

TWENTY22

NIAGARA REGION
BUDGET SUMMARY

The 2022 Budget ensures Niagara residents continue to receive high-quality programs and services.

LEVY OPERATING BUDGET:

\$422.3 MILLION

The operating budget for 2021 has been approved with a tax levy of \$422.3 million funding the daily business of Niagara Region, its boards and agencies.

RATE OPERATING BUDGET:

\$174.7 MILLION

The Niagara Region Council approved rate budget increases for both Water and Wastewater Services and Waste Management for 2022. Water and Wastewater services approved rate budget is \$131.9 million for an increase of 5.15 percent. Waste Managements approved rate budget is \$42.8 million an increase of 5.54 per cent. The Water and Wastewater budgets provide continuity of essential operations and allows for updates and investment to major infrastructure.

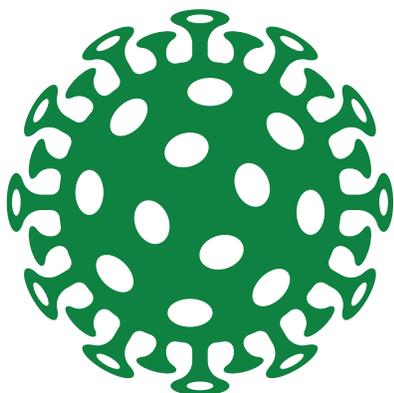
WATER AND WASTEWATER
\$131.9 MILLION

5.15% 



WASTE MANAGEMENT
\$42.8 MILLION

5.54% 



COVID-19 COSTS

\$30.2 MILLION

COVID-19 costs for 2022 estimated at \$30.2 million, supporting Regional Departments, Rate programs and Agencies, Boards and Commissions. Provincial funding will support a Public Health Pandemic Response Team and Community Services.



PROPERTY TAX INCREASE

2.87%

For the average property assessed at \$278,764 the Regional portion of the tax bill will increase by \$46 totalling \$1,684 in 2022. This is net of the Region's tax revenue from new development of 1.32% (\$5.4million) assessment growth in 2022.

CAPITAL BUDGET: \$327.9 MILLION

To help drive the Council's priorities for the current term, the operating budget also supports a \$327.9 million approved capital program. This includes the construction of 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



Montrose Road capacity improvement to support growth in south Niagara Falls



Decew Water Treatment Plant 3 sustainability upgrades



Roads resurfacing/strengthening



Beaverdams sewage pumping station upgrade and replacement



Casablanca Boulevard Widening - Livingston to QEW



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Section I

About the Niagara Region

Corporate Overview

Niagara, we're here for you.

Whether it's turning on a tap, getting around on a Regional road or supporting our residents at every stage of life, we're here for you, Niagara. Niagara Region puts user fees and your property tax dollars to work, investing in the services that communities rely on.

The average property in Niagara is assessed at \$278,764.

Here's how the average Regional portion of your property taxes gets invested:

PUBLIC HEALTH:



\$193

goes to emergency medical care and to fund clinics, classes and workshops you may need.

ROADS:



\$253

goes to maintaining our major roads and bridges.

REGIONAL TRANSIT:



\$69

goes to fund public transit to get you where you are going.

POLICE:



\$739

goes to keeping our communities safe.

COMMUNITY SERVICES:



\$374

goes to taking care of our vulnerable residents and housing assistance for residents in need.

NIAGARA PENINSULA CONSERVATION AUTHORITY:



\$25

goes to protecting Niagara's natural resources.

CORPORATE ADMINISTRATION, PLANNING & DEVELOPMENT AND REVENUES:



\$30

goes to the daily business of the Niagara Region and planning the region's future.

The Niagara Region budget is also made up of rate operating budget for water and wastewater services and waste management, separate from the tax bill. The estimated regional share on an average household is:

WATER AND WASTEWATER:



\$749

goes to clean drinking water maintaining water infrastructure, plant operations, and wastewater removal.

WASTE MANAGEMENT:



\$169

goes to waste collection and diverting waste from landfill by recycling and composting.

Learn more about your property taxes at: niagararegion.ca/government/budget-taxes



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

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 Strategic Priorities 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](#).

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



Objective 2.1: Enhance Community Wellbeing

- Foster safe and inclusive neighborhoods 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



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
(Deceased October 11, 2021)



