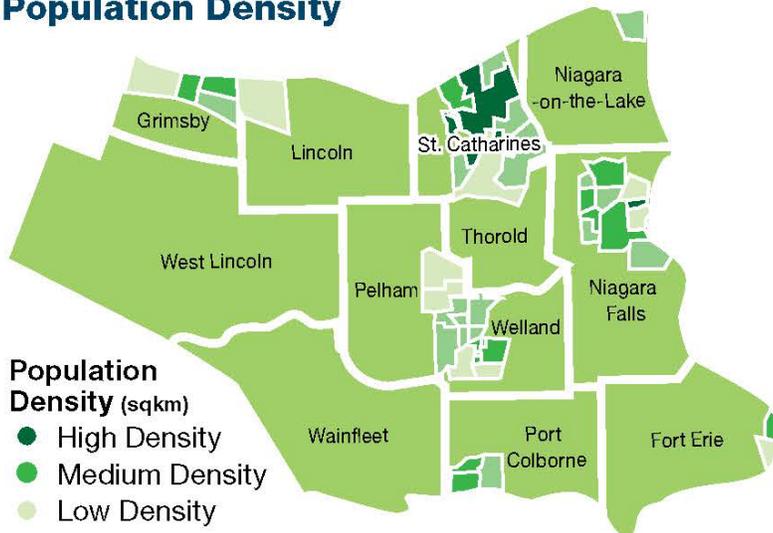
The 12 municipalities within Niagara Region are less than a one hour drive to Toronto or western New York. Businesses are within one day's drive of 55% of all U.S. manufacturing activity and almost half of the U.S. population. Niagara is accessible worldwide through the Great Lakes-St. Lawrence Seaway,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



About the Niagara Region

NIAGARA AT A GLANCE

Population Density



Statistics Canada, Census (2016)

Employees



209,890

people employed in the labour force

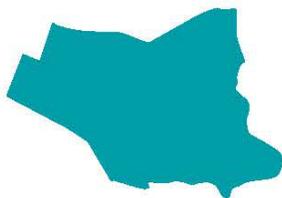


80,000

projected new people employed by 2041

Municipal Comprehensive Review, Phase 4 Forecast (2018)

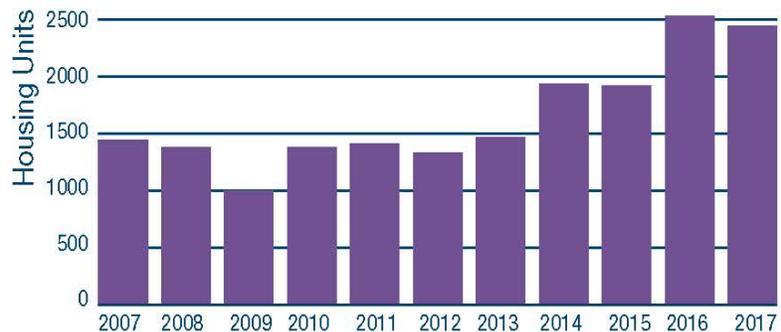
Tourism



13,000,000
VISITORS TO NIAGARA

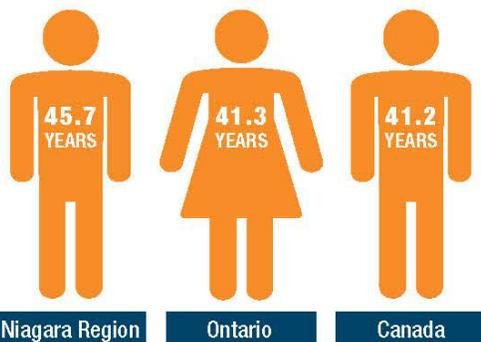
Ontario Ministry of Tourism (2016)

Housing Starts



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

Population's Median Age



Statistics Canada, Median Age (2016)

Cost of Living



Niagara Poverty Reduction Network (2017)



8.9%
Increase in just one year

About the Niagara Region

Vision, Mission, and Values

The Niagara Region's annual report provides an opportunity to reflect and highlight on some of the accomplishments during the year. As well as providing transparent financial information to taxpayers regarding the use of financial resources entrusted by the Niagara Region for the purpose of providing municipal services and infrastructure.

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

Our corporate values guide our decision-making and actions every day:

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



1.1: Economic Growth and Development

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

1.2: Support Retention and Development of a Skilled Labour Force

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

1.3: Collaborative Approach to Business Growth and Retention

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

1.4: Strategically Target Industry Sectors

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

About the Niagara Region



02 STRATEGIC PRIORITIES

HEALTHY AND VIBRANT COMMUNITY

Objective 2.1: Enhance Community Wellbeing

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

Objective 2.2: Mental Health and Wellbeing

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

Objective 2.3: Addressing Affordable Housing Needs

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

About the Niagara Region



Objective 3.1: Advancing Regional Transit and GO Rail Services

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

Objective 3.2: Environmental Sustainability and Stewardship

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

Objective 3.3: Maintain Existing Infrastructure

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

Objective 3.4: Facilitating the Movement of People and Goods

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

About the Niagara Region



Objective 4.1: High Quality, Efficient and Coordinated Core Services

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

Objective 4.2: Enhanced Communication

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

Objective 4.3: Fiscally Sustainable

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

About the Niagara Region

Implementation Plan

A strategic plan has no true value without an action plan to implement the goals and objectives that it identifies. In order to move these [strategic priorities](#) (<https://www.niagararegion.ca/priorities/pdf/strategic-plan-2019-2022.pdf>) forward, specific projects, initiatives and actions have been identified for the term of Council to achieve the objectives. It is important to note that these projects and initiatives are not intended to be an inclusive list of everything the Region does as core services. The implementation plan identifies new or ongoing initiatives that the organization needs to focus on specifically to enact Council's priorities. They will ensure the Region is meeting the current and most immediate needs of the community, as identified through the strategic planning process. [Appendix 8](#) provides a brief overview of these departmental high profile projects with desired objectives and outcomes.

[Appendix 9](#) provides a summary of the key departmental performance measures in place to assess the degree of success in attaining the Region's strategic priorities and objectives. Current, target and baseline results for these departmental measures can be found in [Section 4 – Department Summaries](#).



Jim Bradley
Regional Chair

2018 - 2022 Regional Council

Niagara Region is one of six regional governments in Ontario. As an upper-tier municipality, the Niagara Region provides programs and services for the residents and businesses in 12 cities and towns. Regional Council is composed of a regional chair, 12 elected mayors and 19 elected officials from Niagara's local area municipalities. Regional Council also functions as Niagara's Board of Health.



Sandie Bellows
St. Catharines



Barbara Butters
Port Colborne



David Bylsma
West Lincoln



Frank Campion
Welland



Pat Chiochio
Welland



George Darte
St. Catharines



Jim Diodati
Niagara Falls



Betty Disero
Niagara-on-the-Lake



Sandra Easton
Lincoln



Kelly Edgar
St. Catharines



Wayne Fertich
Grimsby



Robert Foster
Lincoln



Bob Gale
Niagara Falls



Kevin Gibson
Wainfleet



Barbara Greenwood
Niagara Falls



Brian Heit
St. Catharines



Diana Huson
Pelham



Tom Insinna
Fort Erie



Laura Ip
St. Catharines



Jeff Jordan
Grimsby



Marvin Junkin
Pelham



Peter Nicholson
Niagara Falls



Wayne Redekop
Fort Erie



Tim Rigby
St. Catharines



Walter Sendzik
St. Catharines



Bill Steele
Port Colborne



Terry Ugolini
Thorold



Leanna Villella
Welland



Tim Whalen
Thorold



Albert Witteveen
West Lincoln



Gary Zalepa
Niagara-on-the-Lake



About the Niagara Region

Corporate Leadership Team



Ron Tripp
Acting Chief
Administrative Officer



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



Todd Harrison
Treasurer
Commissioner Corporate
Services



Rino Mostacci
Commissioner Planning
and Development
Services



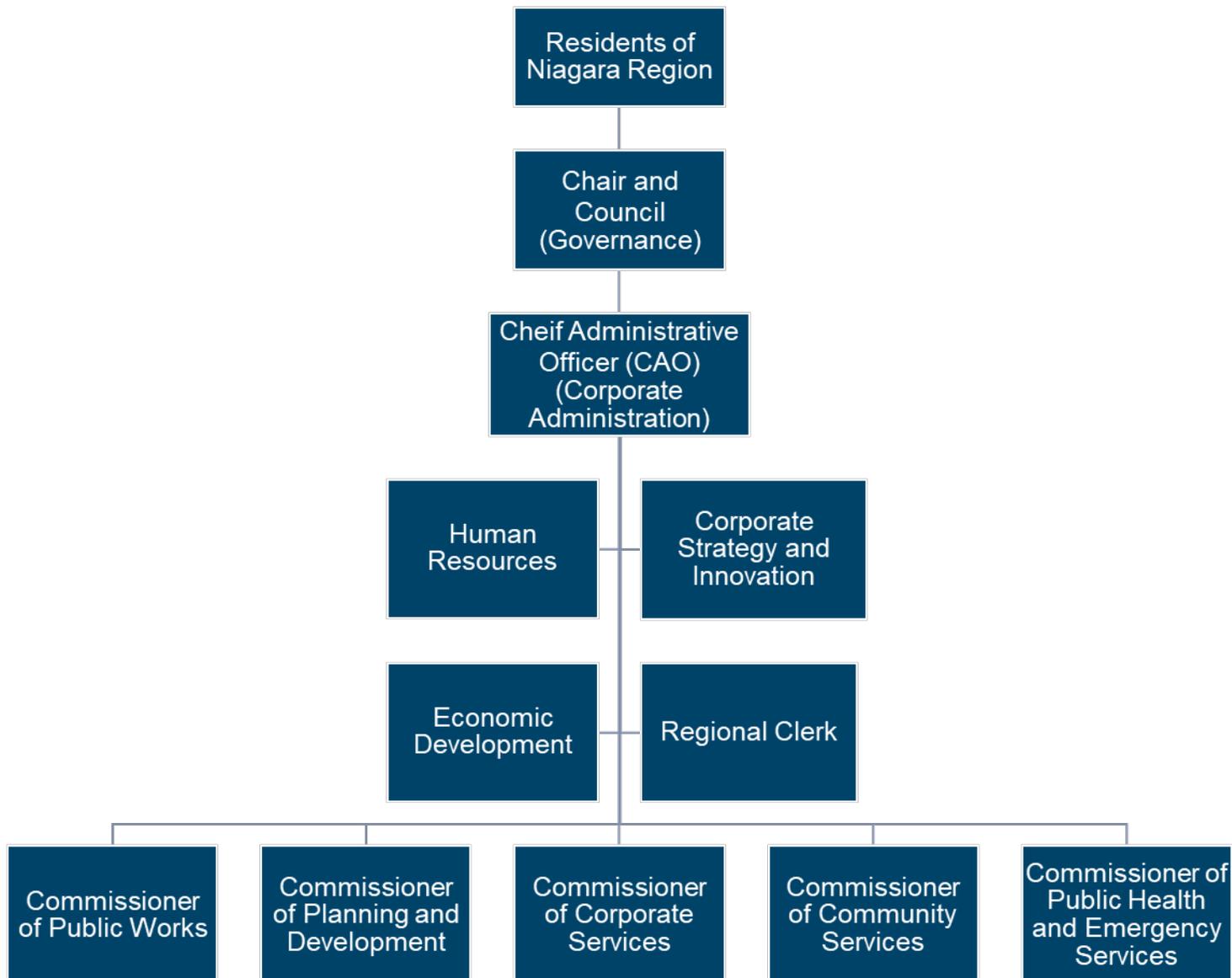
Adrienne Jugley
Commissioner
Community Services



Bruce Zvaniga
Commissioner of Public
Works (Interim)

About the Niagara Region

Niagara Region Organizational Chart



About the Niagara Region

Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Regional Municipality of Niagara
Ontario**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrill

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.

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SECTION: 2

REPORT

FROM THE TREASURER

Report from the Treasurer

Report from the Treasurer

2021 Budget Highlights

As Commissioner of Corporate Services and Treasurer, I am proud to present the 2021 Budget Summary on behalf of the Niagara Region. This year Niagara Regional Council approved a budget for 2021 that ensures the municipality can continue to provide a high level of service while minimizing the effects of the COVID-19 pandemic on residents.

The Niagara Region budget is made up of three components: the tax levy operating budget, water, wastewater and waste management rate operating budgets, and the capital budget.

As part of 2021 budget deliberations, the Region undertook a comprehensive public engagement process. The budget engagement exercise reaffirmed our residents' desire to see the Region continue to maintain core services, support population and economic growth initiatives and ensure Niagara's most vulnerable citizens are cared for.

Highlights of the budget

- COVID-19 costs for 2021 estimated at \$19.4 million (including \$1.6 million for Agencies, Boards and Commissions), fully funded with Safe Restart and other provincial funding to include a Pandemic Response Team that will allow Niagara Public Health to mitigate future risk to public health
- West Lincoln Hospital Redevelopment Contribution - \$1.5 million annual contribution to reserve (for a \$12.6 million commitment) toward expansion of health services in west Niagara
- EMS system transformation of \$1.3 million will continue to ensure high quality patient care while avoiding incremental costs of ambulances
- An additional \$2 million or 0.5 per cent of the 2021 tax increase is dedicated to enhancing funding for critical infrastructure, such as roads reconstruction and bridge replacement
- Use of \$4.3 million in reserves to mitigate the impacts of operating budget pressures on the taxpayers from 2.9% to 1.8%

The operating budget for 2021 contains a tax levy of \$405.3 million, which funds the daily business of Niagara Region, its boards and agencies. For the average property assessed at \$278,764, the Regional portion of the tax bill will increase by \$29, totaling \$1,640 in 2021.

Report from the Treasurer

Niagara Regional Council also approved rate budget increases for 2021 of 2.0 percent for water and wastewater services combined and 4.5 percent for waste management.

The approved water and wastewater budgets are effective as of Jan. 1, 2021, and billed to the local area municipalities based on water and wastewater usage following 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 the new rates into resident water bills.

Niagara Region commenced new residential waste collection contracts, with the first full year being 2021. The municipality also transitioned to an every-other-week curbside collection that improves waste diversion targets. Costs for waste services are charged to municipalities based on special tax rates determined by the Region for each municipality and applied to the assessed value of households. Average households in Niagara can expect to pay up to an additional \$6.88 more for the year for waste services in 2021.

To help drive Council's vision for a prosperous and resilient region, the operating budget also supports a \$500.3 million approved capital program, which is the single largest capital budget this corporation has approved. The Region has allocated \$320 million in funding toward the construction of the South Niagara Falls Wastewater Treatment Facility, which will open up the area to population growth and new economic opportunities.

Respectfully submitted,

Todd Harrison CPA, CMA

Report from the Treasurer

Quotes

"We know that residents and businesses are facing financial challenges as a result of the COVID-19 pandemic. The 2021 budget reflects our efforts to ensure Niagara is responsive to this crisis while continuing to deliver the supports and services our residents rely on."

~ Jim Bradley, Regional Chair

"Council approved a budget that maintains valued programs and services for our community but also ensures that we come out of this pandemic stronger. I want to thank residents for taking part in this budget process and my colleagues on Council for collaborating on a responsible financial plan for Niagara."

~ Gary Zalepa, Regional Councillor and Budget Chair

"Staff worked diligently to ensure that residents would benefit from responsible use of their tax dollars during these difficult times. In 2021, we will continue to manage the financial impacts of the pandemic and work to ensure the Region recovers from it by providing necessary services to our residents."

~ Todd Harrison, Commissioner of Corporate Services and Treasurer

2021 Budget

A summary of the 2021 approved budget for Niagara Region is below. Detailed schedules are presented throughout the summary.

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
Tax Levy Budget	866,663,627	(461,363,013)	405,300,614
Water Rate Budget	47,038,986	(382,613)	46,656,372
Wastewater Rate Budget	82,410,555	(3,666,237)	78,744,318
Waste Management Rate Budget	62,873,938	(22,307,175)	40,566,764
Total Operating Budget	1,058,987,106	(487,719,038)	571,268,068
Capital Budget	500,305,722	(140,529,362)	359,776,360
Total Budget	1,559,292,828	(628,248,400)	931,044,428

Report from the Treasurer

Tax Levy

Staff recognized the importance of proposing a budget with a moderate impact on the taxpayer to allow for economic recovery, while still incorporating the guiding principles of sustainability, transparency and supporting council priorities. With that in mind the recommended strategy was a 2% increase, before addressing impacts of COVID-19 costs, with 1% allocated to operating services and 1% allocated to capital funding. The Region was faced with numerous budgetary pressures, including but not limited to the impacts of COVID-19 which resulted in challenging decisions to align with Council’s budget planning strategy.

Capital Financing has been a Council priority to address the ongoing need to fund the asset replacement backlog at the Region. In order to properly address this priority, Council adopted the Capital Financing Policy in October 2019 which guides the funding strategy for capital investments. In order to continue to make progress towards a sustainable capital plan a 1% increase in operating contributions to support capital was included in the 2021 budget.

Staff and Council turned to new taxation revenue from assessment growth to fund initiatives that are key to Niagara residents, without impacting current property taxpayers. Assessment growth is revenue created from new or enhanced properties, and goes to services supporting the needs of these new properties and residents.

The 2021 budgeted initially recommended had a 2.9% increase on the levy, 0.9% higher than the budget planning strategy. Council proposed an amendment to draw \$4.3M from reserves to fund the budget ultimately resulting in a 1.8% increase to the taxpayers.



PROPERTY TAX INCREASE

1.8% 

For the average property assessed at \$278,764, the Regional portion of the tax bill will increase by \$29, totaling \$1,640 in 2021.

Report from the Treasurer

Water and Wastewater

The 2021 Budget was developed to support current service delivery, compliance with legislation balanced with affordability concerns. Council previously adopted a 5.15% increase for the Water and Wastewater budget per the Safe Drinking Water Act (SDWA) financial plan, however due to pressures related to COVID-19, this plan was deferred and the budget planning strategy for 2021 allowed for a 2% increase (1% base operating and 1% for enhanced capital financing). Incorporated in the 2% increase is the requirement for the operating and debt services costs associated with the proposed South Niagara Falls Wastewater treatment facility. This requirement was accommodated with a reduction in the transfer to the capital reserve. Staff are recommending that the SDWA financial plan be reinstated for 2022 in order to address both the asset renewal backlog as well as the Regions annual funding gap that was identified by the Council approved Asset Management Plan (AMP). As the wholesaler of water and wastewater services in Niagara, the Region will bill the local municipalities, who will in-turn incorporate the new rates into resident water bills.

WATER AND WASTEWATER
\$125.4 MILLION

2.0%



WASTE MANAGEMENT
\$40.6 MILLION

4.5%



Waste Management

The 2021 Budget for Waste Management was developed to provide high quality service, support the new waste collection contracts and mitigating the related impacts to property owners. A three year strategy was adopted in 2020 to utilize funding from the Waste Management stabilization reserve to mitigate the budget impacts with a plan to replenish the stabilization reserve in 2023. The 2021 rate requisition increase for Waste Management Services was 4.5%. Costs for these services are charged to municipalities based on the number of households in the municipality and are primarily charged to residents based on tax rates established by the Region and applied to assessed value of households.

Report from the Treasurer

Capital Budget

Balancing the needs of a growing population while maintaining the Region’s fiscal sustainability during a pandemic requires long term planning and a fiscal strategy. The strategy must incorporate: managing existing assets to provide reliable service, investing in growth and saving for the future. A council strategic priority project was the development of the Capital Financing Strategy for sustainable and engaging government. In 2019, Council approved the Capital Financing Policy which aligns short-term actions with long-term financial management and ensures that the Region is in a sound financial position to fund capital projects in alignment with studies, plans and other legislated requirements.

The 2021 Capital Budget was built through prioritizing the highest risk-based return on investment projects. This was determined through the development of the prioritization model called the Corporate Asset Management Resource Allocation (CAMRA). Once the prioritized project have been determined, projects were funded based on the principals of the Capital Financing Policy. To position the Region on the best possible course for future success, it has the highest investment in growth projects in the Capital budget to date while also maintaining a strong AA stable credit rating from Standard and Poor’s. The largest Capital Budget approved to date is comprised of projects that allows the Region to meet the ongoing needs of growth and renewal and maintenance of existing assets. Some key projects within this year’s capital budget are as follows:

- Construction of the South Niagara Falls Wastewater Treatment Plant to support growth in accordance with the Niagara 2041 Master Plan (\$320 million).
- Upgrade of the existing Niagara Falls Wastewater Secondary Treatment Plant to improve treatment of residential sewage (\$47 million).
- Enhancements to the Backup 911 Call Centre aligned to Next Gen 911 standards mandated by the Canadian Radio-Television and Telecommunication Commission (\$12.4 million)

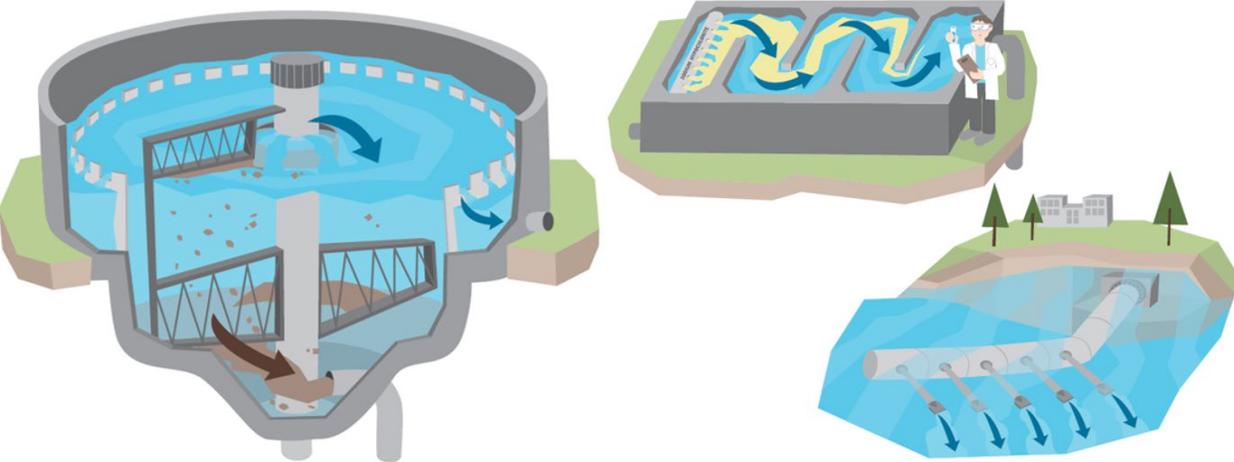


Figure 1 Proposed South Niagara Falls Wastewater Treatment Plant

Report from the Treasurer

Federal Gas Tax Award

In 2020, the Niagara Region was recognized with the Federal Gas Tax Award from The Association of Municipalities of Ontario for investing Federal Gas Tax funding in an innovative Sewer rehabilitation project in the City of Niagara Falls. The Stamford Interceptor Trunk Sanitary Sewer Phase 1 Project was recognized for using a “trenchless” technique which greatly reduced disruption and minimized environmental impact. The project involved the rehabilitation of 2,300 meters of trunk sanitary sewer. In 2014, the Region undertook a condition assessment of 71 segments of sewers, including the Stamford Interceptor. The assessment identified numerous areas of serious concern and the sewers were recommended for immediate rehabilitation. Failure of these sewers would have been catastrophic and would have resulted in a massive sewage spill to the environment, flooding of residential basements, costly emergency repairs, a lengthy disruption of service to the residents of South Niagara Falls, and interruptions to the tourism sector.

“It’s great to get recognition for the innovation that went into this project. The Federal Gas Tax Fund played a very big role in making this happen.”

~ Jim Bradley, Regional Chair



SECTION: 3

OPERATING

BUDGET

CORPORATE OPERATING OVERVIEW

Operating Budget Summary

2021 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 (niagararegion.ca/government/budget/finance/default.aspx). 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.

Budget Recommendation & Approval

During the Budget Review Committee of the Whole (BRCOTW) on November 26, 2020 for the Rate Operating budget and January 14 and 21, 2021 for the Levy Operating budget staff were directed to change the proposed budgets in the following ways:

- Add back \$2M (net \$1M) to Wastewater budget to fully fund the Combined Sewer Overflow program (CSO)
 - Reduced the capital program by \$1M (the impact of this reduction to the capital budget is discussed on pg.138)
 - Wastewater gross budget increase of \$2M, from \$81,409,557 to \$83,409,557, as well as an increase to development charge funding from \$1M to \$2M, a pressure to reinstate the full CSO program now exists in the multi-year forecast.
- Add back \$0.2M to the Waste Management Services operating budget for the tip fee exemption program for charities
 - Waste Management budget increase of \$0.2M from \$40,370,586 to \$40,566,763
- Staff were directed to draw on the Taxpayer Relief Reserve, \$1M for operating costs of the Homelessness Capital Project, and \$4.3M to reduce the 2021 net levy operating budget increase to 1.8%
 - 2021 net levy operating budget decreases from \$409,619,835 to \$405,300,624.

Operating Budget Summary

Operating Budget Summary Including Allocations

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

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

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

Operating Budget Summary

Operating Budget Summary Including Allocations

Amounts in thousands

Budget by Division	2020 Gross Budget	2020 Net Budget	2021 Gross Budget	2021 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,449	2,449	2,504	2,504	55	2.24%
Corporate Administration	8,254	6,770	8,231	6,878	107	1.59%
Corporate Services	2,894	857	4,461	1,051	194	22.63%
Community Services	308,768	50,941	321,956	50,743	(198)	-0.39%
Public Health and Emergency Services	109,109	41,637	120,089	44,146	2,509	6.03%
Planning and Development	7,712	5,133	6,955	4,750	(383)	-7.46%
Transportation Services	90,506	77,979	88,956	80,638	2,658	3.41%
Subtotal of Levy Departments	529,692	185,767	553,151	190,709	4,942	2.66%
Court Services	8,125	(734)	8,245	(680)	54	-7.39%
Niagara Regional Housing	66,226	36,444	68,601	37,288	844	2.32%
Niagara Peninsula Conservation Authority	5,809	5,809	6,035	5,926	116	2.00%
Niagara Regional Police Service	188,223	170,181	196,036	177,952	7,771	4.57%
Subtotal of Outside Boards and Agencies	268,384	211,700	278,917	220,486	8,786	4.15%
Grants and Expenditures	16,319	13,907	18,703	16,465	2,558	18.40%
Net Revenue	15,516	(18,804)	15,893	(22,359)	(3,556)	18.91%
Subtotal of General Government	31,834	(4,897)	34,596	(5,894)	(997)	20.37%
Total of Tax Levy Supported Programs	829,911	392,570	866,664	405,301	12,731	3.24%
Water Operations	46,301	45,921	47,039	46,656	735	1.60%
Wastewater Operations	81,724	77,021	82,411	78,744	1,724	2.24%
Waste Management Services	57,225	38,822	62,874	40,567	1,745	4.50%
Total of Rate Supported Programs	185,250	161,763	192,323	165,967	4,204	2.60%
Total of All Regional Programs	1,015,161	554,333	1,058,987	571,268	16,935	3.06%

Operating Budget Summary

Operating Budget Summary Excluding Allocations

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

Amounts in thousands

Budget by Division	2020 Gross Budget	2020 Net Budget	2021 Gross Budget	2021 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,170	2,170	2,123	2,123	(47)	-2.16%
Corporate Administration	16,110	14,626	16,032	14,679	53	0.36%
Corporate Services	38,528	36,491	41,013	37,603	1,112	3.05%
Community Services	287,212	29,385	300,629	29,417	32	0.11%
Public Health and Emergency Services	94,046	26,575	104,432	28,489	1,914	7.20%
Planning and Development	6,679	4,099	6,092	3,887	(212)	-5.18%
Transportation Services	51,077	38,550	47,219	38,900	350	0.91%
Subtotal of Levy Departments	495,821	151,895	517,539	155,097	3,202	2.11%
Court Services	6,975	(1,885)	7,110	(1,815)	70	3.70%
Niagara Regional Housing	58,127	28,345	60,225	28,912	567	2.00%
Niagara Peninsula Conservation Authority	5,809	5,809	6,035	5,926	116	2.00%
Niagara Regional Police Service	172,501	154,458	179,144	161,060	6,602	4.27%
Subtotal of Outside Boards and Agencies	243,412	186,728	252,513	194,082	7,355	3.94%
Grants and Expenditures	93,349	90,937	102,375	100,137	9,201	10.12%
Net Revenue	15,516	(18,804)	15,893	(22,359)	(3,556)	-18.91%
Subtotal of General Government	108,864	72,133	118,268	77,778	5,645	7.83%
Total of Tax Levy Supported Programs	848,097	410,756	888,321	426,958	16,202	3.94%
Allocations to Rate Supported Programs	(18,186)	(18,186)	(21,657)	(21,657)	(3,471)	-19.08%
Total Tax Levy	829,911	392,570	866,664	405,301	12,731	3.24%

Operating Budget Summary

Operating Budget Summary Excluding Allocations cont.

Budget by Division	2020 Gross Budget	2020 Net Budget	2021 Gross Budget	2021 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	41,715	41,335	42,924	42,541	1,206	2.92%
Wastewater Operations	70,561	65,857	66,454	62,788	(3,069)	-4.66%
Waste Management Services	54,789	36,385	61,288	38,981	2,596	7.14%
Total of Rate Supported Programs	167,064	143,577	170,666	144,310	733	0.51%
Allocations from Tax Levy Supported Programs	18,186	18,186	21,657	21,657	3,471	19.08%
Total Rate and Requisition	185,250	161,763	192,323	165,967	4,204	2.60%
Total of All Regional Programs	1,015,161	554,333	1,058,987	571,268	16,935	3.06%

Operating Budget Summary

Operating Budget Revenue Summary

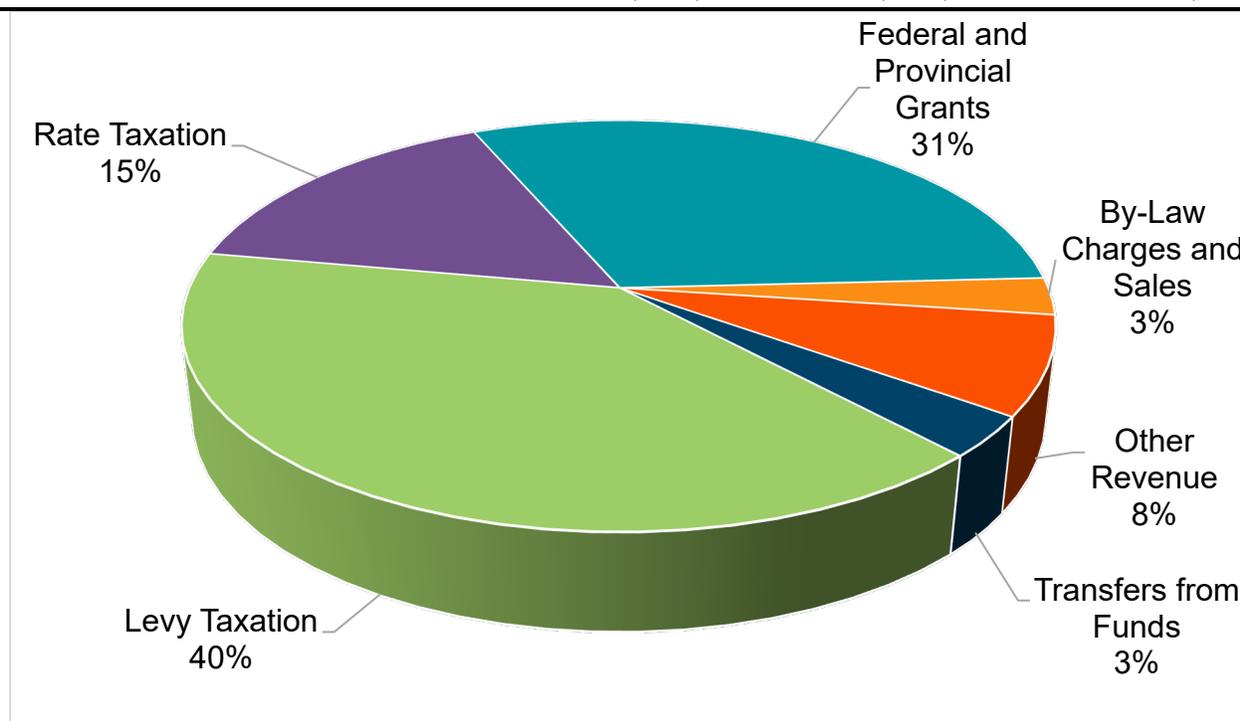
The Niagara Region funds its operating program with a variety of revenues available and is actively seeking new grants and reevaluating its cost recovery on different programs. The revenues stated below can be explained by the following:

- Levy Taxation – The main source of internal funding for the majority of Regional programs as well as agencies, boards and commissions. This revenue is derived from property taxes paid by residents and businesses as assessed by the Municipal Property Assessment Corporation.
- Rate Taxation – This revenue group is separate from the property tax levy. These costs are requisitioned from the 12 local area municipalities based on the body of work done by that respective area (water, wastewater, and waste management) and allocated on use of services.
- Federal and Provincial Grants – This revenue incorporates transfers of funds from Canada and Ontario for work done on their behalf and are typically conditional based upon proper use and compliance. Federal and Provincial grants for capital works are not incorporated in the schedules below.
- By-Law Charges and Sales – These revenues are made up of user fees, and are paid as utilized such as but not limited to vaccinations, child care fees, and public transit tickets, or as a result of non-compliance with specific Regional By-laws such as environmental enforcement. Rates related to all are reviewed annually by Council. 2021 rates were set through report [CSD 7-2021, 2021 Fees and Charges By-Law. \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)
- 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 2021 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 Summary

Operating Revenue Budget Summary (in thousands)

Revenue Description	2020 Budget	2021 Budget	Budget Change
Levy Taxation	409,634	421,371	11,737
Rate Taxation	161,763	165,967	4,204
Federal and Provincial Grants	319,489	324,887	5,397
By-Law Charges and Sales	34,458	30,882	(3,575)
Other Revenue	81,065	81,853	789
Transfers from Funds	8,752	34,026	25,274
Total Revenue	1,015,161	1,058,987	43,826



Operating Budget Summary

Operating Revenue Detail (in thousands)

Revenue Description	2020 Budget	2021 Budget	\$ Change	% Change
Property Tax Levy	392,570	405,301	12,731	3.2%
Payments in Lieu of Taxes	9,375	9,389	14	0.2%
Supplemental Taxes	7,689	6,681	(1,008)	-13.1%
Total of Levy Taxation	409,634	421,371	11,737	2.9%
Wastewater Fixed Requisition	77,021	78,744	1,724	2.2%
Water Fixed Requisition	11,480	11,664	184	1.6%
Water Variable Rate	34,441	34,992	552	1.6%
Waste Management Tax Levy	38,822	40,567	1,745	4.5%
Total of Rate Taxation	161,763	165,967	4,204	2.6%
Corporate Administration Grants	130	80	(50)	-38.5%
Corporate Services Grants	68	70	1	2.0%
Community Services Grants	230,069	232,631	2,562	1.1%
Public Health and Emergency Services Grants	65,970	68,651	2,681	4.1%
Niagara Regional Housing Grants	13,714	14,003	289	2.1%
Niagara Regional Police Grants	9,538	9,453	(85)	-0.9%
Total of Federal and Provincial Grants	319,489	324,887	5,397	1.7%
General Government Charges and Sales	24	33	9	37.8%
Corporate Administration Charges and Sales	4	4	0	0.0%
Corporate Services Charges and Sales	312	458	145	46.6%
Community Services Charges and Sales	3,995	4,117	122	3.0%
Public Health and Emergency Services Charges and Sales	129	130	0	0.0%
Planning and Development Charges and Sales	1,833	1,834	0	0.0%
Transportation Charges and Sales	2,448	2,487	40	1.6%
Transit Charges and Sales	6,614	3,152	(3,461)	-52.3%
Niagara Regional Police Service Charges and Sales	6,068	4,882	(1,187)	-19.6%
Water Operations Charges and Sales	12	12	0	0.0%
Wastewater Operations Charges and Sales	1,409	1,505	96	6.8%
Waste Management Services Charges and Sales	11,609	12,269	660	5.7%

Operating Budget Summary

Operating Revenue Detail (in thousands) continued

Revenue Description	2020 Budget	2021 Budget	\$ Change	% Change
Total of By-Law Charges and Sales	34,458	30,882	(3,575)	-10.4%
Niagara Regional Housing Revenue	15,914	16,278	364	2.3%
Other Court Services Revenue	10,612	10,677	65	0.6%
Development Charges Revenue	3,838	2,440	(1,397)	-36.4%
Investment Income	15,790	15,550	(240)	-1.5%
Rebates	425	416	(9)	-2.2%
Other Waste Management Revenue	5,099	6,366	1,267	24.8%
Seniors Home Accommodations	23,087	23,687	601	2.6%
Provincial Gas Tax recognition	105	0	(105)	-100.0%
Secondments Revenue	1,772	1,773	1	0.1%
License and Permit Revenue	1,084	1,184	100	9.2%
Proceeds on the Disposal of Capital Assets	745	945	200	26.8%
Telecommunications Tower Revenue	392	420	28	7.1%
Shared Service Reimbursements	1,105	1,146	41	3.7%
Other Revenue	1,099	973	(126)	-11.5%
Total of Other Revenue	81,065	81,853	789	1.0%
Transfers from Reserve Funds	8,342	33,630	25,288	303.1%
Niagara Health System internal loan interest	410	396	(14)	-3.3%
Total of Transfers from Funds	8,752	34,026	25,274	288.8%
Total Revenue	1,015,161	1,058,987	66,860	6.6%

Operating Budget Summary

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 Forecasted Budget (in thousands)

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Labour Related Costs	417,961	437,724	458,930	463,698	466,641
Administrative	35,300	37,136	35,792	37,918	37,785
Operational and Supply	89,615	102,761	111,138	115,557	126,438
Occupancy and Infrastructure	47,500	49,025	52,834	52,966	54,769
Equipment, Vehicle, and Technology	23,497	23,784	24,231	23,946	24,088
Community Assistance	197,166	196,142	199,431	199,280	199,858
Partnership, Rebate, and Exemption	24,626	24,365	25,443	28,402	28,131
Financial Expenditures	56,571	69,373	73,140	77,102	79,760
Transfers to Funds	96,357	74,992	78,198	80,780	82,957
Expense Allocations to Capital	(96)	(140)	(140)	(143)	(146)
Gross Expenditure	988,498	1,015,161	1,058,997	1,079,506	1,100,281
Taxation	(17,756)	(17,064)	(16,070)	(17,078)	(17,078)
Federal and Provincial Grants	(321,311)	(319,489)	(324,897)	(323,364)	(324,643)
By-Law Charges and Sales	(31,233)	(34,458)	(30,882)	(36,923)	(37,448)
Other Revenue	(75,177)	(81,065)	(81,853)	(83,708)	(85,534)
Transfers from Funds	(26,675)	(8,752)	(34,026)	(4,476)	(3,398)
Gross Revenue	(472,151)	(460,828)	(487,729)	(465,549)	(468,100)
Net Expenditure/(Revenue)	516,347	554,333	571,268	613,957	632,180
Annual Increase			3.06%	7.47%	2.97%

Operating Budget Summary

Consolidated Variance Analysis

Compensation – The 2022 forecasted budget increase before temporary COVID-19 position reductions is \$9,345, driven by approved and estimated contract and benefit increases. 106.0 of the 187.7 temporary FTEs added to respond to the COVID-19 pandemic in 2021 are not expected to continue into 2022, and represent a decrease of \$4,577; the temporary FTEs were funded through a transfer from reserves in 2021 for a net zero impact to the taxpayer. The 2023 forecasted budget increase before temporary COVID-19 position reductions is \$11,752, driven by approved and estimated contract and benefit increases. The remaining 81.7 temporary FTEs are expected to end in 2022, representing a decrease of \$8,810.

Administrative – The 2022 forecasted budget increase of \$2,126 includes \$1,610 for proposed program improvements (Niagara Regional Transit governance, Vision Zero fine related fees, and Sports Tourism), and \$707 to address trends in legal claims. This is offset by \$900 of expiring 2021 one-time programs (Human Resource system and consultant costs and Canada Summer Games 13 for 13 event).

Operational and Supply – The 2022 and 2023 forecasted budget increases of \$4,419 and \$10,881 include \$1,981 and \$8,784 for Niagara Regional Transit enhanced service and \$779 and \$791 in waste collection cost inflation. 2022 is also impacted by the 2021 budget impact of COVID-19, including an increase of \$3,548 as Niagara Regional Transit routes are expected to return to past normal, offset by \$3,663 in 2021 programs to address the COVID-19 pandemic not expected to continue into 2022.

Partnership, Rebate, Exemption – The 2022 forecasted budget increase of \$2,959 includes \$2,011 in tax incentive grants on new assessment expected to come online in 2022 and \$1,132 of enhanced funding for development charge grants for total annual funding of \$9 million.

Financial Expenditures – The increases in 2022 and 2023 represent the forecasted debt requirements for Water and Wastewater to support the Safe Drinking Water Act Financial Plan.

By-law Charges and Sales – The 2022 forecasted increase of \$6,041 is as the result of expected improvements in transit ridership, budgeted at a decrease of \$3,462 in 2021 as the result of the COVID-19 pandemic, and end market recycling revenues which remain volatile but are conservatively estimated to improve.

Transfers from Funds – The decrease in 2022 represents the expiry of programs introduced in 2021 to address the COVID-19 pandemic funded by reserves.

Operating Budget Summary

Multi-year Levy Forecasted Budget (in thousands)

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Labour Related Costs	391,052	408,948	431,009	434,704	436,965
Administrative	32,502	32,407	32,492	34,731	34,534
Operational and Supply	37,971	47,147	47,177	50,056	59,472
Occupancy and Infrastructure	27,760	29,873	32,461	31,321	32,077
Equipment, Vehicle, and Technology	15,686	15,982	16,645	15,814	15,794
Community Assistance	197,166	196,142	199,431	199,280	199,858
Partnership, Rebate, and Exemption	20,323	20,166	21,237	24,192	23,917
Financial Expenditures	56,450	69,373	73,140	77,102	79,760
Transfers to Funds	52,319	30,107	36,823	38,350	37,389
Expense Allocations to Capital	(96)	(140)	(140)	(143)	(146)
Intercompany Charges	(1,794)	(1,907)	(1,945)	(1,977)	(2,021)
Gross Expenditure	829,340	848,097	888,331	903,430	917,600
Taxation	(17,756)	(17,064)	(16,070)	(17,078)	(17,078)
Federal and Provincial Grants	(321,311)	(319,489)	(324,897)	(323,364)	(324,643)
By-Law Charges and Sales	(18,919)	(21,427)	(17,096)	(21,762)	(22,239)
Other Revenue	(69,108)	(72,712)	(72,980)	(75,666)	(75,472)
Transfers from Funds	(22,165)	(6,648)	(30,330)	(3,575)	(3,398)
Gross Revenue	(449,258)	(437,341)	(461,373)	(441,445)	(442,830)
Net Direct Expenditure before Indirect Allocation	380,082	410,756	426,958	461,985	474,770
Indirect Allocation	(5,910)	(6,321)	(6,480)	(6,373)	(6,615)
Capital Financing Allocation	(11,898)	(11,865)	(15,177)	(19,678)	(22,433)
Indirect Allocation	(17,808)	(18,186)	(21,657)	(26,051)	(29,048)
Net Expenditure/(Revenue) After Indirect Allocation	362,273	392,570	405,301	435,934	445,721
Annual Increase			3.24%	7.56%	2.25%

Operating Budget Summary

Levy Variance Analysis

Compensation – The 2022 forecasted budget increase before temporary COVID-19 position reductions is \$8,362, driven by approved and estimated contract and benefit increases. 106.0 of the 187.7 temporary FTEs added to respond to the COVID-19 pandemic in 2021 are not expected to continue into 2022, and represent a decrease of \$4,668; the temporary FTEs were funded through a transfer from reserves in 2021 for a net zero impact to the taxpayer. The 2023 forecasted budget increase before temporary COVID-19 position reductions is \$11,071, driven by approved and estimated contract and benefit increases. The remaining 81.7 temporary FTEs are expected to end in 2022, representing a decrease of \$8,810.