Barbara Butters
Port Colborne



David Bylsma
West Lincoln



Frank Campion
Welland



Pat Chiocchio
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



Mat Siscoe
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



Corporate Leadership Team



**Dr. M. Mustafa Hirji,
MD, MPH, FRCPC**

Acting Medical Officer,
Commissioner of Public Health and
Emergency Services



Adrienne Jugley

Commissioner of
Community Services



Todd Harrison

Commissioner of Corporate Services,
Treasurer



Michelle Sergi

Commissioner of Planning and
Development Services



Ron Tripp

Chief Administrative Officer



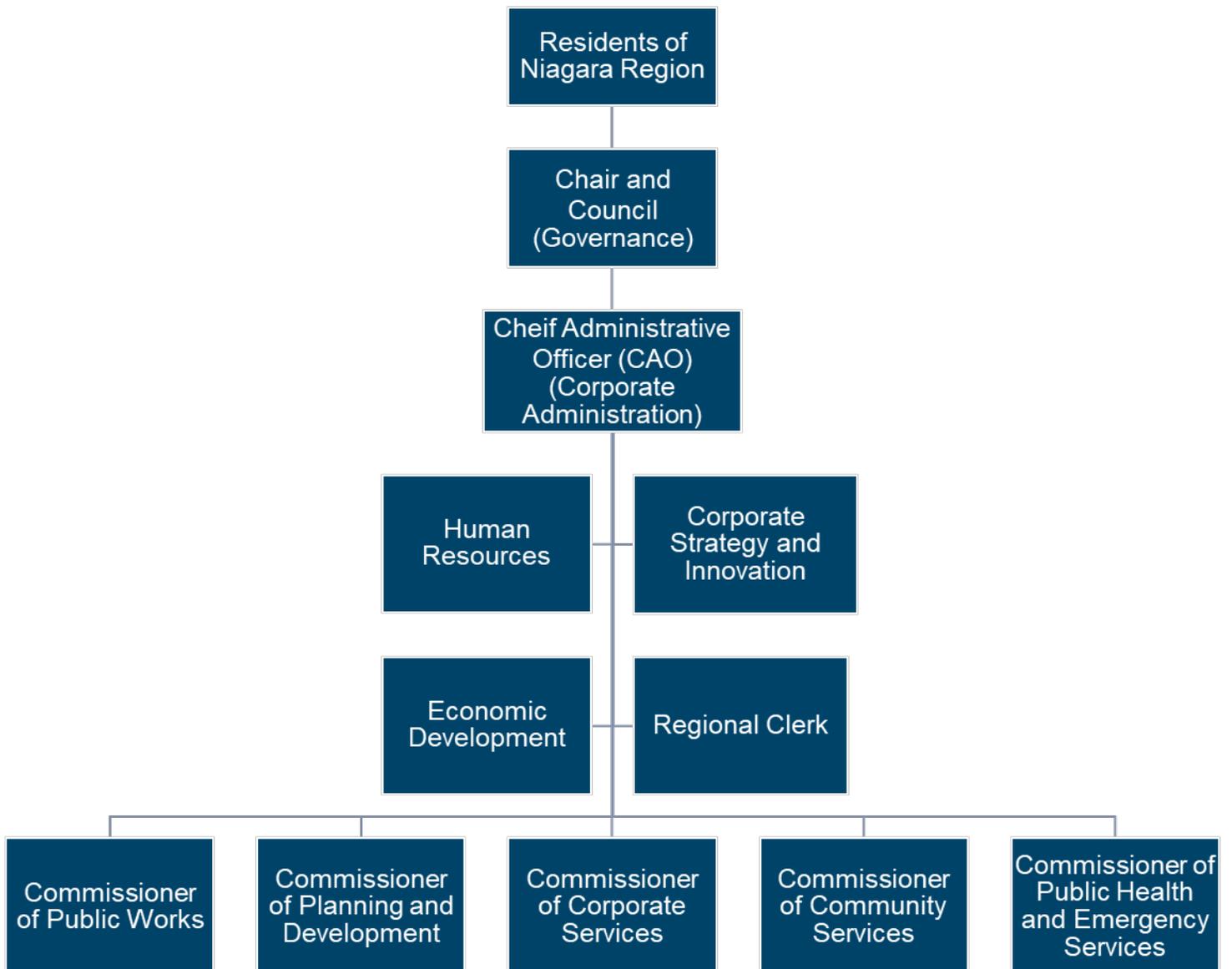
Bruce Zvaniga

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 01, 2021

Christopher P. Morill

Executive Director

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

About the Niagara Region

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Section 2

Report from the Treasurer



Report from the Treasurer

Report from the Treasurer

2022 Budget Highlights

As Commissioner of Corporate Services and Treasurer, I am proud to present the 2022 Budget Summary on behalf of Niagara Region. On Dec.16, 2021 Niagara Regional Council approved a budget for 2022 that addressed the unique challenges of the past year while ensuring our residents continue to receive the high-quality programs and services they rely on.

With all budgets, Regional staff aim to deliver recommendations based on current and future service needs and on guidance put forth by members of Council. It goes without saying that the COVID-19 pandemic continues to force us to adapt how we approach the preparation of the municipal budget and its components. While it is not an easy task given the many circumstances the Niagara Region faces, I am confident that the municipality delivered what Regional Council asked for.

The work Niagara Region performs every day touches the lives of our residents in profound ways, from providing clean water, roads maintenance and waste collection to public safety, housing, childcare and much more.

The Region's financial plan for the next year reflects our residents' desire to see investments in economic growth initiatives, expansion of transit services, access to affordable housing, and to ensure Niagara continues to care for its most vulnerable citizens.

Highlights of the budget

- \$2.3 million toward bridge housing and permanent supportive housing
- \$4.7 million to support infrastructure for regional departments and agencies, boards and commissions
- \$1.9 million in contributions toward local hospital and hospice development

- \$0.8 million toward Tax Increment Grants and Smarter Niagara Incentive Program (SNIP)
- \$10.5 million for Niagara Regional Police Services
- COVID-19 costs for 2022 estimated at \$30.2 million with funding from reserves until upper level of government funding is confirmed
- Use of \$6 million in reserves to mitigate the impacts of operating budget pressures on the taxpayers from 4.35% to 2.87%

Report from the Treasurer

Tax Levy

The operating budget for 2022 contains a tax levy of \$422.3 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 \$44, totaling \$1,682 in 2022.

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 4.10% increase, before addressing impacts of COVID-19 costs, with 2% allocated to operating services, 1% allocated to capital funding and 1.10% allocated to fund 2021 base budget services which were funded with reserves. The Region was faced with numerous budgetary pressures including but not limited to; Council priorities in addition to core service delivery and the continued impacts of COVID-19 which resulted in challenging decisions to align with Council's budget planning strategy.

The 2022 budget initially recommended a 4.35% increase (\$23M) on the levy, to accommodate the departmental pressures, incremental ABC pressures primarily within the NRPS and Council priorities. Council proposed an amendment to utilize \$6.0M from reserves to fund the budget, approving an expenditure increase of \$23M but ultimately resulting in a 2.87% (\$17M) increase to the taxpayers.

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 proposed was reduced to 0.85% to mitigate the overall tax increase.

Staff and Council utilized new taxation revenue from assessment growth (\$5.4 million) to provide a sustainable budget to address Council's priority of funding the NRPS base budget pressure in 2021 with reserves and to fund initiatives that are key to Niagara residents without affecting current property taxpayers. Assessment growth is revenue created from new or enhanced properties.

Report from the Treasurer

Rate Operating Budgets

Water and Wastewater

Niagara Regional Council approved rate budget increases for 2022 of 5.15 percent for water and wastewater services combined and 5.54 percent for waste management.

The approved water and wastewater rates are effective as of Jan. 1, 2022, and billed to the local area municipalities based on water and wastewater usage following the Council approved methodology. The local municipalities will in-turn incorporate the new rates into resident water bills. Council previously adopted a 5.15% increase for the Water and Wastewater budget per the Safe Drinking Water Act (SDWA) financial plan and this plan was reinstated for 2022 addressing the asset renewal log as well as the Regional annual funding gap.

Waste Management

Despite a funding strategy approved in 2019 (annual increase of 10 percent over three years) to cover the increase in costs related to the new collection contract, staff were able to reduce the increase in 2022 to 5.54 percent. 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. Niagara households can expect to pay \$6.85 more per year for waste management services in 2022, on average. In addition to economic benefits, every other week garbage collection is providing environmental benefits as well. Changes in collection guidelines has diverted more than 12,000 tonnes of garbage from ending up in our landfills. The number of Niagara households setting out a Green Bin also increase by 24 percent.

Report from the Treasurer

Capital Budget

To help drive the Council's priorities for the current term, the operating budget also supports a \$327.9 million approved capital program.

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 Capital Financing Policy which aligns short-term actions with long-term financial management ensures that the Region is in a sound financial position to fund capital projects in alignment with studies, master servicing plans and other legislated requirements.

The 2022 Capital Budget was built through prioritizing projects based on highest risk-based return on investment, corporate alignment to Council/corporate priority and overall risk reduction. This was determined through the prioritization model called the Corporate Asset Management Resource Allocation (CAMRA). Once the prioritized projects 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 continues to invest in high growth projects while also maintaining a strong AA stable credit rating from Standard and Poor's, the Region's credit rating agency. Key initiatives included in the 2022 budget are improvements to road capacity and the South Niagara Falls Wastewater Treatment Plant to support growth, roads resurfacing and strengthening, sustainability upgrades to Decew Water Treatment Plant 3 and Beaverdams sewage pumping station upgrade and replacement.

Respectfully submitted,

Todd Harrison CPA, CMA

Report from the Treasurer

Quotes

“As Regional Council continues to grapple with the lingering effects of the pandemic, and the uncertainty of the future, the 2022 budget represents a balanced and responsible approach to the Region’s finances. After careful consideration of dozens of reports and presentations at numerous meetings and workshops, I believe we have approved a budget that is fiscally accountable, while still maintaining the mandated and essential programs and services our residents and businesses rely upon. I want to thank staff, and Regional Council, for their hard work in delivering on this budget, and I look forward to next year with cautious optimism.”

~ Jim Bradley, Regional Chair

"Throughout this process, Council and Regional staff worked collaboratively to ensure the 2022 budget meets our community’s expectations for high quality services and takes into account the financial challenges faced by our residents and businesses in recent years. Niagara Region is committed to ensuring our community continues to thrive and succeed."

~ Gary Zalepa, Regional Councillor and Budget Chair

"Given these uncertain times, staff have done an excellent job managing the Region’s financial pressures. Thanks to funding we received from the provincial and federal governments to help offset the impact of COVID-19 on the Region’s finances, we were able to continue to invest in needed programs, and, in the face of a pandemic, continue to meet community expectations for high-quality service."

~ Todd Harrison, Commissioner of Corporate Services and Treasurer

2022 Budget

A summary of the 2022 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	915,227,986	(492,927,272)	422,300,714
Water Rate Budget	48,900,951	(383,225)	48,517,726
Wastewater Rate Budget	86,553,117	(3,211,630)	83,341,487
Waste Management Rate Budget	69,306,516	(26,493,467)	42,813,049
Total Operating Budget	1,119,988,569	(523,015,595)	596,972,975
Capital Budget	327,889,304	(128,581,020)	199,308,284
Total Budget	1,447,877,873	(651,596615)	796,281,258

Section 3

Operating Budget

Corporate Operating Overview



Operating Budget Summary

2022 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 December 9, 2021 the 2022 budget initially recommended a 4.35% increase (\$23M) on the levy, to accommodate the departmental pressures, incremental ABC pressures primarily within the NRPS and Council priorities, Council proposed and carried the following amendment:

- Utilize \$6.0M from reserves to fund the budget, approving an expenditure increase of \$23M but ultimately resulting in a 2.87% (\$17M) increase to the taxpayers.
 - 2021 net levy operating budget decreases from \$428,300,714 to \$422,300,714.