Administrative – The 2022 forecasted budget increase of \$2,239 includes \$1,610 for proposed program improvements (Niagara Regional Transit governance, Vision Zero fine related fees, and Sports Tourism), and \$707 to address trends in legal claims. This is offset by \$900 of expiring 2021 one-time programs (Human Resource system and consultant costs and Canada Summer Games 13 for 13 event).

Operational and Supply – The 2022 and 2023 forecasted budget increases of \$2,879 and \$9,416 include \$1,981 and \$8,784 for Niagara Regional Transit enhanced service. 2022 is also impacted by the 2021 budget impact of COVID-19, including an increase of \$3,548 as Niagara Regional Transit routes are expected to return to past normal, offset by \$3,437 in 2021 programs to address the COVID-19 pandemic not expected to continue into 2022.

Partnership, Rebate, Exemption – The 2022 forecasted budget increase of \$2,955 includes \$2,011 in tax incentive grants on new assessment expected to come online in 2022 and \$1,132 of enhanced funding for development charge grants for total annual funding of \$9 million.

Financial Expenditures – The increases in 2022 and 2023 represent the forecasted debt requirements for Water and Wastewater to support the Safe Drinking Water Act Financial Plan, offset by increased recovery through the capital financing allocation line.

By-law Charges and Sales – The 2022 forecasted increase of \$4,666 is as the result of \$1,050 for casino revenue reduced for one quarter in 2021, and \$3,462 from expected improvements in transit ridership budgeted at a decrease in 2020, both as the result of the COVID-19 pandemic.

Transfers from Funds – The decrease in 2022 represents the expiry of programs introduced in 2021 to address the COVID-19 pandemic funded by reserves.

Capital Financing Allocation – The increase in 2022 and 2023 represent the forecasted debt requirements for the Water and Wastewater capital program, offsetting the increase in Financial Expenditures.

Operating Budget Summary

Multi-year Rate Forecasted Budget (in thousands)

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Labour Related Costs	26,909	28,776	27,921	28,994	29,676
Administrative	2,798	4,729	3,309	3,187	3,250
Operational and Supply	51,644	55,614	63,961	65,501	66,966
Occupancy and Infrastructure	19,741	19,153	20,374	21,645	22,692
Equipment, Vehicle, and Technology	7,811	7,802	7,586	8,131	8,294
Partnership, Rebate, and Exemption	4,303	4,199	4,206	4,210	4,214
Financial Expenditures	122	0	0	0	0
Transfers to Funds	44,038	44,884	41,374	42,431	45,567
Intercompany Charges	1,794	1,907	1,936	1,977	2,021
Gross Expenditure	159,158	167,064	170,666	176,076	182,681
By-Law Charges and Sales	(12,315)	(13,030)	(13,787)	(15,161)	(15,209)
Other Revenue	(6,069)	(8,353)	(8,873)	(8,042)	(10,061)
Transfers from Funds	(4,510)	(2,104)	(3,697)	(901)	
Gross Revenue	(22,893)	(23,487)	(26,356)	(24,104)	(25,270)
Net Direct Expenditure before Indirect Allocation	136,265	143,577	144,310	151,972	157,411
Indirect Allocation	5,910	6,321	6,480	6,373	6,615
Capital Financing Allocation	11,898	11,865	15,177	19,678	22,433
Indirect Allocation	17,808	18,186	21,657	26,051	29,048
Net Expenditure/(Revenue) After Indirect Allocation	154,074	161,763	165,967	178,023	186,459
Annual Increase			2.60%	7.26%	4.74%

Operating Budget Summary

Rate Variance Analysis

Operational and Supply – The 2022 and 2023 forecasted budget increase of \$1,540 and \$1,465 include \$779 and \$791 in waste collection cost inflation.

Occupancy and Infrastructure – The 2022 and 2023 forecasted budget increases of \$1,271 and \$1,048 represent estimated utility price increases impacting Water and Wastewater Operations.

Transfers to Funds – The 2022 and 2023 forecasted budget increases of \$1,271 and \$1,048 primarily represent increases to pay-as you go capital financing to support the Water and Wastewater capital program in alignment with the Safe Drinking Water Act Financial Plan.

By-law Charges and Sales – The 2022 forecasted increase of \$1,374 is primarily the result of end market recycling revenues which remain volatile but are conservatively estimated to improve.

Other Revenue – The increase in 2023 is primarily the result of Resource Productivity & Recovery Authority (RPRA) Blue Box program funding estimates.

Transfers from Funds – The decrease in 2022 and 2023 is primarily the result of the strategy to phase the impact of the Waste Management budget pressures through the use of reserves.

Capital Financing Allocation – The increase in 2022 and 2023 represent the forecasted debt requirements to support the Safe Drinking Water Act Financial Plan.

Operating Budget Summary

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.

Operating Budget Summary

Full-time Equivalents Summary

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

Full Time Equivalents by Department	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Governance	1.0	2.0	0.0	3.0	0.0	3.0
Corporate Administration	91.3	0.0	90.3	4.0	91.3	4.0
Corporate Services	202.2	6.6	202.3	8.6	202.9	12.4
Community Services	1,163.0	12.3	1,163.0	11.3	1,156.0	119.5
Public Health and Emergency Services	668.3	6.4	675.3	9.2	695.3	80.4
Planning and Development	45.5	5.0	45.5	5.0	46.5	3.0
Transportation Services	191.5	8.0	195.5	12.0	196.5	10.0
Total of Levy Departments	2,362.6	40.3	2,371.8	53.1	2,388.4	232.2
Courts Services	26.0	0.0	35.0	0.0	35.0	0.0
Niagara Regional Housing	51.0	9.0	51.0	9.0	51.0	9.0
Niagara Regional Police Service	1,032.0	0.0	1,075.0	0.0	1,080.0	0.0
Total of Agencies, Boards, and Commissions	1,109.0	9.0	1,161.0	9.0	1,166.0	9.0
Total of Levy Supported Programs	3,471.6	49.3	3,532.8	62.1	3,554.4	241.2
Water Treatment	82.0	2.0	81.0	2.0	81.0	2.0
Wastewater Treatment	115.6	0.5	116.6	0.0	116.6	0.0
Water and Wastewater Shared Services	64.0	2.0	65.0	5.0	65.0	4.8
Waste Management	32.0	2.2	34.0	1.2	34.0	0.2
Total of Rate Supported Programs	293.6	6.7	296.6	8.2	296.6	6.9
Total of the Niagara Region	3,765.2	56.0	3,829.3	70.3	3,851.0	248.1

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SECTION: 4

DEPARTMENT SUMMARIES

DEPARTMENTS, AGENCIES, BOARDS AND COMMISSIONS

Governance

Mission Statement:

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

What does Governance do?

Niagara Regional Council acts as the final decision-making body for Niagara Region. Council membership includes 19 elected representatives from Niagara's area municipalities, 12 elected mayors from Niagara's area municipalities, and one Regional Chair.

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

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

Who works for Governance?

Full Time Equivalents by Division	2019	2019	2020	2020	2021	2021
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	1.0	2.0	0.0	3.0	0.0	3.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Total	1.0	2.0	0.0	3.0	0.0	3.0

Governance

Operating Budget Summary (in thousands)

Council approved Governance budget before indirect allocations of \$2,123 gross and net. This represents a \$47 decrease, or 2.2 per cent, over the prior year's approved budget of \$2,170. The Governance budget including program support and capital financing allocations amounted to \$2,504 gross and net, representing a \$55 net increase, or 2.2 per cent over the prior year.

Administrative – The decrease of \$50 is reflective of actual spend and the effects of the COVID-19 pandemic on council expenses.

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$1,795	\$1,959	\$1,962	\$3	0.2%
Administrative	122	205	155	(50)	-24.4%
Operational and Supply	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	2	2	2	0	0.0%
Partnership, Rebates, and Exemptions	0	2	2	0	0.0%
Intercompany Charges	1	1	1	(0)	-3.3%
Net Direct Expenditure before Indirect Allocation	1,920	2,170	2,123	(47)	-2.2%
Program Support Allocation	261	270	363	92	34.2%
Capital Financing Allocation	10	9	18	9	103.6%
Indirect Allocation	272	279	381	102	36.4%
Net Expenditure/(Revenue) After Indirect Allocation	\$2,191	\$2,449	\$2,504	\$55	2.2%

General Government – Grants and Expenditure

What does General Government – Grants and Expenditure do?

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

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

Funding for the Region's internal capital program consists of reserve transfers and debt issuance. These revenues are budgeted through reserve contributions and debt charges. Debt charges are budgeted based on a combination of scheduled payments of issued debts and estimated payments of all Council approved unissued debt. Any excess budget from unissued debt is allocated back into the capital program through reserve transfers or reductions in debt requirements (debt substitutions).

Who works for General Government – Grants and Expenditure?

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

General Government

Operating Budget Summary (in thousands)

Council approved General Government budget before indirect allocations of \$102,375 gross and \$100,137 net. This represents a \$9,201 net increase, or 10.1 per cent, over the prior year's approved budget of \$90,937. The General Government budget including capital financing allocations amounted to \$18,703 gross and \$16,465 net, representing a \$2,558 net increase, or 18.4 per cent over the prior year.

Partnership, Rebates, and Exemptions – The increase of \$927 relates to \$1,000 to increase funding for Regional Development Charge grants and exemptions, \$150 decrease in Smarter Niagara Incentive Program and \$77 increase in tax increment grants.

Financial Expenditures – The increase of \$3,501 consists of increased rate debt charges of \$3,443 and increase of \$58 in levy debt charges.

Transfers to Funds – The increase of \$4,595 relates to \$2,047 increase for 1% capital budget, \$1,548 increase due to West Lincoln Hospital Contribution, \$814 increased for capital financing, \$268 annual infrastructure deficit contribution; offset by \$82 decrease from annual levy capital contribution.

Capital Financing Allocation – The decrease of \$6,642 primarily relates to decreases of \$373 to recover transfers to reserve for base capital financing and \$5,506 related to debt charge financial expenditure.

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Administrative	\$170	\$0	\$0	\$0	0.0%
Occupancy and Infrastructure	42	42	46	4	9.5%
Partnership, Rebates, and Exemptions	13,052	12,759	13,686	927	7.3%
Financial Expenditures	47,237	60,585	64,086	3,501	5.8%
Transfers to Funds	36,925	19,962	24,557	4,595	23.0%
Intercompany Charges	(115)	0	0	0	0.0%
Gross Expenditure	97,310	93,349	102,375	9,026	9.7%
Transfers from Funds	(10,792)	(2,412)	(2,238)	174	7.2%
Net Direct Expenditure before Indirect Allocation	86,518	90,937	100,137	9,201	10.1%
Capital Financing Allocation	(71,200)	(77,030)	(83,672)	(6,642)	-8.6%
Net Expenditure/(Revenue) After Indirect Allocation	\$15,319	\$13,907	\$16,465	\$2,558	18.4%

General Government – Net Revenue

What does General Government – Net Revenue do?

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

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

Who works for General Government – Net Revenue Budget?

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

Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$22,359. This represents a \$3,556 increase, or 18.9 per cent, over the prior year’s approved budget of \$18,804.

Transfers to Funds – The increase of \$434 is the result of \$429 increase from surplus properties sales and a \$5 increase due to operating costs of capital.

Taxation – The increase of \$994 is the result of an increased estimate of supplemental taxes to match historical trends.

Other Revenue – The increase of \$216 is the result of \$2,050 decrease in net investment income offset by decrease of \$3,915 interest allocation to deferred revenue and reserves, \$2,043 decrease in cash income, \$429 increase from surplus properties offset by \$33 decrease in revenue from billboard, telecom tower and VISA rebates.

Transfers from Funds – The increase of \$4,702 is the result of drawing \$4,319 to reduce taxpayer impact as a result of council motion and \$1,048 to offset covid-19 pressures. These are offset by a transfer for an extra salary day in 2020.

General Government

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Administrative	\$10,995	\$6,331	\$6,331	\$0	0.0%
Occupancy and Infrastructure	30	40	40	0	0.0%
Partnership, Rebates, and Exemptions	1,104	841	759	(82)	-9.7%
Financial Expenditures	6,635	6,661	6,661	0	0.0%
Transfers to Funds	1,404	1,750	2,185	434	24.8%
Intercompany Charges	(96)	(107)	(82)	25	23.5%
Gross Expenditure	20,072	15,516	15,893	378	2.4%
Taxation	(17,756)	(17,064)	(16,070)	994	5.8%
By-Law Charges and Sales	(24)	(24)	(33)	(9)	-37.8%
Other Revenue	(16,407)	(16,170)	(16,386)	(216)	-1.3%
Transfers from Funds	(442)	(1,062)	(5,763)	(4,702)	-442.9%
Gross Revenue	(34,628)	(34,319)	(38,252)	(3,933)	-11.5%
Net Expenditure/(Revenue) After Indirect Allocation	(\$14,557)	(\$18,804)	(\$22,359)	(\$3,556)	-18.9%

COVID-19 Impacts

COVID-19 pressures exist due to shutdown of development, reducing development charges.

Developments impacted by the shutdown are expected to have an adverse effect on 2021 supplemental taxes. The net total of \$40 is to cover COVID-19 costs of Court Services as shown in the related section.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Taxation	\$1,008	FTEs	0	0
Transfers from Funds	(1,048)			
Total	\$(40)			

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 provides operational leadership and direction to the organization and its employees.

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

The Office of the CAO directly oversees the following divisions:

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

Corporate Strategy and Innovation is made up of Strategic Communications and Public Affairs, Community Safety & Well-Being and Diversity initiatives, as well as the Innovation and Business Excellence section. **Strategic Communications and Public Affairs** plays a key role in how members of the public, staff and other levels of government perceive and interact with the Niagara Region. This division is responsible for timely, accurate and transparent dissemination of information, as well as ensuring there is mutual understanding with the Region's various audiences. Through two-way communications, they work to make sure the feedback and ideas of stakeholders inform the Region's decision-making process. **Innovation and Business Excellence** provides

Corporate Administration

support in setting objectives, business improvement, and program evaluation and performance measurement to the organization through consulting services. The division is preparing the Community Safety & Well-Being plan and supporting diverse and inclusive workforces and communities through the actions behind Regional Council joining the Coalition for Inclusive Municipalities.

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.

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.

Corporate Administration

How is Corporate Administration measured?

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

Healthy and Vibrant Community

Measure	Current	Target	Baseline
Cost of Living	1.40	2	1.3

Supporting Businesses and Economic Growth

Measure	Current	Target	Baseline
Average Niagara Home Sale Price	\$550K	n/a	386.1K
Employment Growth	-13.7K	2K	-1K
Investment in Building Construction	\$1.6B	\$1B	\$1.4B
Jobs Created or Retained through Economic Development Programs and Activities	334	100	865
Niagara Businesses	13.8K	13.7K	12.9K
Visitors to Niagara	3M	13M	13M

Sustainable and Engaging Government

Measure	Current	Target	Baseline
Freedom of Information Requests	19.52	n/a	30.93

Corporate Administration

Who works for Corporate Administration?



Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Chief Administrative Officer's Office	2.0	0.0	3.0	0.0	3.0	0.0
Corporate Strategy and Innovation	17.0	0.0	15.0	3.0	15.0	2.0
Economic Development Clerks	8.0	0.0	8.0	1.0	8.0	1.0
Human Resources	19.3	0.0	19.3	0.0	19.3	0.0
	45.0	0.0	45.0	0.0	46.0	1.0
Total	91.3	0.0	90.3	4.0	91.3	4.0

Corporate Administration

Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$16,032 gross and \$14,679 net. This represents a \$53 net increase, or 0.4 per cent, over the prior year's approved budget of \$14,626. The Corporate Administration budget including program support and capital financing allocations amounted to \$8,231 gross and \$6,878 net, representing a \$107 net increase, or 1.6 per cent over the prior year.

Labour Related Costs – The decrease of \$158 includes \$142 for the end of the temporary position for Community Safety and Well-Being initiatives and \$50 reduction in benefits for retired employees and those on leave. These reductions are offset by annual salary increase amounts.

Administrative – The increase of \$86 includes \$40 repurposed from compensation to support the employee engagement program and \$100 in one-time funding to support a Canada Summer Games event. This is offset by the end of one time funding, \$50, to support 50th anniversary celebrations.

Federal and Provincial Grants – The decrease of \$50 is the result of a reduction in anticipated economic development grants.

Other Revenue – The decrease of \$15 is the result of a reduction in anticipated shared service revenue.

Transfers from Funds – The decrease of \$65 is the result of one-time funding for the Canada Summer Games event offset by the end of one-time funding for the Community Safety and Well-Being initiative and 50th anniversary celebrations.

Corporate Administration

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$9,175	\$11,465	\$11,306	(\$158)	-1.4%
Administrative	3,072	4,098	4,185	86	2.1%
Operational and Supply	73	180	180	0	0.0%
Occupancy and Infrastructure	3	0	0	0	0.0%
Equipment, Vehicles, and Technology	125	131	131	0	0.0%
Partnership, Rebates, and Exemptions	579	298	298	0	0.0%
Financial Expenditures	1	0	0	0	0.0%
Transfers to Funds	71	0	0	0	0.0%
Intercompany Charges	(47)	(62)	(68)	(6)	-9.4%
Gross Expenditure	13,052	16,110	16,032	(78)	-0.5%
Federal and Provincial Grants	(81)	(130)	(80)	50	38.5%
By-Law Charges and Sales	(9)	(4)	(4)	0	0.0%
Other Revenue	(183)	(133)	(118)	15	11.3%
Transfers from Funds	(674)	(1,217)	(1,152)	65	5.4%
Gross Revenue	(946)	(1,484)	(1,354)	130	8.8%
Net Direct Expenditure before Indirect Allocation	12,106	14,626	14,679	53	0.4%
Program Support Allocation	(7,941)	(8,021)	(7,957)	64	-0.8%
Capital Financing Allocation	158	165	156	(9)	-5.4%
Indirect Allocation	(7,783)	(7,856)	(7,801)	55	0.7%
Net Expenditure/(Revenue) After Indirect Allocation	\$4,323	\$6,770	\$6,878	\$107	1.6%

COVID-19 Impacts

COVID-19 pressures exist to provide temporary talent acquisition support to Public Health and Community Services.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$56	FTEs	0	1.0
Transfers from Funds	(56)			
Total	\$0			

Corporate Administration

Capital Budget Summary

Funding Source	Funding Amount
Reserves	\$400
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$400

The 2021 capital program represents one project budgeted at \$400. This accounts for less than 1 per cent of the Region’s capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region’s internal sources.

Major highlights of the 2021 Corporate Services capital program includes HRIS development project.

Project Name	Gross Capital Request	Project Description
21-HRIS Development	\$400	<p>This initiative is required to address two key initiatives;</p> <p>1) To determine a longer-term human resources (HR) technology strategy that aligns appropriately with a broader corporate technology strategy and provides seamless support for Niagara Region, Niagara Regional Housing, Niagara Region Police Services, and local area municipalities.</p> <p>2) To appropriately manage the expenses of existing Human Resource Information System (HRIS) development requests in order to meet the needs of the business, which are outside of our existing external maintenance support agreement.</p>
Total	\$400	

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Corporate Services

Mission Statement:

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

What does Corporate Services do?

The Corporate Services department is responsible for Financial Management and Planning, Legal Services, Purchasing, Information Technology Solutions, as well as Construction, Energy and Facilities.

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

Procurement & Strategic Acquisitions is made up of two main divisions.

Procurement oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations.

Strategic Acquisitions consists of **Strategic Sourcing** and **Real Estate Services (RES)**. **Strategic Sourcing** is responsible for the overall management and strategic direction of the Region's strategic initiatives/sourcing, contract management, vendor management, alternative service delivery and real property programs for internal departments and shared services partners. **Real Estate Services (RES)** oversees the acquisition of property rights for Region capital works projects and operational requirements as well as overseeing leases of office space, billboard signage and land.

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

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

Corporate Services

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

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. Within Facilities Operations, **Customer Service** has been developed to oversee the development and implementation of a customer service strategy for Niagara 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. Included in the Asset Management Office is the **Project Management Office** (PMO) to support and enhance project managers across the organization.

Corporate Services

How is Corporate Services measured?

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

Sustainable and Engaging Government

Measure	Current	Target	Baseline
Attainment of GFOA Award for Distinguished Budget Presentation	Achieved	Achieved	Achieved
S&P Credit Rating	AA Stable	AA+	AA Stable
Debt to Reserve Ratio	2.37	0.9	1.2
Annual Repayment Limit	7.1%	Less than 25%	7.1%
Percentage of Infrastructure Renewal Capital projects funded through debt	35%	Less than 35%	35%

Responsible Growth and Infrastructure Planning

Measure	Current	Target	Baseline
Annual Budgeted Operating Contributions to Capital	\$63.3M	\$204.0M	\$60.4M
Five year forecasted use of Development Charges reserves for Capital	\$308.3M	Greater than \$308.3M	\$308.3M

Corporate Services

Who works for Corporate Services?



Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Corporate Services Administration	3.0	1.0	2.0	0.0	2.0	0.0
Internal Audit	5.0	0.0	1.0	0.0	1.0	0.0
IT Solutions	51.0	1.0	52.0	3.0	51.0	4.0
Business Licensing	7.0	0.0	8.0	1.0	6.0	0.0
Construction, Energy and Facilities Management	36.2	3.6	38.3	3.6	40.9	6.4
Financial Management and Planning	60.0	1.0	61.0	1.0	62.0	2.0
Procurement and Strategic Acquisitions	16.0	0.0	17.0	0.0	17.0	0.0
Legal Services	11.0	0.0	12.0	0.0	12.0	0.0
Asset Management Office	13.0	0.0	11.0	0.0	11.0	0.0
Total	202.2	6.6	202.3	8.6	202.9	12.4

Corporate Services

Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$41,013 gross and \$37,603 net. This represents a \$1,112 net increase, or 3.0 per cent, over the prior year's approved budget of \$36,491. The Corporate Services budget after indirect allocations amounted to \$4,461 gross and \$1,051 net, representing a \$194 increase, or 22.6 per cent over the prior year.

Administrative – The increase of \$480 is the result of an increase in the Regional insurance premium of \$899, one-time Consulting projects for building assessments and design for Regional building automation systems of \$200. This is offset by savings in Consulting for projects that occurred in 2020 (DC Background Study and Community Benefit Charge Study, both funded from reserve) of \$400, savings on Bell trunk line fees and utilities of \$200 and other savings of \$19.

Occupancy and Infrastructure – The increase of \$1,431 is the result of increased cleaning and supplies for all Regional buildings related to COVID-19 of \$1,040, one-time increases for hardening costs for 68 Church police building and patching of rooves not addressed through capital of \$270, increases above inflation on building leases of \$194, and is offset by other savings realized on building maintenance of \$73.

By-Law Charges and Sales and Other Revenues – The net increase of \$393 reflects the removal of one-time Development Charge revenue of \$225 for the DC Background Study and COVID-19 losses related to business licensing revenue loss and a decrease in shared services revenue.

Transfers from Funds – The increase of \$1,764 relates to COVID-19 related costs funding of \$1,521 and one-time projects in Construction, Energy and Facilities Management of \$470. This is offset by one-time funding no longer required for the Community Benefits Charge Study and other initiatives of \$227.

Indirect Allocation – The increase of \$918 is due to budget increases to allocated divisions as outlined above.

Corporate Services

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$19,489	\$20,655	\$21,008	\$352	1.7%
Administrative	4,776	6,077	6,557	480	7.9%
Operational and Supply	242	281	402	122	43.3%
Occupancy and Infrastructure	6,943	8,436	9,867	1,431	17.0%
Equipment, Vehicles, and Technology	2,651	2,979	3,079	100	3.4%
Financial Expenditures	21	0	0	0	0.0%
Transfers to Funds	351	0	0	0	0.0%
Intercompany Charges	159	100	100	0	0.1%
Gross Expenditure	34,632	38,528	41,013	2,485	6.4%
Federal and Provincial Grants	(123)	(68)	(70)	(1)	-2.0%
By-Law Charges and Sales	(251)	(312)	(458)	(145)	-46.6%
Other Revenue	(1,088)	(1,429)	(891)	538	37.6%
Transfers from Funds	(716)	(227)	(1,991)	(1,764)	-775.6%
Gross Revenue	(2,178)	(2,037)	(3,410)	(1,373)	-67.4%
Net Direct Expenditure before Indirect Allocation	32,454	36,491	37,603	1,112	3.0%
Program Support Allocation	(30,480)	(35,639)	(36,557)	(918)	-2.6%
Capital Financing Allocation	2	5	5	0	3.2%
Indirect Allocation	(30,477)	(35,634)	(36,552)	(918)	-2.6%
Net Expenditure/(Revenue) After Indirect Allocation	\$1,977	\$857	\$1,051	\$194	22.6%

COVID-19 Impacts

COVID-19 pressure due to enhanced facility janitorial services, cleaning supplies, PPE, Region HQ Screeners and business licensing fees losses; these impacts are spoken to in the analysis above.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$288	FTEs	0	3.4
Administrative	10			
Operational & Supply	119			
Occupancy & Infrastructure	1,040			
Other Revenue	114			
Transfers from funds	(1,521)			
Indirect Allocation	(50)			
Total	\$0			

Corporate Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$2,638
Debt	7,760
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$10,398

The 2021 capital program represents 11 projects budgeted at \$10,398. This accounts for approximately 2 per cent of the Region's capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Corporate Services capital program includes the Backup 911 Call Centre Relocation.

Project Name	Gross Capital Request	Project Description
Backup 911 Call Centre Relocation	\$7,760	The Canadian Radio-television and Telecommunication Commission (CRTC) is mandating the evolution to the Next Gen 911 services to improve and enhance the information that can be shared between a caller and a 911 call taker. The funds will be used to pursue consulting for real estate development, location studies, and architect/engineering services for facility design.
21-Server Infrastructure – End of Life Asset Replacement	600	Replacement of various IT server infrastructure assets that have either reached the end of their useful life and do not provide additional required functionality. Useful life of IT assets estimated at 4-6 years.
Building Ext - Emergency Services-Roof	428	Fire safety upgrades at NRPS 2 Cushman Road. Project includes removal of fireproofing beneath roof deck and resolving fire code concern due to presence of explosives.
21-EMS - King St. Base Parking Lot Refurbishment and Retaining Wall Repair	400	Replacement of parking lot and retaining wall at 580 King Street EMS Base.

Corporate Services

Project Name	Gross Capital Request	Project Description
EMS - NOTL Separation Of Utilities From Hospital And Generator Installation	350	Reroute utilities and install backup generator at Niagara-on-the-Lake EMS Base.
21-Code and Legislative Compliance Program	290	Facility capital expenditures as required due to Code changes, legislative requirements and/or orders and aging infrastructure. 2021 will include a Region-wide consultant's review of AODA compliance for all CE&FM managed facilities.
21-Court Scheduling Modernization	150	Replacement of Provincial Offences Court Scheduling Tool through external development or acquisition of a more modern application.
21-NRPS - HQ Interior Door Retrofit	150	Replacement of delaminated and failed interior doors at NRPS Headquarters, 5700 Valley Way, Niagara Falls.
21-Telecom Infrastructure – End of Life Voice Speech Attendant	100	Replacement of the current voice speech attendance which has reached the end of its useful life and support.
21-PW - Welland Yard Oil Separator And Holding Tank Replacement	100	Replacement of the existing oil separator, collection piping and holding tank that serves the Welland Yard wash bay.
21-Wainfleet Beach - Long Term Sustainability	70	Armour stone retaining wall to replace existing storm wall which was destroyed in storm.
Total	\$10,398	

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 oversight of the EarlyON child and family centres, financial assistance for child care to eligible families, support for children who may be at risk of a developmental delay or have diagnosed special needs, as well as operating five licensed child care centres and a home child care program servicing the Niagara region. In addition, this division provides operating grants to eligible service providers to support operations and staff employed in licensed child care programs.

Homelessness Services and Community Engagement support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis as well as helping 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 is responsible for administering the Ontario Works Act. This Act is the provincial legislation that offers temporary financial assistance to the members of our community most in need. Staff provide comprehensive case management to help people be involved in their community and

Community Services

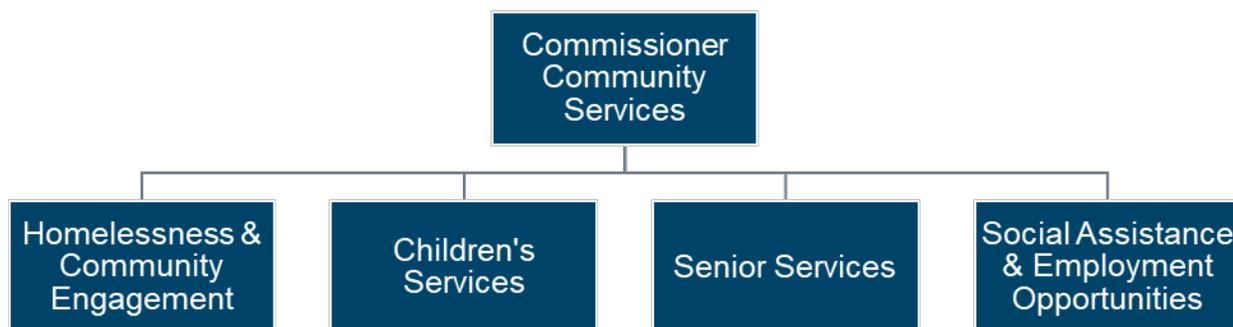
participate in employment services. Supports are provided in four service areas; basic needs (food, housing, crisis), health (mental health and addictions), life skills (education, literacy) and community supports (child care, cultural, legal). This division also provides oversight and leadership to the Niagara Prosperity Initiative which focuses on neighbourhood-based interventions to increase prosperity for Niagara residents living in poverty. It also provides leadership to the Niagara Local Immigration Partnership Council funded by the Ministry of Immigration, Refugees and Citizenship Canada which is designed to strengthen local capacity to attract newcomers and improve integration.

How is Community Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Licensed Child Care Spaces	213	218	218

Who works for Community Services?



Full Time Equivalents by Division	2019		2020		2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Social Assistance and Employment Opportunities	218.6	0.0	217.6	0.0	204.6	0.0
Children's Services	85.8	0.0	85.8	0.0	91.8	6.0
Seniors Services	844.6	10.3	844.6	10.3	844.6	106.1
Homelessness Services and Community Engagement	12.0	2.0	13.0	1.0	13.0	7.4
Total	1,163.0	12.3	1,163.0	11.3	1,156.0	119.5

Community Services

Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$300,629 gross and \$29,417 net. This represents a \$32 net increase, or 0.1 per cent, over the prior year's approved budget of \$29,385. The Community Services budget after indirect allocations amounted to \$321,956 gross and \$50,743 net, representing a \$198 decrease, or 0.4 per cent over the prior year.

Labour Related Costs – The increase of \$6,734 is primarily related to additional staffing to support COVID-19 requirements within our long-term care homes, Homelessness COVID expansion shelters and Children's Services.

Operational & Supply – The increase of \$1,963 relates to incremental COVID-19 costs of \$1,127 within the long-term care homes and \$1,369 to operate the Homelessness COVID expansion shelters. Offset by a decrease of \$559 relating to external employment contracts no longer being provided by Social Assistance.

Community Assistance – The increase of \$3,730 is due to \$873 relating to incremental COVID costs in Homelessness to rent the COVID expansion shelters and provide housing supports, \$1,029 related to additional operating costs to operate the 2021 permanent supportive housing project funded by transfers below and an increase of \$435 to realign budget with new contracts finalized during 2020. In addition, there was an increase of \$4,612 in SAEO due to forecasted caseload increase for 2021 offset by reduction of \$2,914 due to employment services now being offered by a third party, a \$250 one-time reduction to NPI and \$100 one-time reduction to Prokids.

Federal and Provincial Grants – The increase of \$2,562 relates to \$1,499 in external revenues to fund incremental COVID-19 related costs; \$298 slight increase is due to the realignment with the amended Ministry of Education 2020 service agreement; an increase of \$4,700 in provincial revenues related to the expected SAEO caseload increase, offset by \$4,396 reduction in revenues related to the transfer of employment services from SAEO to a third party; \$222 in additional external program funding in homelessness relating to the Reaching Home and CHPI programs; and \$373 increase in provincial funding in Senior Services to support minor capital purchases.

Transfers from funds – The increase of \$10,014 is primarily due to a transfer from the tax payer relief reserve (should there be no further external funding) in order to offset the \$8,984 in COVID-19 related pressures and \$1,029 related to costs expected to operate the 2021 Housing Focused shelter.

Community Services

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$102,652	\$104,401	\$111,135	\$6,734	6.5%
Administrative	1,822	1,667	1,783	116	7.0%
Operational and Supply	9,430	9,286	11,249	1,963	21.1%
Occupancy and Infrastructure	3,679	3,542	4,103	562	15.9%
Equipment, Vehicles, and Technology	1,488	1,039	1,346	307	29.5%
Community Assistance	167,649	165,158	168,888	3,730	2.3%
Financial Expenditures	79	0	0	0	0.0%
Transfers to Funds	2,671	1,834	1,829	(5)	-0.3%
Intercompany Charges	317	286	296	10	3.4%
Gross Expenditure	289,787	287,212	300,629	13,418	4.7%
Federal and Provincial Grants	(233,160)	(230,069)	(232,631)	(2,562)	-1.1%
By-Law Charges and Sales	(4,321)	(3,995)	(4,117)	(122)	-3.0%
Other Revenue	(24,093)	(23,763)	(24,451)	(689)	-2.9%
Transfers from Funds	(336)	0	(10,014)	(10,014)	100.0%
Gross Revenue	(261,911)	(257,827)	(271,212)	(13,386)	-5.2%
Net Direct Expenditure before Indirect Allocation	27,876	29,385	29,417	32	0.1%
Program Support Allocation	10,569	11,776	11,896	120	1.0%
Capital Financing Allocation	3,933	9,781	9,430	(350)	-3.6%
Indirect Allocation	14,502	21,556	21,327	(230)	-1.1%
Net Expenditure/(Revenue) After Indirect Allocation	\$42,378	\$50,941	\$50,743	(\$198)	-0.4%

Community Services

COVID-19 Impacts

Covid-19 pressure due to enhanced cleaning, PPE/janitorial supplies, equipment, operating a self-isolation shelter, providing support to homelessness agencies and staffing (nursing, housekeeping, screening, shelter); these impacts are spoken to in the preceding analysis.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$6,773	FTEs	0	107.2
Operational & Supply	2,515			
Occupancy & Infrastructure	222			
Equipment, Vehicles & Technology	100			
Community Assistance	873			
Federal & Provincial Grants	(1,499)			
Transfers from funds	(8,984)			
Total	\$0			

Community Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$795
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$795

The 2021 capital program represents three distinct projects budgeted at \$795. This accounts for less than 1 per cent of the Region’s capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region’s internal sources.

Major highlights of the 2021 Community Services capital program include the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
21 - LTC Homes - Resident Care Equipment	\$427	Annual Replacement Program for Resident Care Equipment that is critical to the provision of resident care. This equipment has been identified as being at the end of its estimated useful life through manufacturer recommendations, a formal Preventive Maintenance Program and Building Condition Assessments. This Program includes Resident Lifts, Bathing Systems, Bariatric Systems, Communication Response Systems (Nurse Call Systems) and Nursing Equipment.
21- LTC Homes - Bed Replacement	195	Annual Bed Replacement Program for Resident Bed Systems that are at the end of the estimated useful life across the 8 Long Term Care Homes.
21 - LTC Homes - Machinery & Equipment	173	Annual Replacement Program of Machinery & Equipment across the 8 Long Term Care Homes. Machinery & Equipment Project Activities have been identified based on current Building Condition Assessments, preventative maintenance trend analysis and equipment lifecycle data. Machinery & Equipment includes dietary, housekeeping, maintenance, life safety and air quality equipment.
Total	\$795	

Public Health and Emergency Services

Mission Statement:

To be one of the 25 healthiest communities in Canada

What does Public Health and Emergency Services do?

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

Chronic Disease and Injury Prevention division is responsible for the prevention of chronic illnesses which constitute over 70% of ill health in Canada. This includes combating misuses of drugs and alcohol, as well as helping people learn how to be safe in their everyday lives; in the home and on the road. In addition, the division supports workplace health through policy development and enforces the Smoke-Free Ontario Act.

The **Clinical Services** division works to minimize the occurrence and spread of infectious diseases, and to deliver community-based mental health care that keeps people out of the hospital. This includes providing immunization clinics and information, infection prevention and control activities as well as case management of infectious diseases. Other services provided include sexual health services and clinics as well as mental health services.

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

Environmental Health ensures that the environment we live in is safe, and supports healthy living. The division investigates public health concerns about environmental health hazards as well as conducts inspections of food establishments, nursing homes, migrant farm worker housing, personal services establishments, and special events. In addition, inspection of water quality of swimming pools, beaches and small water drinking systems are performed seasonally, as well as surveillance of mosquitoes and ticks to prevent West Nile Virus and Lyme disease. The division also provides leadership of emergency management planning for public health emergencies.

Family Health Family Health strives to ensure infants and children start life on a trajectory for good health. It provides resources and services to pregnant women,

Public Health and Emergency Services

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

The **Medical** division is the executive office of Public Health & Emergency Services and provides strategic leadership and medical consultation to the rest of the department. The Medical Division also acts as the public voice at a local, provincial, and federal level for the health needs of our community. The division has a solid foundation in scientific, medical, and clinical fields, as well as risk management and communication skills.

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

The **Pandemic Response** division was created in 2021 and provides a stand alone staffing structure in response to the global pandemic for the next two years. The pandemic division streamlines management, leadership and front-line staff in Public Health responding to the pandemic and allows for improved COVID reporting capabilities to council and the Province. The division is responsible for the call centre, case and contact management, outbreak management and mass immunization clinics to meet the needs of the community. The budget required to support the Mass Immunization plan was not included in the 2021 budget as there was not enough information known at the time the budget was approved.

Public Health and Emergency Services

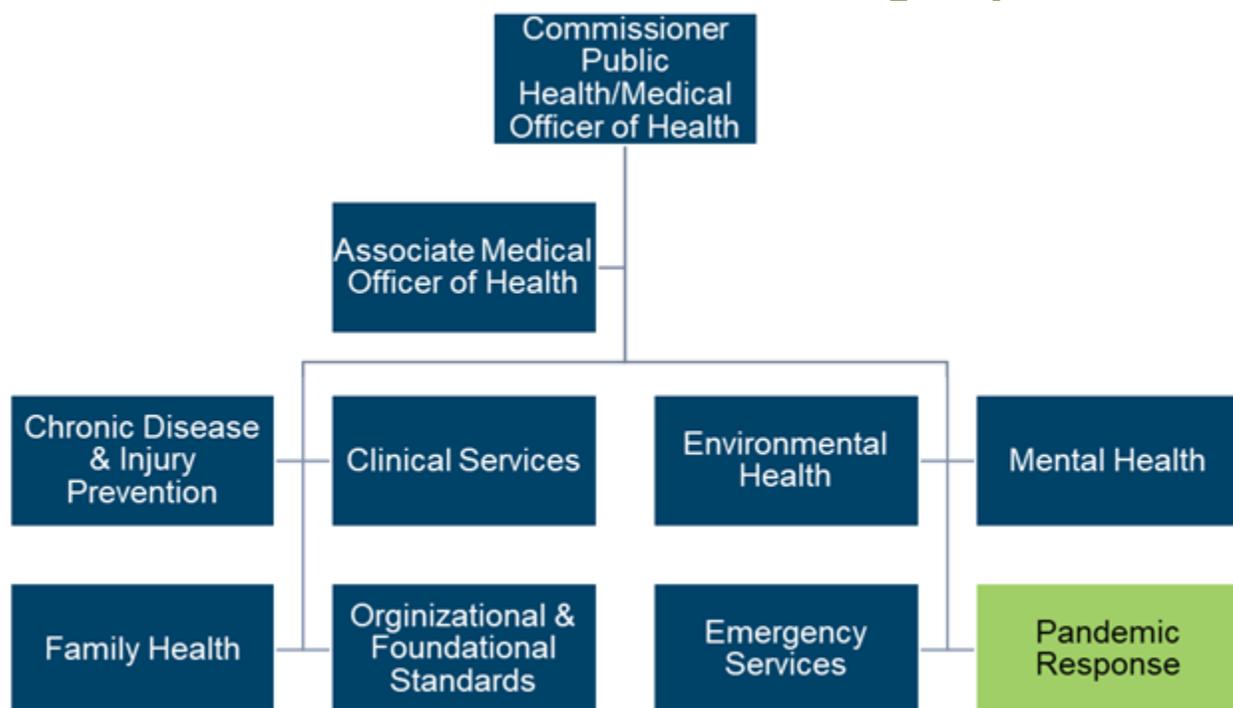
How is Public Health and Emergency Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Canadian Triage Acuity Score (CTAS)	71.01%	80%	78.16%
Sense of Belonging	68.50%	n/a	68.50%

Public Health and Emergency Services

Who works for Public Health and Emergency Services?



Full Time Equivalents by Division	2019	2019	2020	2020	2021	2021
	Permanent	Temporary	Permanent	Temporary	Permanent*	Temporary*
Medical Office of Health	6.0	0.0	6.0	0.0	7.0	0.8
Chronic Disease and Injury Prevention	37.0	0.0	37.1	0.0	37.1	(3.1)
Clinical Services	79.7	0.2	77.5	0.0	77.5	(17.6)
Environmental Health	45.0	0.0	45.0	0.0	45.0	(1.0)
Family Health	116.0	0.0	114.1	0.0	115.1	(7.7)
Mental Health	57.0	0.0	60.0	1.3	60.5	1.5
Organizational and Foundational Standards	30.3	1.1	35.3	0.0	39.3	3.9
Pandemic Response*	0.0	0.0	0.0	0.0	0.0	100.0
Emergency Medical Services	295.0	5.1	298.0	7.9	311.6	3.6
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	0.0
Total	668.3	6.4	675.3	9.2	695.3	80.4

*The Pandemic Response division includes a total of 100 Temporary FTE's in addition to 17.9 FTEs (6 Permanent and 11.9 Temporary) embedded in other divisions supporting the Pandemic Response. The FTE increase was mitigated by a reduction of 36.7 Temporary FTE's in service reductions in other Public Health service areas.

Public Health and Emergency Services

Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$104,432 gross and \$28,489 net. This represents a \$1,914 net increase, or 7.2 per cent, over the prior year's approved net budget of \$26,575. The Public Health and Emergency Services budget including program support and capital financing allocations amounted to \$120,089 gross and \$44,146 net, representing a \$2,509 net increase, or 6.0 per cent over the prior year.

Labour Related Costs – The increase of \$9,010 includes net temporary pandemic response staffing resources \$6,427, additional resources for the System Transformation in EMS of \$1,290, and \$659 for ongoing WSIB cost pressures due to the 2016 presumptive legislation relating to chronic mental stress for first responders. Further increases consist of base compensation rate increases offset with managing vacant positions.

Operation and Supply – The increase of \$786 is primarily due to an increase in personal protective equipment (PPE) in EMS of \$688 due to Covid-19.

Federal and Provincial Grants – The increase of \$2,681 is due to an increase of \$1,137 related to Ministry of Health (MOH) funding for school-focused nurses to support Covid-19, \$455 related to MOH mitigation funding in Public Health programs, \$733 of increased base funding for Land Ambulance, and \$258 due to the Community Paramedicine program being made permanent annual base funding.

Transfers from Funds – The increase in Transfers from Funds of \$5,791 is primarily due to budgeted transfers to cover Covid-19 related expenditures in both Public Health and EMS of \$5,701.