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	2021 Gross Budget	2021 Net Budget	2022 Gross Budget	2022 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,504	2,504	2,599	2,599	96	3.82%
Corporate Administration	8,241	6,888	9,037	7,520	633	9.18%
Corporate Services	4,529	1,120	5,459	1,149	29	2.63%
Community Services	365,726	73,192	366,681	78,601	5,410	7.39%
Public Health and Emergency Services	139,883	44,156	142,726	48,467	4,311	9.76%
Planning and Development	6,965	4,760	6,878	4,853	94	1.97%
Transportation Services	89,716	80,648	93,752	80,917	270	0.33%
Subtotal of Levy Departments	617,564	213,266	627,132	224,108	10,842	5.08%
Court Services	8,245	(680)	8,067	(639)	41	-6.05%
Niagara Regional Housing	32,947	14,791	33,738	15,159	368	2.48%
Niagara Peninsula Conservation Authority	6,035	5,926	6,384	6,273	347	5.86%
Niagara Regional Police Service	196,036	177,952	204,153	185,437	7,485	4.21%
Subtotal of Outside Boards and Agencies	243,262	197,989	252,342	206,230	8,241	4.16%
Grants and Expenditures	18,643	16,405	19,977	18,079	1,674	10.20%
Net Revenue	15,893	(22,359)	15,777	(26,115)	(3,756)	16.80%
Subtotal of General Government	34,536	(5,954)	35,754	(8,037)	(2,082)	34.97%
Total of Tax Levy Supported Programs	895,362	405,301	915,228	422,301	17,000	4.19%
Water Operations	47,039	46,656	48,896	48,518	1,861	3.99%
Wastewater Operations	82,411	78,744	86,558	83,341	4,597	5.84%
Waste Management Services	62,874	40,567	69,307	42,813	2,246	5.54%
Total of Rate Supported Programs	192,323	165,967	204,761	174,672	8,705	5.24%
Total of All Regional Programs	1,087,686	571,268	1,119,989	596,973	25,705	4.50%

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	2021 Gross Budget	2021 Net Budget	2022 Gross Budget	2022 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,123	2,123	2,165	2,165	43	2.01%
Corporate Administration	16,042	14,689	17,442	15,926	1,237	8.42%
Corporate Services	41,081	37,671	43,883	39,574	1,902	5.05%
Community Services	346,348	53,814	344,554	56,475	2,661	4.94%
Public Health and Emergency Services	124,226	28,499	124,257	29,998	1,499	5.26%
Planning and Development	6,102	3,897	5,964	3,939	42	1.08%
Transportation Services	47,979	38,910	52,493	39,658	747	1.92%
Subtotal of Levy Departments	583,901	179,603	590,759	187,735	8,132	4.53%
Court Services	7,110	(1,815)	6,892	(1,814)	1	-0.04%
Niagara Regional Housing	22,256	4,101	22,461	3,882	(219)	-5.33%
Niagara Peninsula Conservation Authority	6,035	5,926	6,384	6,273	347	5.86%
Niagara Regional Police Service	179,144	161,060	187,094	168,378	7,318	4.54%
Subtotal of Outside Boards and Agencies	214,545	169,271	222,831	176,718	7,447	4.40%
Grants and Expenditures	102,680	100,443	109,661	107,763	7,321	7.29%
Net Revenue	15,893	(22,359)	15,777	(26,115)	(3,756)	16.80%
Subtotal of General Government	118,574	78,083	125,438	81,648	3,564	4.56%
Total of Tax Levy Supported Programs	917,020	426,958	939,028	446,101	19,143	4.48%
Allocations to Rate Supported Programs	(21,657)	(21,657)	(23,800)	(23,800)	(2,143)	9.90%
Total Tax Levy	866,664	405,301	915,228	422,301	21,501	4.19%

Operating Budget Summary

Budget by Division	2021 Gross Budget	2021 Net Budget	2022 Gross Budget	2022 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	42,924	42,541	44,852	44,474	1,932	4.54%
Wastewater Operations	66,454	62,788	68,528	65,311	2,523	4.02%
Waste Management Services	61,288	38,981	67,580	41,087	2,106	5.40%
Total of Rate	170,666	144,310	180,960	150,872	6,562	4.55%
Supported Programs						
Allocations from Tax Levy Supported Programs	21,657	21,657	23,800	23,800	2,143	9.90%
Total Rate and Requisition	192,323	165,967	204,760	174,672	8,705	5.25%
Total of All Regional Programs	1,087,686	571,268	1,119,989	596,973	25,705	4.50%