Public Health and Emergency Services

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$81,784	\$82,547	\$91,557	\$9,010	10.9%
Administrative	2,936	1,865	1,910	45	2.4%
Operational and Supply	5,419	5,334	6,371	1,037	19.4%
Occupancy and Infrastructure	635	594	692	99	16.6%
Equipment, Vehicles, and Technology	2,606	2,042	2,183	141	6.9%
Community Assistance	3	0	0	0	0.0%
Financial Expenditures	4	0	0	0	0.0%
Transfers to Funds	165	128	109	(19)	-15.0%
Intercompany Charges	1,550	1,538	1,611	73	4.8%
Gross Expenditure	95,102	94,046	104,432	10,385	11.0%
Federal and Provincial Grants	(64,974)	(65,970)	(68,651)	(2,681)	-4.1%
By-Law Charges and Sales	(174)	(129)	(130)	(0)	0.0%
Other Revenue	(819)	(678)	(678)	(0)	0.0%
Transfers from Funds	(1,641)	(693)	(6,485)	(5,791)	-835.2%
Gross Revenue	(67,608)	(67,471)	(75,943)	(8,472)	-12.6%
Net Direct Expenditure before Indirect Allocation	27,494	26,575	28,489	1,914	7.2%
Program Support Allocation	8,267	9,256	9,342	87	0.9%
Capital Financing Allocation	5,158	5,807	6,315	508	8.8%
Indirect Allocation	13,424	15,062	15,657	595	4.0%
Net Expenditure/(Revenue) After Indirect Allocation	\$40,918	\$41,637	\$44,146	\$2,509	6.0%

Public Health and Emergency Services

COVID-19 Impacts

COVID-19 pressures are related to enhanced cleaning, PPE supplies, and social distancing measures, all funded by transfers from reserves. Also included is a temporary Pandemic Response division funded by reserve and 6 permanent positions funded by the tax levy. These impacts are spoken to in the preceding analysis

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$6,485	FTEs	6.0	76.2
Administrative	69			
Operational & Supply	774			
Occupancy & Infrastructure	42			
Equipment, Vehicles & Technology	51			
Federal & Provincial Grants	(1,137)			
Transfers from funds	(5,701)			
Total	\$583			

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$5,051
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$5,051

The 2021 capital program represents six distinct projects budgeted at \$5,051. This accounts for 1 per cent of the Region’s capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region’s internal sources.

Major highlights of the 2021 Public Health and Emergency Services capital program includes the annual replacement of ambulances.

Project Name	Gross Capital Request	Project Description
21-EMS - Defibrillator Replacement	\$2,307	Replacement of approximately 70 defibrillator units and monitors which are equipped within the ambulances and supervisor vehicles.

Public Health and Emergency Services

Project Name	Gross Capital Request	Project Description
21-Annual - EMS - Ambulance and Equipment Replacement	2,029	Annual purchase and replacement of ambulances and equipment. Niagara EMS purchases between 8-10 ambulances each year as part of its annual replacement program. Annual purchase of equipment takes place on an as needed basis.
21-EMS Emergency Response Vehicles	302	EMS - Emergency Response Vehicle (ERV) replacement
21-EMS New Ambulance plus Equipment	291	EMS - New Ambulance
21-EMS Intraosseous Needles	103	When an Advanced Care Paramedic is unable to obtain intravenous (IV) access for a patient in cardiac arrest or near cardiac arrest they are trained and certified on the insertion of an intraosseous (IO) needle to give them access to administer life-saving medications and fluids. The EZIO is a battery driven device that is both a more effective and safer approach to this procedure.
Digital Radios - Fire Coordinator	20	This is for a one-time purchase of four P-25 portable digital radios to support the role of Niagara Regional Fire Coordinators.
Total	\$5,051	

Planning and Development

Mission Statement:

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

What does Planning and Development Services do?

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

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

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

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

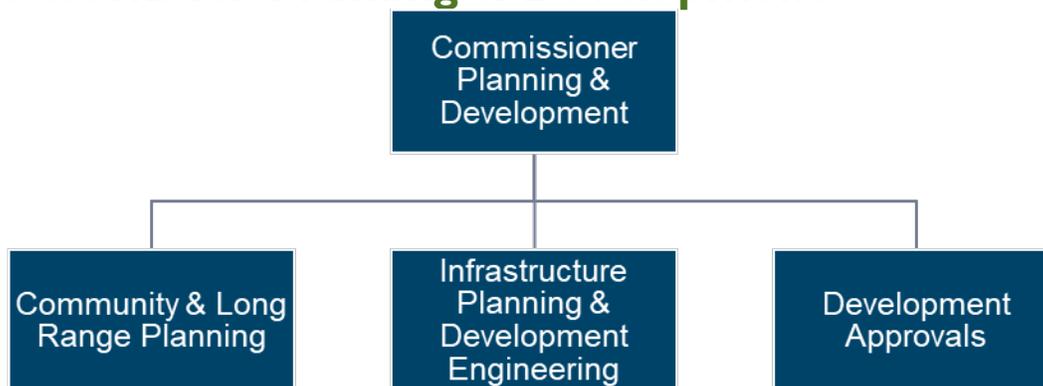
How is Planning & Development measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Population	481.7K	610K	449.1K

Planning & Development

Who works for Planning & Development?



Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0
Community and Long Range Planning	16.0	4.0	16.0	4.0	16.0	3.0
Development Planning	15.0	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	12.5	1.0	12.5	1.0	13.5	0.0
Total	45.5	5.0	45.5	5.0	46.5	3.0

Planning & Development

Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$6,092 gross and \$3,887 net. This represents a \$212 net decrease, or 5.2 per cent, over the prior year's approved budget of \$4,019. The Planning and Development Services budget including program support and capital financing allocations amounted to \$6,955 gross and \$4,750 net, representing a \$383 net decrease, or 7.5 per cent over the prior year.

Compensation – The decrease of \$118 is the result of the end of a temporary position related to special projects.

Administrative – The decrease of \$470 is related to the end of temporary funding to support the Niagara Official Plan.

Other Revenue – The decrease of \$375 relates to a decrease in development charge funding for the Niagara Official Plan noted above.

Budget with Comparators by Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$5,032	\$5,837	\$5,719	(\$118)	-2.0%
Administrative	836	1,131	661	(470)	-41.6%
Operational and Supply	13	23	23	0	0.0%
Equipment, Vehicles, and Technology	43	36	36	0	0.0%
Partnership, Rebates, and Exemptions	96	90	90	0	0.0%
Transfers to Funds	664	0	0	0	0.0%
Intercompany Charges	(419)	(440)	(438)	2	0.3%
Gross Expenditure	6,265	6,679	6,092	(587)	-8.8%
By-Law Charges and Sales	(1,211)	(1,833)	(1,834)	(0)	0.0%
Other Revenue	(411)	(746)	(371)	375	50.2%
Transfers from Funds	(1,832)			0	100.0%
Gross Revenue	(3,454)	(2,579)	(2,205)	374	14.5%
Net Direct Expenditure before Indirect Allocation	2,811	4,099	3,887	(212)	-5.2%
Program Support Allocation	691	842	762	(79)	-9.4%
Capital Financing Allocation	692	192	100	(91)	-47.7%
Indirect Allocation	1,382	1,033	863	(171)	-16.5%
Net Expenditure/(Revenue) After Indirect Allocation	\$4,193	\$5,133	\$4,750	(\$383)	-7.5%

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Public Works

Mission Statement:

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

What does Public Works do?

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

Transportation Services is responsible for the planning, design, implementation, operation, maintenance and asset management tracking of approx. 1,738 lane kms of Regional Roads, 55 lane kms maintained with LAMs, 130 bridges, 95 major culverts and 100+ minor culverts. Programs include:

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

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

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

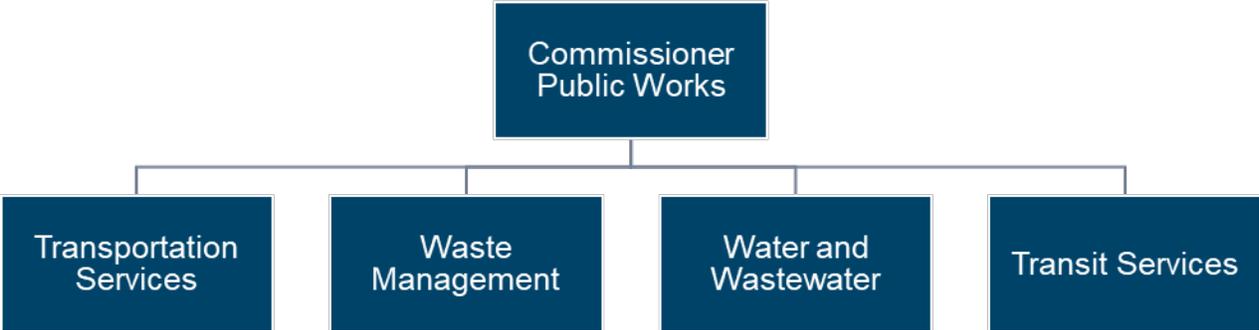
Waste Management is responsible for the planning, management and operations of residential and commercial curbside waste, recycling and organics collection programs.

Public Works

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.

Who Works for Public Works?



Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Services	189.5	8.0	193.5	12.0	194.50	10.0
Water and Wastewater	261.6	4.5	262.6	7.0	262.6	6.8
Waste Management	32.0	2.2	34.0	1.2	34.0	0.2
Total	485.1	14.7	492.1	20.2	493.1	17.0

Public Works – Transportation and Transit

Mission Statement:

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

What do Transportation and Transit do?

Transportation Services is responsible for the planning, design, implementation, operation, maintenance and asset management tracking of approx. 1,738 lane kms of Regional Roads, 55 lane kms maintained with LAMs, 130 bridges, 95 major culverts and 100+ minor culverts. Programs include:

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

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

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

Transportation and Transit

How are Transportation and Transit measured?

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

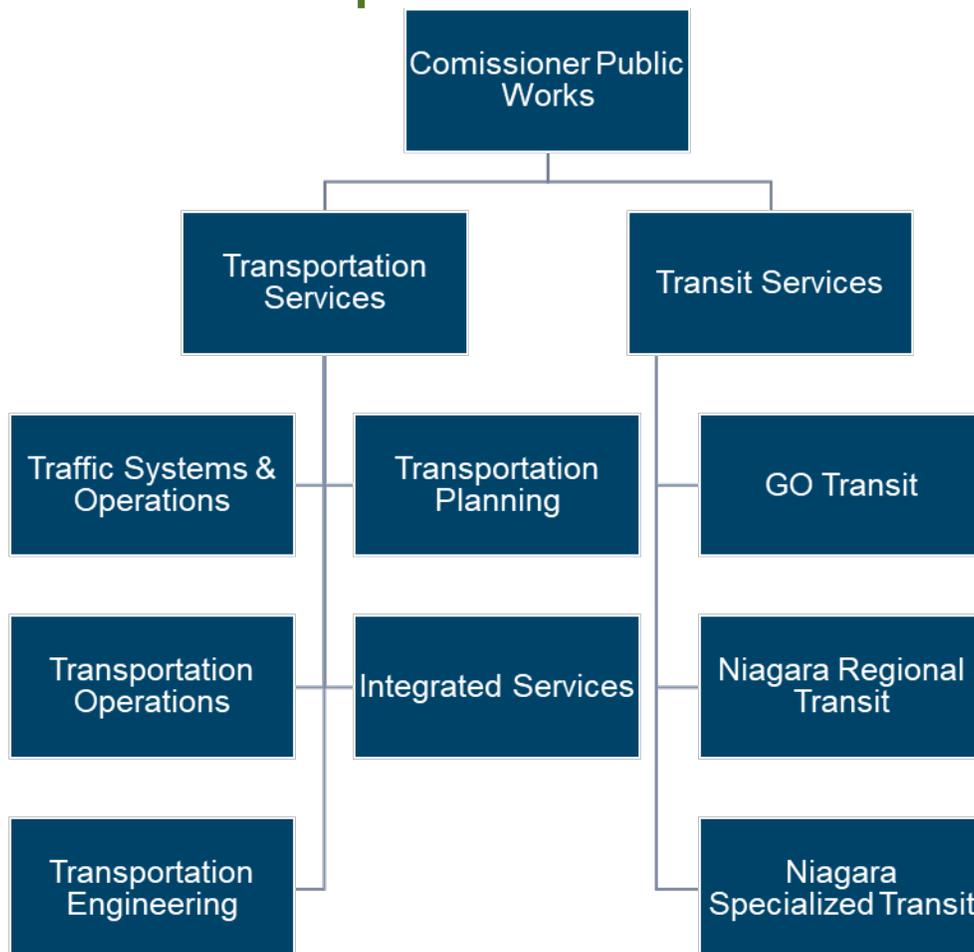
Responsible Growth and Infrastructure Planning

Measure	Current (2019)	Target (2018)	Baseline (2014)
Pavement Condition Rating (PCI)	72	73	70
Bridge Condition Rating (BCI)	70	60	49
Niagara Regional Transit Ridership	419.4K	1000K	252.2K

Sustainable and Engaging Government

Measure	Current	Target	Baseline
Public Transit Service Coverage (Annual)	95.50%	97.70%	61.20%

Who works for Transportation and Transit?



Transportation and Transit

Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Administration	3.0	0.0	7.0	3.0	8.0	1.0
Operations	85.8	0.0	84.4	0.0	84.4	0.0
Traffic Systems and Operations	43.2	0.0	42.6	0.0	42.6	0.0
Engineering	19.0	0.0	18.0	0.0	18.0	0.0
Surveys	4.0	0.0	4.0	0.0	4.0	0.0
Planning	10.0	0.0	11.0	0.0	11.0	1.0
Integrated Services	24.5	0.0	26.5	0.0	26.5	0.0
Transit Services	0.0	8.0	0.0	8.0	0.0	8.0
Airports	0.0	0.0	0.0	1.0	0.0	0.0
Total	189.5	8.0	193.5	12.0	194.5	10.0

Operating Budget Summary (in thousands)

Council approved Transportation budget before indirect allocations of \$47,219 gross and \$38,900 net. This represents a \$350 net increase, or 0.9 per cent, over the prior year's approved budget of \$38,550. The Transportation budget including program support and capital financing allocations amounted to \$88,956 gross and \$80,638 net, representing a \$2,658 net increase, or 3.4 per cent over the prior year.

Compensation – The decrease of \$96 includes a \$161 provision or savings due to salary gapping and reduced benefits costs of \$65 offset by \$130 in base compensation increases.

Administrative – The increase of \$118 is primarily due to \$96 in higher consulting costs related to Transit governance study.

Operational and Supply – The decrease of \$3,333 is primarily the result of savings from reduced Niagara Regional Transit services costs of \$3,966 due to COVID-19 impacts resulting in lower ridership and schedule reductions in 2021; offset by \$591 in higher hired equipment costs related primarily to new winter maintenance contract and \$42 in higher material costs.

Occupancy & Infrastructure – The decrease of \$355 is due to reduced electricity costs related to delayed rollout of the Street Lighting program.

Equipment, Vehicles, and Technology – The decrease of \$241 is primarily the result of savings from lower budgeted fuel prices of \$370 offset by higher vehicle and equipment repairs on aging fleet vehicles of \$129.

Transfers to Funds – The addition of \$161 reflects a 2021 transfer to the Taxpayer Relief Reserve from Niagara Regional Transit savings to fund COVID-19 pressures.

Transportation and Transit

By-Law Charges and Sales – The decrease of \$3,421 is primarily the result of reduced Niagara Regional Transit fare revenue due to COVID-19 impacts resulting in lower ridership and schedule reductions in 2021.

Other Revenue – The decrease of \$375 is due to \$224 in lower proceeds from sale of equipment and other revenue shortfalls of \$151.

Transfers from Funds – The decrease of \$413 relates to removal in 2021 of \$500 in one-time reserve funding from 2020 to support the Transit governance study; offset by \$87 in transfer from the Taxpayer Relief Reserve to fund mandated Transit cleaning costs due to COVID-19 impacts.

Indirect Allocation – The increase of \$2,307 is primarily the result of higher allocation of Capital Levy-Program Specific costs.

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$14,264	\$17,240	\$17,144	(\$96)	-0.6%
Administrative	1,550	3,282	3,400	118	3.6%
Operational and Supply	18,815	28,537	25,205	(3,333)	-11.7%
Occupancy and Infrastructure	558	1,009	654	(355)	-35.2%
Equipment, Vehicles, and Technology	2,284	2,703	2,462	(241)	-8.9%
Partnership, Rebates, and Exemption	8	367	367	1	0.1%
Financial Expenditures	31	0	0	0	0.0%
Transfers to Funds	3,028	0	161	161	100.0%
Expense Allocations to Capital	(96)	(140)	(140)	(0)	0.0%
Intercompany Charges	(1,797)	(1,920)	(2,034)	(113)	-5.9%
Gross Expenditure	38,646	51,077	47,219	(3,858)	-7.6%
Federal and Provincial Grants	16	0	0	0	0.0%
By-Law Charges and Sales	(6,473)	(9,061)	(5,640)	3,421	37.8%
Other Revenue	(533)	(2,696)	(2,321)	375	13.9%
Transfers from Funds	(3,166)	(770)	(357)	413	53.6%
Gross Revenue	(10,156)	(12,527)	(8,318)	4,209	33.6%
Net Direct Expenditure before Indirect Allocation	28,490	38,550	38,900	350	0.9%
Program Support Allocation	4,288	5,810	5,833	23	0.4%
Capital Financing Allocation	34,794	33,620	35,904	2,285	6.8%
Indirect Allocation	39,082	39,429	41,737	2,308	5.9%
Net Expenditure/(Revenue) After Indirect Allocation	\$67,571	\$77,979	\$80,638	\$2,658	3.4%

Transportation and Transit

COVID-19 Impacts

COVID-19 savings of \$161 on Niagara Regional Transit service reduction offset by \$87 cleaning costs for Niagara Specialized Transit.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Operational & Supply	\$(3,536)	FTEs	0	3.4
Transfers to Funds	161			
By-Law Charges and Sales	3,462			
Transfers from Funds	(87)			
Total	\$0			

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$26,813
Debt	6,962
Development Charges	4,820
Federal Gas Tax	11,000
Other External Sources	4,800
Total Gross Capital Request and Funding	\$54,395

The 2021 capital program represents twenty-two distinct projects budgeted at \$54,395. This accounts for 11 per cent of the Region's capital budget for 2021. 62 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Transportation capital program include intersection and capacity improvements, annual roads resurfacing program, road and bridge rehabilitation or reconstruction, launch of Vision Zero safety program and facilities and equipment upgrades.

Project Name	Gross Capital Request	Project Description
Struc Rehab - St. Paul W CNR Bridge Replacement (081215)	\$11,000	Replacement of St. Paul St West CNR Structure No. 081215 which carries RR 81 over the CN tracks in west St. Catharines.
21 Ann-Roads Resurfacing	10,000	The annual Strengthening and Resurfacing program is a cost effective initiative to increase the longevity of our roads as sections are fully resurfaced with additional spot repairs to base damages.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
Roads Rehab - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave	7,000	This project is to reconstruct the 2 lane rural cross section and will address drainage improvements, poor pavement condition, road safety concerns and provide active transportation.
Roads Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd	5,860	This project is to reconstruct the 2 lane rural cross section between Helena St and Albert St and the 2 lane urban cross section between Albert St and Lakeshore Rd.
Roads Rehab - RR 529 Effingham St - Webber Rd to River Rd	5,500	This project involves the reconstruction of RR 529 Effingham St to address pavement condition as well as replacing the twin culverts located south of RR 29 Webber Rd.
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	3,500	Based on the 2019 Biennial Bridge Inspection Report a recommendation was made to rehabilitate this bridge within 1-5 years.
Structural Rehab - Hydro Canal Bridge North Str. 020230	2,580	Based on the 2019 Biennial Bridge Inspection Report a recommendation was made to rehabilitate this bridge within 1-5 years.
Roads Rehab RR87 Lakeshore Rd from Townline Rd to Four Mile Creek Rd	2,000	This project will implement the recommendations of the Environmental Assessment (EA) study report completed in October 2014. Phase 2 reconstruction of the road will include improvements to drainage deficiencies, poor road condition, and paved shoulders.
21 Ann-Structural Rehab- Engineering & Construction	1,500	This Annual Program is to undertake construction of structures identified in the Biennial Bridge Inspection Report requiring minor rehabilitation works.
Roads Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	1,000	This project involves the reconstruction of RR 81 King St to address the poor pavement condition, drainage, roadway and intersection safety as well as active transportation.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
21-Rds Rehab-Misc Construction	750	This funding allocation is to address any road or bridge deficiencies that arise during the course of the year that were not anticipated or part of an existing capital project.
Roads Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	710	The reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd will implement the recommendations of the Environmental Assessment (EA) study report completed November 2016.
Roads Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	700	This project involves the reconstruction of RR20 Lundy's Lane from Highland Ave to Montrose Rd to address the poor pavement condition.
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	500	Improvements to the electrical and mechanical systems at the Stanley/McLeod Storm Water Pumping Station in the City of Niagara Falls.
21- Vision Zero	500	Vision Zero Road Safety Plan is a critical part in building a safe and inclusive community; it is a philosophy of significant departure from the traditional approach of road safety by providing a transportation network with safer walking, cycling, and motor vehicle routes.
21 Ann-Development Projects	500	This funding allocation is to address road and intersection needs as related to development projects that are not part of an existing capital project.
21 Ann-Guide Rail Improvement	250	Guide rail systems will deteriorate over time due to environmental conditions in which they are located or may be damaged due to motor vehicles and general wear and tear.
21 Ann-Line Marking	200	This Annual Program is to upgrade pavement marking systems that are substandard where safety concerns have been identified and enhancements have been recommended.
Structural Rehab - Beaver Creek Bridge (063215)	150	Based on the 2019 Biennial Bridge Inspection Report a recommendation was made to replace the Beaver Creek Bridge within 1-5 years.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
Structural Rehab - 077310-16 Mile Creek Arch Culvert	100	Rehabilitation of Sixteen Creek Arch Culvert Structure No. 077310
21- Water New Vans	55	Supply & Install - One new van to be purchased for Integrated Systems staff.
21-Waste Management -Ops Vehicle	40	New vehicle for on-road collection and diversion staff in Waste Management Services
Total	\$54,395	

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 312 km of trunk water mains. The division is also responsible for the operation and maintenance of 11 wastewater facilities, 112 pumping stations, and over 150 km of gravity trunk sewers.

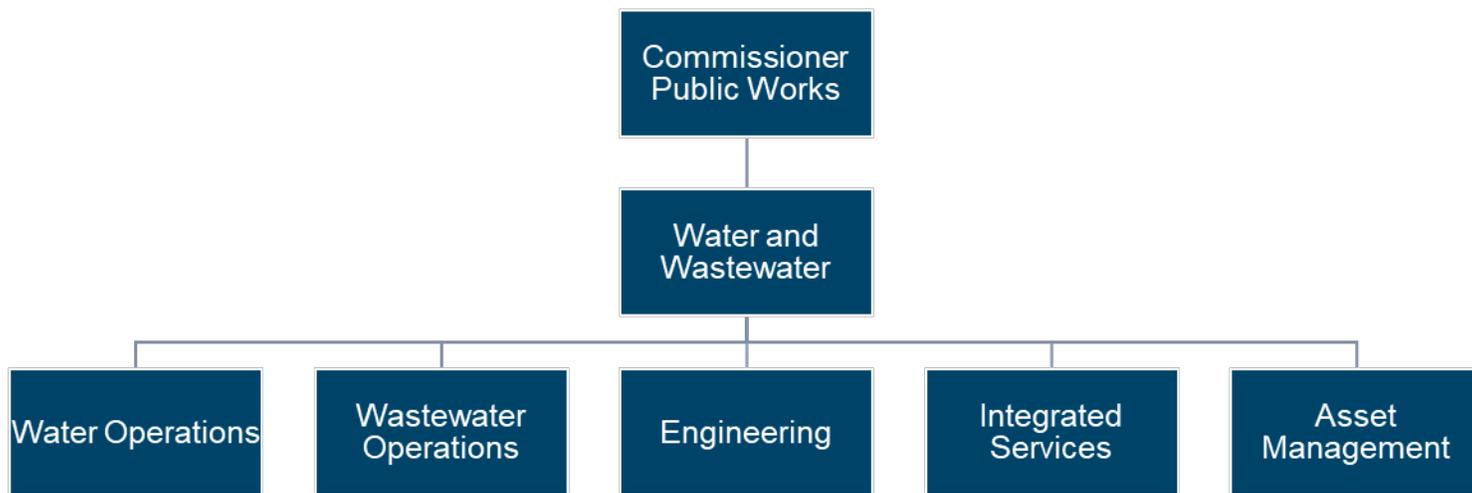
How is Water and Wastewater Operations measured?

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

Responsible Growth and Infrastructure Planning			
Measure	Current	Target	Baseline
Total Wastewater Treated	70.3K ML	70.7K ML	67.8K ML

Water and Wastewater Operations

Who works for Water and Wastewater Operations?



Full Time Equivalents by Division	2019		2020		2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Water Treatment	82.0	2.0	81.0	2.0	81.0	2.0
Wastewater Treatment	115.6	0.5	116.6	0.0	116.6	0.0
Self-Supporting Administration	16.0	1.0	17.0	3.0	17.0	3.2
Integrated Services	31.0	1.0	31.0	1.0	31.0	1.0
Asset Management	17.0	0.0	17.0	1.0	17.0	0.6
Total	261.6	4.5	262.6	7.0	262.6	6.8

Water and Wastewater Operations

Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2021 net requisition rate budget is \$125,401. This represents a \$2,459 increase, or 2.0 per cent, over the prior year's approved budget of \$122,942. [Further details of the Water and Wastewater 2021 budget can be found on our Budget Review Committee meeting agenda here \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Administrative – The decrease of \$871 includes the removed of one-time Master Servicing Plan costs of \$1,300 included in the 2020 budget.

Operational & Supply – The increase of \$1,044 includes increases in chemical costs (\$521) and bio-solids costs (\$241) due to pricing increases and additional volume.

Occupancy & Infrastructure – The increase of \$1,054 includes utility increases in alignment with corporate assumptions of \$754 and additional property taxes of \$296 due to annual inflationary increases and the on boarding of the new Niagara-on-the-Lake Wastewater Treatment Plant.

Transfers to Funds – The decrease of \$3,510 is primarily the result of a temporary reduction in the transfers to the capital reserve to accommodate increased capital financing required to support the South Niagara Falls Wastewater Treatment Plant project. In turn, the Capital Financing Allocation line has increased.

Water and Wastewater Operations

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$23,397	\$24,852	\$24,346	(\$506)	-2.0%
Administrative	2,083	3,433	2,562	(871)	-25.4%
Operational and Supply	13,124	13,166	14,211	1,044	7.9%
Occupancy and Infrastructure	18,316	17,700	18,753	1,054	6.0%
Equipment, Vehicles, and Technology	6,558	6,588	6,436	(152)	-2.3%
Partnership, Rebates, and Exemption	4,107	4,010	4,010	0	0.0%
Financial Expenditures	85	0	0	0	0.0%
Transfers to Funds	39,038	40,749	37,239	(3,510)	-8.6%
Intercompany Charges	1,661	1,777	1,820	43	2.4%
Gross Expenditure	108,368	112,275	109,378	(2,897)	-2.6%
Taxation	(115,905)	(122,942)	(125,401)	(2,459)	-2.0%
By-Law Charges and Sales	(1,730)	(1,421)	(1,517)	(96)	-6.8%
Other Revenue	(1,575)	(3,162)	(2,407)	755	23.9%
Transfers from Funds	(2,998)	(500)	(125)	375	75.0%
Gross Revenue	(6,304)	(5,083)	(4,049)	1,034	20.3%
Net Direct Expenditure before Indirect Allocation	102,065	107,192	105,329	(1,863)	-1.7%
Program Support Allocation	4,554	4,823	4,973	150	3.1%
Capital Financing Allocation	10,970	10,927	15,099	4,172	38.2%
Indirect Allocation	15,524	15,750	20,072	4,322	27.4%
Net Expenditure/(Revenue) After Indirect Allocation	\$1,684	\$0	\$0	\$0	0.0%

Water and Wastewater Operations

COVID-19 Impacts

COVID-19 pressures to fund enhanced cleaning and social distancing measures related to prevent the spread of COVID-19 spread across various objects of expenditure.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$(91)			
Administrative	(116)	FTEs	0	(1.0)
Operational & Supply	7			
Occupancy & Infrastructure	68			
Equipment, Vehicles & Technology	41			
Taxation	216			
Transfers from Funds	(125)			
Total	\$0			

Capital Budget Summary – Water (in thousands)

Funding Source	Funding Amount
Reserves	\$24,440
Debt	0
Development Charges	6,260
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$30,700

The 2021 capital program represents twenty-three distinct projects budgeted at \$30,700. This accounts for 6 per cent of the Region's capital budget for 2021. 80 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Water capital program includes Grimsby Watermain Replacement and Decew Falls Intake Rehabilitation.

Project Name	Gross Capital Request	Project Description
2017- Grimsby Watermain Replacement	\$6,000	Construction- installation of 750mm diameter transmission watermain on South Service Rd from Baker Rd to Park Rd.
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	5,000	Construction – DeCew Falls Water Treatment Plant intake building rehabilitation including travelling screen replacement, electrical systems and Heating, Ventilation and Air Conditioning unit.

Water and Wastewater Operations

Capital Budget Summary – Water (in thousands)

Project Name	Gross Capital Request	Project Description
Watermain - Port Robinson System Interconnect	3,600	Construction - Installation of 1.2 km of 450mm diameter watermain on Townline Road from McLeod Road to Brown Road to service Port Robinson.
21-GAC Replacement program at Water Treatment Plants	2,500	Construction - Granular Activated Carbon and filter media replacement at Decew Plant 1.
Downing Avenue Transmission Main Replacement	2,000	Construction- Replacement of 400m of 600mm diameter transmission watermain in the City of St. Catharines.
21- New Niagara Falls Elevated Tank	1,500	Environmental Assessment and Land Acquisition - Replacement of the Lundy's Lane Elevated Tank with a new elevated tank in the City of Niagara Falls.
Grimsby WTP Upgrade - Laneway Improvements	1,100	Construction - Laneway improvements at the Grimsby Water Treatment Plant.
21- Grimsby WTP HVAC Upgrades	1,000	Design and Construction- Rehabilitation and/or replacement of Heating, Ventilation and Air Conditioning units at Grimsby Water Treatment Plant
21-Drummond Road Valve Rehabilitation	1,000	Design and Construction- Replacement and rehabilitation of several valves and chambers on Drummond Road in the City of Niagara Falls.
21- Boiler Replacement Program	1,000	Construction- Replacement of four (4) boilers at Niagara Falls Water Treatment Plant.
21- New Transmission Main in Smithville	900	Design- New 5.6 km transmission main in Smithville from the Smithville Elevated Tank connecting on Spring Creek Road to an existing Regional watermain.
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	750	Construction - Rehabilitation of the weir and channel bypass for the middle reservoir at Decew Falls Water Treatment Plant.
21- Grimsby WTP New Outfall	600	Design- new outfall structure at Grimsby Water Treatment Plant.

Water and Wastewater Operations

Capital Budget Summary – Water (in thousands)

Project Name	Gross Capital Request	Project Description
21- Roof Replacement Program	500	Design- Roof replacements to the Low Lift and High Lift Buildings at Niagara Falls Water Treatment Plant.
21-Reservoir & Storage Program	500	Construction - Sustainability program for upgrades to Decew Water Treatment Plant reservoir based on current condition.
21-Bemis Elevated Tank Replacement	500	Environmental Assessment for the replacement of the Bemis Elevated Tank.
21-York Road Watermain Replacement	500	Design- Replacement of 3.8 km of 400 mm ductile iron transmission watermain on York Road between Four Mile Creek Road and Concession 7.
21-DeCew Plant 1 Mixing System	400	Design- upgrades to the mixing and settling system at Decew Water Treatment Plant within Plant 1.
21- Rosehill WTP New Outfall	400	Design- New outfall location at the Rosehill Water Treatment Plant.
New Trunk Main in Central Fort Erie	400	Design- Installation of new 2.8 km 450mm trunk watermain to service Central Fort Erie area.
21-Master Meter Replacement Program - Water	250	Design and Construction - Replacement of master meters at the Decew Water Treatment Plant.
21-Corporate WIFI Expansion at Water Facilities	200	Supply and Install- new wireless access points
21-Water - Hardware & Software Upgrade Program	100	Supply & Install - Various Information Technology hardware and software purchases and upgrades.
Total	\$30,700	

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Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Funding Source	Funding Amount
Reserves	\$34,515
Debt	82,989
Development Charges	2,210
Development Charges	148,207
Debt	
Federal Gas Tax	3,000
Other External Sources	108,000
Total Gross Capital Request and Funding	\$378,921

The 2021 capital program represents thirty distinct projects budgeted at \$378,921. This accounts for 76 per cent of the Region's capital budget for 2021. 31 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Wastewater capital program includes the South Niagara Falls Wastewater Treatment Plant Projects.

Project Name	Gross Capital Request	Project Description
South Niagara Falls Wastewater Treatment Plant	\$187,748	Land Acquisition, Design, and Construction - the new South Niagara Falls Wastewater Treatment Plant, with a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold.
21- South Niagara Falls Trunk Sewer	85,342	Design and Construction - New trunk sewer from the existing South Side High Lift Pumping Station to the new South Niagara Falls Wastewater Treatment Plant is necessary to support conveyance of flows. The sewer will be tunneled from the upstream location, under the Welland River near the QEW bridge crossing and connect into the headworks of the plant.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
Niagara Falls WWTP Secondary Treatment Upgrade	47,000	Construction - Secondary treatment upgrades at the Niagara Falls Wastewater Treatment Plant (WWTP). Phase 1 includes; new Moving Bed Biofilm Reactor treatment, repairs to the primary clarifiers, upgrades to the primary treatment coagulation system, demolition of the Rotating Biological Contactors facility, new aeration blower system and blower building, upgrades to the secondary treatment coagulation and flocculation system, secondary clarifier upgrades, new chlorine contact tank, new channel coarse bubble aeration, upgrades to the substation and emergency power upgrades.
21-New Black Horse PS Forcemain - South Niagara Falls WWTP	12,731	Design and Construction - a new 400mm diameter forcemain from the new Black Horse pumping station in Thorold, into the new South Niagara Falls Wastewater Treatment Plant system.
21-New South Niagara Falls WWTP Outfall	10,632	Design and Construction - New outfall for the South Niagara Falls Wastewater Treatment Plant
21-New South West Trunk Sewer - South Niagara Falls WWTP	9,770	Design and Construction - New South West Trunk Sewer to convey sanitary flows from the new Black Horse pumping station forcemain in Thorold, southerly to the existing sanitary sewer network in Southwest Niagara Falls. Supports the new South Niagara Falls WWTP.
21-Peel St PS Upgrades and New Forcemain - South Niagara Falls WWTP	5,921	Design and Construction - Peel St Pumping Station upgrades and forcemain replacement in Thorold (new South Niagara Falls WWTP).
21-New Black Horse PS - South Niagara Falls WWTP	4,390	Land Acquisition, Design, and Construction - Upgrades to the Black Horse Pumping Station, or alternatively constructing a new station to accommodate the capacity and size of the pumping station. Supports the new South Niagara Falls Wastewater Treatment Plant.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
George Street SPS Upgrade	2,600	Construction – Sustainability upgrade of the George Street Pumping Station in the City of Thorold.
21-Niagara Falls McLeod Rd Overflow Diversion	1,891	Design and Construction - Niagara Falls McLeod Rd Overflow Diversion (new South Niagara Falls WWTP)
East Side Pump Station Forcemain Replacement	1,500	Design – Replacement of the Eastside Pumping Station Forcemain.
21-WWTP Digester / Sludge Management Program	1,250	Construction – The digester and sludge management program is a sustainability program which includes taking digesters and lagoons out of service for cleaning, inspection, rehabilitation, and compliance approval.
Campden Pumping Station Upgrades	1,200	Construction - Capacity upgrades at the Campden Pumping Station in the Town of Lincoln.
21-Garner Rd, Oakwood Dr, Grassy Brook PS Decommissioning	1,139	Design and Construction - Decommissioning of the Garner Rd, Oakwood Dr, and Grassy Brook Pumping Stations. As part of the overall servicing strategy for the new South Niagara Falls Wastewater Treatment Plant the Pumping Stations will be decommissioned as the catchment areas will have the ability to flow by gravity to the new trunk sewer along OPG corridor, Oakwood Dr or Montrose Rd.
21 - Region Wide Sludge Septic Haulage Program	1,000	Design and Construction – Upgrades and replacement of the sludge septic haulage stations at the wastewater treatment plants.
21 - Ontario St Pumping Station Upgrades	850	Design - Capacity upgrades at the Ontario St Pumping Station.
21- Mill St Area Sanitary Improvements Ph 1	825	Design and Construction - Replacement and relocation of approximately 300 m of trunk sewer along Franklin and Mill St in the City of Welland.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
21-South Side High Lift PS Decommissioning - South Niagara Falls WWTP	633	Design and Construction - Decommissioning of the South Side High Lift Pumping Station, the flows will be redirected south to the new South Niagara Falls Wastewater Treatment Plant via a new gravity trunk sewer.
20-Lakeshore Road Pumping Station Upgrade	500	Land Acquisition - Capacity and sustainability upgrade at the Lakeshore Rd Pumping Station.
19-Decommission Old Central Pumping Station	400	Construction - Decommissioning of the old Central Pumping Station and High Rate Treatment facility that has been out of service since 2007.
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	350	Design - Sustainability upgrades and forcemain replacement at the Spring Gardens Pumping Station
21- Rolling Acres PS Upgrades and Forcemain Replacement	300	Design - Sustainability upgrades at the Rolling Acres pumping station, and forcemain replacement.
21- Arena Pumping Station Upgrades	300	Design - Sustainability upgrades at the Arena Pumping Station.
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	300	Design - Replacement of the Port Dalhousie Wastewater Treatment Plant (WWTP) Waste Gas Burner System.
21-Seaway WWTP Contact Tank Process Modifications	250	Design and Construction - Modifications to the Seaway Wastewater Treatment Plant secondary effluent chlorine contact tank.
21-Laboratory and Sampling Equipment Upgrade Program	100	Supply & Install - Replacement of Environmental Sampling Equipment, Environmental Centre Laboratory Equipment and Small Scale Renovations
Total	\$378,921	

Public Works – Waste Management Services

Mission Statement:

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

What does Waste Management Services do?

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

How is Waste Management Services measured?

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

Responsible Growth and Infrastructure Planning

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

Waste Management Services

Who works for Waste Management Services?



Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Waste Management	32.0	2.2	34.0	1.2	34.0	0.2

Waste Management Services

Operating Budget Summary (in thousands)

Waste Management Services' 2021 net requisition budget is \$40,567. This represents a \$1,745 increase, or 4.5 per cent, over the prior year's approved budget of \$38,822.

[Further details of the Waste Management 2021 budget can be found on our Budget Review Committee meeting agenda here \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Operational and Supply – The increase of \$7,302 includes \$6.6 million in collection cost escalation, \$413 thousand in increased compost facility costs and \$587 thousand in increased prices for recycled materials purchased from other municipalities offset by various cost decreases.

By-law Charges and Sales – The increase of \$660 is primarily the result of increased recycled materials revenues due to improving market conditions and an increase in container sales.

Other Revenue – The increase of \$1,276 is related primarily to Resource Productivity & Recovery Authority (RPRA) Blue Box program funding.

Transfers from Funds – The increase of \$1,968 is to mitigate cost increases as identified above.

Waste Management Services

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$3,512	\$3,923	\$3,574	(\$349)	-8.9%
Administrative	715	1,296	747	(550)	-42.4%
Operational and Supply	38,519	42,448	49,750	7,302	17.2%
Occupancy and Infrastructure	1,425	1,453	1,620	167	11.5%
Equipment, Vehicles, and Technology	1,254	1,214	1,150	(64)	-5.3%
Partnership, Rebates, and Exemption	196	189	196	7	3.8%
Financial Expenditures	36	0	0	0	0.0%
Transfers to Funds	5,000	4,136	4,136	0	0.0%
Intercompany Charges	133	130	115	(14)	-11.2%
Gross Expenditure	50,790	54,789	61,288	6,500	11.9%
Taxation	(35,328)	(38,822)	(40,567)	(1,745)	-4.5%
By-Law Charges and Sales	(10,584)	(11,609)	(12,269)	(660)	-5.7%
Other Revenue	(4,493)	(5,191)	(6,466)	(1,276)	-24.6%
Transfers from Funds	(1,511)	(1,604)	(3,572)	(1,968)	-122.7%
Gross Revenue	(51,918)	(57,225)	(62,874)	(5,649)	-9.9%
Net Direct Expenditure before Indirect Allocation	(1,128)	(2,437)	(1,586)	851	34.9%
Indirect Allocation	1,356	1,499	1,508	9	0.6%
Capital Financing Allocation	928	938	78	(860)	-91.7%
Indirect Allocation	2,284	2,437	1,586	(851)	-34.9%
Net Expenditure/(Revenue) After Indirect Allocation	\$1,156	\$0	\$0	\$0	0.0%

COVID-19 Impacts

COVID-19 pressures due to enhanced cleaning and social distancing measures.

Object of Expenditure	Amount
Operational & Supply	\$107
Occupancy & Infrastructure	19
Transfers from Funds	(126)
Total	\$0

Full Time Equivalents	Perm	Temp
FTEs	0	0

Waste Management Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$4,927
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$4,927

The 2021 capital program represents eleven distinct projects budgeted at \$4,927. This accounts for 1 per cent of the Region's capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Waste Management capital program includes the Mountain General Waste Treatment and a Recycling Rotary Glass dryer.

Project Name	Gross Capital Request	Project Description
Mtn-GW Treatment LCS upgrades	\$1,200	To ensure adequate funding is available to retain a consultant to design both a constructed wetland/mechanical treatment to accept flow from one or more of the pumping wells, and upgrades to the leachate collection system (LCS). The manholes are over 45 years old and are deteriorating. The estimated cost includes design, tendering, construction administration and inspection for both pieces of infrastructure.
21-Recycling Rotary Glass Dryer	880	Replacement of existing dryer at end of its service life with a rotary glass dryer.
Glenridge LCS Header Replacement	825	Investigation, re-design and construction of portions of the leachate collection system (LCS) to improve hydraulic containment and ensure good state of repair and functionality.
21-NR12-Compost Pad	520	The compost pad at the Niagara Road 12 Landfill Site is in need of significant upgrades.
Glenridge - Passive Gas System	385	Upgrade to the existing Passive Gas Venting System installed in 2019 plus a second Passive Venting System on the south side of the landfill.
21-Recycling Loader Replacement	358	Replacement of loaders used to move and load recyclables in the Recycling Centre based on life cycle analysis.

Waste Management Services

Project Name	Gross Capital Request	Project Description
21-Humberstone-LGCCS Phase 3	330	Design of Phase 3 of the Humberstone Landfill Gas Collection and Control System (LGCCS) that is required per Ministry of Environment, Conservation and Parks (MECP) approvals.
21-Ann Misc. Enhance/Replace	165	Annual program for the remediation of leachate seeps at landfill sites across the Niagara Region, replacement of ineffective and damaged pumps that may be required at any of the nine leachate pumping stations, and other work as required subject to the results of annual monitoring programs and other facility upgrades.
21-Recycling Building & Equip	110	Annual program for the replacement of minor equipment and building upgrades to support the Material Recycling Facility (MRF), subject to the result of annual inspections.
21-Property Acquisition	110	Funds to acquire properties adjacent to the two active and twelve closed landfill sites in the Niagara Region to ensure an adequate buffer, subject to availability of the property and need.
21-Recycling Facility Improvement	44	Equipment replacement and facility upgrades to ensure optimal operations and that the Material Recycling Facility (MRF) remains in good repair. This budget is intended to include the replacement of a snorkel lift and any additional identified equipment or facility needs.
Total	\$4,927	

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.

How is Court Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Number of Charges Filed per Court Administration Clerk	4558.50	4558.50	3989.36

Sustainable and Engaging Government			
Measure	Current	Target	Baseline
Total Cost of POA Services per Charge Filed	\$157.67	\$157.67	\$134.72

Who works for Courts Services?

Full Time Equivalents by Division	2019	2019	2020	2020	2021	2021
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Courts Services	26.0	0.0	35.0	0.0	35.0	0.0

Court Services

Operating Budget Summary (in thousands)

The 2021 Court Services net revenue after indirect allocations is budgeted at \$680. This represents a \$54 decrease, or 7.4%, over the 2021 budgeted net revenue.

[The details of the Courts Services 2021 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$1,615	\$2,570	\$2,549	(\$20)	-0.8%
Administrative	1,753	2,891	2,909	18	0.6%
Operational and Supply	1,420	1,163	1,114	(49)	-4.2%
Occupancy and Infrastructure	0	0	1	1	100.0%
Equipment, Vehicles, and Technology	8	1	14	13	2600.0%
Financial Expenditures	241	158	223	65	41.1%
Transfers to Funds	0	200	308	108	54.0%
Intercompany Charges	(5)	(7)	(8)	(1)	-15.5%
Gross Expenditure	5,033	6,975	7,110	135	1.9%
Other Revenue	(7,240)	(8,860)	(8,925)	(65)	-0.7%
Net Direct Expenditure before Indirect Allocation	(2,207)	(1,885)	(1,815)	70	3.7%
Program Support Allocation	606	595	590	(5)	-0.9%
Capital Financing Allocation	552	555	545	(10)	-1.8%
Indirect Allocation	1,158	1,150	1,135	(15)	-1.3%
Net Expenditure/(Revenue) After Indirect Allocation	(\$1,049)	(\$734)	(\$680)	\$54	7.4%

COVID-19 Impacts

COVID-19 pressure due to enhanced facility janitorial services, cleaning supplies and PPE.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Administrative	9	FTEs	0	0
Operational & Supply	(34)			
Occupancy & Infrastructure	1			
Equipment, Vehicles, Technology	13			
Indirect Allocation	50			
Total	\$39			

Niagara Regional Housing

Mission Statement:

To provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighbourhood revitalization.

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 Community 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 community 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 94% 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 59 Non-Profit & Co-operative Housing organizations across Niagara. These organizations own and manage more than 3,650 rental units serving a range of RGI and market-rent tenants.

Rent Supplement Program - NRH has over 750 units under agreements with more than 125 private landlords 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. NRH continues to seek ways to increase funding sources so the Rent Supplement program can continue to grow.

Housing Allowance Program - NRH provides a supplement payment to over 650 households either through agreements with partnering community agencies, private and non-private landlords, or directly to tenants. The program is intended to provide temporary assistance while the tenant remains on the waiting list for a permanent RGI unit. NRH is focusing on growth of the Housing Allowance program through additional funding sources.

Canada Ontario Housing Benefit (COHB) Program - NRH supports the COHB program, a portable rent benefit that helps applicants from the Centralized Waiting List pay their rent to their current landlord in the private market. NRH sends applications to the Ministry of Municipal Affairs and Housing on behalf of Niagara residents in need of housing. At the end of 2020, 245 of these applications have been accepted. Successful applicants are removed the Centralized Waiting List.

Niagara Regional Housing

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. In 2020, 42 individuals/families were housed and there were 187 Housing First units at year end.

New Development - Construction continues for a \$20.9 million, 73-unit development consisting of two apartment buildings on Hawkins Street in Niagara Falls. This project was approximately 40% complete at the end of 2020 and is estimated to finish in December 2021. NRH acquired 5 units in Thorold, two of which are now complete. The remaining three units will be complete in 2021-Q2. NRH has also submitted an application to the Canadian Mortgage and Housing Corporation (CMHC) for the Rapid Housing Initiative. This funding would support the full capital ask for 32 new modular units on the POA lands purchased by NRH in Welland. 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 Investment in Affordable Housing-Extension (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 Ontario Priority Housing Initiative (OPHI). At the end of 2020, 18 homeowners had been approved for the 2020-2021 funding cycle.

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 with a priority given to applicants living in Community Housing. Funding to support this program is allocated from the Ministry through Ontario Priority Housing Initiative (OPHI). 23 homeowners received assistance in purchasing their first home in 2020, two of which were NRH tenants.

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

How is Niagara Regional Housing measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Community Housing Units	34.89	n/a	38.17

Niagara Regional Housing

Who works for Niagara Regional Housing?

Full Time Equivalents by Division	2019 Permanent	2019 Temporary	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary
Niagara Regional Housing	51.0	9.0	51.0	9.0	51.0	9.0

Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$60,225 and a net budget of \$28,912. This represents a \$567 increase, or 2.0 per cent, over the prior year's approved budget of \$28,345.

[The details of the Niagara Regional Housing 2021 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escribemeetings.com \)](https://pub-niagararegion.escribemeetings.com)

Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$4,984	\$5,215	\$5,284	\$69	1.3%
Administrative	644	647	623	(23)	-3.6%
Operational and Supply	83	70	187	117	167.1%
Occupancy and Infrastructure	15,557	15,850	16,694	844	5.3%
Equipment, Vehicles, and Technology	296	246	260	15	6.0%
Community Assistance	29,515	30,985	30,543	(442)	-1.4%
Financial Expenditures	2,195	1,967	2,170	203	10.3%
Transfers to Funds	3,890	3,083	4,399	1,316	42.7%
Intercompany Charges	64	65	64	(1)	-2.2%
Gross Expenditure	57,228	58,127	60,225	2,098	3.6%
Federal and Provincial Grants	(13,337)	(13,714)	(14,003)	(289)	-2.1%
Other Revenue	(16,005)	(16,052)	(16,504)	(452)	-2.8%
Transfers from Funds	(1,282)	(17)	(806)	(789)	-4643.9%
Gross Revenue	(30,624)	(29,782)	(31,313)	(1,531)	-5.1%
Net Direct Expenditure before Indirect Allocation	26,604	28,345	28,912	567	2.0%
Program Support Allocation	1,778	1,992	2,146	154	7.7%
Capital Financing Allocation	5,697	6,107	6,231	123	2.0%
Indirect Allocation	7,475	8,099	8,376	277	3.4%
Net Expenditure/(Revenue) After Indirect Allocation	\$34,079	\$36,444	\$37,288	\$844	2.3%

Niagara Regional Housing

COVID-19 Impacts

COVID-19 pressures due to enhanced cleaning and social distancing measures.

Object of Expenditure	Amount
Operational & Supply	\$50
Occupancy & Infrastructure	362
Community Assistance	192
Transfers from Funds	(412)
Total	\$192

Full Time Equivalents	Perm	Temp
FTEs	0	0

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$1,162
Debt	5,678
Development Charges	0
Federal Gas Tax	0
Other External Sources	440
Total Gross Capital Request and Funding	\$7,280

The 2021 capital program represents three distinct projects budgeted at \$7,280. This accounts for 2 per cent of the Region's capital budget for 2021. 94 per cent of the revenues required to fund the 2021 capital program are derived from the Region's internal sources.

Major highlights of the 2021 Niagara Regional Housing capital program includes the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
21-NRH - Annual Building Capital Program	\$4,790	Capital work related to the replacement and upgrades to the building structures and various components.
21-NRH - Annual Grounds Capital Program	2,290	Capital work to the NRH-owned buildings and properties such as driveway or sidewalk replacements, extensive landscaping including re-grading, fencing, lighting etc.
21-NRH - Annual Emergency Capital Program	200	Emergency capital work, outside of the current year NRH asset management strategic plan, requiring immediate attention.
Total	\$7,280	

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](https://npca.ca/about))

Niagara Peninsula Conservation Authority

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.

Operating Budget Summary (in thousands)

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

[The details of the Niagara Peninsula Conservation Authority 2021 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escribemeetings.com \)](https://pub-niagararegion.escribemeetings.com)

Budget with Comparators by Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Partnership, Rebate, Exemptions	\$5,484	\$5,809	\$6,035	\$226	3.9%
Gross Expenditure	5,484	5,809	6,035	226	3.9%
Transfers from Funds	(1,284)	0	(109)	(109)	-100.0%
Gross Revenue	(1,284)	0	(109)	(109)	-100.0%
Net Expenditure/(Revenue) After Indirect Allocation	\$4,200	\$5,809	\$5,926	\$116	2.0%

COVID-19 Impacts

Covid-19 pressures due to enhanced cleaning and social distancing measures.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Partnership, Rebate, Exemption	109			
Transfers from Funds	(109)			
Total	\$0		0	0

Niagara Regional Police Services

Mission Statement:

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

What does the Niagara Regional Police Service do?

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

The Niagara Region has unique policing challenges:

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

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

How is Niagara Regional Police Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Target	Baseline
Crime Rate	4,663.80	3,750.15	3,525

Niagara Regional Police Services

Who works for the Niagara Regional Police Service?

Full Time Equivalents by Division	2019	2019	2020	2020	2021	2021
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Housing	1,032.0	0.0	1,075.0	0.0	1,080.0	0.0

Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$179,144 and a net budget of \$161,060. This represents a \$6,602 increase, or 4.3 percent, over the prior year's approved budget of \$154,458.

[The details of the Niagara Regional Police Services 2021 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Budget with Comparators by Object of Expenditure	2019 Actuals	2020 Budget	2021 Budget	\$ Change	% Change
Labour Related Costs	\$150,263	\$157,060	\$163,335	\$6,275	4.0%
Administrative	3,826	4,213	3,970	(243)	-5.8%
Operational and Supply	2,476	2,273	2,446	173	7.6%
Occupancy and Infrastructure	311	361	364	3	0.9%
Equipment, Vehicles, and Technology	6,183	6,804	7,132	328	4.8%
Financial Expenditures	6	1	0	(1)	-90.0%
Transfers to Funds	3,150	3,150	3,275	125	4.0%
Intercompany Charges	(1,406)	(1,361)	(1,378)	(17)	-1.2%
Gross Expenditure	164,809	172,501	179,144	6,643	3.9%
Federal and Provincial Grants	(9,652)	(9,538)	(9,453)	85	0.9%
By-Law Charges and Sales	(6,456)	(6,068)	(4,882)	1,187	19.6%
Other Revenue	(2,329)	(2,186)	(2,334)	(148)	-6.8%
Transfers from Funds	0	(250)	(1,415)	(1,165)	-466.0%
Gross Revenue	(18,437)	(18,042)	(18,084)	(41)	-0.2%
Net Direct Expenditure before Indirect Allocation	146,372	154,458	161,060	6,602	4.3%
Indirect Allocation	6,051	6,799	7,103	304	4.5%
Capital Financing Allocation	8,306	8,924	9,789	865	9.7%
Indirect Allocation	14,357	15,723	16,892	1,169	7.4%
Net Expenditure/(Revenue) After Indirect Allocation	\$160,729	\$170,181	\$177,952	\$7,771	4.6%

Niagara Regional Police Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$2,839
Debt	4,600
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$7,439

The 2021 capital program represents seventeen distinct projects budgeted at \$7,439. This accounts for 1 per cent of the Region’s capital budget for 2021. 100 per cent of the revenues required to fund the 2021 capital program are derived from the Region’s internal sources.

Major highlights of the 2021 Niagara Regional Police capital program includes the annual capital asset replacement programs.

Project Name	Gross Capital Request	Project Description
NRPS Communications Back Up Centre	\$4,600	NRPS Communications Back-Up Centre
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021)	1,400	The annual budget for new and replacement vehicles and associated equipment.
NRPS - IT & Network Equipment Replacement - Annual (2021)	800	This project represents normal ongoing replacements and technology upgrades of technology equipment. Technology equipment includes desktop and laptops, computers, server hardware including in-vehicle Mobile Data Terminals (MDTs).
'NRPS - Automated Fingerprint Records Check (2021)	125	The capital project is to support the initial software implementation and required hardware costs. The automated process will perform all required database searches, compile the results when negative (e.g., no police involvement) and forward to the applicant without requiring NRPS involvement.
NRPS - Direct Read Portable X-Ray System (2021)	87	This request is for a portable X-Ray with direct-read technology that provides members of the Explosives Disposal Unit and Incident Commanders with immediate access to images. These systems provide long-lasting performance while requiring little maintenance and enabling fast deployment.

Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
NRPS - CEW Replacement - Annual (2021)	75	The Service is in a continuous cycle of replacing aging CEW units as they approach their end of useful life. There are currently 305 devices available for use with 90 requiring replacement by end of 2022.
NRPS - Binocular Night Vision Devices (2021)	61	This project is to commence replacement of the Emergency Task Unit's (ETU) personal-issue night vision devices (NVDs).
NRPS - Range Target System (2021)	60	The current NRPS gun range is highly utilized by both internal and external members. Main usage is from the greater than 700 sworn members who are required to qualify on firearms proficiency once every 12 months. New recruit and remedial training is also regularly conducted.
'NRPS - Self Contained Breathing Apparatus (2021)	47	A Self-Contained Breathing Apparatus (SCBA) is the base of a multi-mission Respiratory Protection System that provides operational flexibility to operators and mission commanders in the field.
NRPS - Property and Evidence Money Safes (2021)	45	Programmable freestanding safes that will allow the Service to comply with IAPE accreditation standards.
NRPS - Forward Looking Infrared Camera (2021)	36	The Forward Looking InfaRed (FLIR) system provides for the ability to view areas in lowlight conditions.
NRPS - Automated Licence Plate Reader (2021)	30	Automated License Plate Readers utilize cameras mounted on the roof of the police cruiser.
NRPS - CBRN Non-Encapsulating Protection Suits (2021)	20	Chemical, Biological, Radiological, Nuclear (CBRN) non-encapsulating tactical-style garments offer protection from biological and chemical hazards as well as warfare agents.
NRPS - Towable Underwater Video/Light System (2021)	18	This project covers the purchase of a video camera and lighting system that is capable of being towed behind a vessel.

Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
NRPS - Speed Detection Devices (2021)	14	This project is for the replacement of speed detection devices – LIDARS (Light Detection and Ranging) and radar devices. The
NRPS - Diver's Umbilical Breathing Hose (2021)	13	This project requests the purchase of a set of diver's umbilical breathing hose with communications line and strength member. The umbilical hose provides air to the diver from a surface control station while providing two-way communications.
NRPS - Property and Evidence Scissor Lift (2021)	8	Scissor lift to assist staff reaching high shelving (> 8ft), retrieve and replace boxes containing evidence.
Total	\$7,439	

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SECTION: 5

CAPITAL BUDGET

CORPORATE CAPITAL OVERVIEW

2021 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
- Equipment and Software systems

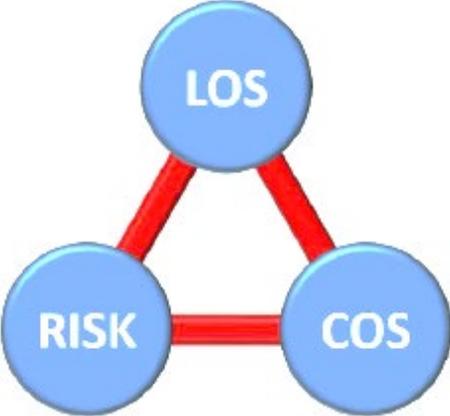
In your personal financing, it would be the equivalent of purchasing large items, such as a house or car, where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a loan).

Asset Management Policy

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

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

Capital Budget



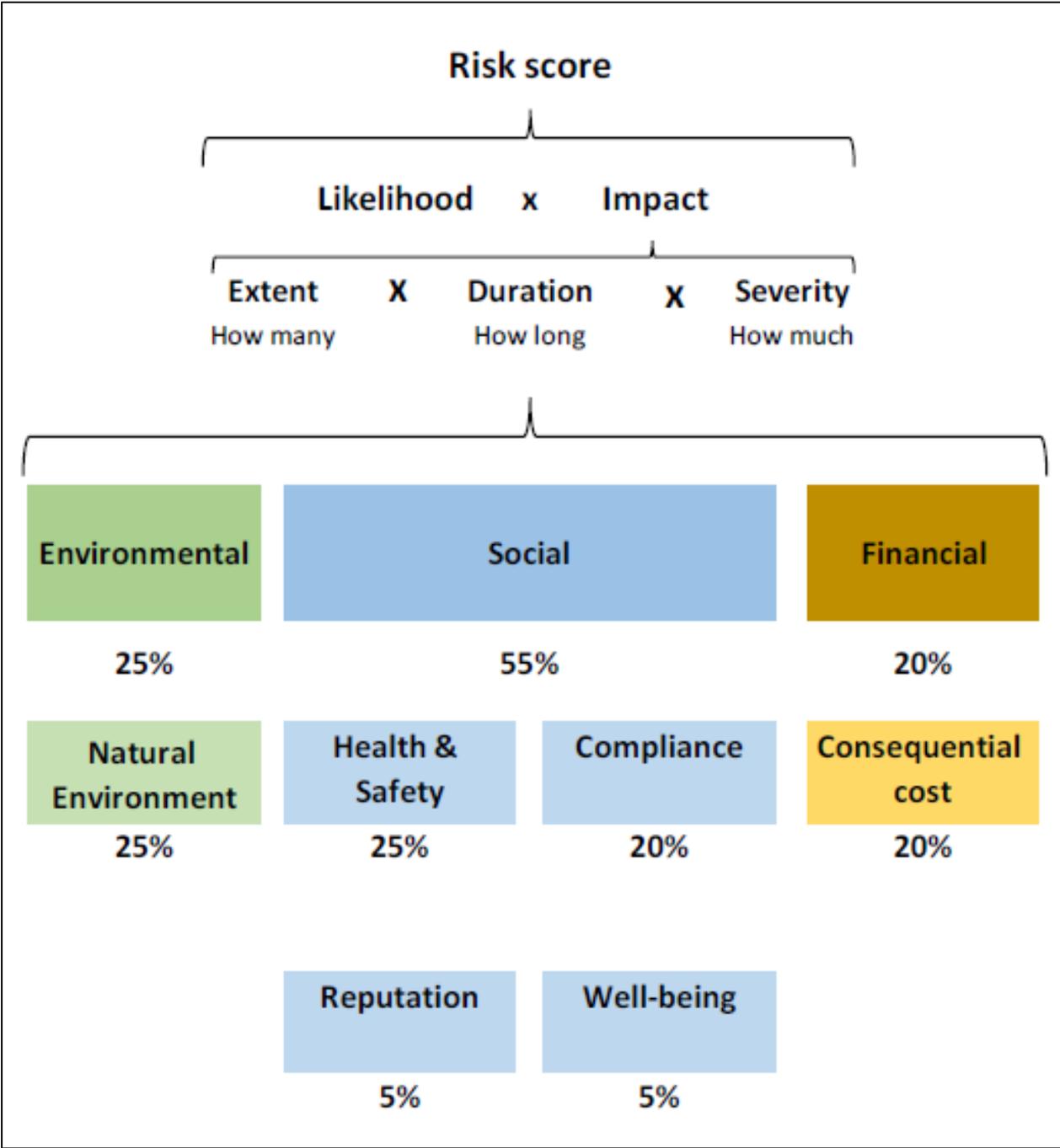
A new process piloted this year by the Asset Management Office was the application of the prioritization model called the Corporate Asset Management Resource Allocation (CAMRA). This model was developed to assess projects based on level of risk and corporate priority to aid in good decision-making. Projects that provided a greater risk based return on investment and had direct alignment to corporate priorities were ranked higher for inclusion in the Capital Budget. Results were vetted with departments and the Corporate Leadership Team for sensitivity before being presented to Council for approval. A summary of criteria evaluated on a project by project basis can be seen in the two following graphics.

Capital Budget

The following graphic shows how the risk score is calculated for CAMRA. Three main categories were evaluated to provide a risk score are as follows:

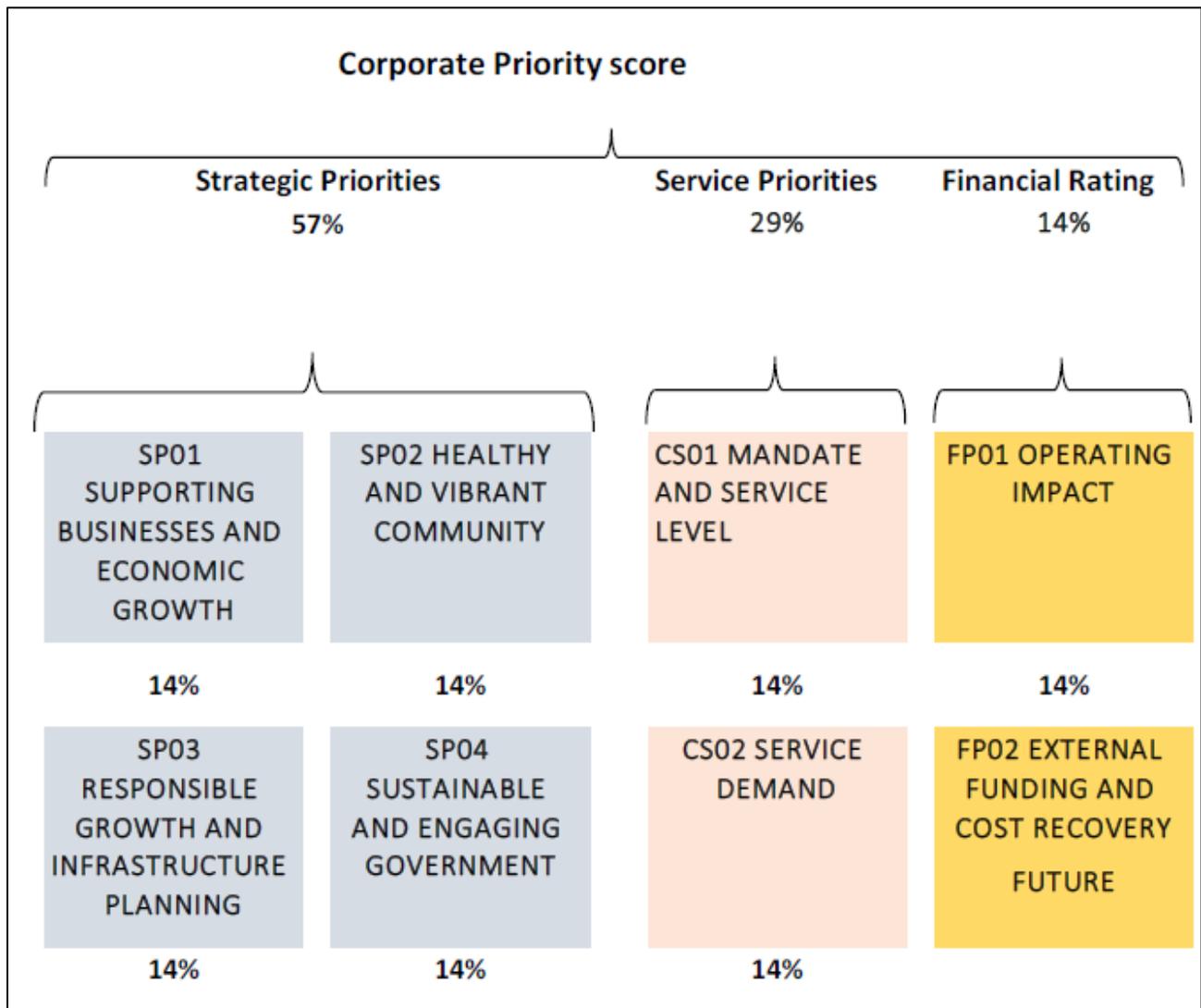
- environmental
- social
- financial

These are further broken down into natural environment, health and safety, compliance, reputation, well-being and consequential cost. These categories are evaluated based on likelihood and impact.



Capital Budget

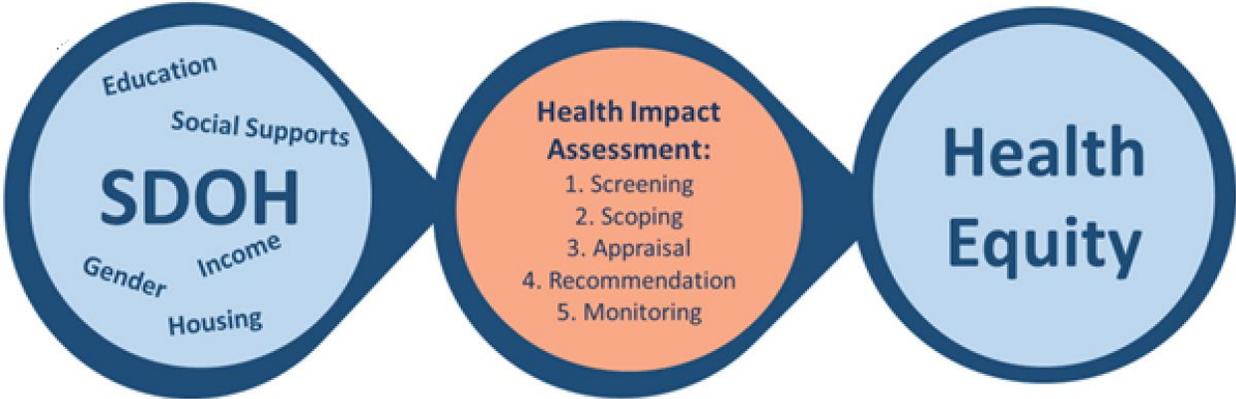
The following graphic shows how the corporate priority score is formulated for CAMRA. Strategic priorities, service priorities and financial impacts are all considered to provide a corporate priority score.



Capital Budget

Health Equity

Incorporated within CAMRA’s environmental and social risk assessment is consideration of health, safety and wellbeing. This is aligned with steps from the Health Equity Informed Planning (HEIP) project, part of the Council Strategic Priority, fostering a healthy and vibrant community. This project involves incorporating Health Impact Assessments into planning processes at the Region. One of the objectives of this assessment is to identify health and health equity impacts within projects in order to maximize positive impacts and reduce negative impacts on health, leading to safer, more inclusive, affordable and accessible human services. A team led by the Diversity, Equity and Inclusion Program Manager is piloting a Health Impact Assessment process in relation to capital projects is an ongoing project.



We address the social determinants of health by completing a HIA to understand impact our projects may have on resident health to achieve health equity.

Capital Financing Policy

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

Niagara Regions capital financing strategy leverages external financing first to minimize the impact to the local tax base. These external sources range from other levels of governments, grants and other 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. A summary of this strategy and definitions of financing methods can be seen

Capital Budget

in the graphic below. The policy reference and brief overview can be seen in [Appendix 2 – Financial Policies and By-laws](#).

Niagara Region’s Capital Plan			
Project Type	Asset Management Plan <ul style="list-style-type: none"> Responsible Growth and Infrastructure Planning Current tax base maintaining existing level of service 	Strategic Investments <ul style="list-style-type: none"> Debt required to support projects with future beneficiaries 	Growth <ul style="list-style-type: none"> Business/Economic Growth Growth pays for growth
	Other External Sources <ul style="list-style-type: none"> Grants, Subsidies, Local Area Municipal Cost Share etc. 		
Funding Source	Pay as you go (Reserves) <ul style="list-style-type: none"> Utilize funds set aside from Operating budgets 	Federal Gas Tax <ul style="list-style-type: none"> Federal Funding to support local infrastructure priorities 	Development Charges <ul style="list-style-type: none"> Used for Growth projects based on DC study & receipts
	Debt <ul style="list-style-type: none"> Funds raised from creditors for Capital projects Required to transition to the policy 		

Debt financing is proposed in an extremely conservative manner, with the 2021 projection calling for no more than 8.3 cents of every own source revenue dollar being spent on financing the debt from capital projects.

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

To create our capital budget, we rely on a number of key pieces of information, including:

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

Once all of this information is brought together, Council is able to make an informed decision regarding the approval of the annual capital budget. Regional Council was presented a \$500.3 million capital budget, including 123 distinct projects. The capital budget was created with consideration for council's strategic priorities, including Responsible and Growth Infrastructure Planning; Healthy and Vibrant Community; Business and Economic Growth; and Sustainable and Engagement Government.

Capital Budget

Capital Budget Recommendation & Approval

At the November 26, 2020 Budget Review Committee of the Whole (BRCOTW), regarding the Water and Wastewater Operating and Rate Requisition Budget, staff were directed to change the proposed budget in the following way:

- Reduce the capital program by \$1 million to accommodate keeping the Combined Sewer Overflow (CSO) program whole
 - Four capital projects with a total gross budget of \$1.2 million and net budget of \$1.05 million were selected for deferral from the bottom tier of projects scored by the Corporate Asset Management Resource Allocation (CAMRA) exercise
 - The gross Capital Budget proposed to council was revised from \$501.5 million to \$500.3 million

Capital Budget

Capital Revenue Summary by Department (in thousands)

The following table summarizes departmental 2021 capital requests of \$500.3 million by revenue funding source.

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Community Services	795	795	0	0	0	0
Corporate Administration	400	400	0	0	0	0
Corporate Services	10,398	2,638	7,760	0	0	0
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	5,051	5,051	0	0	0	0
Transportation Services	54,395	26,813	6,962	4,820	11,000	4,800
Subtotal of Levy Departments	71,039	35,697	14,722	4,820	11,000	4,800
Niagara Regional Housing	7,280	1,162	5,678	0	0	440
Niagara Regional Police	7,439	2,839	4,600	0	0	0
Subtotal of Agency Board and Commissions	14,719	4,001	10,278	0	0	440
Subtotal of Levy Programs	85,757	39,698	25,000	4,820	11,000	5,240
Waste Management	4,927	4,927	0	0	0	0
Wastewater Operations	378,921	34,515	231,196	2,210	3,000	108,000
Water Operations	30,700	24,440	0	6,200	0	0
Subtotal of Rate Programs	414,548	63,882	231,196	8,470	3,000	108,000
Grand Total	500,306	103,580	256,196	13,289	14,000	113,240

Capital Budget

Capital Revenue Detail by Project (in thousands)

Regional council approved 123 Capital projects in the 2021 Capital Budget totaling \$500.3 million. To align with the Capital Financing Policy, a new process was formalized in which all projects would be evaluated based on their scope to better match to the appropriate funding source. This process ensures that the assets built within each projects are paid for by their beneficiaries.

Project scope was evaluated and assigned the following project types.

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

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

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

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

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
20-LTC Cap Imp/Replace	A	274	274	0	0	0	0
21-LTC Homes - Bed Replacement	A	195	195	0	0	0	0
21-LTC Homes - Resident Care Equipment	A	427	427	0	0	0	0
21-LTC Homes - Machinery & Equipment	A	173	173	0	0	0	0
Subtotal of Community Services		795	795	0	0	0	0
21-HRIS Development	A	400	400	0	0	0	0
Subtotal of Corporate Administration		400	400	0	0	0	0
21-Court Scheduling Modernization	S	150	150	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
21-Server Infrastructure – End of Life Asset Replacement	A	600	600	0	0	0	0
21-Telecom Infrastructure – End of Life Voice Speech Attendant	A	100	100	0	0	0	0
21-Code and Legislative Compliance Program	A	290	290	0	0	0	0
EMS - NOTL Separation Of Utilities From Hospital And Generator Installation	A	350	350	0	0	0	0
21-EMS - King St. Base Parking Lot Refurbishment and And Retaining Wall Repair	A	400	400	0	0	0	0
21-NRPS - HQ Interior Door Retrofit	A	150	150	0	0	0	0
Building Ext - Emergency Services-Roof	A	428	428	0	0	0	0
21-PW - Welland Yard Oil Separator And Holding Tank Replacement	A	100	100	0	0	0	0
Backup 911 Call Centre Relocation	A,S	7,760	0	7,760	0	0	0
21-Wainfleet Beach - Long Term Sustainability	A	70	70	0	0	0	0
Subtotal of Corporate Services		10,398	2,638	7,760	0	0	0
21-Annual - EMS - Ambulance and Equipment Replacement	A	2,029	2,029	0	0	0	0
21-EMS - Defibrillator Replacement	A	2,307	2,307	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
21-EMS Intraosseous Needles	A	103	103	0	0	0	0
21-EMS New Ambulance plus Equipment	S	291	291	0	0	0	0
21-EMS Emergency Response Vehicles	A	302	302	0	0	0	0
Digital Radios - Fire Coordinator	A	20	20	0	0	0	0
Subtotal of Public Health Emergency Services		5,051	5,051	0	0	0	0
21 Annual-Guide Rail Improvement	A	250	250	0	0	0	0
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	A	500	500	0	0	0	0
21 Annual-Line Marking	A	200	200	0	0	0	0
Roads Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	G,A	710	639	0	71	0	0
Roads Rehab - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave	G,A	7,000	0	5,613	700	688	0
Structural Rehab - Hydro Canal Bridge North Str. 020230	A	2,580	2,580	0	0	0	0
Roads Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	G,A	700	630	0	70	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Roads Rehab RR87 Lakeshore Rd from Townline Rd to Four Mile Creek Rd	A	2,000	2,000	0	0	0	0
Roads Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd	G,A	5,860	4,419	450	541	0	450
Roads Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	G,A	1,000	0	900	100	0	0
Roads Rehab - RR 529 Effingham St - Webber Rd to River Rd	G,A	5,500	0	0	550	4,950	0
Structural Rehab - St. Paul W CNR Bridge Replacement (081215)	G,A,S	11,000	0	0	1,788	5,363	3,850
21 Annual-Development Projects	A	500	0	0	0	0	500
21 Annual-Roads Resurfacing	G,A	10,000	9,000	0	1,000	0	0
21 Annual- Structural Rehab- Engineering & Construction	A	1,500	1,500	0	0	0	0
21-Rds Rehab-Misc Construction	A	750	750	0	0	0	0
Structural Rehab - Beaver Creek Bridge (063215)	A	150	150	0	0	0	0
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	A	3,500	3,500	0	0	0	0
Structural Rehab -077310-16 Mile Creek Arch Culvert	A	100	100	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
21- Vision Zero	S	500	500	0	0	0	0
21-Waste Management-Ops Vehicle	S	40	40	0	0	0	0
21- Water New Vans	S	55	55	0	0	0	0
Subtotal of Transportation Services		54,395	26,813	6,962	4,820	11,000	4,800
Subtotal of Levy Departments		71,039	35,697	14,722	4,820	11,000	4,800
21-NRH - Annual Emergency Capital Program	A	200	200	0	0	0	0
21-NRH - Annual Grounds Capital Program	A	2,290	311	1,836	0	0	142
21-NRH - Annual Building Capital Program	A	4,790	651	3,841	0	0	298
Subtotal of Niagara Regional Housing		7,280	1,162	5,678	0	0	440
NRPS - Automated Fingerprint Records Check (2021)	S	125	125	0	0	0	0
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021)	A	1,400	1,400	0	0	0	0
NRPS - Speed Detection Devices (2021)	A	14	14	0	0	0	0
NRPS - Automated Licence Plate Reader (2021)	A	30	30	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NRPS - Binocular Night Vision Devices (2021)	A	61	61	0	0	0	0
NRPS - CBRN Non-Encapsulating Protection Suits (2021)	A	20	20	0	0	0	0
NRPS - Direct Read Portable X-Ray System (2021)	A	87	87	0	0	0	0
NRPS - Forward Looking Infrared Camera (2021)	A	36	36	0	0	0	0
NRPS - Diver's Umbilical Breathing Hose (2021)	A	13	13	0	0	0	0
NRPS - Self Contained Breathing Apparatus (2021)	A	47	47	0	0	0	0
NRPS - Towable Underwater Video/Light System (2021)	A	18	18	0	0	0	0
NRPS - CEW Replacement - Annual (2021)	A	75	75	0	0	0	0
NRPS - Range Target System (2021)	A	60	60	0	0	0	0
NRPS - IT & Network Equipment Replacement - Annual (2021)	A	800	800	0	0	0	0
NRPS – Communications Back Up Centre	A,S	4,600	0	4,600	0	0	0
NRPS - Property and Evidence Money Safes (2021)	A	45	45	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NRPS - Property and Evidence Scissor Lift (2021)	A	8	8	0	0	0	0
Subtotal of NRPS		7,439	2,839	4,600	0	0	0
Subtotal of Agency Boards and Commissions		14,719	4,001	10,278	0	0	440
Subtotal of Levy Programs		85,757	39,698	25,000	4,820	11,000	5,240
21-Annual Misc. Enhance/Replace	A	165	165	0	0	0	0
21-Property Acquisition	S	110	110	0	0	0	0
21-Humberstone-LGCCS Phase 3	A	330	330	0	0	0	0
21-NR12-Compost Pad	A	520	520	0	0	0	0
Glenridge - Passive Gas System	A	385	385	0	0	0	0
Glenridge LCS Header Replacement	A	825	825	0	0	0	0
Mountain Road -Ground Water Treatment LCS upgrades	A	1,200	1,200	0	0	0	0
21-Recycling Loader Replacement	A	358	358	0	0	0	0
21-Recycling Facility Improvement	A	44	44	0	0	0	0
21-Recycling Building & Equip	A	110	110	0	0	0	0
21-Recycling Rotary Glass Dryer	A	880	880	0	0	0	0
Subtotal of Waste Management		4,927	4,927	0	0	0	0
21 - Region Wide Sludge Septic Haulage Program	A	1,000	1,000	0	0	0	0
21-Laboratory and Sampling Equipment Upgrade Program	A	100	100	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
21-WWTP Digester / Sludge Management Program	A	1,250	1,250	0	0	0	0
Niagara Falls WWTP Secondary Treatment Upgrade	A	47,000	25,000	19,000	0	3,000	0
21- Rolling Acres PS Upgrades and Forcemain Replacement	A	300	300	0	0	0	0
19-Decomission Old Central Pumping Station	A	400	400	0	0	0	0
20-Lakeshore Road Pumping Station Upgrade	G,A,S	500	50	0	450	0	0
George Street SPS Upgrade	A	2,600	2,600	0	0	0	0
21- Mill St Area Sanitary Improvements Ph 1	A	825	825	0	0	0	0
East Side Pump Station Forcemain Replacement	A	1,500	1,500	0	0	0	0
21- Arena Pumping Station Upgrades	A	300	300	0	0	0	0
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	A	350	350	0	0	0	0
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	A	300	300	0	0	0	0
Campden Pumping Station Upgrades	G,A,S	1,200	120	0	1,080	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
21 - Ontario St Pumping Station Upgrades	G,A,S	850	170	0	680	0	0
South Niagara Falls Wastewater Treatment Plant	G,A,S	187,748	0	79,748*	0	0	108,000
21-New South Niagara Falls WWTP Outfall	G,A,S	10,632	0	10,632*	0	0	0
21- South Niagara Falls Trunk Sewer	G,A,S	85,342	0	85,342*	0	0	0
21-New South West Trunk Sewer - South Niagara Falls WWTP	G,A,S	9,770	0	9,770*	0	0	0
21-Peel St PS Upgrades and New Forcemain - South Niagara Falls WWTP	G,A,S	5,921	0	5,921*	0	0	0
21-South Side High Lift PS Decommissioning - South Niagara Falls WWTP	G,A,S	633	0	633*	0	0	0
21-Garner Rd, Oakwood Dr, Grassy Brook PS Decommissioning	G,A,S	1,139	0	1,139*	0	0	0
21-Niagara Falls McLeod Rd Overflow Diversion	G,A,S	1,891	0	1,891*	0	0	0
21-New Black Horse PS - South Niagara Falls WWTP	G,A,S	4,390	0	4,390*	0	0	0
21-New Black Horse PS Forcemain - South Niagara Falls WWTP	G,A,S	12,731	0	12,731*	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Subtotal of Wastewater Operations		378,921	34,515	231,196	2,210	3,000	108,000
21-Water - Hardware & Software Upgrade Program	A	100	100	0	0	0	0
21-GAC Replacement program at Water Treatment Plants	A	2,500	2,500	0	0	0	0
21-Master Meter Replacement Program - Water	A	250	250	0	0	0	0
21-Reservoir & Storage Program	A	500	500	0	0	0	0
21-Corporate WIFI Expansion at Water Facilities	A	200	200	0	0	0	0
21- Boiler Replacement Program	A	1,000	1,000	0	0	0	0
21- Roof Replacement Program	A	500	500	0	0	0	0
21-Drummond Road Valve Rehabilitation	A	1,000	1,000	0	0	0	0
21- New Niagara Falls Elevated Tank	G,A,S	1,500	1,050	0	450	0	0
21- Rosehill WTP New Outfall	A	400	400	0	0	0	0
New Trunk Main in Central Fort Erie	G,A,S	400	200	0	200	0	0
21-Bemis Elevated Tank Replacement	A	500	500	0	0	0	0
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	A	750	750	0	0	0	0

Capital Budget

Capital Revenue Detail by Project (in thousands) continued

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Downing Avenue Transmission Main Replacement	A	2,000	2,000	0	0	0	0
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	A	5,000	5,000	0	0	0	0
Watermain - Port Robinson System Interconnect	G,A,S	3,600	1,800	0	1,800	0	0
21-DeCew Plant 1 Mixing System	A	400	400	0	0	0	0
21-York Road Watermain Replacement	A	500	500	0	0	0	0
Grimsby WTP Upgrade - Laneway Improvements	A	1,100	1,100	0	0	0	0
2017- Grimsby Watermain Replacement	G,A,S	6,000	3,000	0	3,000	0	0
21- Grimsby WTP New Outfall	A	600	600	0	0	0	0
21- New Transmission Main in Smithville	G,A,S	900	90	0	810	0	0
21- Grimsby WTP HVAC Upgrades	A	1,000	1,000	0	0	0	0
Subtotal of Water Operations		30,700	24,440	0	6,260	0	0
Subtotal of Rate Departments		414,548	63,882	231,196	8,470	3,000	108,000
Grand Total		500,306	103,580	256,196	13,289	14,000	113,240

*Marked with an asterisk within the debt financing of 231,196 for Wastewater projects are financed with development charge debt of 148,207. Other External financing is comprised of \$350 third party recovery, \$3,950 municipal cost share, \$108,440 federal/provincial funding, and \$500 developer contribution related to the annual development project.