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	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Governance	0.0	3.0	0.0	3.0	0.0	3.0
Corporate Administration	90.3	4.0	91.3	4.0	101.3	6.8
Corporate Services	202.3	8.6	202.9	12.4	206.1	18.1
Community Services	1,163.0	11.3	1,207.0	128.5	1,321.9	78.7
Public Health and Emergency Services	675.3	9.2	694.3	252.0	695.2	244.2
Planning and Development	45.5	5.0	46.5	3.0	46.5	0.0
Transportation Services	193.5	12.0	194.5	10.0	195.5	11.2
Total of Levy Departments	2,369.9	53.1	2,436.5	412.9	2,566.5	362.0
Courts Services	35.0	0.0	35.0	0.0	35.0	6.0
Niagara Regional Housing	0.0	0.0	0.0	0.0	0.0	0.0
Niagara Regional Police Service	1,077.0	0.0	1082.0	0.0	1,096.0	0.0
Total of Agencies, Boards, and Commissions	1,113.0	0.0	1,117.0	0.0	1,131.0	6.0
Total of Levy Supported Programs	3,482.9	53.1	3,553.5	412.9	3,697.5	368.0
Water Treatment	81.0	2.0	81.0	2.0	80.0	1.5
Wastewater Treatment	116.6	0.0	116.6	0.0	116.6	0.0
Water and Wastewater Shared Services	65.0	5.0	65.0	11.0	75.0	2.3
Waste Management	34.0	1.2	34.0	0.2	34.0	1.7
Total of Rate Supported Programs	296.6	8.2	296.6	13.2	305.6	5.5
Total of the Niagara Region	3,779.5	61.3	3,850.1	426.1	4,003.1	373.5

Operating Budget Summary

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Operating Budget Summary

Operating Budget Revenue Summary

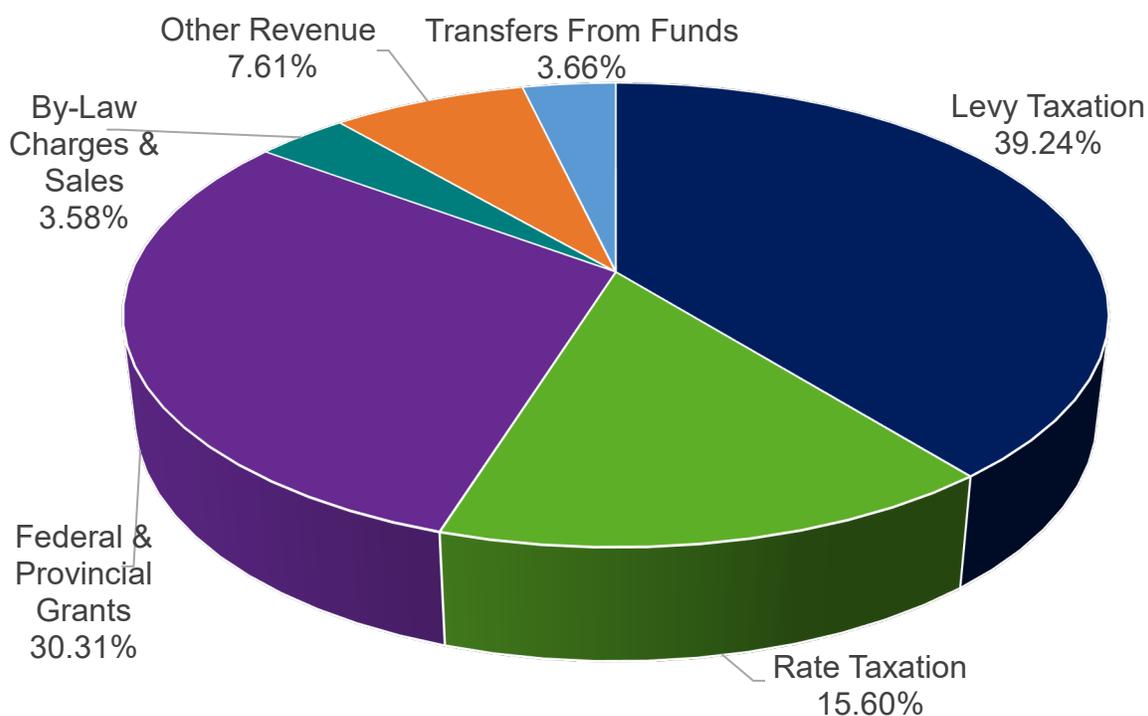
The Niagara Region funds its operating program with a variety of revenues available and is actively seeking new grants and reevaluating its cost recovery on different programs. The revenues stated below can be explained by the following:

- 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. 2022 rates were set through report [CSD 7-2022, 2022 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 Budget Revenue Summary (in thousands)

Revenue Description	2021 Budget	2022 Budget	Budget Change
Levy Taxation	421,371	439,487	18,116
Rate Taxation	165,967	174,672	8,705
Federal and Provincial Grants	357,624	339,512	(18,111)
By-Law Charges and Sales	30,882	40,088	9,205
Other Revenue	82,603	85,259	2,656
Transfers from Funds	29,238	40,970	11,732
Total Revenue	1,087,686	1,119,989	32,303



Operating Budget Summary

Operating Revenue Detail (in thousands)