Capital Budget

Capital Expenditure Summary by Department (in thousands)

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

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Community Services	795	0	0	795	0	0
Corporate Administration	400	0	0	400	0	0
Corporate Services	10,398	741	7,622	850	299	886
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	5,051	0	0	5,051	0	0
Transportation Services	54,395	4,040	48,660	595	250	850
Subtotal of Levy Departments	71,039	4,781	56,282	7,691	549	1,736
Niagara Regional Housing	7,280	0	7,080	200	0	0
Niagara Regional Police	7,439	0	0	7,439	0	0
Subtotal of Agency Board and Commissions	14,719	0	7,080	7,639	0	0
Subtotal of Levy Programs	85,757	4,781	63,362	15,330	549	1,736
Waste Management	4,927	300	3,854	326	224	224
Wastewater Operations	378,921	27,926	342,005	85	1,322	7,583
Water Operations	30,700	4,038	21,401	300	1,086	3,874
Subtotal of Rate Programs	414,548	32,264	367,261	711	2,632	11,682
Grand Total	500,306	37,045	430,623	16,040	3,180	13,418

Capital Budget

Capital Expense Detail by Project (in thousands)

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21- LTC Homes - Bed Replacement	195	0	0	195	0	0
21 - LTC Homes - Resident Care Equipment	427	0	0	427	0	0
21 - LTC Homes - Machinery & Equipment	173	0	0	173	0	0
Subtotal of Community Services	795	0	0	795	0	0
21-HRIS Development	400	0	0	400	0	0
Subtotal of Corporate Administration	400	0	0	400	0	0
Building Ext - Emergency Services - Roof	428	45	315	0	23	45
Backup 911 Call Centre Relocation	7,760	531	6,207	0	246	776
21-Court Scheduling Modernization	150	0	0	150	0	0
21-Server Infrastructure – End of Life Asset Replacement	600	0	0	600	0	0
21-Code and Legislative Compliance Program	290	165	85	0	15	25
21-NRPS - HQ Interior Door Retrofit	150	0	140	0	10	0
21-Wainfleet Beach - Long Term Sustainability	70	0	70	0	0	0
21-Telecom Infrastructure – End of Life Voice Speech Attendant	100	0	0	100	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
EMS - NOTL Separation Of Utilities From Hospital And Generator Installation	350	0	350	0	0	0
21-EMS - King St. Base Parking Lot Refurbishment and And Retaining Wall Repair	400	0	355	0	5	40
21-PW - Welland Yard Oil Separator And Holding Tank Replacement	100	0	100	0	0	0
Subtotal of Corporate Services	10,398	741	7,622	850	299	886
Digital Radios - Fire Coordinator	20	0	0	20	0	0
21-Annual - EMS - Ambulance and Equipment Replacement	2,029	0	0	2,029	0	0
21-EMS - Defibrillator Replacement	2,307	0	0	2,307	0	0
21-EMS Intraosseous Needles	103	0	0	103	0	0
21-EMS New Ambulance plus Equipment	291	0	0	291	0	0
21-EMS Emergency Response Vehicles	302	0	0	302	0	0
Subtotal of Public Health and Emergency Services	5,051	0	0	5,051	0	0
Roads Rehab RR87 Lakeshore Rd from Townline Rd to Four Mile Creek Rd	2,000	0	2,000	0	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Roads Rehab - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave	7,000	1,000	6,000	0	0	0
Roads Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd	5,860	0	5,360	0	100	400
Roads Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	710	710	0	0	0	0
Roads Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	1,000	1,000	0	0	0	0
Structural Rehab - St. Paul W CNR Bridge Replacement (081215)	11,000	0	11,000	0	0	0
Roads Rehab - RR 529 Effingham St - Webber Rd to River Rd	5,500	0	5,500	0	0	0
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	500	0	500	0	0	0
Structural Rehab - Hydro Canal Bridge North Str. 020230	2,580	80	2,500	0	0	0
21- Vision Zero	500	0	0	500	0	0
Roads Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	700	700	0	0	0	0
21 Ann-Development Projects	500	0	500	0	0	0
21 Ann-Guide Rail Improvement	250	0	250	0	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21 Ann-Roads Resurfacing	10,000	0	9,400	0	150	450
21 Ann-Structural Rehab-Engineering & Construction	1,500	0	1,500	0	0	0
21 Ann-Line Marking	200	0	200	0	0	0
21-Roads Rehab-Misc Construction	750	0	750	0	0	0
Structural Rehab - Beaver Creek Bridge (063215)	150	150	0	0	0	0
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	3,500	300	3,200	0	0	0
Structural Rehab -077310-16 Mile Creek Arch Culvert	100	100	0	0	0	0
21-Waste Management-Ops Vehicle	40	0	0	40	0	0
21- Water New Vans	55	0	0	55	0	0
Subtotal of Public Works - Levy	54,395	4,040	48,660	595	250	850
Subtotal of Levy Departments	71,039	4,781	56,282	7,691	549	1,736
21-NRH - Annual Emergency Capital Program	200	0	0	200	0	0
21-NRH - Annual Grounds Capital Program	2,290	0	2,290	0	0	0
21-NRH - Annual Building Capital Program	4,790	0	4,790	0	0	0
Subtotal of Niagara Regional Housing	7,280	0	7,080	200	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021)	1,400	0	0	1,400	0	0
NRPS - IT & Network Equipment Replacement - Annual (2021)	800	0	0	800	0	0
'NRPS - Automated Fingerprint Records Check (2021)	125	0	0	125	0	0
NRPS - CEW Replacement - Annual (2021)	75	0	0	75	0	0
NRPS - Speed Detection Devices (2021)	14	0	0	14	0	0
NRPS - Range Target System (2021)	60	0	0	60	0	0
NRPS - Binocular Night Vision Devices (2021)	61	0	0	61	0	0
NRPS - Diver's Umbilical Breathing Hose (2021)	13	0	0	13	0	0
NRPS - Direct Read Portable X-Ray System (2021)	87	0	0	87	0	0
'NRPS - Self Contained Breathing Apparatus (2021)	47	0	0	47	0	0
NRPS - CBRN Non-Encapsulating Protection Suits (2021)	20	0	0	20	0	0
NRPS - Forward Looking Infrared Camera (2021)	36	0	0	36	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
NRPS - Towable Underwater Video/Light System (2021)	18	0	0	18	0	0
NRPS - Automated Licence Plate Reader (2021)	30	0	0	30	0	0
NRPS - Property and Evidence Money Safes (2021)	45	0	0	45	0	0
NRPS - Property and Evidence Scissor Lift (2021)	8	0	0	8	0	0
NRPS – Communications Back Up Centre	4,600	0	0	4,600	0	0
Subtotal of Niagara Regional Police Services	7,439	0	0	7,439	0	0
Subtotal of Agency, Boards and Commissions	14,719	0	7,080	7,639	0	0
Subtotal of Levy Programs	85,757	4,781	63,362	15,330	549	1,736
Glenridge LCS Header Replacement	825	0	750	0	38	38
Glenridge - Passive Gas System	385	0	350	0	18	18
Mountain Road -Ground Water Treatment LCS upgrades	1,200	0	1,091	0	55	55
21-NR12-Compost Pad	520	0	473	0	24	24
21-Recycling Loader Replacement	358	0	0	326	16	16
21-Recycling Facility Improvement	44	0	40	0	2	2
21-Recycling Building & Equip	110	0	100	0	5	5
21-Ann Misc. Enhance/Replace	165	0	150	0	8	8

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21-Humberstone-LGCCS Phase 3	330	300	0	0	15	15
21-Property Acquisition	110	0	100	0	5	5
21-Recycling Rotary Glass Dryer	880	0	800	0	40	40
Subtotal of Waste Management	4,927	300	3,854	326	224	224
Niagara Falls WWTP Secondary Treatment Upgrade	47,000	0	39,888	0	995	6,117
Campden Pumping Station Upgrades	1,200	0	1,008	0	35	157
George Street SPS Upgrade	2,600	0	2,184	0	77	339
East Side Pump Station Forcemain Replacement	1,500	1,260	0	0	44	196
South Niagara Falls Wastewater Treatment Plant	187,748	14,176	173,572	0	0	0
19-Decommission Old Central Pumping Station	400	0	336	0	12	52
20-Lakeshore Road Pumping Station Upgrade	500	0	500	0	0	0
21 - Region Wide Sludge Septic Haulage Program	1,000	200	640	0	29	130
21-Laboratory and Sampling Equipment Upgrade Program	100	0	0	85	0	15
21-WWTP Digester / Sludge Management Program	1,250	0	1,050	0	37	163
21- Rolling Acres PS Upgrades and Forcemain Replacement	300	252	0	0	9	39

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21-Seaway WWTP Contact Tank Process Modifications	250	60	150	0	7	33
21- Arena Pumping Station Upgrades	300	252	0	0	9	39
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	350	294	0	0	10	46
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	300	252	0	0	9	39
21 - Ontario St Pumping Station Upgrades	850	714	0	0	25	111
21-New South Niagara Falls WWTP Outfall	10,632	780	9,852	0	0	0
21- South Niagara Falls Trunk Sewer	85,342	6,264	79,078	0	0	0
21-New South West Trunk Sewer - South Niagara Falls WWTP	9,770	910	8,860	0	0	0
21-Peel St PS Upgrades and New Forcemain - South Niagara Falls WWTP	5,921	552	5,370	0	0	0
21-South Side High Lift PS Decommissioning - South Niagara Falls WWTP	633	63	569	0	0	0
21-Garner Rd, Oakwood Dr, Grassy Brook PS Decommissioning	1,139	114	1,025	0	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21-Niagara Falls McLeod Rd Overflow Diversion	1,891	182	1,708	0	0	0
21-New Black Horse PS - South Niagara Falls WWTP	4,390	353	4,037	0	0	0
21-New Black Horse PS Forcemain - South Niagara Falls WWTP	12,731	1,186	11,545	0	0	0
21- Mill St Area Sanitary Improvements Ph 1	825	60	633	0	24	108
Subtotal of Wastewater Operations	378,921	27,926	342,005	85	1,322	7,583
Grimsby WTP Upgrade - Laneway Improvements	1,100	0	875	0	39	187
2017- Grimsby Watermain Replacement	6,000	0	5,070	0	210	720
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	750	0	596	0	26	128
Downing Avenue Transmission Main Replacement	2,000	0	1,690	0	70	240
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	5,000	0	4,225	0	175	600
Watermain - Port Robinson System Interconnect	3,600	0	3,042	0	126	432
21-Water - Hardware & Software Upgrade Program	100	0	0	100	0	0

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
21-GAC Replacement program at Water Treatment Plants	2,500	0	1,988	0	88	425
21-Master Meter Replacement Program - Water	250	50	160	0	10	30
21-Reservoir & Storage Program	500	0	420	0	20	60
21-Corporate WIFI Expansion at Water Facilities	200	0	0	200	0	0
21-Drummond Road Valve Rehabilitation	1,000	100	740	0	40	120
21- New Niagara Falls Elevated Tank	1,500	260	1,000	0	44	196
21-Bemis Elevated Tank Replacement	500	420	0	0	15	65
21-DeCew Plant 1 Mixing System	400	336	0	0	16	48
21-York Road Watermain Replacement	500	420	0	0	20	60
21- Rosehill WTP New Outfall	400	336	0	0	16	48
21- Grimsby WTP New Outfall	600	504	0	0	24	72
21- Boiler Replacement Program	1,000	0	840	0	40	120
New Trunk Main in Central Fort Erie	400	336	0	0	16	48
21- New Transmission Main in Smithville	900	756	0	0	36	108
21- Roof Replacement Program	500	420	0	0	20	60
21- Grimsby WTP HVAC Upgrades	1,000	100	756	0	36	108
Subtotal of Water Operations	30,700	4,038	21,401	300	1,086	3,874

Capital Budget

Capital Expense Detail by Project (in thousands) continued

Capital Budget by Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Subtotal of Rate Departments	414,548	32,264	367,261	711	2,632	11,682
Grand Total	500,306	37,045	430,623	16,040	3,180	13,418

Capital Budget Development Process

Capital Business Cases

In 2021, 123 Capital Projects were approved with the Capital Budget. All projects approved by council is required to present a business case.

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

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

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

In addition to the scope of the project, risk and corporate alignment of the project is reviewed. A summary of this process is provided in the next section.

Corporate Asset Management Resource

As part of the 2021 Capital Budget, the Asset Management Office developed a Region-wide corporate allocation model to facilitate the prioritization of spending called the Corporate Asset Management Resource Allocation (CAMRA). The purpose of CAMRA are as follows:

- Develop a model that will be utilized region-wide to facilitate the allocation of resources across the organization (prioritizing capital projects)
- Provide transparent and consistent approach by developing and using a standardized methodology to prioritize projects across all areas of the organization
- Help with identification and management of risk and regulatory requirements
- Help to sustainably deliver the level of service desired by our customers -the tax and rate payers of the Region

Capital Budget Development Process

CAMRA was applied to all capital projects submitted by the departments in the budgeting process. All projects were assigned a score and projects that were scored highest based on risk based return on investment and corporate alignment were included in the 2021 Capital Budget.

Multi-Year Planning & Significant Non-recurring Projects

Multi-year planning is critical and essential for the future financial health of an organization and continued delivery of services to citizens and businesses.

The Asset Management Plan is a tool used helps the city make the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to taxpayers and maximizing service delivery.

In 2017, The Region's Asset Management Plan identified that following

- Replacement value of assets are \$2.7 billion for levy and \$4.7 billion for rate
- Asset backlog as of 2016 was \$546 million
- The Region had an infrastructure deficit defined as a shortfall in project expenditure required and available funding sources

Given the results of the Region's Asset Management Plan, financial plans and strategies were developed to address this issue:

- On the Levy, in report [CSD 51-2019](#) Capital Financing Policy, it was identified that an estimated 2.16% annually for the next nine years was required to eliminate the infrastructure deficit.
- On the Water and Wastewater Rate Requisition, in report [PW 4-2019](#) Water and Wastewater Financial Plan for O.Reg. 453/07, it was identified that an estimated 5.15% annually for the next eight years was required to eliminate the infrastructure deficit.

Recognizing the impact of COVID-19, the budget planning strategy proposed a 1% increase for capital in 2021. The 10 largest capital business cases that this increase afforded the tax and rate payers are in the next section. Of the 10, all are non-recurring projects with the exception of the Annual Roads Resurfacing project. These 10 projects make up 78% of the total 2021 Capital Budget

2021 Capital Data Sheet – Project ID: J_20000724

South Niagara Falls Wastewater Treatment Plant

Project Description

In order Land Acquisition, Design, and Construction - the new South Niagara Falls Wastewater Treatment Plant, with a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold.

Project Details	
Municipality	Niagara Falls
Operating Unit/Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study, 5-40, WW-TP-001 (40%), 65% per consultant, DC Debt
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	No

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	14,176
Pre-Construction	0
Construction	161,571
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	12,000
Equipment	0
Uninitiated	0
Total Expenditure	187,747

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	79,747
Development Charges	108,000
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	187,747

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	13,287	1,287	1,287	1,287	17,150
2022	1,287	1,287	1,287	1,287	5,150
2023	41,362	41,362	41,362	41,362	165,447

2021 Capital Data Sheet – Project ID: J_20000724

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	2,500	0	0	0	0	0	0	2,500
Design	0	14,176	0	0	0	0	0	14,176
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	161,571	0	0	0	0	0	161,571
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	2,400	12,000	0	0	0	0	0	14,400
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	4,900	187,747	0	0	0	0	0	192,647

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023	
Total Operating Impact		0	0	5,230

Project Need, Justification of Timing and Costs

The Region recently completed their 2041 Growth Plan, which identified significant growth in residents and employment within the City of Niagara Falls by 2041. There is also a new hospital that will be constructed in South Niagara Falls. The recent W&WW Master Servicing Plan (MSP) evaluated the capacity and ability of the existing infrastructure to efficiently and effectively service the Region's existing users, and evaluate and recommend strategies to accommodate the anticipated growth. The MSP concluded that providing a new South Niagara Falls Wastewater Treatment Plant (SNFWWTP) provides the greatest flexibility and support for long term servicing and benefit for the Niagara Falls and Thorold wastewater systems. The Region is finalizing a Schedule C Class Environmental Assessment (EA) that reviews and analyzes the Niagara Falls and Thorold wastewater servicing strategy for the new SNFWWTP. The preferred solution was selected based on multiple bottom line evaluations. The preferred location is on Rexinger Rd in Niagara Falls, and will discharge the treated effluent from the plant into the south side of the Welland River (Chippawa Creek). The new SNFWWTP will have a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold. Approximately

2021 Capital Data Sheet – Project ID: J_20000724

16 ha (40 ac) of land is required for the construction of the new plant. This project will be led by W&WW Engineering in conjunction with Planning and Development, Ministry Environment Conservation Parks, City of Niagara Falls and Thorold, Niagara Health and other Agencies.

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

The 2021 budget request is \$187,747,931 to complete design and construction of the new plant, there is also additional funds for land acquisition. Previously \$2,500,000 was budgeted in 2018 for the EA, in 2019 land acquisition was budgeted at a cost of \$2,400,000. The design and construction estimates are based on Conceptual costs at the Class EA level. This project is 65% DC recoverable

2021 Capital Data Sheet - Project ID: J_20001368

21- South Niagara Falls Trunk Sewer

Project Description

Design and Construction - New trunk sewer from the existing South Side High Lift Pumping Station to the new South Niagara Falls Wastewater Treatment Plant is necessary to support conveyance of flows. The sewer will be tunneled from the upstream location, under the Welland River near the QEW bridge crossing and connect into the headworks of the plant.

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

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	6,264
Pre-Construction	0
Construction	79,078
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	85,342

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	85,342
Development	0
Charges	
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	
Other External	0
Total Funding	85,342

2021 Capital Data Sheet – Project ID: J_20001368

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	501	501	501	501	2,006
2022	501	501	501	501	2,006
2023	501	501	501	79,824	81,328

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	6,264	0	0	0	0	0	6,264
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	79,078	0	0	0	0	0	79,078
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	85,342	0	0	0	0	0	85,342

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet – Project ID: J_20001368

Project Need, Justification of Timing and Costs

The new SNFWWTP will have a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold. A new trunk sewer from the existing South Side High Lift Pumping Station to the new plant is necessary to support conveyance of flows. The sewer will be tunneled from the upstream location, under the Welland River near the QEW bridge crossing and connect into the headworks of the plant. This project will be led by W&WW Engineering in conjunction with Planning and Development, Ministry of Environment Conservation and Parks, City of Niagara Falls and Thorold, Niagara Health and other Agencies.

The 2021 budget request is \$85,342,188 to complete the design and construction of the new Oakwood Dr Trunk Sewer. The design and construction estimates are based on Conceptual costs at the Class EA level. This project is 70% DC recoverable

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

The High – Extensive studies have been completed and the area has been identified as a major growth area, the plant and supporting collection and conveyance will need to be constructed prior to surpassing the existing treatment capacity, and before the new hospital is put into operation. The Public Health impact would be if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding, additionally the risk to Public Health is being unable to accommodate the new hospital and affecting their operation dates

2021 Capital Data Sheet - Project ID: J_10SW1517

Niagara Falls WWTP Secondary Treatment Upgrade

Project Description

Construction - Secondary treatment upgrades at the Niagara Falls Wastewater Treatment Plant (WWTP). Phase 1 includes; new Moving Bed Biofilm Reactor treatment, repairs to the primary clarifiers, upgrades to the primary treatment coagulation system, demolition of the Rotating Biological Contactors facility, new aeration blower system and blower building, upgrades to the secondary treatment coagulation and flocculation system, secondary clarifier upgrades, new chlorine contact tank, new channel coarse bubble aeration, upgrades to the substation and emergency power upgrades.

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

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	39,887
Internal Compensation	397
Internal Costs	596
Contingency	6,117
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	47,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	25,000
Operating Reserves	0
Debt	19,000
Development Charges	0
Federal Gas Tax	3,000
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	47,000

2021 Capital Data Sheet - Project ID: J_10SW1517

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	5,000	5,000	5,000	5,000	20,000
2022	5,000	5,000	5,000	5,000	20,000
2023	5,000	2,000	0	0	7,000

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	1,920	0	0	0	0	0	0	1,920
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	39,887	0	26,000	0	0	0	65,887
Internal Compensation	54	398	0	0	0	0	0	451
Internal Costs	36	597	0	0	0	0	0	632
Contingency	90	6,117	0	0	0	0	0	6,207
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	2,100	47,000	0	26,000	0	0	0	75,100

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

Since the early 2010's the plant has been experiencing operational issues, the discharge sometimes exceeds the effluent limits on the Environmental Compliance Approval (ECA). In July 2018 the Region received an MECP provincial order, then another in March 2019 because the plant was consistently not meeting CBOD and TSS parameters. Initially the order specified that an ECA amendment application must be submitted by Jan 2, 2020, the MECP then granted an extension to Jan 15, 2021. The Federal government inspected the plant because of our non compliance record, and in April 2019 issued a warning letter ordering us to proceed with the planned upgrade. The main issue with the plant is the secondary treatment, the RBC's have proved to be

2021 Capital Data Sheet - Project ID: J_10SW1517

ineffective in treating mainly residential sewage. Construction is phased in two contracts, the first phase includes; new Moving Bed Biofilm Reactor treatment, primary clarifier repairs, RBC facility demo, new aeration blower system and building, upgrades to the coagulation and flocculation system, new chlorine contact tank and channel coarse bubble aeration, secondary clarifier, substation and emergency power upgrades.

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

Urgent – The WWTP is currently out of compliance and there are orders from the Provincial government, and warnings have been issued by the Federal government. There is a risk to Public Health because the wastewater effluent is out of compliance.

2021 Capital Data Sheet - Project ID: J_20001375

21-New Black Horse PS Forcemain - South Niagara Falls WWTP

Project Description

Design and Construction - a new 400mm diameter forcemain from the new Black Horse pumping station in Thorold, into the new South Niagara Falls Wastewater Treatment Plant system.

Project Details	Description
Municipality	Niagara Falls
Operating Unit/Division	Wastewater
Project Initiation	To be Initiated in future
Partners	N/A
DC Study Reference	2017 DC Study, 5-39, WW-FM-006 (80%), 85% per consultant, DC Debt
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	Yes

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	1,185
Pre-Construction	0
Construction	11,544
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	12,730

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	12,730
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	0
Other External	0
Total Funding	12,730

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	0	0	0	0	0
2022	0	0	0	0	0
2023	134	134	134	12,327	12,730

2021 Capital Data Sheet - Project ID: J_20001375

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	1,185	0	0	0	0	0	1,185
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	11,544	0	0	0	0	0	11,544
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	12,730	0	0	0	0	0	12,730

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet - Project ID: J_20001375

Project Need, Justification of Timing and Costs

The new SNFWWTP will have a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold. A new 400mm diameter forcemain is required to pump flows from the new Black Horse pumping station to the new SNFWWTP system. This project will be led by W&WW Engineering in conjunction with Planning and Development, Ministry of Environment Conservation and Parks, City of Niagara Falls and Thorold, Niagara Health and other Agencies.

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

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

2021 Capital Data Sheet - Project ID: J_10RC1566

Structural Rehab - St. Paul W CNR Bridge Replacement (081215)

Project Description

Replacement of St. Paul St West CNR Structure No. 081215 which carries RR 81 over the CN tracks in west St. Catharines.

Project Details	Description
Municipality	St. Catharines
Operating Unit/Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	CN Railway, City of St. Catharines, Metrolinx
DC Study Reference	2017 DC Study H-4, Structure Rehab (25%)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	11,000
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	11,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	1,787
Federal Gas Tax	5,362
Area Municipality	0
Municipal Cost Sharing	3,850
Other External	0
Total Funding	11,000

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	500	3,000	4,000	3,500	11,000
2022	0	0	0	0	0
2023	0	0	0	0	0

2021 Capital Data Sheet – Project ID: J_I0RCI566

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	500	0	0	0	0	0	0	500
Design	0	0	0	0	0	0	0	0
Pre-Construction	400	0	0	0	0	0	0	400
Construction	750	11,000	0	0	0	0	0	11,750
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	40
Warranty	0	0	0	0	0	0	0	0
Property	100	0	0	0	0	0	0	100
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	500	0	0	0	0	0	0	500
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	2,250	11,000	0	0	0	0	0	13,250

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project addresses the replacement of the St. Paul St West CNR Bridge. The 2019 Biennial Inspection Report identified this structure for replacement as the service life has expired and the bridge currently has a triple load restriction. The bridge replacement project also includes construction of the St. Paul St West/Great Western St intersection to facilitate access to the St. Catharines GO Station. In 2017 a Preliminary Design study and conceptual plan for the replacement of the St. Paul St West CNR Bridge was conducted. Timing of this project is critical. The structure has reached the end of its service life and poses a safety risk to motorists. In 2017 recommendations were made from the Biennial Inspection Report to have the structure inspected every 6 months for further evidence of deterioration and loss of load carrying capacity. The roadway geometry at Great Western Street also requires sightline and access improvements to coincide with GO Service operations. The 2021 budget request is \$11,000,000 to proceed with construction. Prior approved funding of \$2,250,000 was used to complete a Preliminary Design, Environmental Assessment (EA) and Detailed Design of the CNR Bridge Replacement. The total project cost is estimated at

2021 Capital Data Sheet – Project ID: J_I0RCI566

\$13,250,000 based on 60% detailed design. Cost sharing with CNR is being negotiated at this time.

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

High-This structure is in poor condition with a Bridge Condition Index (BCI) of 40 and requires immediate replacement. Public Health impacts are not applicable to this project

2021 Capital Data Sheet - Project ID: J_20001367

21-New South Niagara Falls WWTP Outfall

Project Description

Design and Construction - New outfall for the South Niagara Falls Wastewater Treatment Plant

Project Details	Description
Municipality	Niagara Falls
Operating Unit/Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study, 5-40, WW-TP-001 (40%), 65% per consultant, DC Debt
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	No

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	780
Pre-Construction	0
Construction	9,852
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	10,632

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	10,632
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	10,632

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	62	62	62	62	250
2022	62	62	62	62	250
2023	62	62	62	9,944	10,132

2021 Capital Data Sheet - Project ID: J_20001367

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	780	0	0	0	0	0	780
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	9,851	0	0	0	0	0	9,851
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	10,632	0	0	0	0	0	10,632

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet - Project ID: J_20001367

Project Need, Justification of Timing and Costs

The The new outfall for the SNFWWTP will discharge the treated effluent from the new plant into the south side of the Welland River (Chippewa Creek), east of the Ontario Power Generation hydro electric power canal. This project will be led by W&WW Engineering in conjunction with Planning and Development, Ministry of Environment, Conservation and Parks, City of Niagara Falls and Thorold, Niagara Health and other Agencies.

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

High – Extensive studies have been completed and the area has been identified as a major growth area, the plant and supporting outfall will need to be constructed prior to surpassing the existing treatment capacity, and before the new hospital is put into operation. The Public Health impact would be if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding, additionally the risk to Public Health is being unable to accommodate the new hospital and affecting their operation dates

2021 Capital Data Sheet - Project ID: J_20001317

21 Annual Roads Resurfacing

Project Description

2021 Annual Roads Resurfacing Program

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

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	9,400
Internal Compensation	90
Internal Costs	60
Contingency	450
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	10,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	9,000
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	1,000
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	10,000

2021 Capital Data Sheet - Project ID: J_20001317

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	0	4,000	4,000	2,000	10,000
2022	0	0	0	0	0
2023	0	0	0	0	0

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	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	9,400	0	0	0	0	0	9,400
Internal Compensation	0	90	0	0	0	0	0	90
Internal Costs	0	60	0	0	0	0	0	60
Contingency	0	450	0	0	0	0	0	450
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	10,000	0	0	0	0	0	10,000

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet - Project ID: J_20001317

Project Need, Justification of Timing and Costs

The annual Strengthening and Resurfacing program is a cost effective initiative to increase the longevity of our roads as sections are fully resurfaced with additional spot repairs to base damages. Full road reconstruction has far greater costs than road resurfacing. Therefore, selecting roads at the appropriate time is essential to best management practices. The 2021 road section candidates will be selected based on the updated 2020 Pavement Management Study that is currently underway. Staff will also recommend a list of provisional road sections that may be added to the program should surplus funding be realized through the competitive bid process. The 2021 Budget request is \$10,000,000 for construction in accordance with the recommendations of the Pavement Management System.

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

High-Resurfacing of roads is only recommended when roads have deteriorated beyond a recognized standard of fair quality, after such time full road reconstruction, at a higher cost, becomes the recommended solution. Public Health impacts are not applicable to this project.

2021 Capital Data Sheet - Project ID: J_20001369

21-New South West Trunk Sewer - South Niagara Falls WWTP

Project Description

Design and Construction - New South West Trunk Sewer to convey sanitary flows from the new Black Horse pumping station forcemain in Thorold, southerly to the existing sanitary sewer network in Southwest Niagara Falls. Supports the new South Niagara Falls WWTP.

Project Details	Description
Municipality	Niagara Falls
Operating Unit/Division	Wastewater
Project Initiation	To be Initiated in future
Partners	N/A
DC Study Reference	Per consultant, DC Debt
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	No

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	910
Pre-Construction	0
Construction	8,860
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	9,770

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	9,770
Development	0
Charges	
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	
Other External	0
Total Funding	9,770

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	0	0	0	0	0
2022	0	0	0	0	0
2023	103	103	103	9460	9,770

2021 Capital Data Sheet - Project ID: J_20001369

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	910	0	0	0	0	0	910
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	8,860	0	0	0	0	0	8,860
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	9,770	0	0	0	0	0	9,770

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The new SNFWWTP will have a capacity of 30 MLD that will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold. A new trunk sewer is required to convey sanitary flows from the new Black Horse pumping station forcemain in Thorold, southerly to the existing sanitary sewer network in southwest Niagara Falls. This project will be led by W&WW Engineering in conjunction with Planning and Development, Ministry of Environment Conservation and Parks, City of Niagara Falls and Thorold, Niagara Health and other Agencies.

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

High– Extensive studies have been completed and the area has been identified as a major growth area, the plant and supporting collection and conveyance will need to be constructed prior to surpassing the existing treatment capacity, and before the new hospital is put into operation. The Public Health impact would be if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding, additionally the risk to Public Health is being unable to accommodate the new hospital and affecting their operation dates

2021 Capital Data Sheet - Project ID: J_20001271

Backup 911 Call Centre Relocation

Project Description

The Canadian Radio-television and Telecommunication Commission (CRTC) is mandating the evolution to the Next Gen 911 services to improve and enhance the information that can be shared between a caller and a 911 call taker. The funds will be used to pursue consulting for real estate development, location studies, and architect/engineering services for facility design.

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

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	531
Pre-Construction	0
Construction	6,207
Internal Compensation	246
Internal Costs	0
Contingency	776
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	7,760

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	7,760
Development	0
Charges	
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	
Other External	0
Total Funding	7,760

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	1,940	1,940	1,940	1,940	7,760
2022	0	0	0	0	0
2023	0	0	0	0	0

2021 Capital Data Sheet - Project ID: J_20001271

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	531	0	0	0	0	0	531
Pre-Construction	0	0	0	0	0	0	0	0
Construction	1,000	6,207	0	0	0	0	0	7,207
Internal	0	246	0	0	0	0	0	246
Compensation								
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	776	0	0	0	0	0	776
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	1,000	7,760	0	0	0	0	0	8,760

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet - Project ID: J_20001271

Project Need, Justification of Timing and Costs

The The Back-up 911 Dispatch Center is in the process of being temporarily relocated to NRPS 3 District located at 5 Lincoln St, Welland as a like-for-like move from the existing NRPS 1 District building located at 68 Church St, St. Catharines (which will be shuttered in early 2021). The like for like arrangement brings with it the existing and older telecommunications and network infrastructure technology that will be phased out due to the Canadian Radio-television and Telecommunications Commission's (CRTC) mandated Next Gen 911 initiative. Telecommunications networks across Canada, including the networks used to make 911 calls, will continue to transition to Internet Protocol (IP) technology. This will enable Canadians to access new, enhanced, and innovative 911 services with IP-based capabilities, referred to as next-generation 911 (NG911) services. The CRTC is mandating ALL Incumbent Local Exchange Carrier's (ILEC) to establish their NG911 networks and to be ready to provide NG911 Voice service by 30 June 2020 (extended to March 2021 due to COVID-19) and decommission their current 911 network components that will not form part of their NG911 networks by 30 June 2023 (extended to March 2024 due to COVID- 19).

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

Delaying this project increases the risk of failing to meet the mandated date set by the Canadian Radio-television and Telecommunications Commission (CRTC) and jeopardizes the safety of the general public, since the network providers will no longer offer the existing technology beyond March of 2024.

2021 Capital Data Sheet - Project ID: J_10RC1559

Roads Rehabilitation - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave

Project Description

Reconstruction of RR69 Pelham Rd (Phase 3) from Wessel Dr to 8th Ave

Category	Description
Municipality	Lincoln
Operating Unit/Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study, 5-27, 83 (10%)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	1,000
Construction	6,000
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	7,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	5,612
Development Charges	700
Federal Gas Tax	688
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	7,000

2021 Capital Data Sheet - Project ID: J_10RC1559

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2021	1,000	2,000	2,000	2,000	7,000
2022	0	0	0	0	0
2023	0	0	0	0	0

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2021	2022	2023	2024	2025	2026-2030	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	1,000	0	0	0	0	0	1,000
Construction	500	6,000	0	0	0	0	0	6,500
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	500	0	0	0	0	0	0	500
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	1,000	7,000	0	0	0	0	0	8,000

Operating Impact (in thousands)

Object of Expenditure	2021	2022	2023
Total Operating Impact	0	0	0

2021 Capital Data Sheet - Project ID: J_10RC1559

Project Need, Justification of Timing and Costs

This project is to reconstruct the 2 lane rural cross section and will address drainage improvements, poor pavement condition, road safety concerns and provide active transportation. This project is the final phase of the reconstruction of RR69 Pelham Rd. Timing of this project is to address the deteriorating pavement condition. This road section has a Pavement Condition Index (PCI) of 38 and has been identified for reconstruction in the Asset Management Plan (AMP). The 2021 budget request is \$7,000,000 for construction. Prior Approved funding of \$1,000,000 was used for detailed design, property acquisition and utility relocations. The total cost of the project is \$8,000,000 based on 90% detailed design estimates.

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

High-This road section is a maintenance concern. Delaying the project will allow further deterioration of the road and increase maintenance costs.

Public Health impacts are not applicable to this project.

Operating Impacts

Operating Costs of Capital Projects (in thousands)

Significant operating impacts of Capital projects are identified as part of the annual budgeting process. Some examples of potential operating costs reviewed are repairs and maintenance, salary and utilities. The following costs have been included in the 2021 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Costs	2021 Costs	2022 Costs	2023 Costs
Digital Radios - Fire Coordinator	Program Specific Cost	2.4	2.4	2.4
Subtotal of Public Health and Emergency Services		2.4	2.4	2.4
21-Waste Management- Ops Vehicle	Repairs and Maintenance - Equipment	1.4	1.4	1.4
21- Water New Vans	Repairs and Maintenance - Equipment	1.4	1.4	1.4
Subtotal of Transportation Services		2.8	2.8	2.8
NRPS - Automated Licence Plate Reader (2021)	Repairs and Maintenance - Equipment	1	1	1
NRPS - Property and Evidence Money Safes (2021)	Repairs and Maintenance - Equipment	0.1	0.1	0.1
NRPS - Property and Evidence Scissor Lift (2021)	Repairs and Maintenance - Equipment	0.1	0.3	0.1
Subtotal of Niagara Regional Police Services		1.2	1.4	1.2
Subtotal of Levy Departments		6.4	6.6	6.4
South Niagara Falls Wastewater Treatment Plant	Program Specific Cost, Repairs and Maintenance – Equipment, Utilities	5,230	5,230	5,230
Subtotal of Wastewater		5,230	5,230	5,230
Subtotal of Rate Programs		5,230	5,230	5,230
Total of Operating Costs		5,236	5,236	5,236

Operating Impacts

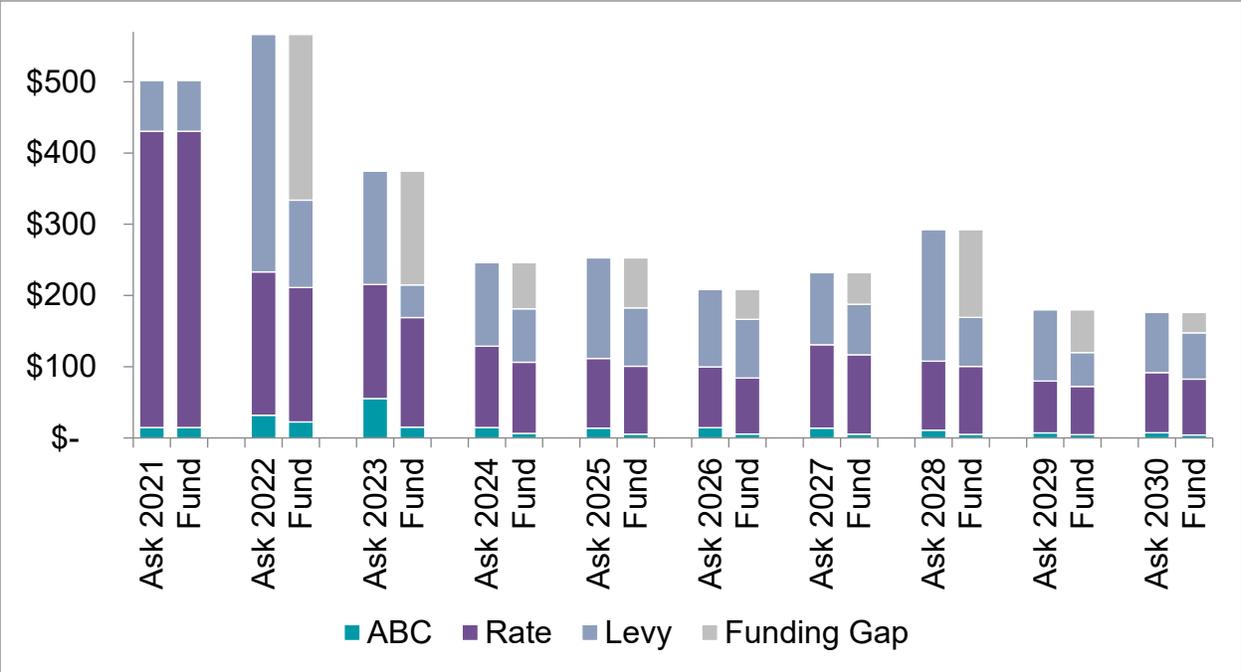
Operating Savings from Capital Projects (in thousands)

Significant operating savings from Capital projects are identified as part of the annual budgeting process. The following savings have been included in the 2021 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Savings	2021 Savings	2022 Savings	2023 Savings
21-Annual - EMS - Ambulance and Equipment Replacement	Program Specific Cost	(55)	(55)	(55)
Subtotal of Public Health and Emergency Services		(55)	(55)	(55)
NRPS - Automated Fingerprint Records Check (2021)	Program Specific Cost	(195)	(194)	(193)
Subtotal of Niagara Regional Police Services		(195)	(194)	(193)
Subtotal of Levy Departments		(250)	(249)	(248)
Mountain Road -Ground Water Treatment LCS upgrades	Program Specific Cost	(50)	0	0
Subtotal of Waste Management		(50)	0	0
Subtotal of Rate Programs		(50)	0	0
Total of Operating Savings		(300)	(249)	(248)

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 \$0.82 billion. This amount changes every year due to the timing of projects and new funding assumptions.



Some assumptions made in the forecast above are as follows:

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

Ten Year Capital Forecast

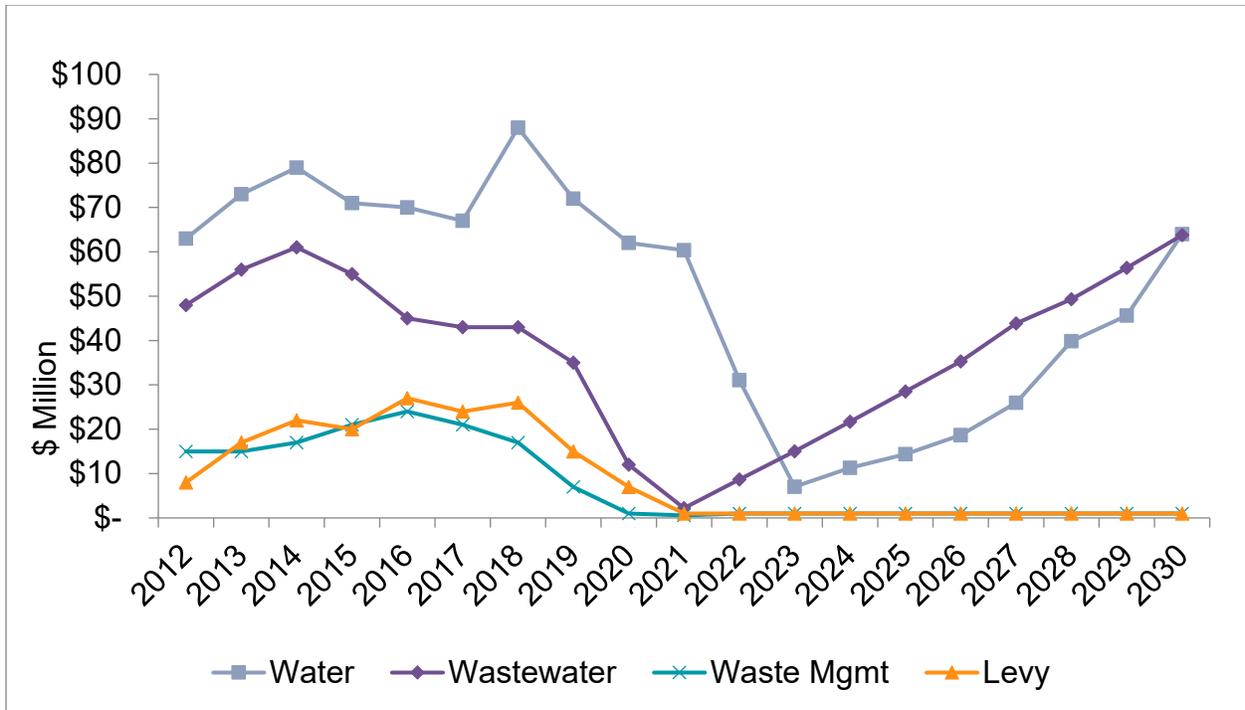
Ten Year Capital Budget Revenue Summary by Year (in thousands)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2021	500,306	103,580	256,196	13,290	14,000	113,240	0
2022	567,488	100,494	78,369	136,606	14,000	5,621	232,398
2023	374,564	93,073	56,978	25,515	14,000	25,218	159,779
2024	245,989	65,551	34,848	64,947	14,800	1,105	64,738
2025	252,808	69,330	31,280	35,974	14,800	31,349	70,074
2026	208,203	65,114	35,632	50,010	14,800	1,049	41,598
2027	231,943	69,794	28,908	72,670	15,300	1,000	44,271
2028	292,342	73,140	8,777	70,943	15,300	1,000	123,182
2029	179,698	87,273	12,249	4,090	15,300	1,000	59,785
2030	176,136	82,063	29,208	19,400	15,900	1,000	28,565
Total	3,029,476	809,414	572,446	493,444	148,200	181,582	824,391

Ten Year Capital Reserve Forecast

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

Ten Year Capital Forecast



Ten Year Capital Forecast

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

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

Department	2021	2022	2023	2024	2025	2026-2030	Total
Community Services	795	1,957	2,819	1,945	1,801	9,441	18,758
Corporate Services	10,398	96,044	10,600	10,100	9,950	150,550	287,642
Corporate Administration	400	400	400	400	400	2,000	4,000
Planning	0	2,972	3,613	746	5,828	9,022	22,181
Public Health and Emergency Services	5,051	6,250	3,179	3,838	3,765	26,312	48,395
Transportation	54,395	225,539	138,382	100,215	119,541	380,722	1,018,795
Subtotal of Levy Departments	71,039	333,162	158,993	117,244	141,285	578,047	1,399,771
Niagara Regional Housing	7,280	25,960	10,962	9,555	10,187	35,216	99,160
Niagara Regional Police	7,439	5,889	44,314	5,214	3,614	18,470	84,940
Subtotal of Agency Board and Commissions	14,719	31,849	55,276	14,769	13,801	53,686	184,100
Subtotal of Levy Programs	85,757	365,011	214,269	132,014	155,086	631,734	1,583,870
Waste Management	4,927	9,913	4,890	3,075	2,132	15,173	40,109
Wastewater Operations	378,921	115,900	56,700	52,700	27,950	252,700	884,871
Water Operations	30,700	76,665	98,705	58,200	67,640	188,715	520,625
Subtotal of Rate Programs	414,548	202,477	160,295	113,975	97,722	456,588	1,445,605
Grand Total	500,306	567,488	374,564	245,989	252,808	1,088,321	3,029,476

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SECTION: 6

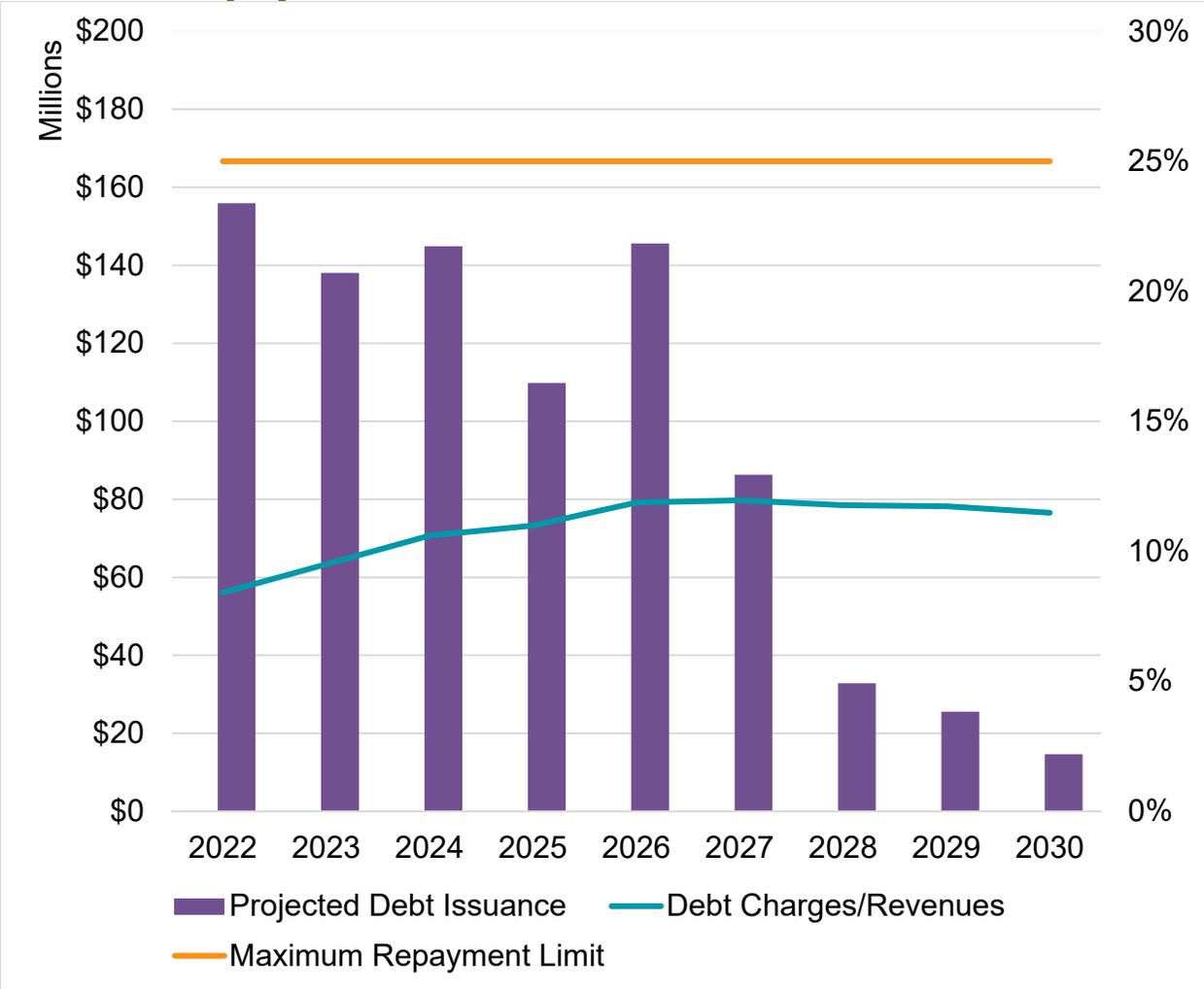
FINANCING SOURCES

LONG-TERM DEBT, RESERVES, DEFERRED REVENUES

Debt Strategy

Fundamental to the long-term financial health of the Niagara Region and local area municipalities (LAMs) is Niagara Region’s Standard & Poor’s (S&P) rating. On October 13, 2020 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 2021 budget Niagara Region has continued using the debt charge placeholder as a tool to control debt charges levels and future debt issuance amounts, continues to use levy reserves, and is funding economic development initiatives.

Annual Repayment Limit Forecast



Debt

Capital Program Funding Model

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

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

- Capital projects are budgeted in their entirety to support transparency of total project costing. Where a project could be considered for phasing the design and construction costs can be budgeted in different years.
- A source of funding is required for each capital project so one Council does not impede a future Council:
 - a. Ensures the 2021 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 2021 budget, the total authorized long-term debt will rise to \$810 million in 2022. The Annual Repayment Limit (ARL) is not expected to go above 12 per cent (related debt charges as a percentage of own source revenue) over the next ten years, meaning that no more than 12 cents per every own source revenue dollar will be spent on debt charges (principal and interest). Staff works diligently throughout the year to ensure that available funds are used to reduce the amount of long-term outstanding debt; through capital project close-outs reports and budget reductions. The capital program funding model, as outlined above, has been designed to support a strong and stable S&P rating.

Debt

Issued Debt Forecast (in thousands)

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

Department	2019 Year-end Balance	2020 Year-end Balance	2021 Forecasted Issuance*	2021 Principal Payments	2021 Year-end Balance	2021 Interest Payments
General Government	0	6,350	0	(592)	5,758	(85)
Corporate Services	12,264	10,510	0	(1,632)	8,878	(494)
Community Services	19,538	32,265	64,594	(3,324)	93,534	(1,008)
Public Health and Emergency Services	14,657	12,667	0	(1,509)	11,158	(383)
Planning and Development	32	0	0	0	0	0
Transportation Services	131,585	143,056	12,964	(12,968)	143,051	(4,050)
Subtotal of Levy Departments	178,075	204,847	77,557	(20,026)	262,378	(6,019)
Courts Services	8,858	8,865	0	(298)	8,267	(236)
Niagara Regional Housing	36,357	35,375	2,679	(4,253)	33,801	(858)
Niagara Regional Police Service	87,489	84,371	3,590	(4,360)	83,600	(3,059)
Subtotal of Agencies and Boards	132,704	128,310	6,269	(8,911)	125,668	(4,153)
Total of Levy Programs	310,779	333,158	83,826	(28,937)	388,047	(10,172)
Water	11,114	25,065	3,373	(769)	27,668	(954)
Wastewater	56,797	57,725	27,156	(2,489)	82,392	(3,112)
Waste Management	795	0	0	0	0	0
Subtotal of Rate Programs	68,706	82,790	30,529	(3,258)	110,060	(4,066)
Total Regional Debt	379,485	415,947	114,355	(32,195)	498,107	(14,238)

Debt

*2021 forecasted debt issuance is estimated as 50% of unissued debt at December 31, 2020, and 25% of the 2021 capital budget; any debt that has not been initiated is assumed at 0%.

Debt

Debt Registry for all issued Debt

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

Department	Issue Term	Issue Year	Issue Amount	2020 Year-end Balance	2021 Principal Payment	2021 Year-end Balance	2021 Interest Payment
General Government	10	2020	6,350	6,350	(592)	5,758	(85)
Subtotal of General Government			6,350	6,350	(592)	5,758	(85)
Corporate Services	5	2016	2,599	534	(534)	0	(9)
Corporate Services	10	2013	485	157	(51)	106	(6)
Corporate Services	10	2016	991	613	(98)	516	(12)
Corporate Services	10	2019	458	416	(42)	374	(9)
Corporate Services	20	2006	7,357	3,064	(446)	2,618	(158)
Corporate Services	20	2007	6,777	3,208	(389)	2,819	(166)
Corporate Services	25	2017	1,016	923	(32)	891	(25)
Corporate Services	30	2010	2,090	1,596	(40)	1,555	(109)
Subtotal of Corporate Services			21,773	10,510	(1,632)	8,878	(494)
Community Services	5	2017	4,329	1,769	(877)	892	(32)
Community Services	20	2003	13,219	3,050	(960)	2,091	(162)
Community Services	20	2004	7,489	2,220	(510)	1,710	(117)
Community Services	25	2014	6,794	5,613	(210)	5,403	(222)
Community Services	25	2017	3,900	3,541	(123)	3,418	(98)
Community Services	25	2020	15,335	15,335	(613)	14,722	(348)
Community Services	30	2014	940	736	(31)	705	(29)
Subtotal of Community Services			52,006	32,265	(3,324)	28,940	(1,008)
Public Health and Emergency Services	5	2016	1,970	405	(405)	0	(6)
Public Health and Emergency Services	5	2018	3,293	2,021	(657)	1,364	(54)
Public Health and Emergency Services	10	2018	1,228	1,007	(114)	893	(29)
Public Health and Emergency Services	20	2006	400	167	(24)	142	(9)
Public Health and Emergency Services	25	2017	2,000	1,816	(63)	1,753	(50)
Public Health and Emergency Services	25	2018	3,735	3,525	(108)	3,417	(114)

Debt

Department	Issue Term	Issue Year	Issue Amount	2020 Year-end Balance	2021 Principal Payment	2021 Year-end Balance	2021 Interest Payment
Public Health and Emergency Services	30	2014	1,500	1,175	(50)	1,125	(47)
Public Health and Emergency Services	30	2019	2,640	2,552	(88)	2,464	(74)
Subtotal of Public Health and Emergency Services			19,241	14,657	(1,990)	12,667	(425)
Transportation	10	2013	8,625	2,792	(910)	1,882	(100)
Transportation	10	2014	17,054	7,292	(1,746)	5,546	(223)
Transportation	10	2015	24,292	12,698	(2,425)	10,273	(316)
Transportation	10	2016	12,213	7,557	(1,202)	6,355	(153)
Transportation	10	2017	8,799	6,316	(851)	5,466	(135)
Transportation	10	2018	8,970	7,354	(835)	6,519	(215)
Transportation	10	2019	16,210	14,727	(1,502)	13,226	(321)
Transportation	10	2020	8,011	8,011	(697)	7,314	(92)
Transportation	15	2010	900	354	(66)	288	(13)
Transportation	20	2006	4,343	1,809	(263)	1,545	(93)
Transportation	20	2010	1,167	706	(58)	648	(31)
Transportation	25	2017	28,611	25,978	(902)	25,075	(716)
Transportation	25	2018	10,774	10,169	(313)	9,856	(329)
Transportation	30	2010	14,245	11,016	(311)	10,705	(640)
Transportation	30	2019	9,850	9,522	(328)	9,193	(275)
Transportation	30	2020	16,754	16,754	(558)	16,196	(397)
Subtotal of Transportation			190,818	143,056	(12,968)	130,087	(4,050)
Subtotal of Levy Departments			287,714	204,847	(20,026)	184,821	(6,019)
Court Services	25	2017	9,433	8,565	(298)	8,267	(236)
Subtotal of Courts Services			9,433	8,565	(298)	8,267	(236)
Niagara Regional Housing	10	2012	1,803	397	(195)	202	(12)
Niagara Regional Housing	10	2013	2,259	731	(238)	493	(26)
Niagara Regional Housing	10	2014	2,517	1,076	(258)	819	(33)
Niagara Regional Housing	10	2015	4,020	2,107	(402)	1,705	(50)
Niagara Regional Housing	10	2016	5,603	3,467	(552)	2,915	(70)
Niagara Regional Housing	10	2017	1,706	1,225	(165)	1,060	(26)
Niagara Regional Housing	10	2018	6,769	5,550	(630)	4,920	(162)
Niagara Regional Housing	10	2019	15,171	13,783	(1,405)	12,378	(301)
Niagara Regional Housing	10	2020	3,300	3,300	(296)	3,004	(38)
Niagara Regional Housing	30	2012	4,500	3,739	(112)	3,627	(139)

Debt

Department	Issue Term	Issue Year	Issue Amount	2020 Year-end Balance	2021 Principal Payment	2021 Year-end Balance	2021 Interest Payment
Subtotal of Niagara Regional Housing			47,648	35,375	(4,253)	31,122	(858)
Niagara Regional Police Services	5	2018	1,675	1,028	(334)	694	(27)
Niagara Regional Police Services	5	2020	1,214	1,214	(240)	974	(10)
Niagara Regional Police Services	10	2015	13,670	7,145	(1,365)	5,780	(178)
Niagara Regional Police Services	10	2016	4,500	2,784	(443)	2,341	(56)
Niagara Regional Police Services	10	2019	608	552	(56)	496	(12)
Niagara Regional Police Services	30	2010	7,800	5,956	(151)	5,805	(406)
Niagara Regional Police Services	30	2014	35,950	31,440	(845)	30,595	(1,155)
Niagara Regional Police Services	30	2015	28,610	25,776	(634)	25,142	(971)
Niagara Regional Police Services	30	2019	8,767	8,474	(292)	8,182	(244)
Subtotal of Niagara Regional Police Services			102,794	84,371	(4,360)	80,010	(3,059)
Subtotal of Agencies and Boards			159,875	128,310	(8,911)	119,399	(4,153)
Total of Levy Programs			447,589	333,158	(28,937)	304,220	(10,172)
Water Operations	25	2018	2,555	2,412	(74)	2,338	(78)
Water Operations	30	2010	9,931	7,584	(192)	7,391	(516)
Water Operations	30	2019	480	464	(16)	448	(13)
Water Operations	30	2020	14,605	14,605	(487)	14,118	(346)
Subtotal of Water Operations			27,571	25,065	(769)	24,295	(954)
Wastewater Operations	20	2010	27,333	16,533	(1,355)	15,178	(719)
Wastewater Operations	30	2010	42,919	32,853	(852)	32,001	(2,174)
Wastewater Operations	30	2019	4,080	3,944	(136)	3,808	(114)
Wastewater Operations	30	2020	4,395	4,395	(147)	4,249	(104)
Subtotal of Wastewater Operations			78,728	57,725	(2,489)	55,236	(3,112)
Subtotal of Rate Programs			106,299	82,790	(3,258)	79,532	(4,066)
Total Regional Debt			553,888	415,947	(32,195)	383,752	(14,238)

Debt

Unissued Debt Forecast (in thousands)

Unissued debt is debt approved by Regional Council for capital programs that has not yet been borrowed through debt financing sources (e.g. Capital Markets or Infrastructure Ontario). The following schedule summarizes the forecasted unissued debt balance for 2021, impacted by the 2021 Capital Budget and forecasted issuances.

Department	2019 Year-end Balance	2020 Year-end Balance	2021 Capital Debt Budget	2021 Forecasted Issuance*	2021 Year-end Balance
General Government	6,350	0	0	0	0
Community Services	15,335	129,187	0	(64,594)	64,594
Public Health and Emergency Services	3,037	3,037	0	0	3,037
Transportation	46,820	30,848	6,962	(12,360)	24,847
Subtotal – Levy Departments	71,542	163,072	6,962	(77,557)	92,477
Niagara Regional Housing	0	2,519	5,678	(2,679)	5,518
Niagara Regional Police Service	2,314	2,250	12,360	(3,590)	11,020
Subtotal – Agencies and Boards	2,314	4,769	18,038	(6,269)	16,538
Total – Levy Funded Programs	73,856	167,841	25,000	(83,826)	109,015
Water	22,249	6,746	0	(3,373)	3,373
Wastewater	32,296	27,901	231,196	(27,156)	231,942
Subtotal – Rate Programs	54,545	34,647	231,196	(30,529)	235,315
Total – Regional Debt	128,401	202,488	256,196	(114,355)	344,329

*2021 forecasted debt issuance is estimated as 50% of unissued debt at December 31, 2020, and 25% of the 2021 capital budget; any debt that has not been initiated is assumed at 0%.

Reserves

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

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

Reserve Forecast (in thousands)

Reserve Description	2019 Year-end Balance	2020 Year-end Balance	2020 Committed	2021 Transfers From Operating	2021 Transfers To Operating	2021 Transfers To Capital	2021 Interest Earnings	2021 Year-end Balance
Wastewater Capital	41,575	25,155	(6,660)	16,540	0	(34,515)	359	879
Water Capital	78,813	71,954	(6,660)	20,699	0	(24,495)	55	61,553
Waste Management Capital	15,770	11,170	(9,002)	2,636	0	(2,557)	33	2,279
General Capital Levy	15,680	19,941	(400)	20,245	(2,658)	(32,250)	0	4,878
Infrastructure Deficit*	0	0	0	3,926	0	(3,352)	0	574
Court Services Facility Renewal	2,876	3,210	0	158	0	0	0	3,368
Niagara Regional Housing	8,228	6,705	0	1,541	(375)	0	0	7,871
Niagara Regional Housing Owned Units	5,988	5,272	0	2,858	0	(1,162)	0	6,968
NRPS LTA Financing	52	0	0	0	0	0	0	0
Police Ontario Police Video Training Alliance	109	107	0	0	0	0	0	107
Police Capital Levy	561	284	0	1,425	0	(1,439)	0	271

Reserves

Reserve Description	2019 Year-end Balance	2020 Year-end Balance	2020 Committed	2021 Transfers From Operating	2021 Transfers To Operating	2021 Transfers To Capital	2021 Interest Earnings	2021 Year-end Balance
Police Vehicle and Equipment Replacement	24	24	0	1,400	0	(1,400)	0	24
Total Capital Reserves	169,677	143,821	(22,722)	71,427	(3,033)	(101,170)	448	88,771
Wastewater Stabilization	1,848	3,254	0	0	0	0	17	3,272
Water Stabilization	2,985	3,430	0	0	0	0	7	3,437
Waste Management Stabilization	6,043	6,365	0	0	(3,446)	0	23	2,942
Encumbrance	16,377	16,275	(16,275)	0	0	0	0	0
Taxpayer Relief	23,757	53,509	(500)	1,011	(26,572)	0	0	27,449
NRH Rent Supplements	266	249	0	0	(19)	0	0	230
Police Contingency	454	704	0	250	0	0	0	954
Police Services Board Contingency	242	242	0	0	0	0	0	242
Total Corporate Stabilization Reserves	51,973	84,030	(16,775)	1,261	(30,037)	0	47	38,526
Ambulance Communication	37	0	0	0	0	0	0	0
Circle Route Initiatives	1,383	1,383	0	0	0	0	0	1,383
Hospital Contribution	0	6,600	0	1,500	0	0	0	8,100
Total Specified Contribution Reserves	1,419	7,983	0	1,500	0	0	0	9,483
Future Benefit Costs	24,695	24,551	0	0	(195)	0	0	24,356
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	201	201	0	0	0	0	0	201
Landfill Liability	8,205	10,820	0	1,500	0	(2,410)	57	9,967

Reserves

Reserve Description	2019 Year-end Balance	2020 Year-end Balance	2020 Committed	2021 Transfers From Operating	2021 Transfers To Operating	2021 Transfers To Capital	2021 Interest Earnings	2021 Year-end Balance
NRH Employee Future Benefits	793	793	0	0	0	0	0	793
Police Accumulated Sick Leave	1,680	1,360	0	0	(365)	0	0	995
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	3,270	3,470	0	200	0	0	0	3,670
Total Future Liability	45,265	47,617	0	1,700	(560)	(2,410)	57	46,404
Reserves								
Total Reserves	268,335	283,451	(39,497)	75,888	(33,630)	(103,580)	552	183,184

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Reserves

Reserve Contributions from Operating (in thousands)

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

Reserve Description	Department	Amount of Transfer	Description of Purpose
Wastewater Capital	Wastewater Operations	11,274	To fund the Wastewater capital program
Wastewater Capital	Wastewater Operations	5,265	As per the Budget Planning By-law, a placeholder for operating costs of capital assets funded in the capital budget that are not expected to be completed in 2021
Subtotal of Wastewater Capital		16,540	
Water Capital	Water Operations	20,699	To fund the Water capital program
Waste Management Capital	Waste Management	2,636	To fund the Waste Management capital program
General Capital Levy	General Government	16,822	To fund the departmental levy supported capital program
General Capital Levy	General Government	714	Estimated net proceeds of surplus property revenue
General Capital Levy	General Government	621	As per the Budget Planning By-law, a placeholder for operating costs of capital assets funded in the capital budget that are not expected to be completed in 2021
General Capital Levy	Community Services	1,829	To fund the debt costs of subsidized Seniors Services capital assets
General Capital Levy	Public Health and Emergency Services	109	To fund the debt costs of subsidized Emergency Medical Services capital assets
General Capital Levy	Court Services	150	To fund the purchase of Courts assets in the general levy capital program
Subtotal of General Capital Levy		20,245	

Reserves

Reserve Contributions from Operating continued

Reserve Description	Department	Amount of Transfer	Description of Purpose
Infrastructure Deficit	General Government	3,926	To fund the departmental levy supported capital program's funding gap
Court Services Facility Renewal	Court Services	158	To fund Court Services capital asset replacement
Niagara Regional Housing Capital	Niagara Regional Housing	1,541	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	2,858	To fund the Niagara Regional Housing capital program
Police Capital Levy	Niagara Regional Police Service	1,425	To fund the Niagara Regional Police Service capital program
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	1,400	To fund the Niagara Regional Police Service capital program
Taxpayer Relief	General Government	850	To fund reserve to stabilize levy requirements due to one-time or unanticipated changes in levy requirements
Taxpayer Relief	Transportation Services	161	Program savings as a result of the COVID-19 pandemic
Subtotal of Taxpayer Relief		1,011	
Police Contingency	Niagara Regional Police Service	250	To address significant unforeseen issues that may develop
Landfill Liability	Waste Management	1,500	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
Hospital Contribution	General Government	1,500	To fund contribution for approved hospital funding requests
Total Transfers to Reserves from Operating		75,888	

Reserves

Operating Funding from Reserves (in thousands)

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

Reserve Description	Department	Amount of Transfer	Description of Purpose
General Capital Levy	Corporate Services	100	To fund preventative roof patching
General Capital Levy	Corporate Services	170	To fund security for 68 Church police building
General Capital Levy	Corporate Services	100	To update building automation systems
General Capital Levy	Corporate Services	100	To update building condition assessments
General Capital Levy	Transportation Services	150	To support grants to local area municipalities for bicycle lanes
General Capital Levy	Transportation Services	100	To fund local area municipality drainage assessments
General Capital Levy	General Government	1,938	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
Subtotal of General Capital Levy		2,658	
Niagara Regional Housing Capital	Niagara Regional Housing	375	To fund housing provider capital grant
Wastewater Stabilization	Waste Management	3,446	To reduce the 2021 Waste Management budget to 4.5%
Taxpayer Relief	General Government	300	To fund Smarter Niagara Incentive Program grants
Taxpayer Relief	Corporate Administration	100	To fund the Canada Summer Games "13 for 13" event
Taxpayer Relief	Corporate Administration	800	To provide for one-time system and consultant costs should an alternative model be required to the current human capital management services contract at its expiry in March 2021
Taxpayer Relief	Public Health and Emergency Services	783	To mitigate increased Emergency Medical Service costs to be recovered in the following year

Reserves

Operating Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Description of Purpose
Taxpayer Relief	Community Services	1,029	To support the costs of permanent supportive housing for one year
Taxpayer Relief	Transportation	20	To support By-Law update to the roads, traffic and parking regulations on Regional roads
Taxpayer Relief	General Government	4,319	To reduce the 2021 net levy operating budget to 1.8%
Taxpayer Relief	Corporate	19,220	To fund costs of programs to respond to, and revenue reductions as a result of, the COVID-19 pandemic
Subtotal of Taxpayer Relief		26,572	
Niagara Regional Housing Rent Supplements	Niagara Regional Housing	19	For rent subsidies under Niagara Regional Housing rent supplement program
Future Benefit Costs	Corporate Services	195	To fund grandfathered sick leave payouts for retiring employees
Police Future Benefit Cost	Niagara Regional Police Service	365	To fund postretirement benefit costs of police employees and retirees
Total Transfers from Reserves to Operating		33,630	

Reserves

Capital Funding from Reserves (in thousands)

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

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Corporate Administration	400	21-HRIS Development
General Capital Levy	Corporate Services	150	21-Court Scheduling Modernization
General Capital Levy	Corporate Services	100	21-Telecom Infrastructure – End of Life Voice Speech Attendant
General Capital Levy	Corporate Services	600	21-Server Infrastructure – End of Life Asset Replacement
General Capital Levy	Corporate Services	31	21-Code and Legislative Compliance Program
General Capital Levy	Corporate Services	350	EMS - NOTL Separation Of Utilities From Hospital And Generator Installation
General Capital Levy	Corporate Services	150	21-NRPS - HQ Interior Door Retrofit
General Capital Levy	Corporate Services	428	Bldg Ext - Emerg Srvc - Roof
General Capital Levy	Corporate Services	100	21-PW - Welland Yard Oil Separator And Holding Tank Replacement
General Capital Levy	Corporate Services	70	21-Wainfleet Beach - Long Term Sustainability
General Capital Levy	Community Services	195	21- LTC Homes - Bed Replacement
General Capital Levy	Community Services	427	21 - LTC Homes - Resident Care Equipment
General Capital Levy	Community Services	173	21 - LTC Homes - Machinery & Equipment
General Capital Levy	Public Health and Emergency Services	291	21-EMS New Ambulance plus Equipment
General Capital Levy	Public Health and Emergency Services	2,307	21-EMS - Defibrillator Replacement
General Capital Levy	Public Health and Emergency Services	302	21-EMS Emergency Response Vehicles
General Capital Levy	Public Health and Emergency Services	103	21-EMS Intraosseous Needles
General Capital Levy	Public Health and Emergency Services	20	Digital Radios - Fire Coordinator

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Services	500	McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station
General Capital Levy	Transportation Services	250	21 Ann-Guide Rail Imprv
General Capital Levy	Transportation Services	200	21 Ann-Line Marking
General Capital Levy	Transportation Services	2,000	Rds Rehab RR87 Lakeshore Rd from Townline Rd to Four Mile Creek Rd
General Capital Levy	Transportation Services	4,419	Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd
General Capital Levy	Transportation Services	639	Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell
General Capital Levy	Transportation Services	2,580	Struc Rehab - Hydro Canal Bridge North Str. 020230
General Capital Levy	Transportation Services	630	Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd
General Capital Levy	Transportation Services	9,000	21 Ann-Roads Resurfacing
General Capital Levy	Transportation Services	1,500	21 Ann-Struc Rehab-Eng & Constr
General Capital Levy	Transportation Services	86	21-Rds Rehab-Misc Construction
General Capital Levy	Transportation Services	150	Struc Rehab - Beaver Creek Bridge (063215)
General Capital Levy	Transportation Services	3,500	Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)
General Capital Levy	Transportation Services	100	Struc Rehab -077310-16 Mile Creek Arch Culvert
General Capital Levy	Transportation Services	500	21- Vision Zero
Subtotal of General Capital Levy*		32,250	
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	"21-NRH - Annual Emergency Capital Program

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
Niagara Regional Housing Owned Units	Niagara Regional Housing	311	"21-NRH - Annual Grounds Capital Program
Niagara Regional Housing Owned Units	Niagara Regional Housing	651	21-NRH - Annual Building Capital Program
Subtotal of Niagara Regional Housing Owned Units		1,162	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	1,400	NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021)
Subtotal of Police Vehicle and Equipment Replacement		1,400	
Police Capital Levy	Niagara Regional Police Services	125	NRPS - Automated Fingerprint Records Check (2021)
Police Capital Levy	Niagara Regional Police Services	14	NRPS - Speed Detection Devices (2021)
Police Capital Levy	Niagara Regional Police Services	30	NRPS - Automated Licence Plate Reader (2021)
Police Capital Levy	Niagara Regional Police Services	61	NRPS - Binocular Night Vision Devices (2021)
Police Capital Levy	Niagara Regional Police Services	20	NRPS - CBRN Non-Encapsulating Protection Suits (2021)
Police Capital Levy	Niagara Regional Police Services	87	NRPS - Direct Read Portable X-Ray System (2021)
Police Capital Levy	Niagara Regional Police Services	36	NRPS - Forward Looking Infrared Camera (2021)
Police Capital Levy	Niagara Regional Police Services	13	NRPS - Diver's Umbilical Breathing Hose (2021)
Police Capital Levy	Niagara Regional Police Services	47	NRPS - Self Contained Breathing Apparatus (2021)
Police Capital Levy	Niagara Regional Police Services	18	NRPS - Towable Underwater Video/Light System (2021)

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	75	NRPS - CEW Replacement - Annual (2021)
Police Capital Levy	Niagara Regional Police Services	60	NRPS - Range Target System (2021)
Police Capital Levy	Niagara Regional Police Services	800	NRPS - IT & Network Equipment Replacement - Annual (2021)
Police Capital Levy	Niagara Regional Police Services	45	NRPS - Property and Evidence Money Safes (2021)
Police Capital Levy	Niagara Regional Police Services	8	NRPS - Property and Evidence Scissor Lift (2021)
Subtotal of Police Capital Levy		1,439	
Infrastructure Deficit	Corporate Services	259	21-Code and Legislative Compliance Program
Infrastructure Deficit	Corporate Services	400	21-EMS - King St. Base Parking Lot Refurbishment and And Retaining Wall Repair
Infrastructure Deficit	Public Health and Emergency Services	2,029	21-Annual - EMS - Ambulance and Equipment Replacement
Infrastructure Deficit	Transportation	664	21-Rds Rehab-Misc Construction
Subtotal of Infrastructure Deficit		3,352	
Water Capital	Transportation Services	55	21- Water New Vans
Water Capital	Water Operations	500	21- Roof Replacement Program
Water Capital	Water Operations	100	21-Water - Hardware & Software Upgrade Program
Water Capital	Water Operations	2,500	21-GAC Replacement program at Water Treatment Plants
Water Capital	Water Operations	250	21-Master Meter Replacement Program - Water
Water Capital	Water Operations	500	21-Reservoir & Storage Program
Water Capital	Water Operations	200	21-Corporate WIFI Expansion at Water Facilities
Water Capital	Water Operations	1,000	21- Boiler Replacement Program

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
Water Capital	Water Operations	1,000	21-Drummond Road Valve Rehabilitation
Water Capital	Water Operations	1,050	21- New Niagara Falls Elevated Tank
Water Capital	Water Operations	400	21- Rosehill WTP New Outfall
Water Capital	Water Operations	200	New Trunk Main in Central Fort Erie
Water Capital	Water Operations	500	21-Bemis Elevated Tank Replacement
Water Capital	Water Operations	750	DeCew Falls Bypass Channel Weir Upgrade (Middle Res)
Water Capital	Water Operations	2,000	Downing Avenue Transmission Main Replacement
Water Capital	Water Operations	5,000	WTP Upgrade - DeCew Falls Intake Building Rehabilitation
Water Capital	Water Operations	1,800	Watermain - Port Robinson System Interconnect
Water Capital	Water Operations	400	21-DeCew Plant 1 Mixing System
Water Capital	Water Operations	500	21-York Road Watermain Replacement
Water Capital	Water Operations	1,100	Grimsby WTP Upgrade - Laneway Improvements
Water Capital	Water Operations	3,000	2017- Grimsby Watermain Replacement
Water Capital	Water Operations	1,000	21- Grimsby WTP HVAC Upgrades
Water Capital	Water Operations	600	21- Grimsby WTP New Outfall
Water Capital	Water Operations	90	21- New Transmission Main in Smithville
Subtotal of Water Capital		24,495	
Wastewater Capital	Wastewater Operations	1,000	21 - Region Wide Sludge Septic Haulage Program
Wastewater Capital	Wastewater Operations	100	21-Laboratory and Sampling Equipment Upgrade Program
Wastewater Capital	Wastewater Operations	1,250	21-WWTP Digester / Sludge Management Program

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	25,000	Niagara Falls WWTP Secondary Treatment Upgrade
Wastewater Capital	Wastewater Operations	400	19-Decommission Old Central Pumping Station
Wastewater Capital	Wastewater Operations	300	21- Rolling Acres PS Upgrades and Forcemain Replacement
Wastewater Capital	Wastewater Operations	50	20-Lakeshore Road Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	2,600	George Street SPS Upgrade
Wastewater Capital	Wastewater Operations	825	21- Mill St Area Sanitary Improvements Ph 1
Wastewater Capital	Wastewater Operations	1,500	East Side Pump Station Forcemain Replacement
Wastewater Capital	Wastewater Operations	250	21-Seaway WWTP Contact Tank Process Modifications
Wastewater Capital	Wastewater Operations	300	21- Arena Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	350	21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement
Wastewater Capital	Wastewater Operations	300	21-Port Dalhousie WWTP Waste Gas Burner Upgrades
Wastewater Capital	Wastewater Operations	120	Campden Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	170	21 - Ontario St Pumping Station Upgrades
Subtotal of Wastewater Capital		34,515	
Waste Management Capital	Transportation Services	40	21-WM-Ops Vehicle
Waste Management Capital	Waste Management	165	21-Ann Misc. Enhance/Replace
Waste Management Capital	Waste Management	110	21-Property Acquisition

Reserves

Capital Funding from Reserves continued

Reserve Description	Department	Amount of Transfer	Project Name
Waste Management Capital	Waste Management	330	21-Humberstone-LGCCS Phase 3
Waste Management Capital	Waste Management	520	21-NR12-Compost Pad
Waste Management Capital	Waste Management	880	21-Recycling Rotary Glass Dryer
Waste Management Capital	Waste Management	358	21-Recycling Loader Replacement
Waste Management Capital	Waste Management	44	21-Recycling Facility Improvement
Waste Management Capital	Waste Management	110	21-Recycling Building & Equip
Subtotal of Waste Management Capital		2,517	
Landfill Liability	Waste Management	825	Glenridge LCS Header Replacement
Landfill Liability	Waste Management	385	Glenridge - Passive Gas System
Landfill Liability	Waste Management	1,200	Mtn-GW Treatment LCS upgrades
Subtotal of Landfill Liability		2,410	
Total Transfers from Reserves to Capital		103,580	

Deferred Revenues

Development Charges

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

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

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

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

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

Federal and Provincial Gas Tax

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

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

Deferred Revenues

Deferred Revenues Forecast (amounts in thousands)

The following schedule summarizes the past and forecasted balances of deferred revenues including impacts of 2021 funding activities detailed in the ensuing schedules.

Deferred Revenue Description	2019 Year-end Balance	2020 Year-end Balance	2021 Committed To Capital	2021 Transfers from External	2021 Transfers to Operating	2021 Transfers to Capital	2021 Interest Earnings	2021 Year-end Balance
General Government DCs	1,483	1,617	0	713	(360)	0	9	1,979
Police Services DCs	2,980	3,964	(22)	1,211	0	0	24	5,178
Roads DCs	56,893	62,893	(51,594)	20,094	(50)	(4,820)	371	26,895
Sewer DCs	52,193	59,724	(18,740)	12,735	(2,000)	(2,210)	348	49,857
Water DCs	35,029	32,172	(16,731)	9,022	0	(6,260)	203	18,406
Emergency Medical DCs	1,531	1,813	(982)	458	0	0	9	1,297
Long-Term Care DCs*	5,727	7,796	(23,469)	3,412	0	0	34	(12,228)
Courts Services DCs	315	(10)	0	161	0	0	3	154
Health DCs	768	1,148	0	412	0	0	7	1,567
Social Housing DCs*	4,370	2,377	(11,287)	3,080	0	0	19	(5,812)
Waste Division DCs	1,852	2,804	(263)	1,200	(30)	0	18	3,729
Total Development Charges	163,141	176,297	(123,087)	52,497	(2,440)	(13,290)	1,046	91,022
Federal Gas Tax	34,343	27,605	(25,515)	14,205	0	(14,000)	192	2,487
Provincial Gas Tax	658	1,437	0	1,089	0	0	5	2,531
Total Gas Tax	35,001	29,043	(25,515)	15,293	0	(14,000)	196	5,017
Total Deferred Revenues	198,142	205,339	(148,602)	67,791	(2,440)	(27,290)	1,242	96,039

*The negative balances noted above represents year-end balances after capital commitments for individual reserves; actual year-end balances are positive. It is important to note that there are timing differences based on the rate of collection of DCs and when the project expenditures are committed in the annual capital budget. DCs will continue to be collected over the life of the by-law to match project expenditures and reserve balances are projected to be positive.

Deferred Revenues

Operating Funding from Deferred Revenue (in thousands)

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

Deferred Revenue Description	Department	Amount of Transfer	Description of Purpose
General Government DCs	Planning and Development	360	Regional Official Plan
Roads DCs	Transportation Services	50	Multi-use bike path grants
Sewer DCs	Wastewater	2,000	Combined Sewer Overflow program
Waste Diversion DCs	Waste Management	30	Collection contract
Total use of Deferred Revenue for Operating		2,440	

Deferred Revenues

Development Charge Collections

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

Residential Development Charge Rates

Service	Single Detached and Semi-Detached	2+ Bedrooms Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
General Government	243	168	99	177	92
Police Services	432	300	178	315	164
Roads	7,208	5,004	2,972	5,251	2,724
Emergency Medical	190	132	78	138	72
Long-Term Care	1,387	963	573	1,012	524
Courts Services	55	38	24	40	21
Health	169	119	70	124	64
Social Housing	1,373	952	566	999	519
Waste Division	414	287	170	301	157
Region Wide Services	11,471	7,963	4,730	8,357	4,337
Sewer	5,059	3,513	2,087	3,686	1,913
Water	3,582	2,487	1,477	2,610	1,354
Urban Services	8,641	6,000	3,564	6,296	3,267
Rural Area Services	11,471	7,963	4,730	8,357	4,337
Urban Area Services	20,112	13,963	8,294	14,653	7,604

Forecasted Residential Development Charge Collections

Service	Single Detached and Semi-Detached	2+ Bedrooms Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
Rural Area Rate	11,471	7,963	4,730	8,357	4,337
Estimated Rural Units	84	-	-	224	-
Rural Charges*	967	0	0	1,869	0
Urban Area Rate	20,112	13,963	8,294	14,653	7,604
Estimated Urban Units	1,242	301	287	588	-
Urban Charges*	24,969	4,202	2,377	8,610	0
Estimated Collections*	25,936	4,202	2,377	10,479	0

*in thousands

Deferred Revenues

Non-Residential Development Charge Rates

Service	Commercial (per square foot)	Industrial (per square foot)	Institutional (per square foot)	Wind Turbines (per unit)
General Government	0.23	0.08	0.14	243
Police Services	0.31	0.13	0.24	432
Roads	5.09	2.14	3.64	7,209
Emergency Medical	0.04	0.02	0.03	190
Long-Term Care	0.39	0.15	0.29	0
Courts Services	0.05	0.02	0.03	0
Health	0.04	0.02	0.03	0
Social Housing	0	0	0	0
Waste Division	0.36	0.13	0.26	0
Region Wide Services	6.51	2.69	4.66	8,074
Sewer	3.63	1.51	2.60	0
Water	2.58	1.07	1.84	0
Urban Services	6.21	2.58	4.44	0
Rural Area Services	6.51	2.69	4.66	8,074
Urban Area Services	12.72	5.27	9.10	8,074

Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Rate	6.51	2.69	4.66	8,074
Estimated Rural Units	19,170	50,300	5,090	0
Estimated Rural Charges*	125	135	24	0
Urban Area Rate	12.72	5.27	9.10	8,074
Estimated Urban Units	513,700	232,550	160,280	0
Estimated Urban Charges*	6,534	1,226	1,459	0
Total Estimated Collections*	6,659	1,361	1,482	0

*in thousands

Deferred Revenues

Capital Funding from Deferred Revenue (in thousands)

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

Reserve Description	Department	Amount of Transfer	Project Name
DC - Roads	Transportation Services	700	Rds Rehab - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave
DC - Roads	Transportation Services	541	Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd
DC - Roads	Transportation Services	71	Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell
DC - Roads	Transportation Services	100	Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave
DC - Roads	Transportation Services	1,788	Struc Rehab - St. Paul W CNR Bridge Replacement (081215)
DC - Roads	Transportation Services	550	Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd
DC - Roads	Transportation Services	70	Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd
DC - Roads	Transportation Services	1,000	21 Ann-Roads Resurfacing
Subtotal of DC - Roads		4,820	
DC - Sewer	Wastewater Operations	450	20-Lakeshore Road Pumping Station Upgrade
DC - Sewer	Wastewater Operations	1,080	Campden Pumping Station Upgrades
DC - Sewer	Wastewater Operations	680	21 - Ontario St Pumping Station Upgrades
Subtotal of DC - Sewer		2,210	
DC - Water	Water Operations	450	21- New Niagara Falls Elevated Tank
DC - Water	Water Operations	200	New Trunk Main in Central Fort Erie
DC - Water	Water Operations	1,800	Watermain - Port Robinson System Interconnect

Deferred Revenues

Capital Funding from Deferred Revenues continued

Reserve Description	Department	Amount of Transfer	Project Name
DC - Water	Water Operations	3,000	2017- Grimsby Watermain Replacement
DC - Water	Water Operations	810	21- New Transmission Main in Smithville
Subtotal of DC - Water		6,260	
DC Debt - Sewer	Wastewater Operations	51,836	South Niagara Falls Wastewater Treatment Plant
DC Debt - Sewer	Wastewater Operations	6,911	21-New South Niagara Falls WWTP Outfall
DC Debt - Sewer	Wastewater Operations	59,740	21-New Oakwood Dr Trunk Sewer - South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	8,305	21-New South West Trunk Sewer - South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	5,033	21-Peel St PS Upgrades and New Forcemain - South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	316	21-South Side High Lift PS Decommissioning - South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	569	21-Garner Rd, Oakwood Dr, Grassy Brook PS Decommissioning
DC Debt - Sewer	Wastewater Operations	945	21-Niagara Falls McLeod Rd Overflow Diversion
DC Debt - Sewer	Wastewater Operations	3,731	21-New Black Horse PS - South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	10,821	21-New Black Horse PS Forcemain - South Niagara Falls WWTP
Subtotal of DC Debt - Sewer		148,208	
Total of Development Charges		161,497	
Federal Gas Tax	Transportation Services	688	Rds Rehab - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave

Deferred Revenues

Capital Funding from Deferred Revenues continued

Reserve Description	Department	Amount of Transfer	Project Name
Federal Gas Tax	Transportation Services	5,363	Struc Rehab - St. Paul W CNR Bridge Replacement (081215)
Federal Gas Tax	Transportation Services	4,950	Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd
Federal Gas Tax	Wastewater	3,000	Niagara Falls WWTP Secondary Treatment Upgrade
Total of Federal Gas Tax		14,000	
Total use of Deferred Revenues for Capital		175,497	

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SECTION: 7

APPENDICES

Appendix I – Explanation of Objects of Expenditure

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

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

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

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

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

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

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

Appendix I

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

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

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

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

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

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

Appendix 2 – Financial Policies and By-Laws

Policies

Accounts Receivable:

Policy Number: C-F-001

Amendment Date: January 1, 2019

In Compliance: Yes

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

Capital Asset Management:

Policy Number: C-F-003

Amendment Date: October 1, 2011

In compliance: Yes

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

Cost Allocation Policy:

Policy Number: C-F-004

Amendment Date: January 1, 2013

In compliance: Yes

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

Donations - Charitable:

Policy Number: C-F-006

Appendix 2

Amendment Date: May 20, 1999

In compliance: Yes

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.

Financing Lease Policies and Goals:

Policy Number: C-F-008

Amendment Date: December 11, 2002

In compliance: Yes

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

Investment Policy:

Policy Number: C-F-009

Amendment Date: February 17, 2012

In compliance: Yes

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

Petty Cash:

Policy Number: C-F-010

Approval Date: May 20, 1999

In compliance: Yes

Appendix 2

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

Property Valuation Studies - Participation with Area Municipalities:

Policy Number: C-F-011

Approval Date: January 20, 2000

In compliance: Yes

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

Release of Trust Funds of Deceased Residents:

Policy Number: C-F-012

Approval Date: June 8, 1995

In compliance: Yes

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

Reserve and Reserve Funds Policy:

Policy Number: C-F-013

Amendment Date: June 1, 2016

In compliance: Yes

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

Residential Development Letter of Credit Agreement Policy:

Policy Number: C-F-014

Approval Date: October 1, 2012

In compliance: Yes

To ensure that residential development is committed to water and wastewater servicing, the policy of the Niagara Region is to receive a security for the water and wastewater portion of the Regional Development Charges within 12 months of Draft Plan Approval

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or Extension of a Plan of Subdivision, unless evidence of a Ministry of the Environment (MOE) application for servicing has been made within this time frame.

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

Tax Rebates for Charitable Organizations:

Policy Number: C-F-017

Amendment Date: March 17, 2005

In compliance: Yes

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.

Securities and Developer Deposits:

Policy Number: C-F-019

Approval Date: July 26, 2018

In compliance: Yes

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

Financial Reporting and Forecasting:

Policy Number: C-F-020

Approval Date: July 26, 2018

In compliance: Yes

The purpose of this policy is to ensure that financial forecasting and variances are reported and reviewed in a timely manner in order to make informed decisions at the

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Region. This will assist in ensuring significant departures from budget are identified early enough to take corrective action to avoid a large deficit or surplus at year end. In addition, this policy will establish an approval framework for key annual financial schedules and reports.