Revenue Description	2021 Budget	2022 Budget	\$ Change	% Change
Property Tax Levy	405,301	422,301	17,000	4.2%
Payments in Lieu of Taxes	9,389	9,577	188	2.0%
Supplemental Taxes	7,689	7,609	(80)	-1.0%
Total of Levy Taxation	421,371	439,487	18,116	4.3%
Wastewater Fixed Requisition	78,744	83,341	4,597	5.8%
Water Fixed Requisition	11,664	12,130	466	4.0%
Water Variable Rate	34,992	36,389	1,397	4.0%
Waste Management Tax Levy	40,567	42,813	2,246	5.5%
Total of Rate Taxation	165,967	174,672	8,705	5.2%
Corporate Administration	80	80	0	0.0%
Corporate Services	70	71	1	2.0%
Community Services	253,439	255,679	2,241	0.9%
Public Health and Emergency Services	93,223	73,532	(19,691)	-21.1%
Niagara Regional Housing	1,359	814	(545)	-40.1%
Niagara Regional Police	9,453	9,335	(118)	-1.2%
Total of Federal and Provincial Grants	357,624	339,512	(18,111)	-5.1%
General Government	33	33	0	0.0%
Corporate Administration	4	4	0	0.0%
Corporate Services	458	528	70	15.3%
Community Services	4,117	4,206	90	2.2%
Public Health and Emergency Services	130	146	17	12.7%
Planning and Development	1,834	1,834	0	0.0%
Transportation	2,487	2,514	27	1.1%
Transit	3,152	6,292	3,139	99.6%
Niagara Regional Police Service	4,882	5,940	1,059	21.7%
Water Operations	12	12	0	0.0%
Wastewater Operations	1,505	1,527	22	1.4%
Waste Management Services	12,269	17,051	4,782	39.0%
Total of By-Law Charges and Sales	30,882	40,088	9,205	29.8%
Niagara Regional Housing	16,278	16,885	607	3.7%
Other Court Services	11,427	11,212	(215)	-1.9%
Development Charges	2,440	1,810	(630)	-25.8%
Investment Income	15,550	17,192	1,642	10.6%
Rebates	415	434	18	4.4%
Other Waste Management	6,366	6,480	114	1.8%

Operating Budget Summary

Operating Revenue Detail (in thousands) continued

Revenue Description	2021 Budget	2022 Budget	\$ Change	% Change
Seniors Home Accommodations	23,687	23,929	242	1.0%
Provincial Gas Tax recognition	0	0	0	0.0%
Secondments	1,773	1,938	165	9.3%
License and Permit	1,184	1,124	(60)	-5.1%
Proceeds on the Disposal of Capital Assets	950	990	40	4.2%
Telecommunications Tower	420	459	40	9.4%
Shared Service Reimbursements	343	501	157	45.8%
Other Revenue	938	1,523	585	62.4%
Total of Other Revenue	82,603	85,259	2,656	3.2%
Transfers from Reserve Funds	28,842	40,588	11,746	40.7%
Niagara Health System internal loan interest	396	382	(14)	-3.5%
Total of Transfers from Funds	29,238	40,970	11,732	40.1%
Total Revenue	1,087,686	1,119,989	32,303	3.0%

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	2020 Actuals	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast
Labour Related Costs	438,170	484,036	495,138	458,431	469,037
Administrative	30,602	35,909	39,461	38,560	40,063
Operational and Supply	96,200	113,327	119,542	117,743	107,834
Occupancy and Infrastructure	48,365	53,168	53,564	52,288	54,499
Equipment, Vehicle, and Technology	22,390	24,484	26,953	24,919	24,807
Community Assistance	188,668	199,431	198,336	197,193	197,452
Partnership, Rebate, and Exemption	17,004	25,383	23,806	26,390	28,095
Financial Expenditures	54,609	73,140	73,654	71,975	68,378
Transfers to Funds	105,766	78,948	89,674	91,765	108,044
Expense Allocations to Capital	(119)	(140)	(140)	(143)	(146)
Gross Expenditure	1,001,654	1,087,686	1,119,989	1,079,122	1,098,064
Taxation	(570,295)	(587,338)	(614,159)	(629,358)	(644,514)
Federal and Provincial Grants	(359,813)	(357,624)	(339,512)	(329,568)	(330,978)
By-Law Charges and Sales	(24,155)	(30,882)	(40,088)	(29,622)	(31,089)
Other Revenue	(69,037)	(82,603)	(85,259)	(87,654)	(82,619)
Transfers from Funds	(19,882)	(29,238)	(40,970)	(7,440)	(2,932)
Gross Revenue	(489,869)	(516,418)	(523,016)	(471,813)	(465,498)
Net Expenditure/(Revenue)	511,785	571,268	596,973	607,309	632,566
Annual Increase		11.6%	4.5%	1.7%	4.2%

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Operating Budget Summary

Multi-year Levy Forecasted Budget (in thousands)

Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast
Labour Related Costs	410,192	455,657	465,711	427,777	437,395
Administrative	27,765	33,038	35,774	35,107	36,543
Operational and Supply	40,535	49,382	49,610	49,929	52,905
Occupancy and Infrastructure	30,370	32,795	33,664	32,259	33,325
Equipment, Vehicle, and Technology	16,013	16,897	19,242	18,019	17,769
Community Assistance	188,668	199,431	198,336	197,193	197,452
Partnership, Rebate, and Exemption	11,820	21,177	20,432	23,010	24,709
Financial Expenditures	54,415	73,140	73,654	71,976	68,378
Transfers to Funds	58,058	37,573	44,884	46,138	54,896
Expense Allocations to Capital	(119)	(140)	(140)	(143)	(146)
Intercompany Charges	(1,680)	(1,931)	(2,138)	(2,212)	(2,291)
Gross Expenditure	836,038	917,020	939,028	899,052	920,936
Taxation	(409,551)	(421,371)	(422,301)	(430,747)	(17,880)
Federal and Provincial Grants	(359,813)	(357,624)	(339,512)	(329,568)	(330,978)
By-Law Charges and Sales	(11,199)	(17,096)	(21,497)	(22,719)	(24,087)
Other Revenue	(61,265)	(73,730)	(76,819)	(78,445)	(80,139)
Transfers from Funds	(14,593)	(25,542)	(37,913)	(3,471)	(2,932)
Gross Revenue	(463,851)	(490,062)	(492,927)	(451,733)	(456,016)
Net Direct Expenditure before Indirect Allocation	372,187	426,958	446,101	447,320	464,920
Indirect Allocation	(5,062)	(6,480)	(7,020)	(7,424)	(7,885)
Capital Financing Allocation	(11,861)	(15,177)	(16,780)	(16,403)	(16,317)
Indirect Allocation	(16,923)	(21,657)	(23,800)	(23,827)	(24,202)
Net Expenditure/(Revenue) After Indirect Allocation	355,264	405,301	422,301	423,493	440,718
Annual Increase		14.1%	4.2%	0.3%	4.1%