Inventory:

Policy Number: C-F-021

Approval Date: July 26, 2018

In compliance: Yes

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

Operating Surplus-Deficit Policy:

Policy Number: C-F-022

Approval Date: July 26, 2018

In compliance: Yes

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

Purchasing Card Policy:

Policy Number: C-F-023

Amendment Date: July 28, 2018

In compliance: Yes

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

Asset Management Policy:

Policy Number: C-F-024

Approval Date: May 1, 2019

In compliance: Yes

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

Appendix 2

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

Regional Development Charges Payment Deferral Policy:

Policy Number: C-F-025

Approval Date: October 17, 2019

In compliance: Yes

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

Employee Travel and Expense Policy:

Policy Number: C-F-026

Approval Date: November 14, 2019

In compliance: Yes

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

Capital Financing Policy

Policy Number: C-F-027

Approval Date: October 10, 2019

In compliance: Yes

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

By-Laws

Budget Control By-Law:

By-Law Number: 2017-63

Approval Date: July 20, 2017

In compliance: Yes

Appendix 2

The Purpose of this By-Law is to:

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

Budget Planning By-Law:

By-Law Number: 2019-79

Approval Date: October 17, 2019

In compliance: Yes

The Purpose of this By-Law is to:

- Establish the timing of annual budget approval as predictable and sufficient for obtaining Council approval.
- Ensure sustainability of Niagara Region's level of service.
- Ensure transparency in the communication of budget planning.
- Ensure alignment with Regional Council's strategic priorities.
- Establish expectations of staff for the development of the annual budget.
- In order to achieve the preceding purposes, goals and objectives of this By-law it is important that all persons involved in Niagara Region Budget process abide by the requirements of this By-law

Procurement By-Law:

By-Law Number: 2019-06

Approval Date: November 12, 2015

In compliance: Yes

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;

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

Appendix 3 – Acronym Descriptions

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

Acronym	Description
##-	Year of the Capital Project approval e.g. 20-Project is a 2020 capital project
ABD	Allocation between Departments
AMO	Asset Management Office
AMP	Asset Management Plan
ARL	Annual Repayment Limit
AWD	Allocation within Departments
CAMP	Capital Asset Management Policy
CAMRA	Corporate Asset Management Resource Allocation
CSO	Combined Sewer Overflow
CVA	Current Value Assessment
CVR	Capital Variance Reserve
DC	Development Charge
F/X	Foreign Exchange
FTE	Full Time Equivalent
GBA	Gross Budget Adjustment
IO	Infrastructure Ontario
KPI	Key Performance Indicator
LTC	Long Term Care
MPAC	Municipal Property Assessment Corporation
MY	Multi-year
NPCA	Niagara Peninsula Conservation Authority
NRH	Niagara Regional Housing
NRPS	Niagara Regional Police Service
PFA	Program Financial Analyst
PIL	Payments in Lieu of Taxes
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
PW	Public Works
ROI	Return on Investment
S&P	Standard & Poor's rating agency
SAEO	Social Assistance and Employment Opportunities
SF	Sinking Fund
(S)PS	(Sewage) Pump Station

Appendix 3

Acronym	Description
SNIP	Smarter Niagara Incentive Program
TCA	Tangible Capital Asset
TIG	Tax Increment Grant
WIP	Work in Progress
WTP	Water Treatment Plan
WWTP	Wastewater Treatment Plant
YTD	Year to Date
YTM	Yield to Maturity

Appendix 4 – Glossary of Terms

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

Term	Description
Allocations	The process of distributing the cost to deliver corporate support services across various departments and/or cost centres. For example, the Region divides the cost of providing IT support services across all departments.
Annual Report	A comprehensive report on an organization’s activities and financial performance over the course of one financial year.
Appeal	The process of applying to an authoritative organization to change a decision. For instance, if you disagree with MPAC’s assessment of your property, you have the option to file an assessment appeal. If you are disputing your tax bill, you may file a tax appeal.
Appreciation	An increase in the value of an asset or good over time.
Assessment Growth	The sum of all of the changes that happen to a property within a calendar year, including: <ul style="list-style-type: none"> • New construction • Major renovations • Demolitions • Property value appeals
Budget	A budget is a financial plan that outlines the money the Region will raise and spend within a year. It is the plan that aligns the Region's priorities with the services we deliver to residents. It directs what infrastructure will be purchased, built and repaired.
Capital Budget	The capital budget is the annual plan for the purchase of capital assets. Capital assets include things like: <ul style="list-style-type: none"> • 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>

Appendix 4

Term	Description
Claw Back	When MPAC re-assesses all properties in Ontario, some commercial, industrial or multi-residential properties decline in value. Ordinarily, this decline would decrease property tax. However, the capping program uses a "clawback" to fund revenue shortfall resulting from lower assessment values by withholding some or all of the reduction to property owners.
Credit Rating	A credit rating is an estimate of the organization's ability to meet their financial commitments based on previous transactions. Niagara Region's credit rating is evaluated by Standard and Poor's bond agency each year. The Region has maintained its "AA" credit rating with a stable outlook.
Credit Risk	The potential that an organization or person who borrows money from a bank will fail to meet its required payment terms.
Debt	Annual principal and interest costs included in the operating budget to pay for the construction of new capital projects (i.e. roads, bridges, buildings, water plants). Debt differs greatly from a deficit as it is often used to pay for significant capital projects, while a deficit refers to not having enough money to pay for operating expenses.
Deferred Revenue	Products or services that have not yet been provided to the customer. As the product or service is delivered over time, it is recognized as revenue on the income statement. An example of this would be development charges, gas tax and government grants.
Deficit	A deficit would occur if the Region's actual net operating expenses exceeded its budgeted net operating expenses. Deficit differs greatly from debt in that a deficit refers to not having enough funds to pay for operational expenses like salaries, utilities or fuel. Debt, on the other hand, pays for significant infrastructure projects where you have an asset (i.e. new roads, bridges, water plants). It's important to note that the province does not allow Niagara Region to run a deficit.
Depreciation	A reduction in the value of an asset with the passage of time, due in particular to wear and tear.
Development Charges	Fees collected from new property developments and redevelopments in order to pay for growth related costs such as roads, water, wastewater and planning costs. These are required to provide service and accommodate growth.

Appendix 4

Term	Description
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.

Appendix 4

Term	Description
Property Class	<p>MPAC assigns all properties and/or land in Ontario to one of seven classes according to its primary use:</p> <ul style="list-style-type: none"> • Residential • Multi-residential • Commercial • Industrial • Pipeline • Farm • Forest • Landfill
Property Reassessment	<p>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.</p>
Property Taxes	<p>Taxes charged to property owners according to the assessed value of each property.</p> <p>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.</p>
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.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Taxpayer relief • General capital levy • Employee Future benefits reserve

Appendix 4

Term	Description
Revenue	<p>Money received through ordinary activities.</p> <p>The Region receives its revenue from user fees, services charges, grants and investment income.</p>
Subsidy	<p>Funding received from other levels of government to offset the cost for programs that Niagara Region delivers on their behalf.</p>
Supplemental Revenue	<p>Additional money received within the calendar year as a result of assessment growth.</p> <p>This money is budgeted for based on historical trends and used to fund existing programs and services.</p>
Surplus	<p>A surplus occurs when the Region spends less than it thought it would, or raises more revenue than planned.</p> <p>Niagara Region allocates surpluses to reserves.</p>
Tax Capping	<p>The Province of Ontario introduced the Tax Capping program to protect commercial, industrial, and multi-residential properties from significant tax increases. This program limits or "caps" tax increase at 10 per cent as a result of changes to property value. Capping protects landowners from paying the full amount of taxes based on the assessed value of the property as they are paying less tax than if they calculate their taxes using the general formula.</p>
Tax Write-offs	<p>Loss of revenue due to reductions in property assessment values.</p>
Uploading	<p>The alignment of service delivery between municipal and provincial (or other levels) governments.</p>
User Fees	<p>Includes shared services revenue without shared services agreement, licences, permits, approvals, and fees and service charges on the User Fee By-Law such as:</p> <ul style="list-style-type: none"> • 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	<p>Variable costs are fees that change based on the volume of services you use.</p>

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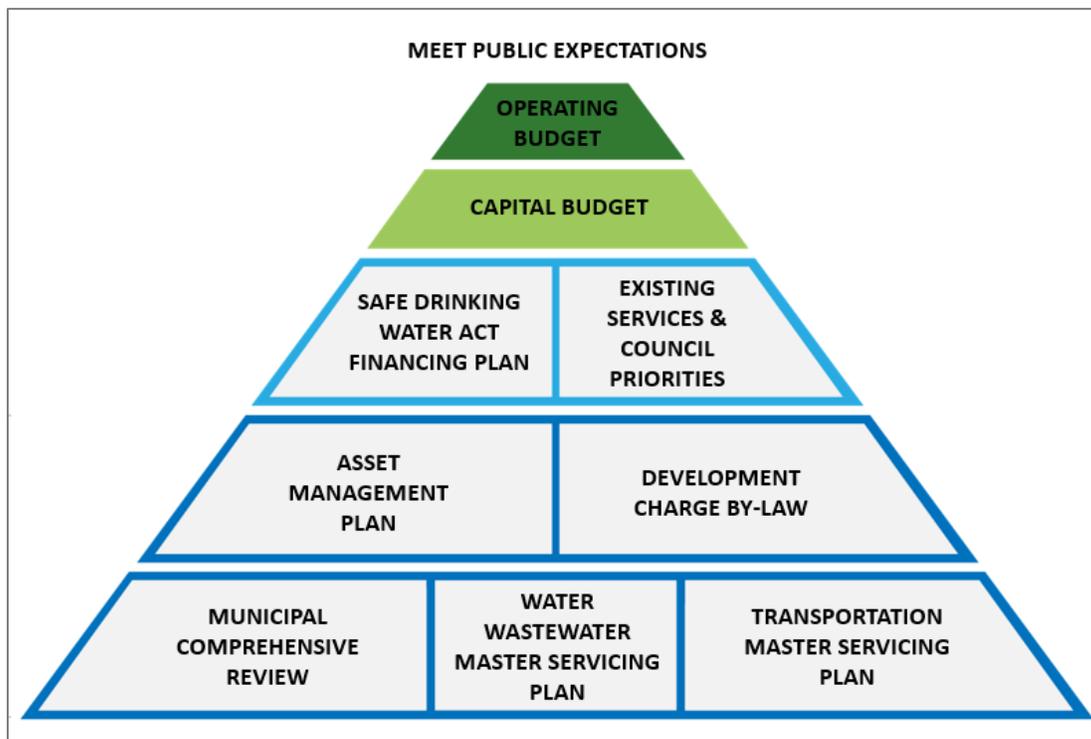
Appendix 5 - Basis of Accounting and Financial Reporting

Fund Structure and Basis of Budgeting

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

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

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



Appendix 5

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.

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

Appendix 5

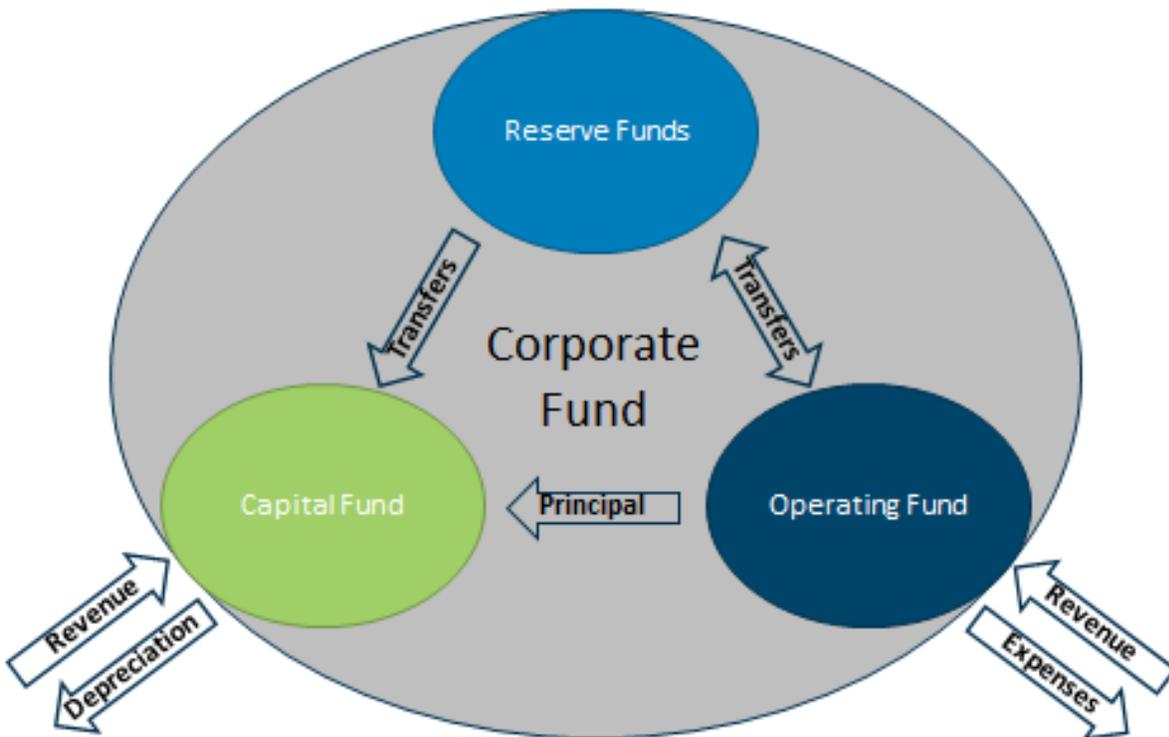
transferred to a Capital Variance Project to be used in the event of contingency expenditures as a result of unforeseen budgeted costs. During the year the balance within the capital variance project is monitored and a recommendation is made to Council to move funds back to the appropriate reserve or 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

Inter-Fund Relationships



Appendix 5

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](#).

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](#).

Appendix 5

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	

Appendix 5

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Wastewater	Waste Management
Water Stabilization					X		
Waste Management Stabilization							X
Encumbrance	X	X	X	X	X	X	X
Investment Income Stabilization	X						
Taxpayer Relief NRH Rent Supplements	X	X	X	X			
Police Contingency Police Services Board Contingency			X	X			
Ambulance Communication Circle Route Initiatives	X						
Future Benefit Costs Self-Insurance 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,

Appendix 5

Community Services, Public Health and Emergency Services, Planning and Development, and Public Works Transportation Services.

Appendix 5

Budgeted Equity - Cash versus Accruals

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

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

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

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

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

Appendix 5

Amounts in thousands

Description	2020 Budget	2021 Budget	Budget Change
Total Revenue	(1,015,161)	(1,058,987)	(43,771)
Total Expense	1,015,161	1,058,987	43,771
Net Surplus/(Deficit)	0	0	0
Capital Program Funding earned in a year	106,757	140,529	33,772
Transfers to Capital from Reserves	123,818	103,580	(20,238)
Operating Expenditures Resulting in Capital Assets	2,596	2,543	(52)
Capital Projects not Resulting in Tangible Capital Assets	(10,488)	(11,033)	(545)
Issued Debt Principal Repayment	30,532	30,974	442
Unissued Debt Payments	16,766	18,295	1,529
Sinking Fund Payment	1,512	1,512	0
Amortization	(95,420)	(97,972)	(2,552)
Capital Fund Surplus/(Deficit)	176,073	188,429	12,355
Transfers to Reserves from Operating	72,654	75,888	3,234
Transfers from Reserves to Operating	(8,342)	(33,630)	(25,288)
Transfers from Reserves to Capital	(123,818)	(103,580)	20,238
Interest Attributed to Reserves	2,573	552	(2,021)
Reserve Fund Surplus/(Deficit)	(56,933)	(60,770)	(3,837)
Transfer to Niagara Health System loan	797	797	0
Interest Transferred from Niagara Health System loan	(410)	(396)	14
Landfill Liability decrease	(285)	1,174	1,459
Employee future benefits increase	(629)	(2,457)	(1,828)
Operating Fund Surplus/(Deficit)	(527)	(833)	(355)
Net PSAB Surplus	118,613	126,776	8,163

As demonstrated by the nil net surplus/(deficit) the operating budget prepared and presented includes all cash required by the Niagara Region to fulfill its in year obligations and provide service in-year. In accordance with O. Reg. 284/09 the Niagara Region must report to Council the impact of non-budgeted items on the 2020 budget during the budget process. For the 2021 budget cycle this was presented in report CSD 6-2021 Financial Disclosure Requirements and amended for subsequent changes to the 2021 budget request. If these non-budgeted items were included in the annual operating budget it would result in an estimated net surplus of \$126.8 million in 2021.

Appendix 6 – Reconciliations to 2020 Budget Summary

Budget Reconciliation – 2020 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 2020. These adjustments show the changes from the Council approved budget for 2020 to the adjusted budget that is being used as the starting point for the 2021 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	Gross Budget	Permanent FTEs	Reason for Adjustment
Unadjusted Budget	1,015,216	3,827.3	2020 Council Approved Budget
Corporate Administration	(55)	0.0	To record the termination of federal grant funding that supported the Niagara Development Corridor Partnership Inc. (NDCPi)
Public Health and Emergency Services	0	2.0	To add 2 additional permanent Occupational Therapists (PHD 8-2020)
Subtotal Adjustments	(55)	2.0	Total 2020 base budget adjustments
Adjusted Budget	1,015,161	3,829.3	2020 adjusted budget, as presented throughout this summary

Appendix 7 – Example Operating Business Case

Development Charge Grants – 2021 Operating Budget Business Case

General Government, GEN-03
Initiative Start Date: January 01, 2021
Reason for Business Case: Program Change – Growth Costs

Description of Program Change:

Regional Development Charges that are reduced by the mandatory and non-mandatory exemptions as per the adopted Development Charges By-law 2017-98, must be funded back to the appropriate Development Charge reserve as per the Development Charges Act, 1997.

Business Reasons for Program Change:

Current calculations state that these reductions are projected at approximately \$8 million for 2021, of which there is current base funding available of \$6.9M. The \$8 million are recurring base expenditures relating to development charge credits, including the brownfields program (\$2.9 million) and industrial (\$1.1 million). The current budget includes \$1.1 million in base funding for industrial and non-profit grants and \$5.8 million for all other exemptions. This request adds an additional \$1 million to bring our total available spend for exemptions to \$7.9 million. It is anticipated that as a result of this program change, the program will be fully funded for 2021 and future years.

Supports Council's Strategic Priorities:

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

Development Charges are funded by the business/development community and individuals towards growth related activities & capital investments.

Risk Assessment: Priority

Risk associated with not funding these reductions is that the Region would be non-compliant with the Development Charges Act, 1997.

Appendix 7

Staffing Impact:

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

Financial Impact Summary

Financial Area	2021	2022	2022	Beyond
Gross Expenditures	1,000,000	1,000,000	1,000,000	1,000,000
Gross Revenues	0	0	0	0
Net Impact to Levy	1,000,000	1,000,000	1,000,000	1,000,000

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

Appendix 8 – Strategic Priority Projects

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

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

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Supporting Businesses and Economic Growth	General Government	Expand Broadband Infrastructure and Capacity	Secure federal and provincial funding to improve Niagara's fibre technology infrastructure to prepare for 5G. Connects to the objectives outlined in the five year Economic Development strategy.	•Increase connectivity of rural areas for residents and businesses, support advancement of precision agriculture

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Supporting Businesses and Economic Growth Healthy and Vibrant Community Responsible Growth and Infrastructure Planning	Planning and Development	Official Plan	<p>The Niagara Official Plan is a long-range, policy planning document to shape Niagara’s physical, economic and social development. Tied to three Strategic Priorities, the components of the plan that align to the strategy’s objectives include:</p> <p>Land Strategy: A land strategy that will be designed to increase shovel ready lands for employment, and identify lands for an employment district to meet provincial requirements.</p> <p>Environmental Sustainability: Updating policies and mapping; and create a strategy to protect biodiversity, address natural heritage, and develop a natural environment action plan.</p> <p>Affordable Housing: How we manage growth and development, with a range and mix of housing types, including affordable housing.</p>	<ul style="list-style-type: none"> •Land Strategy: Increase competitiveness to attract investment, increase job creation, and the opportunity for higher paying jobs and skilled labour •Environmental Sustainability: Stabilization of natural spaces through enhancements or compensation (allowing removal and replacement of trees) •Affordable Housing: Increase Niagara’s access to affordable housing stock

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Healthy and Vibrant Community	Public Health and Emergency Services	Health Equity Informed Planning	By focusing on the implementation of the Health Equity Strategic Plan, broaden the scope to the corporation as a whole to identify opportunities such as defining priority populations, healthy community design or inequities in service access. Identify health and health equity impacts within projects through tactics such as embedding in capital project business cases, e-scribe reports or through Environmental Assessments.	<ul style="list-style-type: none"> •Increase access to health equity data and partnerships to drive decisions •Increase consideration of health and health equity impacts in community and infrastructure design •Greater organizational and public awareness of social determinants of health that impact individual health outcomes
Healthy and Vibrant Community	Community Services	Long-term Care Redevelopment	Two sites fully developed using a campus model with community elements. Creating and establishing opportunities for auxiliary services, compatible housing and small commercial opportunities.	<ul style="list-style-type: none"> •Develop best practice Long Term Care facilities •Maximize value and yield of Regional assets for the benefit of the community at large

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Healthy and Vibrant Community	Corporate Administration	Community Safety and Well-Being Plan	Development of a Community Safety and Wellbeing Plan as legislated under the Police Services Act. A cross-disciplinary approach, connecting police services, providers in health/mental health, education, community/social services and children/youth services and neighbourhood stakeholders as appropriate.	<ul style="list-style-type: none"> •Making communities safer and healthier, often guided by four pillars: social development, prevention, risk intervention, and incident response
Healthy and Vibrant Community	Public Health and Emergency Services	Mental Health Addictions and Systems Planning	Identify gaps within the Mental Health system to increase the functionality and collaboration within it. Partnering with the Local Health Integration (LHIN) to review the local landscape to identify opportunities including for new investment.	<ul style="list-style-type: none"> •Integrate and coordinate the mental health and addictions services through streamlining access to care, reducing repeat Emergency Department visits •Decreasing admissions for mental health and addictions •Decreasing wait times for service

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Healthy and Vibrant Community	Niagara Regional Housing	Affordable Housing	Advance the Regional Affordable Housing Strategy through Niagara's updated Housing and Homelessness Action Plan (HHAP). Further linking the plan to components of the Official Plan and strategic financial investments, in order to increase Niagara's access to affordable housing stock.	<ul style="list-style-type: none"> •Increase supply of affordable housing (also linked to employment strategy to increase wages) •Achievement of updated Housing and Homelessness Action Plan (HHAP) objectives and performance targets
Responsible Growth and Infrastructure Planning Healthy and Vibrant Community	Public Works - Transportation Services	GO Train Service Expansion	Promote and protect transit oriented development involving key transportation infrastructure projects adjacent and supportive of GO station locations across all four identified Niagara station sites. Increase service frequency and levels of weekday GO Train service.	<ul style="list-style-type: none"> •Ridership growth •Increased weekday train frequency/service levels •Create station enabling infrastructure improvements (mobility hubs) •Enable strategic station developments •Increase access to service communities through bus-meets-train connectivity

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Responsible Growth and Infrastructure Planning Healthy and Vibrant Community	Public Works - Transportation Services	Inter Municipal Transit	Operational harmonization and integration of local transit into a fully integrated transit system. Governance review and modelling development in anticipation of a decision to transition to a new transit entity.	<ul style="list-style-type: none"> •New transit governance model decided •System connectivity of all 12 municipalities •Ridership growth •Consistency in service delivery across communities •Increased service hours •Significant customer experience improvements
Responsible Growth and Infrastructure Planning	Public Works - Waste Management	Waste Management Strategy	Strategic waste management infrastructure planning to ensure resource recovery, sustainable long-term disposal infrastructure, and enhance revenue opportunities.	<ul style="list-style-type: none"> •Decrease greenhouse gas emissions •Increase waste diversion rates •Long-term facility sustainability •Identify opportunities to increase revenue

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Responsible Growth and Infrastructure Planning Sustainable and Engaging Government	Corporate Services	Asset management	Implementation of Asset Management principles and practices focusing on infrastructure renewal to ensure operational costs and asset performance are optimized.	<ul style="list-style-type: none"> •Optimized practices across the organization •Responsible funding of infrastructure projects •Reduction in future infrastructure funding gaps
Responsible Growth and Infrastructure Planning	Public Works - Transportation Services	Transportation Master Plan (TMP) Implementation	Implementation of the Transportation Master Plan, with connections to How We Grow, Go, Flow, the Water / Wastewater Master Servicing Plan and the Water / Wastewater Financial Sustainability Review. Establishment of clear policies to address active transportation, complete streets, multimodal road network, wayfinding, transportation demand and system management. Addressing transit, marine, rail, road, airport(s) and how these all integrate together.	<ul style="list-style-type: none"> •Enhance resident quality of life through pedestrian and cycling facilities, responsive and conventional transit and the creation of an integrated network of roads and highways •Transform the transportation network and the way people and goods move in the region and how transportation can contribute to a high quality of life

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Responsible Growth and Infrastructure Planning	Public Works - Transportation Services	Connective Transportation Initiatives: East - West Corridor, North - South Escarpment Crossing	Moving large scale connective transportation initiatives forward: Advocacy for the East-West Corridor, as a key link to the Niagara-Hamilton trade corridor, as proposed in the Transportation Master Plan. Movement on the North - South Escarpment project Environmental Assessment. Tying in with Smithville By-pass. Dealing with how we link Niagara differently, address congestion, and integrate the system. Each of these initiatives provide a strategic link between Niagara and the Greater Toronto and Hamilton Area (GTHA), incorporating multimodal freight terminals and transport networks to build capacity (trucking, marine, rail, airport). They are linked to tourism and foster diversification and economy of scale for both people and goods.	<ul style="list-style-type: none"> •Improve the efficiency and reliability of trade corridors through Niagara Region •Support goods movement •Ease congestion issue on QEW (a significant risk to tourism, agriculture and manufacturing sectors in Niagara)

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Sustainable and Engaging Government	Corporate Administration	Communications Master Plan	Develop a framework to provide guidance around how Niagara Region will communicate and interact with residents, employees and stakeholders.	<ul style="list-style-type: none"> •Contribute to higher resident satisfaction in how Niagara Region is managed and governed •Increase transparency and two-way communication between Niagara Region and the public
Sustainable and Engaging Government	Corporate Administration	Government Relations Strategy	Development of a strategy focusing on what Niagara Region as an organization does, and how we engage other levels of government on advocacy, funding, policy opportunities and collaboration.	<ul style="list-style-type: none"> •Ensure an aligned approach to advocacy and funding requests to higher levels of government

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Sustainable and Engaging Government Responsible Growth and Infrastructure Planning Supporting Businesses and Economic Growth	Corporate Services	Regional Development Charges (RDC) by-law	Update of the Regional Development Charges (RDC) By-law to ensure we are collecting enough revenue to cover growth needs and tie into the Capital Finance Strategy. Re-align incentives for development to Council’s strategic priorities.	<ul style="list-style-type: none"> •Collect growth-related revenue to support growth •Ensuring the infrastructure is in the ground to support and generate future growth
Sustainable and Engaging Government Responsible Growth and Infrastructure Planning Healthy and Vibrant Community	Corporate Services	Community Benefit Charge	Creation of a charge for community benefits in order to fund capital for soft services benefiting new development.	<ul style="list-style-type: none"> •Collect growth-related revenue to support growth •Align to Capital Finance Strategy and growth planning

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Sustainable and Engaging Government Responsible Growth and Infrastructure Planning	Corporate Administration	Grants and Incentives Review	Re-align Grants and Incentives program to address Council's key strategic issues such as affordable housing, brownfield remediation, and attracting higher wage jobs. As part of this review, creation of a development portal or application is being created to support expedited service.	<ul style="list-style-type: none"> •Allocating Council's limited grant dollars to where it matters most •Increase return on investment of grants and incentives •Expedite application and approvals process •Aligns with the Regional Development Charges (RDC) By-law
Sustainable and Engaging Government Responsible Growth and Infrastructure Planning	Corporate Services	Capital Financing Strategy	Balancing financial sustainability of renewal of existing assets and the needs of growth, aligned with asset management planning and growth strategies at Niagara Region.	<ul style="list-style-type: none"> •Moving towards full cost recovery •Long term commitment by Council to the implementation of the strategy
Sustainable and Engaging Government	Corporate Services	Sustainability Review and Implementation	Identification of opportunities to re-purpose dollars towards replacement of infrastructure. Looking for lines of businesses we can do differently or divest of, and right-size funding of programs and services.	<ul style="list-style-type: none"> •Increased funding towards infrastructure projects through re-allocation of funding •Re-focus on Niagara Regional priorities

Appendix 8

Strategic Priority Projects continued

Priority Alignment	Department	Project Name	Project Objectives	Anticipated Outcomes
Sustainable and Engaging Government	Corporate Services	Sponsorship Revenue Strategy and Policy	Identification of opportunities to increase revenue without increasing taxes. Policy development for sponsorship of Regional assets.	<ul style="list-style-type: none">•Generate revenue•Identify opportunities for incremental revenue sources•Extending collaboration opportunities with Local Area Municipalities

Source: [Niagara Region Council's Strategy Implementation Plan](#)

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Appendix 9 – Strategic Priorities Departmental Mapping

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

I. Supporting Businesses and Economic Growth

1.1 Economic Growth and Development

1.2 Support Retention and Development of a Skilled Labour Force

1.3 Collaborative Approach to Business Growth and Retention

1.4 Strategically Target Industry Sectors

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

Appendix 9

2. Healthy and Vibrant Community

2.1 Enhance Community Wellbeing

2.2 Mental Health and Wellbeing

2.3 Addressing Affordable Housing Needs

Department	Performance Measure	Description
Public Health and Emergency Services	Canadian Triage Acuity Score (CTAS)	EMS response time compliance for the highest acuity patients
Corporate Administration	Cost of Living	Consumer price index; an index of the variation in prices paid by typical consumers for retail goods and other items.
Niagara Regional Police Services	Crime Rate	Total number of reported non-traffic, criminal code incidents per 100,000 people
Planning and Development	Population	Annual population estimate from Statistics Canada as of July 1
Public Health and Emergency Services	Sense of Belonging	Percentage of persons who feel a somewhat strong or very strong sense of belonging to local community
Community Services	Licensed Child Care Spaces	Capacity of licensed spaces to be available to access, per 1000 infant to school age children across centres and home based spaces
Court Services	Number of Charges Filed per Court Administration Clerk	Total Charges divided by # of Court Admin Clerks
Niagara Regional Housing	Social Housing Units	Number of social housing units per 1,000 households (includes Public Housing, Non-profit and Co-operative housing providers, Rent Supplement units with private landlords)

Appendix 9

3. Responsible Growth and Infrastructure Planning

3.1 Advancing Regional Transit and GO

3.2 Environmental Sustainability and Stewardship

3.3 Maintain Existing Infrastructure

3.4 Facilitating the Movement of People and Goods

Department	Performance Measure	Description
Corporate Services	Annual Budgeted Operating Contributions to Capital	Total annual budgeted operating contributions to capital reserves (Levy & Rate) compared to Average Annual Renewal Investment (AARI) per the Region's 2016 Asset Management Plan
Corporate Services	Five year forecasted use of DC reserves for Capital	Forecasted DC funding for capital projects over the next 5 years
Transportation	Pavement Condition Rating (PCI)	Average Pavement Condition Rating of Regional Road Network
Transportation	Bridge Condition Rating (BCI)	Average Bridge Condition Rating of Regional Structures
Transportation	Niagara Regional Transit Ridership	Number of transit riders for Niagara Regional Transit
Waste Management	Overall Waste Diverted from Landfill	Percentage of residential waste diverted from landfills by mass of all waste of Niagara
Water/Wastewater	Total Wastewater Treated	Volume of water entering the wastewater treatment system in a given year

Appendix 9

4. Sustainable and Engaging Government

4.1 High Quality, Efficient and Coordinated Core Services

4.2 Enhanced Communication

4.3 Fiscally Sustainable

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

Appendix 10 – Economic Profile

Employment

Jobs by Industry Sector, 2020

Description	2013 Jobs	2020 Jobs	\$ Change	% Change
Agriculture, forestry, fishing and hunting	5,175	5,346	172	3%
Mining, quarrying, and oil and gas extraction	238	282	43	18%
Utilities	1,185	1,290	106	9%
Construction	14,704	14,944	240	2%
Manufacturing	16,222	16,343	121	1%
Retail trade	25,982	27,279	1,297	5%
Transportation and warehousing	7,459	8,800	1,342	18%
Wholesale trade	8,207	8,122	(85)	-1%
Information and cultural industries	1,919	1,789	(130)	-7%
Finance and insurance	5,734	5,481	(252)	-4%
Real estate and rental and leasing	4,065	3,546	(520)	-13%
Professional, scientific and technical services	8,522	11,375	2,852	33%
Management of companies and enterprises	856	336	(521)	-61%
Administrative and support, waste management and remediation services	11,932	12,559	626	5%
Educational services	13,137	14,837	1,701	13%
Health care and social assistance	22,762	26,556	3,793	17%
Arts, entertainment and recreation	8,002	8,501	499	6%
Accommodation and food services	23,294	28,242	4,948	21%
Other services (except public administration)	10,000	9,769	(231)	-2%
Public administration	9,514	11,070	1,555	16%
Unclassified	2,798	3,566	768	27%

Sources: Emsi 2020.3

Appendix 10

Business

Niagara Business Counts

Business Category	2017	2018	2019	2020
Businesses with Employees	12,962	13,039	13,326	13,806
Businesses without Employees	24,612	27,174	27,347	27,665
Total Businesses	39,591	42,231	42,692	41,471

Source: Statistics Canada, Canadian Business Counts, 2020

Business Size Range

Employees	Companies	% of Total
1 to 4	7,052	51.08
5 to 9	2,804	20.31
10 to 20	1,850	13.40
20 to 49	1,305	9.45
50 to 99	508	3.68
100 to 199	185	1.34
200 to 499	74	0.54
More than 499	28	0.20

Source: Statistics Canada, Canadian Business Counts, 2020

Appendix 10

Transportation Infrastructure



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

Appendix 10

Trade and Export

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

Trade Category	Niagara	Canada/US	% of Total
Import	\$40.6 billion	\$324.1 billion	13%
Export	\$37.9 billion	\$343.3 billion	11%
Total	\$78.5 billion	\$667.4 billion	12%

Source: US Bureau of Transportation Statistics, 2020

Border Crossing by Mode and Volume

Mode	Niagara	Canada	Niagara % of Total
Bus Passengers	38,879	160,990	24%
Buses	1,772	9,604	18%
Pedestrians	20,169	47,544	42%
Personal Vehicle Passengers	1,722,690	10,056,443	17%
Personal Vehicles	945,441	6,228,621	15%
Rail Containers Empty	30,667	686,734	4%
Rail Containers Loaded	92,214	1,747,368	5%
Train Passengers	5,383	57,068	9%
Trains	1,728	20,313	9%
Truck Containers Empty	197,752	1,303,675	15%
Truck Containers Loaded	646,607	3,974,345	16%
Trucks	835,161	5,214,333	16%

Source: US Bureau of Transportation Statistics, 2020

Appendix 10

Export Companies by Sector

Sector	Number	Value (\$CAD millions)
Manufacturing	256	4,242.4
Wholesale trade	128	207.4
Agriculture, forestry, fishing and hunting	80	121.9
Retail trade	32	4.5
Transportation and warehousing	17	16.2
Construction	26	46.5
Professional, scientific and technical services	17	14.9
Other services	17	1.8
Real estate, rental and leasing	16	17.6
Admin support, waste management, remediation	11	6.6
Arts, entertainment and recreation	8	5.1
Information and cultural industries	5	1.6
Finance and insurance	8	13.6
Accommodation and food services	6	0.0
Mining and oil and gas extraction	..	0.6
Management of companies and enterprises	..	0.5
Educational services	..	0.2
Health care and social assistance	..	0.0
Total	641	4,702.0

Source: Statistics Canada, International Trade Division, 2018

Top 10 commodities exported through Niagara borders to USA

Commodity	Value
Vehicles Other than Railway	\$8.1 billion
Computer-Related Machinery and Parts	\$3.7 billion
Mineral Fuels; Oils and Waxes	\$2.7 billion
Plastics and Articles	\$2.4 billion
Special Classification Provisions	\$2.0 billion
Preparations of Cereals and Flour	\$1.4 billion
Pharmaceutical Products	\$1.3 billion
Electrical Machinery; Equipment and Parts	\$1.0 billion
Paper and Paperboard	\$983.3 million
Furniture; Lamps and Prefabricated Buildings	\$976.2 million
Iron and Steel	\$917.3 million

Source: US Bureau of Transportation Statistics, 2020

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Appendix I I – 2021 Budget Schedule & Process

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.

Ahead of the Budget Process for 2021 a public engagement process was undertaken to engage the public and business communities budget priorities, gauge opinion on municipality's continued involvement in key initiatives that fall outside of the core mandate as well as determine the services that residents have relied on more since COVID-19. An online survey was available for residents to complete promoted via social media and traditional media, and a third party facilitated a focus group. Residents also always have the opportunity to learn more about the Region's budget and how it works, as well as view the engagement survey results by visiting the [Budget and Finance](https://www.niagararegion.ca/government/budget/default.aspx). (<https://www.niagararegion.ca/government/budget/default.aspx>)

In a typical budget year a proposed budget planning strategy is presented by staff and approved by Council in mid-June, 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. Due to COVID-19 the 2021 budget process was delayed and followed the same format of an election year, resulting in the budget approval occurring in January 2021. The schedule for building and approving the 2021 budgets is provided below.

The [Budget Control By-law](https://www.niagararegion.ca/government/bylaws/pdf/2017/By-law-2017-63-budget-control.pdf) guides how the budget can be adjusted or amended once approved by Council. This allows flexibility to alter plans as economic and political circumstances or service demands change, and maintaining stability for the taxpayers of Niagara. The by-law establishes the requirements of what constitutes an amendment (impact to the Net Levy) or adjustment (net zero impact) as well as the appropriate authority for approvals for each based on dollar value. (<https://www.niagararegion.ca/government/bylaws/pdf/2017/By-law-2017-63-budget-control.pdf>)

Appendix I I

Date	Meeting Type	Subject / Topic
June 25, 2020	Budget Review Committee of the Whole (BRCOTW)	Budget Planning direction
October 1, 2020	Budget Workshop	Capital
October 15, 2020	BRCOTW	Capital
November 19, 2020	Budget Workshop	Rate
November 26, 2020	Budget Workshop	Council Budget Authority over Agencies, Boards, and Commissions
November 26, 2020	BRCOTW	Rate
December 10, 2020	BRCOTW	Agencies, Boards, and Commissions
December 17, 2021	Council	Rate
January 7, 2021	Budget Workshop	Levy
January 14, 2021	BRCOTW	Levy
January 21, 2021	Council	Rate, Levy, Capital, and User Fees By-Laws

Appendix I2 – Program Change Summary

The following list includes programs, service enhancements, and costs related to COVID-19 included in the 2021 budget.

New Programs (in thousands)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
General Government	Tax Increment Grants	77	77	0.0
General Government	Regional Development Charges	1,000	1,000	0.0
General Government	Transfer to Hospital Reserve	1,500	1,500	0.0
General Government	Incremental transfer to capital reserves	862	862	0.0
General Government	Operating Impacts of 2021 approved Capital projects	5	5	0.0
Subtotal of General Government		3,444	3,444	0.0
Corporate Administration	Total Rewards Coordinator	79	79	1.0
Corporate Services	Insurance Premium increase for new properties	217	217	0.0
Public Health and Emergency Services	EMS System Transformation	1,290	742	11.6
Transportation Services	Transportation Planning Project Manager	100	100	0.0
Transportation Services	Transit Consulting	500	500	0.0
Subtotal of Transportation Services		600	600	0.0
Subtotal of Levy Departments		5,630	5,081	12.6
Niagara Regional Police Service	Records Analyst	93	0	1.0
Niagara Regional Police Service	Forensic Detective Constable	155	155	1.0
Niagara Regional Police Service	Missing Person Coordinator	157	157	1.0
Niagara Regional Police Service	Member Support	160	160	1.0
Niagara Regional Police Service	Equity, Diversity, & Inclusion (EDI) Unit	267	267	2.0

Appendix I 2

New Programs continued

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Subtotal of Niagara Regional Police Service		831	739	6.0
Court Services	Incremental transfer to capital reserves	7	7	0.0
Niagara Regional Housing	Incremental transfer to capital reserves	283	283	0.0
Subtotal of Agencies, Boards and Commissions		1,122	1,029	6.0
Subtotal of Levy Supported Programs		6,752	6,111	18.6
Water Operations	Incremental transfer to capital reserves	459	459	0.0
Wastewater Operations	Incremental transfer to capital reserves	770	770	0.0
Subtotal of Rate Supported Programs		1,229	1,229	0.0
Total Program Changes		7,982	7,341	18.6

Appendix 12

COVID-19 Costs (in thousands)

Department	Program Change Description	Gross Budget	Net Budget	Temporary FTEs
General Government	Supplemental tax revenue	1,008	1,008	0.0
Corporate Administration	Talent support acquisition	57	57	1.0
Corporate Services	Business Licensing revenue	0	74	0.0
Corporate Services	IT Solutions	40	40	0.0
Corporate Services	Finance staffing and expenses	94	94	1.0
Corporate Services	Facilities personal protective equipment (PPE)	1,166	1,166	0.0
Corporate Services	Customer Service screener	148	148	2.4
Subtotal of Corporate Services		1,447	1,521	3.4
Community Services	Homelessness Services and Community Engagement	2,729	1,230	6.4
Community Services	Children's Services screeners	267	267	5.0
Community Services	Long-term care	7,490	7,490	95.8
Subtotal of Community Services		10,486	8,987	107.2
Public Health and Emergency Services	Emergency Medical Services	788	788	1.0
Public Health and Emergency Services	Pandemic Response Division	6,633	5,496	75.6
Subtotal of Public Health and Emergency Services		7,421	6,284	76.2
Transportation Services	Niagara Regional Transit	0	(86)	0.0
Transportation Services	Niagara Specialized Transit	12	12	0.0
Subtotal of Transportation Services		12	(74)	0.0
Corporate	Transfer from Taxpayer Relief Reserve (including Safe Restart Funding)	(17,197)	(17,197)	0.0
Subtotal of Levy Departments		3,234	583	187.7
Niagara Regional Police Service	Casino Revenue	1,050	1,050	0.0

Appendix 12

COVID-19 Costs continued

Department	Program Change Description	Gross Budget	Net Budget	Temporary FTEs
Niagara Peninsula Conservation Authority	PPE and Supplies	109	109	0.0
Court Services	PPE and Supplies	40	40	0.0
Niagara Regional Housing Corporate	PPE, cleaning, and security	605	605	0.0
	Transfer from Taxpayer Relief Reserve (including Safe Restart Funding)	(1,611)	(1,611)	0.0
Subtotal of Agencies, Boards and Commissions		192	192	0.0
Subtotal of Levy Supported Programs		3,426	775	187.7
Waste Management Services	PPE and Supplies	126	126	0.0
Water Operations	PPE and Supplies, Water festival deferral	(185)	31	(1.0)
Wastewater Operations	PPE and Supplies	93	93	0.0
Water and Wastewater Shared Services	PPE and Supplies	1	1	0.0
Corporate	Transfer from Taxpayer Relief Reserve (including Safe Restart Funding)	(250)	(250)	0.0
Subtotal of Rate Supported Programs		(216)	0	(1.0)
Total Program Changes		3,211	775	186.7

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

As part of the annual budgeting process, staff prepares a 9 year capital financial forecast. The forecast provides foundational financial information to establish guidance for budgeting, borrowing, capital financing, reserve and reserve fund management. This forecast is provided to council for information. The 2021 Capital Budget and 9 year capital financial forecast are comprised of recurring and non-recurring capital expenditures.