Operating Budget Summary

Levy Variance Analysis

Items that are affecting the multi year forecast of 4.2 per cent in 2023 and beyond are the following; continued pressure related to insurance premiums, software costs, funding to support the infrastructure gap and the transit upload. The 2023 forecast currently does not include 0.41 per cent increase on the levy to support the EMS Hub project as outlined in PHD 3-2021, this is dependent on Council endorsement to move forward with the Hub project in the 2023 Capital Budget. Also note that the labour related costs have a significant decrease between 2022 and 2023 due to the temporary FTEs added in response to the COVID-19 pandemic and are expected to end in 2023.

Operating Budget Summary

Multi-year Rate Forecasted Budget (in thousands)

Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast
Labour Related Costs	27,978	28,379	29,428	30,655	31,642
Administrative	2,837	2,871	3,687	3,453	3,520
Operational and Supply	55,665	63,946	69,932	67,815	54,929
Occupancy and Infrastructure	17,994	20,374	19,899	20,029	21,174
Equipment, Vehicle, and Technology	6,376	7,586	7,710	6,900	7,038
Partnership, Rebate, and Exemption	5,183	4,206	3,375	3,380	3,386
Financial Expenditures	194	0	0	0	0
Transfers to Funds	47,708	41,374	44,791	45,627	53,148
Intercompany Charges	1,680	1,931	2,138	2,212	2,291
Gross Expenditure	165,616	170,666	180,960	180,070	177,128
By-Law Charges and Sales	(12,956)	(13,787)	(18,590)	(6,903)	(7,002)
Other Revenue	(7,772)	(8,873)	(8,440)	(9,209)	(2,480)
Transfers from Funds	(5,289)	(3,697)	(3,057)	(3,969)	0
Gross Revenue	(26,018)	(26,356)	(30,088)	(20,080)	(9,483)
Net Direct Expenditure before Indirect Allocation	139,599	144,310	150,872	159,990	167,645
Indirect Allocation	5,062	6,480	7,020	7,424	7,885
Capital Financing Allocation	11,861	15,177	16,780	16,403	16,317
Indirect Allocation	16,923	21,657	23,800	23,827	24,202
Net Expenditure/(Revenue) After Indirect Allocation	156,522	165,967	174,672	183,817	191,848
Annual Increase		6.03%	5.24%	5.24%	4.37%

Operating Budget Summary

Rate Variance Analysis

Operational and Supply – The 2023 and 2024 forecasted budget decrease of \$2,117 and \$12,886 represents the sale of the Material Recovery Facility (MRF) and transitioning to extended producer responsibility for the recycling program.

Occupancy and Infrastructure – The 2023 and 2024 forecasted budget increases of \$130 and \$1,145 represent increases from Material Recovery Facility (MRF) and repairs and maintenance costs associated to an aging wastewater infrastructure.

Transfers to Funds – The 2023 and 2024 forecasted budget increases of \$836 and \$7,521 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 2023 forecasted decrease of \$25,493 is the result of the sale of the Material Recovery Facility (MRF).

Other Revenue – The increase in 2023 is primarily the result of the transition to extended new responsibility of the recycling program.

Transfers from Funds – The increase in 2023 is primarily the result of the Waste Management collection contract and funding strategy.

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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	2020		2021		2022	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	0.0	3.0	0.0	3.0	0.0	3.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Total	0.0	3.0	0.0	3.0	0.0	3.0



Governance

Operating Budget Summary (in thousands)

Council approved Governance budget before indirect allocations of \$2,165 gross and net. The Governance budget including program support and capital financing allocations amounted to \$2,599 gross and net.

Labour Related Costs – The increase of \$43 relates to forecasted increases of salaries, benefits and payroll related costs.

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$1,886	\$1,962	\$2,005	\$43	2.2%
Administrative	36	155	155	0	0.0%
Operational and Supply	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	6	2	2	0	0.0%
Partnership, Rebates, and Exemptions	2	3	3	0	0.0%
Intercompany Charges	40	1	1	0	0.0%
Net Direct Expenditure before Indirect Allocation	1,969	2,123	2,165	43	2.0%
Program Support Allocation	443	363	353	(10)	-2.8%
Capital Financing Allocation	14	18	81	63	350.0%
Indirect Allocation	458	381	434	53	13.9%
Net Expenditure/(Revenue) After Indirect Allocation	\$2,427	\$2,504	\$2,599	\$96	3.8%



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 \$109,661 gross and \$107,763 net. This represents a \$7,321 net increase, or 7.3 per cent, over the prior year's approved budget of \$100,443. The General Government budget including capital financing allocations amounted to \$21,875 gross and \$19,977 net, representing a \$1,334 net increase, or 7.2 per cent over the prior year.