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

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

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

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
LTC Homes - Annual Bed Replacement	0	187	238	360	576	916	2,277
LTC Homes - Annual Capital Improvements/Replacements	0	293	1,258	384	89	2,912	4,935
LTC Homes - Annual Machinery/Equipment	0	1,238	682	674	854	3,873	7,320
LTC Homes - Annual Resident Care Equipment	0	240	285	227	282	1,578	2,612
LTC Homes - Annual Roof Replacement	0	0	357	301	0	161	819
21- LTC Homes - Bed Replacement	195	0	0	0	0	0	195
21 - LTC Homes - Resident Care Equipment	427	0	0	0	0	0	427
21 - LTC Homes - Machinery & Equipment	173	0	0	0	0	0	173
Subtotal of Community Services	795	1,957	2,819	1,945	1,801	9,441	18,758
Annual-HRIS Development	0	400	400	400	400	2,000	3,600

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21-HRIS Development	400	0	0	0	0	0	400
Subtotal of Community Services	400	400	400	400	400	2,000	4,000
Annual - IT Asset Replacement	0	2,600	2,700	2,700	2,800	14,600	25,400
Annual - Application Lifecycle Replacement	0	300	300	300	300	1,500	2,700
Annual - IT In-Year External Dept Projects	0	200	200	200	200	1,000	1,800
Annual - HRIS Improvements and Upgrades	0	250	250	250	250	1,250	2,250
Aerial Photography Acquisition	0	100	0	0	0	200	300
20-Online Planning Portal Phase 2	0	750	0	0	0	0	750
21-Court Scheduling Modernization	150	0	0	0	0	0	150
21-Server Infrastructure – End of Life Asset Replacement	600	0	0	0	0	0	600
21-Telecom Infrastructure – End of Life Voice Speech Attendant	100	0	0	0	0	0	100
21-Desktop Infrastructure – Surplus Inventory	0	146	0	0	0	0	146
21-Network Infrastructure – End of Life Wireless Infrastructure	0	53	0	0	0	0	53
Annual - Code and Legislative Compliance Program	0	200	200	200	200	1,000	1,800
Annual - Building Life Cycle Renewal	0	4,500	4,500	4,500	4,500	22,500	40,500
Long Term Care Future Campus	0	0	0	0	0	100,000	100,000
21-Code and Legislative Compliance Program	290	0	0	0	0	0	290
21-Child Care Center - Welland Roof Replacement	0	250	0	0	0	0	250
21-ANNUAL - All Sites Staff Accommodations	0	100	0	0	0	0	100
21-Multiple Sites - Building Automation Redesign	0	100	0	0	0	0	100
Annual-Accessibility Program	0	500	500	500	500	2,500	4,500
Multiple Sites-Building Automation Redesign	0	0	500	0	0	0	500
Multiple Sites-Security Upgrades	0	250	250	250	0	0	750

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Annual - Energy Conservation Program	0	300	300	300	300	1,500	2,700
20-Ener-Meadows of Dorchester Lighting Retrofit	0	750	0	0	0	0	750
21-Ener-NRHQ CE Lighting Retro	0	610	0	0	0	0	610
NRHQ - Campbell West HVAC Investigation and Design	0	400	0	0	0	0	400
20-Building Interior NRHQ Corporate Services Accommodations	0	300	0	0	0	0	300
NRHQ - Campbell East Windows	0	900	0	0	0	0	900
NRHQ - Public Works/Planning Staff Accommodations	0	500	0	0	0	0	500
21-NRHQ - Campbell West Window Replacement	0	400	0	0	0	0	400
21-SAEO - Welland Roof Replacement	0	175	0	0	0	0	175
21-SAEO - Welland HVAC Replacement Phase 2	0	820	0	0	0	0	820
EMS - NOTL Separation Of Utilities From Hospital And Generator Installation	350	0	0	0	0	0	350
21-EMS - King St. Base Parking Lot Refurbishment and Retaining Wall Repair	400	0	0	0	0	0	400
21-EMS - Ontario St. Base Parking Lot Refurbishment	0	300	0	0	0	0	300
Long-trm Acc - EMS Central Hub	0	75,825	0	0	0	0	75,825
21-NRPS - HQ Interior Door Retrofit	150	0	0	0	0	0	150
Bldg Ext - Emerg Svc - Roof	428	0	0	0	0	0	428
NRPS Port Colborne - Generator Replacement	0	215	0	0	0	0	215
21-NRPS 68 Church Demolition	0	2,700	0	0	0	0	2,700
PW Thorold Yard - Asphalt Replacement	0	150	0	0	0	0	150

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21-PW - Welland Yard Oil Separator And Holding Tank Replacement	100	0	0	0	0	0	100
Backup 911 Call Centre Relocation	7,760	0	0	0	0	0	7,760
ERP Improvements and Upgrades	0	400	400	400	400	2,000	3,600
Annual - Strategic Property Acquisitions	0	500	500	500	500	2,500	4,500
Annual - Strategic Property Acquisitions	0	500	0	0	0	0	500
21-Wainfleet Beach - Long Term Sustainability	70	0	0	0	0	0	70
Subtotal of Corporate Services	10,398	96,044	10,600	10,100	9,950	150,550	287,642
Niagara Airports	0	2,922	3,213	746	5,828	9,022	21,731
HQ Master Plan - Phase 3	0	50	400	0	0	0	450
Subtotal of Planning and Development	0	2,972	3,613	746	5,828	9,022	22,181
Annual - EMS - Ambulance and Equipment Replacement	0	2,841	3,179	3,838	3,765	20,191	33,813
EMS - Stryker Stretcher and Load Systems	0	2,816	0	0	0	3,342	6,158
21-Annual - EMS - Ambulance and Equipment Replacement	2,029	0	0	0	0	0	2,029
21-EMS - Defibrillator Replacement	2,307	0	0	0	0	2,656	4,962
21-EMS Intraosseous Needles	103	0	0	0	0	124	227
21-EMS New Ambulance plus Equipment	291	0	0	0	0	0	291
21-EMS Specialty Transport Units	0	413	0	0	0	0	413
21-EMS Emergency Response Vehicles	302	0	0	0	0	0	302
21-EMS Fleet Vehicles	0	131	0	0	0	0	131
21 - EMS Fitness Equipment	0	50	0	0	0	0	50
Digital Radios - Fire Coordinator	20	0	0	0	0	0	20
Subtotal of Public Health Emergency Services	5,051	6,250	3,179	3,838	3,765	26,312	48,395
Annual - Development Projects	0	1,000	1,000	1,000	1,000	5,000	9,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Annual - Miscellaneous Road Properties	0	200	200	200	200	1,000	1,800
Road Rehabilitation - Roads Resurfacing	0	14,000	14,000	14,000	14,000	70,000	126,000
Road Rehabilitation - Roads Reconstruction	0	0	12,000	8,000	7,000	80,000	107,000
Structural Rehabilitation - Structural Rehabilitation Program - Engineering & Construction	0	5,000	6,000	11,000	10,000	61,000	93,000
Capacity Improvement - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	0	250	1,000	5,000	6,250
Road Rehabilitation - RR 27 Main St West - Prince Charles Dr to Niagara St	0	500	0	0	3,300	0	3,800
Road Rehabilitation - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	0	0	0	0	6,000	6,000
Structural Rehabilitation - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	0	0	250	3,500	0	3,750
Structural Rehabilitation - 15 Mile Creek Bridge (040220)	0	0	0	200	1,400	0	1,600
Structural Rehabilitation - Caistorville Rd - Bridge Rehabilitation / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	0	0	2,750	2,750
Structural Rehabilitation - King St - Culvert Rehabilitation / Replacement (Str. 081320)	0	0	0	0	0	2,750	2,750
Structural Rehabilitation - Lincoln St (029210) / Ontario St (031205) - Divesture	0	0	0	300	0	3,900	4,200
Structural Rehabilitation - Townline Rd Bridge at Miller Rd (084205)	0	0	0	0	100	1,000	1,100

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Structural Rehabilitation - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	0	0	200	1,700	1,900
Structural Rehabilitation - Ontario Ave Bridge over Hwy 420 (420215)	0	0	0	100	0	2,000	2,100
Structural Rehabilitation - Stanley Ave Bridge (102205)	0	0	0	300	0	2,700	3,000
Structural Rehabilitation - Hwy 420 / Victoria Ave Overpass (420205)	0	0	0	100	0	1,500	1,600
Structural Rehabilitation - Warner Bridge (014205)	0	0	250	2,000	0	0	2,250
Structural Rehabilitation - Woodlawn Rd Bridge (041205 & 041210)	0	0	0	150	1,000	0	1,150
Road Equip Program - Equipment Upgrade	0	200	200	200	200	1,000	1,800
Road Facility Program - Patrol Yard Improvement	0	1,000	1,000	1,000	1,000	5,000	9,000
Thorold Yard Upgrades	0	3,000	0	0	0	0	3,000
21 Annual-Patrol Yard Improvement	0	500	0	0	0	0	500
21 Annual-Roads Equip Upgrade	0	500	0	0	0	0	500
Annual - Guide Rail Improvement Program	0	260	270	280	290	1,600	2,700
Annual - Railway Crossing Improvement Program	0	130	140	150	160	950	1,530
Annual - Storm Sewers & Culvert Program	0	1,300	1,400	1,500	1,600	9,500	15,300
21 Annual-Guide Rail Improvement	250	0	0	0	0	0	250
21 Annual-Railway Crossing Improvement	0	120	0	0	0	0	120
21 Annual-Storm Sewers & Culverts	0	1,200	0	0	0	0	1,200
McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	500	0	0	0	0	0	500
21 Annual-Line Marking	200	100	0	0	0	0	300

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Annual - Illumination Installation & Upgrade Program	0	2,300	1,300	1,400	1,500	9,000	15,500
Annual - Traffic Signal Program	0	4,400	4,400	4,400	4,400	22,000	39,600
21 Annual-Traffic Vehicles/Equipment	0	90	700	220	0	0	1,010
21 Annual-Traffic Signals - Upgrades/Minor Rebuilds	0	750	750	750	750	3,750	6,750
21 Annual-Intelligent Transportation System	0	2,000	1,000	1,000	1,000	5,000	10,000
21 Annual-Traffic Signal Program	0	4,050	0	0	0	0	4,050
21 Annual-Traffic Radio System Upgrades	0	600	0	0	0	0	600
Road Facility Program - Traffic Control Centre	0	5,500	0	0	0	0	5,500
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	0	5,100	0	0	0	0	5,100
Road Rehabilitation - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	710	0	6,000	0	0	0	6,710
Annual - Engineering for Future Projects	0	500	500	500	500	2,500	4,500
Intersection Improvement - RR77 Fourth Ave @ First St Louth, SC	0	0	0	0	250	3,000	3,250
Structural Rehabilitation - Engineering Studies for Future Bridge Projects	0	300	300	300	300	1,500	2,700
61-Stanley/Four Mile Creek-NOTL	0	300	1,600	0	0	0	1,900
Road Rehabilitation - RR102 Stanley Ave Lyon's Creek to Ramsey	0	0	500	0	6,000	0	6,500
Road Rehabilitation - RR20 Lundy's Lane Kalar to Montrose	0	0	500	0	1,000	5,000	6,500
Road Rehabilitation - RR21 Bowenr Rd Ridgemount to QEW	0	0	0	500	3,000	0	3,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Road Rehabilitation - RR34 Seventh St N Service Rd to Lakeshore	0	0	200	800	0	0	1,000
Road Rehabilitation - RR42 Ontario St Carlton to QEW	0	500	0	1,000	7,800	0	9,300
Road Rehabilitation - RR67 Pine St Beaverdams to Hwy 58	0	850	1,500	0	0	0	2,350
20 Annual-Structural Rehabilitation- Engineering & Construction	0	2,000	2,000	2,000	2,000	10,000	18,000
Structural Rehabilitation - RR54 Prince Charles Dr Bridge (054210)	0	0	0	0	0	2,400	2,400
Road Rehabilitation-RR21 Bowen Rd-QEW to Thompson	0	0	0	0	0	3,500	3,500
Road Rehabilitation-RR116 Sodom Rd-Lyons Creek to Willick	0	300	0	0	2,000	0	2,300
Structural Rehabilitation -025210 Netherby Rd Bridge	0	100	750	0	0	0	850
Structural Rehabilitation -048205-Niagara St Culvert Capacity Improvement-Recon RR 57 Thorold Stone Rd ext east of Stanley Ave	0	0	80	750	0	0	830
Intersection Improvement -RR81 King St at Main & Nineteenth-LN	0	6,120	0	0	0	0	6,120
Road Rehabilitation - RR49 McLeod Rd Phase 2 - HEPC to Wilson	0	1,500	0	0	0	0	1,500
Road Rehabilitation - RR81 York Rd Lift Bridge to Taylor	0	7,900	0	0	0	0	7,900
	0	250	0	1,000	0	0	1,250

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Road Rehabilitation - Lakeshore Rd West Recon from Third St to Seventh St	0	9,750	0	0	0	0	9,750
Road Rehabilitation - RR 43 Bridge St - Victoria Ave to Erie	0	3,125	6,000	0	0	0	9,125
Capacity Improvement - RR55 Niagara Stone Rd- Con 6 to E/W Line	0	8,200	0	0	0	0	8,200
Road Rehabilitation RR81 Old Hwy 8 from Vinehaven Tr-23rd St	0	880	4,000	0	0	0	4,880
Road Rehabilitation - Pelham Rd Reconstruction (Ph 3) - Wessell Dr to 8th Ave	7,000	0	0	0	0	0	7,000
Structural Rehabilitation - Niagara St. Bridge - Bridge Replacement	0	6,000	0	0	0	0	6,000
Road Rehabilitation - RR 87 Main St - Verdun Ave to Ontario St	0	2,150	7,000	0	0	0	9,150
Capacity Improvement - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	1,700	3,200	0	0	5,200
Capacity Improvement - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	1,000	0	7,000	0	0	8,000
Structural Rehabilitation - Hydro Canal Bridge North Str. 020230	2,580	0	0	0	0	0	2,580
Structural Rehabilitation - JR Stork Bridge - Bridge Rehabilitation (Str. 038205)	0	6,000	0	0	0	0	6,000
Road Rehabilitation - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	1,500	0	5,000	0	0	6,500
Road Rehabilitation - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	0	0	1,500	0	3,700	0	5,200

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Structural Rehabilitation - Seventh St Bridge (034205)	0	2,000	0	0	0	0	2,000
Road Rehabilitation - RR 81 York Rd. Rehabilitation - RR 55 to Airport	0	1,500	0	0	0	0	1,500
Structural Rehabilitation - East Main St. Bridge (West of RR84) - Bridge Rehabilitation	0	4,000	0	0	0	0	4,000
Capacity Improvement-New Escarpment Crossing	0	500	0	0	1,000	0	1,500
Capacity Improvement - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	0	0	0	0	0	12,000	12,000
20-Structural Rehabilitation-RR81 Forty Mile Creek Bridge (081205)	0	0	0	0	0	5,000	5,000
Intersection Improvement - RR 49 McLeod Rd at Drummond Rd	0	1,500	0	0	0	0	1,500
Road Rehabilitation - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	700	1,000	10,000	0	0	0	11,700
20-Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	0	10,120	0	0	0	0	10,120
Structural Rehabilitation - Glendale Ave Bridge (089215)	0	9,700	0	0	0	0	9,700
Intersection Improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	0	3,000	0	0	0	0	3,000
20-Road Rehabilitation-RR56 Burleigh Hill-Warkdale to St. David's	0	0	2,500	0	0	0	2,500
20-Road Rehabilitation-RR87 Lakeshore Rd-MUP Townline to FMC	0	1,500	0	0	0	0	1,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Structural Rehabilitation - Lakeport Road (087210) and Frank Weir (087205)	0	250	2,500	0	0	0	2,750
20-Road Rehabilitation-Misc Road Construction	0	1,000	1,000	1,000	1,000	5,000	9,000
Structural Rehabilitation -098305-Montrose Rd Culvert	0	0	0	0	0	425	425
Structural Rehabilitation - Glenridge Ave Bridge - Bridge Rehabilitation over CNR tracks (Str. 050220)	0	4,200	0	0	0	0	4,200
Road Rehabilitation - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	7,000	5,000	8,000	0	0	20,000
20-Int Improvement - RR 47 Lundy's Lane at Dorchester	0	150	0	0	1,500	0	1,650
Road Rehabilitation-RR116 Stevensville Rd-Eagle to Bowen	0	500	0	4,000	0	0	4,500
Road Rehabilitation - RR 69 Twenty Mile - RR 24 Victoria Ave to Mountain Rd	0	6,500	6,500	0	0	0	13,000
Structural Rehabilitation -009305-York Rd Culvert	0	0	75	550	0	0	625
20-Road Rehabilitation-RR48 Niagara St-Scott to Linwell	0	0	0	0	250	6,000	6,250
Road Rehabilitation-RR102 Stanley Ave-Hwy 420 to Ferry	0	0	0	0	2,000	0	2,000
20-Capacity Improvement - Upgrades from Municipal TMP	0	0	0	0	0	3,500	3,500
20-Capacity Improvement-RR512 Livingston Ave Extension	0	1,000	0	0	6,500	0	7,500
Road Rehabilitation RR87 Lakeshore Rd from Townline Rd to Four Mile Creek Rd	2,000	0	0	0	0	0	2,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Road Rehabilitation - RR 1 Dominion Rd	5,860	0	0	0	0	0	5,860
Reconstruction - Helena St to Lakeshore Rd							
Road Rehabilitation - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	1,000	4,525	0	0	0	0	5,525
Road Rehabilitation - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	4,000	0	0	0	0	4,000
Road Rehabilitation - RR 48 Niagara St - Carlton to Scott	0	580	6,000	0	0	0	6,580
Road Rehabilitation - RR 529 Effingham St - Webber Rd to River Rd	5,500	0	0	0	0	0	5,500
Structural Rehabilitation - 20 Mile Arch - (Str. 081210) - Replace	0	1,000	0	0	0	0	1,000
Road Rehabilitation RR20 - South Grimsby Rd5 to Industrial Park Rd (Phase 4 and 5)	0	8,100	0	0	0	0	8,100
Road Rehabilitation - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	5,000	0	0	0	0	5,000
Intersection Improvement - RR100 Four Mile Creek at York Rd, NOTL	0	3,000	0	0	0	0	3,000
Structural Rehabilitation - St. Paul W CNR Bridge Replacement (081215)	11,000	0	0	0	0	0	11,000
21 Annual-Development Projects	500	0	0	0	0	0	500
21 Annual-Misc Road Properties	0	200	0	0	0	0	200
21 Annual-Roads Engineering for Future	0	500	0	0	0	0	500
21 Annual-Roads Resurfacing	10,000	0	0	0	0	0	10,000
21 Annual-Structural- Engineering Study Future Bridge	0	300	0	0	0	0	300

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21 Annual-Structural Rehabilitation- Engineering & Construction	1,500	0	0	0	0	0	1,500
21-Road Rehabilitation-Misc Construction	750	0	0	0	0	0	750
Road Rehabilitation - RR98 Niagara Square Dr Montrose to McLeod	0	250	0	1,300	0	0	1,550
Structural Rehabilitation - RR81 King St Retaining Wall Brookside to Twenty Mile Creek	0	350	0	0	4,000	0	4,350
Capacity Improvement - RR 81 Main St from Cabernet to Baker and Nelles to Orchard	0	0	2,750	0	3,750	0	6,500
Structural Rehabilitation - RR87 Lakeshore Rd Culvert (087320)	0	0	150	0	1,500	0	1,650
Structural Rehabilitation - RR49 Marineland Parkway Culvert (049310)	0	0	0	0	0	2,250	2,250
Structural Rehabilitation - RR81 King St Culvert (081320)	0	0	0	0	0	2,750	2,750
Structural Rehabilitation - RR20 Hwy 20 Culvert (020315)	0	0	0	0	0	1,650	1,650
Structural Rehabilitation -054205-Prince Charles Dr Bridge	0	0	0	0	0	1,500	1,500
21 Annual-Plan Impl Complete St	0	400	500	0	0	0	900
Capacity Improvement - Glendale Ave Interchange at QEW	0	8,400	0	0	0	0	8,400
Road Rehabilitation - RR3 Main St E Barber to Hwy 3	0	500	1,000	6,500	0	0	8,000
Capacity Improvement - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	500	2,000	0	0	2,750

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Structural Rehabilitation - 16 Mile Creek Bridge - Deck Replace (039215)	0	300	6,000	0	0	0	6,300
Structural Rehabilitation - Beaver Creek Bridge (063215)	150	1,300	0	0	0	0	1,450
Structural Rehabilitation - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	3,500	0	0	0	0	0	3,500
Structural Rehabilitation - Stevensville Bridge (116215)	0	1,700	0	0	0	0	1,700
Intersection Improvement -RR57 TSR at Dorchester	0	200	1,500	0	0	0	1,700
Intersection Improvement -RR57 TSR@Montrose	0	200	0	1,500	0	0	1,700
20-Capacity Improvement-RR54 Rice Rd-Merritt to Thorold	0	500	2,000	0	12,000	0	14,500
Road Rehabilitation - RR83 Carlton Rd Extension	0	500	0	0	0	0	500
Structural Rehabilitation -077310-16 Mile Creek Arch Culvert	100	500	0	0	0	0	600
Intersection Improvement -RR81 St Paul W@Vansickle	0	1,100	0	0	0	0	1,100
Structural Rehabilitation - RR98 White Pigeon Bridge (098220)	0	100	750	0	0	0	850
Road Rehabilitation - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	500	3,900	0	0	0	4,400
20-Structural Rehabilitation-RR12 Mountain St Retaining Wall	0	1,000	0	0	0	0	1,000
Intersection Improvement - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	0	1,500	0	0	0	0	1,500

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Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21- Vision Zero	500	500	500	0	0	0	1,500
21 Annual-Plan Impl Complete St	0	300	0	0	0	0	300
Annual - Fleet Vehicle & Equipment Replacement Program	0	1,546	3,517	4,565	3,891	8,647	22,168
21 Annual-Fleet & Vehicle Replace	0	2,232	0	0	0	0	2,232
21-NRHQ - Vehicle For Facilities Supervisor	0	40	0	0	0	0	40
21-GO Transit - Vehicle For GO Maintainer	0	40	0	0	0	0	40
LTC Homes - 2021 Capital Vehicles Replacement	0	66	0	0	0	0	66
21-WM-Ops Vehicle	40	0	0	0	0	0	40
21- Water New Vans	55	0	0	0	0	0	55
21-PH-Tobacco Enforcement Vehicles	0	64	0	0	0	0	64
NRT - Capital Acquisition	0	5,250	3,000	0	2,000	0	10,250
Subtotal of Transportation	54,395	225,539	138,382	100,215	119,541	380,722	1,018,795
Subtotal of Levy Departments	71,039	333,162	158,993	117,244	141,285	578,047	1,399,771
NRH - Annual Units, Fencing, Electrical Systems, Windows & Doors Capital Programs	0	11,142	3,725	5,218	866	12,628	33,580
NRH - Annual Emergency Capital Program	0	200	200	200	200	1,000	1,800
NRH - Annual Grounds Capital Program	0	849	412	1,296	795	2,181	5,534
NRH - Annual Building Capital Program	0	4,522	6,624	2,842	8,325	19,407	41,721
NRH - Welland Intensification	0	9,246	0	0	0	0	9,246
21-NRH - Annual Emergency Capital Program	200	0	0	0	0	0	200
21-NRH - Annual Grounds Capital Program	2,290	0	0	0	0	0	2,290
21-NRH - Annual Building Capital Program	4,790	0	0	0	0	0	4,790
Subtotal of Niagara Regional Housing	7,280	25,960	10,962	9,555	10,187	35,216	99,160
NRPS - Capital Asset Acquisitions - Annual Forecast (2022 - 2030)	0	350	350	350	350	1,750	3,150

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
NRPS - CEW Replacement - Annual Forecast (2022 - 2030)	0	75	1,100	1,100	0	600	2,875
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	40,000	0	0	0	40,000
Mobile Communications Unit	0	0	400	0	0	0	400
NRPS - Remote Controlled Explosive Unit	0	0	0	500	0	0	500
NRPS - Voice Radio System	0	0	0	650	650	1,850	3,150
NRPS - Speed Detection Devices - Annual Forecast (2022 - 2030)	0	14	14	14	14	70	126
NRPS – Equipment Asset Tracker - Phase II	0	150	0	0	0	0	150
NRPS - Automated Fingerprint RecoRoad Check (2021)	125	0	0	0	0	0	125
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2022 - 2030)	0	1,500	1,500	1,600	1,600	8,700	14,900
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2021)	1,400	0	0	0	0	0	1,400
NRPS - Speed Detection Devices (2021)	14	0	0	0	0	0	14
NRPS - Automated Licence Plate Reader (2021)	30	0	0	0	0	0	30
NRPS - Binocular Night Vision Devices (2021)	61	0	0	0	0	0	61
NRPS - CBRN Non-Encapsulating Protection Suits (2021)	20	0	0	0	0	0	20
NRPS - Direct Read Portable X-Ray System (2021)	87	0	0	0	0	0	87
NRPS - Forward Looking Infrared Camera (2021)	36	0	0	0	0	0	36
NRPS - Diver's Umbilical Breathing Hose (2021)	13	0	0	0	0	0	13
NRPS - Self Contained Breathing Apparatus (2021)	47	0	0	0	0	0	47

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
NRPS - Towable Underwater Video/Light System (2021)	18	0	0	0	0	0	18
NRPS - CEW Replacement - Annual (2021)	75	0	0	0	0	0	75
NRPS - Range Target System (2021)	60	0	0	0	0	0	60
NRPS - IT & Network Equipment Replacement - Annual (2021)	800	0	0	0	0	0	800
NRPS - IT & Network Equipment Replacement - Annual Forecast (2022 - 2030)	0	800	950	1,000	1,000	5,500	9,250
NRPS – Communications Back Up Centre	4,600	0	0	0	0	0	4,600
NRPS - Property and Evidence Money Safes (2021)	45	0	0	0	0	0	45
NRPS - Property and Evidence Scissor Lift (2021)	8	0	0	0	0	0	8
Subtotal of NRPS	7,439	5,889	44,314	5,214	3,614	18,470	84,940
Subtotal of Agency Board and Commissions	14,719	31,849	55,276	14,769	13,801	53,686	184,100
Annual - Miscellaneous Enhancements and Replacements	0	226	165	226	165	1,007	1,788
Annual - Property Acquisition	0	110	110	110	110	550	990
RW Planning - Long-Term Disposal Technology	0	0	0	0	0	1,600	1,600
21-Ann Misc. Enhance/Replace	165	0	0	0	0	0	165
21-Property Acquisition	110	0	0	0	0	0	110
Bridge St - Compost Pad	0	0	0	0	0	302	302
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	0	0	462	462
Humberstone - Leachate Collection System Manholes	0	0	1,650	1,650	0	0	3,300
Humberstone - Paving Upgrades	0	0	425	0	0	330	755

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Humberstone - Site Improvements and Enhancements	0	100	0	100	0	300	500
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	0	0	0	1,500	1,500
21-Humberstone-LGCCS Phase 3	330	4,345	0	0	0	0	4,675
NR-12 - New Cell #5	0	0	0	0	0	4,180	4,180
21-NR12-Compost Pad	520	0	0	0	0	0	520
Glenridge - Boardwalk Structuralture	0	0	0	0	0	332	332
Brock Lands Road Expansion	0	2,000	0	0	0	0	2,000
Glenridge - Passive Gas System	385	0	0	0	0	0	385
Glenridge LCS Header Replacement	825	0	0	0	0	0	825
Glenridge - Stormwater Diversion	0	385	0	0	0	0	385
Mountain -General Waste Treatment LCS upgrades	1,200	250	0	0	0	0	1,450
Mountain Road - End Use Works	0	0	1,000	0	0	0	1,000
Annual - Recycle - Build & Equip	0	110	110	110	110	550	990
Annual - Recycle - Loader Replacement	0	368	0	380	391	817	1,956
Annual - Recycle - Facility Improvements	0	2,019	1,430	500	1,356	1,459	6,764
21-Recycling Loader Replacement	358	0	0	0	0	0	358
21-Recycling Facility Improvement	44	0	0	0	0	0	44
21-Recycling Building & Equip	110	0	0	0	0	0	110
21-Recycling Rotary Glass Dryer	880	0	0	0	0	0	880
Subtotal of Waste Management	4,927	9,913	4,890	3,075	2,132	15,173	40,109
WW Facilities Security Improvement Program	0	100	0	100	100	400	700
Flow Meters in Trunk Sewers	0	225	0	0	0	450	675
Boiler Replacement/ Refurbishment WW Program	0	500	0	500	0	1,500	2,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Misc Prgm - Master Meter Replacement	0	500	0	0	0	1,500	2,000
Misc Prgm - Grit Upgrade	0	250	0	0	0	3,250	3,500
WiFi Expansion at Wastewater Facilities	0	100	0	100	0	400	600
Digester & Sludge Management Program	0	1,250	0	1,250	1,250	3,750	7,500
IT Hardware and Software (Wastewater) Replacement	0	100	0	100	0	400	600
WWTP Upgrade - Plant Sustainability Program	0	0	0	0	0	2,000	2,000
Chemical System Upgrade Program	0	200	0	200	200	800	1,400
Pump Station Flow Metering	0	100	0	300	0	450	850
Pumping Station Upgrade Program	0	0	0	0	0	2,000	2,000
Lab Equipment Upgrade Program	0	100	0	100	0	400	600
Pump Station Flow Metering	0	300	0	0	0	0	300
Trunk Sewer Replacement Program	0	0	0	0	0	1,500	1,500
Forcemain Replacement Program	0	0	0	0	0	1,500	1,500
21 - Region Wide Sludge Septic Haulage Program	1,000	1,000	1,000	0	0	0	3,000
21-Laboratory and Sampling Equipment Upgrade Program	100	0	0	0	0	0	100
21-WWTP Digester / Sludge Management Program	1,250	0	0	0	0	0	1,250
Niagara Falls WWTP Headworks Upgrade	0	0	0	0	0	6,000	6,000
South Side Low Lift Forcemain Rehabilitation/Replacement	0	0	0	0	0	250	250
Portage Trunk Sewer Rehabilitation/Replacement	0	0	250	0	2,000	0	2,250
Central SPS/HRT Upgrades	0	0	0	250	0	1,000	1,250
Drummond Road SPS Upgrades	0	0	0	0	250	2,000	2,250
Neighbourhood of St. David's SPS Upgrade	0	0	0	250	0	1,800	2,050

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	0	350	2,300	2,650
Mewburn Pumping Station Upgrade	0	4,100	0	0	0	0	4,100
Bender Hill Pump Station Upgrade	0	4,000	0	0	1,500	0	5,500
20- Niagara Falls WWTP Maintenance Building Replacement	0	3,000	0	0	0	0	3,000
Niagara Falls WWTP Secondary Treatment Upgrade	47,000	0	26,000	0	0	0	73,000
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	0	8,300	0	0	0	0	8,300
21- Royal Manor Pump Station Upgrades and Forcemain Replacement	0	300	0	2,000	0	0	2,300
21- Rolling Acres PS Upgrades and Forcemain Replacement	300	0	0	0	3,000	0	3,300
19-Decommission Old Central Pumping Station	400	0	0	0	0	0	400
Queenston WWTP Decommissioning	0	0	0	300	0	1,700	2,000
20-New Queenston/ St.Davids Wastewater Servicing	0	2,000	0	20,000	0	0	22,000
Stevensville SPS Upgrade	0	0	0	250	0	1,000	1,250
2017-Stevensville-Douglastown Lagoon Upgrade	0	4,000	0	0	4,000	0	8,000
Anger Ave WWTP Aeration Upgrades	0	0	0	0	0	10,500	10,500
Anger Ave WWTP Laneway Upgrades	0	0	0	0	0	3,250	3,250
Alliston Ave SPS Pump Replacement	0	0	0	0	200	1,000	1,200
Catherine Street Pumping Station Upgrades	0	400	0	2,500	0	0	2,900
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	0	0	0	0	0	27,000	27,000
20-Lakeshore Road Pumping Station Upgrade	500	2,300	0	0	0	0	2,800
20-Anger Ave WWTP Grit Upgrade	0	0	2,000	0	0	0	2,000

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Welland WWTP Upgrades Ph 3	0	0	0	0	0	1,500	1,500
Ph 2 Mill St Area Sanitary Improvements	0	825	0	0	0	0	825
Towpath SPS Pump Replacement	0	0	200	0	1,000	0	1,200
Foss Road Forcemain Upsizing	0	0	0	0	400	4,500	4,900
21-Lyons Creek CSO Decommissioning	0	0	0	0	0	1,100	1,100
Foss Rd SPS Upgrade	0	0	0	0	350	1,700	2,050
Hurricane Rd SPS Pump Replacement	0	0	200	0	0	1,100	1,300
Port Robinson Lagoon Decommissioning	0	0	0	3,000	0	0	3,000
George Street SPS Upgrade	2,600	0	0	0	0	0	2,600
19-Welland WWTP Upgrade - Phase 2	0	0	0	0	0	23,000	23,000
20- Quaker Rd Trunk Sewer	0	1,500	0	0	0	0	1,500
20-Welland OAW Diversion Building Decommissioning	0	0	0	0	0	800	800
21- Mill St Area Sanitary Improvements Ph 1	825	0	0	0	0	0	825
19-Dain City Pump Station Upgrade	0	3,500	0	0	0	0	3,500
Erie Rd Pumping Station Upgrades	0	200	0	2,000	0	0	2,200
Crystal Beach Laneway Upgrades	0	0	0	300	0	2,000	2,300
20-Crystal Beach Wastewater Treatment Plant Upgrade	0	600	0	0	0	15,000	15,600
21- Nigh Rd Pumping Station Upgrade	0	300	2,000	0	0	0	2,300
Steele St Pumping Station Upgrades	0	0	0	0	0	300	300
Main St SPS Upgrades	0	0	0	0	0	1,700	1,700
Seaway WWTP Upgrade	0	0	0	0	0	6,000	6,000
19-Seaway WWTP Influent Channel Upgrade	0	2,500	0	0	0	0	2,500
WWTP Capacity - Seaway (Biosolids and Digestion)	0	7,000	0	0	0	0	7,000
City Hall SPS and Forcemain Upgrade	0	2,700	0	0	0	0	2,700

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
19-Seaway WWTP Electrical Upgrade	0	2,500	0	0	0	0	2,500
East Side Pump Station Forcemain Replacement	1,500	0	0	0	0	10,000	11,500
20-Oxford Pump Station Upgrades	0	1,000	0	0	0	0	1,000
20-Seaway WWTP Generator Replacement	0	2,600	0	0	0	0	2,600
20-Seaway WWTP Ferric System Upgrade	0	800	0	0	0	0	800
21 - Nickel St Pumping Station Upgrades	0	300	0	2,000	0	0	2,300
21-Seaway WWTP Contact Tank Process Modifications	250	0	0	0	0	0	250
21-Fares St Pumping Station Upgrades	0	300	0	2,000	0	0	2,300
21- Arena Pumping Station Upgrades	300	0	0	2,500	0	0	2,800
Port Weller WWTP Laneway Upgrades	0	0	0	300	0	2,000	2,300
19-Replace Carleton Pump Station Forcemain	0	1,000	0	0	0	0	1,000
Port Weller WWTP Upgrades	0	0	0	0	0	35,000	35,000
Port Weller WWTP Chemical System Upgrade	0	5,800	0	0	0	0	5,800
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	350	0	0	0	2,500	0	2,850
Niagara-on-the-Lake WWTP Maintenance Building	0	0	0	200	0	3,000	3,200
Lakeshore Rd Pumping Station Upgrades NOTL	0	0	0	0	0	300	300
Niagara Stone Rd Pumping Station Upgrades	0	0	0	0	0	300	300
Garrison Village Pumping Station Upgrades	0	0	0	0	0	300	300
19- Line 2 Pump Station Upgrade	0	1,200	0	0	0	0	1,200
20-Four Mile Creek Sewer Rehabilitation	0	0	0	0	5,000	0	5,000
Centre St. SPS Upgrades	0	0	250	0	1,000	0	1,250
Argyle SPS Upgrades	0	200	0	0	1,500	0	1,700
Port Dalhousie WWTP Upgrade	0	0	15,000	0	0	0	15,000
Cole Farm SPS Upgrade	0	2,500	0	0	0	0	2,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
19-Renown Pump Station Upgrade	0	13,000	0	0	0	0	13,000
Beaverdams SPS Upgrade and Forcemain Replacement	0	7,600	0	0	0	0	7,600
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	300	2,000	0	0	0	0	2,300
Smithville Forcemain Twinning	0	0	0	2,800	0	15,000	17,800
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	0	1,350	7,500	8,850
Smithville SPS Upgrade	0	0	0	500	0	7,000	7,500
Baker Road WWTP Capacity Expansion	0	850	0	5,400	0	35,500	41,750
Smithville Lagoon Decommissioning	0	0	0	3,500	0	0	3,500
Campden Pumping Station Upgrades	1,200	0	0	0	0	0	1,200
19-Lake Street PS Upgrade	0	3,800	0	0	0	0	3,800
20-Bal Harbor Pumping Station Electrical Upgrade	0	700	0	0	0	0	700
20-Biggar Lagoon Pumping Station Upgrade	0	3,500	0	0	0	0	3,500
20-Lakewood Garden Pumping Station Upgrades	0	1,000	0	0	0	0	1,000
20-Victoria Avenue Pumping Station Upgrades	0	0	3,500	0	0	0	3,500
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	0	3,500	0	0	0	0	3,500
21 - Ontario St Pumping Station Upgrades	850	0	3,800	0	0	0	4,650
Sewer & Frce - Tupper Dr Trunk	0	3,500	0	0	0	0	3,500
South Niagara Falls Wastewater Treatment Plant	187,748	0	0	0	0	0	187,748
21-New South Niagara Falls WWTP Outfall	10,632	0	0	0	0	0	10,632
21- South Niagara Falls Trunk Sewer	85,342	0	0	0	0	0	85,342
21-New South West Trunk Sewer - South Niagara Falls WWTP	9,770	0	0	0	0	0	9,770

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21-Peel St PS Upgrades and New Forcemain - South Niagara Falls WWTP	5,921	0	0	0	0	0	5,921
21-South Side High Lift PS Decommissioning - South Niagara Falls WWTP	633	0	0	0	0	0	633
21-Garner Rd, Oakwood Dr, Grassy Brook PS Decommissioning	1,139	0	0	0	0	0	1,139
21-Niagara Falls McLeod Rd Overflow Diversion	1,891	0	0	0	0	0	1,891
21-New Black Horse PS - South Niagara Falls WWTP	4,390	0	0	0	0	0	4,390
21-New Black Horse PS Forcemain - South Niagara Falls WWTP	12,731	0	0	0	0	0	12,731
Woodsview Pump Station Upgrade	0	0	2,500	0	0	0	2,500
19-Garner Rd W&WW Storage Facility Upgrade	0	6,000	0	0	2,000	0	8,000
Subtotal of Wastewater Operations	378,921	115,900	56,700	52,700	27,950	252,700	884,871
Water - Master Meter Replacement Program	0	0	100	0	250	350	700
Water - Security Improvement Program	0	115	115	140	140	710	1,220
Water - Chemical System Upgrade Program	0	250	0	300	0	600	1,150
Water - Elevated Tank Painting Program	0	0	100	0	2,000	2,100	4,200
Roof Replacement Program	0	0	0	0	100	450	550
Water - Reservoir & Storage Program	0	0	500	0	0	1,000	1,500
Water - Valve Replacement Program	0	100	0	400	0	600	1,100
Watermain Replacement Program	0	0	0	1,000	2,000	3,000	6,000
GAC Replacement Program at WTP	0	2,500	2,500	2,500	2,500	8,000	18,000
Water Treatment Plant Sustainability Program	0	0	0	0	0	21,000	21,000
Boiler Replacement Program	0	500	500	0	500	1,000	2,500
Water - Hardware & Software Upgrade Program	0	120	120	120	120	640	1,120

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Annual Generator Repl. Prog.	0	100	100	150	150	790	1,290
21-Water - Hardware & Software Upgrade Program	100	0	0	0	0	0	100
21-GAC Replacement program at Water Treatment Plants	2,500	0	0	0	0	0	2,500
21-Master Meter Replacement Program - Water	250	0	0	0	0	0	250
21-Reservoir & Storage Program	500	0	0	0	0	0	500
21-Corporate WIFI Expansion at Water Facilities	200	0	0	0	0	0	200
21- Boiler Replacement Program	1,000	0	0	0	0	0	1,000
21- Roof Replacement Program	500	0	1,000	0	0	0	1,500
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	0	0	0	0	2,300	2,300
Decommissioning of Lundy's Lane ET	0	0	300	0	1,600	0	1,900
New NF South trunk main to New ET	0	0	0	0	0	1,000	1,000
2017-NF WTP Intake Relocation	0	0	0	0	30,000	0	30,000
21-Drummond Road Valve Rehabilitation	1,000	0	0	0	0	0	1,000
21- New Niagara Falls Elevated Tank	1,500	1,000	0	10,600	0	0	13,100
Rosehill WTP New Intake	0	11,000	0	0	0	0	11,000
Decommissioning of the Stevensville Reservoir and Pump Station	0	380	0	2,480	0	0	2,860
Decommissioning of Central Ave (Fort Erie South) ET	0	200	0	750	0	0	950
New Fort Erie Elevated Tank and Trunk Watermain	0	15,000	0	0	0	0	15,000
21- Rosehill WTP New Outfall	400	0	2,000	0	0	0	2,400
New Trunk Main in Central Fort Erie	400	0	0	9,160	0	0	9,560
Welland WTP Decommissioning of Old Plant	0	0	400	0	1,000	0	1,400
New trunk main from Welland WTP to North	0	0	0	0	0	1,500	1,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
Decommissioning of Pelham ET	0	0	200	0	900	0	1,100
New Pelham Elevated Tank	0	0	7,900	0	0	0	7,900
WTP Upgrade - Welland Upgrade - Phase 2	0	0	50,000	0	0	0	50,000
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	0	9,300	0	0	0	0	9,300
21-Bemis Elevated Tank Replacement	500	0	1,000	0	11,000	0	12,500
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	0	380	2,475	2,855
New Barrick Road Watermain	0	0	0	9,800	0	0	9,800
Decew WTP New Intake Channel	0	0	22,300	0	0	0	22,300
Trunk main from South NOTL to Virgil ET	0	0	0	0	0	2,000	2,000
WTP Upgrade - DeCew Falls Roadway Improvements	0	0	750	0	0	0	750
Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	0	200	0	800	0	0	1,000
DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	750	0	0	0	0	0	750
Downing Avenue Transmission Main Replacement	2,000	0	0	0	0	0	2,000
WTP Upgrade - DeCew Falls Intake Building Rehabilitation	5,000	0	0	0	0	0	5,000
19-DeCew WTP Valve House Rehabilitation	0	0	420	0	0	0	420
19-DeCew High Lift Pump Sizing	0	3,800	0	0	0	0	3,800
Watermain - Port Robinson System Interconnect	3,600	0	0	0	0	0	3,600
DeCew Falls Low Lift Booster Station Upgrade	0	2,400	0	0	0	0	2,400
WTP Upgrade Prgm - DeCew WTP Waste Optimization	0	0	0	0	0	5,000	5,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
19-DeCew UV Upgrade	0	0	0	0	10,000	0	10,000
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	0	1,500	0	0	0	0	1,500
20-St.Davids Chlorination Facility Upgrade	0	0	400	0	0	0	400
20-Watermain Interconnection from Decew WTP to Townline Rd E	0	1,500	0	0	0	15,000	16,500
20-Decommissioning Carlton St. Reservoir	0	0	2,000	0	0	0	2,000
20-DeCew WTP Plant 2 Upgrades	0	0	0	0	0	20,000	20,000
20-Warner Rd Pumping Station Decommissioning	0	200	0	0	0	0	200
21-DeCew Plant 1 Mixing System	400	0	2,000	0	0	0	2,400
21-York Road Watermain Replacement	500	0	4,000	0	0	0	4,500
WTP Upg - DeCew Plant 3	0	15,000	0	0	0	0	15,000
21- Watermain Replacement Martindale Rd - JR Stork Bridge	0	3,200	0	0	0	0	3,200
Grimsby WTP Process to Waste System	0	0	0	0	0	6,500	6,500
WTP Upgrade - Grimsby Upgrade	0	0	0	0	0	18,000	18,000
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	0	700	700
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	800	0	0	5,000	28,000	33,800
Grimsby WTP Expansion	0	1,500	0	4,000	0	46,000	51,500
20-Watermain Replacement Ontario St in the Town of Lincoln	0	6,000	0	0	0	0	6,000
Grimsby WTP Upgrade - Laneway Improvements	1,100	0	0	0	0	0	1,100
2017- Grimsby Watermain Replacement	6,000	0	0	0	0	0	6,000
21- Grimsby WTP New Outfall	600	0	0	2,500	0	0	3,100

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2021	2022	2023	2024	2025	2026-2030	Total
21- New Transmission Main in Smithville	900	0	0	13,500	0	0	14,400
21- Grimsby WTP HVAC Upgrades	1,000	0	0	0	0	0	1,000
Subtotal of Water Operations	30,700	76,665	98,705	58,200	67,640	188,715	520,625
Subtotal of Rate Departments	414,548	202,478	160,295	113,975	97,722	456,588	1,445,605
Grand Total	500,306	567,488	374,564	245,989	252,808	1,088,321	3,029,476

**1815 SIR ISAAC BROCK WAY
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