Partnership, Rebates, and Exemptions – The decrease of \$539 relates to \$901 increase funding for Regional Development Charge grants and exemptions, offset with \$400 Connect to Innovate and \$700 Canada Summer Games operating grants ending in 2021.

Financial Expenditures – The increase of \$578 supports capital levy pay-as-you-go in 2022

Transfers to Funds – The increase of \$6,928 relates to \$4,053 increase for 1% capital budget, \$1,935 increase due to Hospital Contribution, Hospice Niagara Contribution and Hospice McNally House Contribution and \$127 annual infrastructure deficit contribution.

Capital Financing Allocation – The decrease of \$5,647 primarily relates to decreases of \$4,992 to recover transfers to reserve for base capital financing and \$655 related to debt charge financial expenditure.

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Administrative	\$78	\$0	\$0	\$0	0.0%
Occupancy and Infrastructure	44	46	60	14	30.4%
Partnership, Rebates, and Exemptions	4,829	13,626	13,087	(539)	-4.0%
Financial Expenditures	44,921	54,451	65,029	578	19.4%
Transfers to Funds	40,966	24,557	31,485	6,928	28.2%
Intercompany Charges	0	0	0	0	0.0%
Gross Expenditure	90,838	102,680	109,661	6,981	6.8%
Transfers from Funds	(7,053)	(2,238)	(1,898)	340	-15.2%
Net Direct Expenditure before Indirect Allocation	83,785	100,443	107,763	7,321	7.3%
Capital Financing Allocation	(77,030)	(84,038)	(89,685)	(5,647)	6.7%
Net Expenditure/(Revenue) After Indirect Allocation	\$13,808	\$18,643	\$19,977	\$1,334	7.2%



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 \$26,115. This represents a \$3,756 increase, or 16.8% per cent, over the prior year's approved budget of \$22,359.

Partnership, Rebates, and Exemptions – The decrease of \$555 is the result of the ending of the Commercial Vacay Rebate program in 2022.

Financial Expenditures – The increase of \$388 is the result known assessment appeals that are to occur in 2022.

Taxation – The increase of \$1,116 is the result of an increased estimate for supplemental taxes and Payment in Lieu of taxes to match historical trends.

Other Revenue – The increase of \$1,684 is the result of increase investment income, throughout 2021 there was an increased volume of investment activity resulting in forecasted higher yield on investments.

Transfers from Funds – The increase of \$840 is the result of a council motion drawing \$6,000 to reduce taxpayer impact on the operating levy, offset by \$3,590 use of assessment growth to sustainably fund 2021 base services for NRPS and \$1,008 that related to 2021 covid-19 pressures.

General Government

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Administrative	\$8,747	\$6,331	\$6,331	\$0	0.0%
Occupancy and Infrastructure	50	40	88	48	120.0%
Partnership, Rebates, and Exemptions	523	759	204	(555)	-73.1%
Financial Expenditures	7,423	6,661	7,049	388	5.8%
Transfers to Funds	1,620	2,185	2,185	0	0.0%
Intercompany Charges	(108)	(82)	(80)	2	-2.4%
Gross Expenditure	18,255	15,893	15,777	(116)	-0.7%
Taxation	(16,982)	(16,070)	(17,186)	(1,116)	6.9%
By-Law Charges and Sales	(36)	(33)	(33)	0	0.0%
Other Revenue	(11,147)	(16,386)	(18,070)	(1,684)	10.3%
Transfers from Funds	(1,062)	(5,763)	(6,603)	(840)	14.6%
Gross Revenue	(29,227)	(38,252)	(41,892)	(3,640)	9.5%
Net Expenditure/(Revenue) After Indirect Allocation	(10,972)	(22,359)	(26,115)	(3,756)	16.8%

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** acts as the official secretary to Regional Council and its committees, and is responsible for the preparation of agendas and minutes; communicating Council proceedings; providing leadership in matters of protocol; and for keeping and administering all municipal documents, including by-laws, reports, and other official records. The Office of the Regional Clerk serves the corporation by overseeing Information Management Services, which is responsible for the classification and maintenance of physical and electronic corporate records; ensures Regional compliance with the Accessibility for Ontarians with Disabilities Act (AODA); facilitates public access to Niagara Region records and information while protecting individual privacy through the coordination of requests for information under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA); as well as is responsible for corporate policies. The Office of the Regional Clerk also oversees Print Services which offers internal printing services for the corporation.

Corporate Strategy and Innovation works with partners in every department to determine strategic directions, to set priorities and objectives, and to report on corporate progress in meeting the strategic goals of the Region. The Division leads and partners on enterprise projects/programs such as Diversity, Equity and Inclusion, Climate Change, and Community Safety & Well-being that require close collaboration with internal and external stakeholders. Strategic Communications and Public Affairs is also part of the Division and plays a key role in how members of the public, staff and other

Corporate Administration

levels of government perceive and interact with the Niagara Region. This team 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.

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, and the 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.

Supporting Businesses and Economic Growth

Measure	Current	Previous	Preferred Trend
Employment Rate	57.1%	56.2%	Increase
Housing Starts	2,897	3,077	Increase
Residential Building Construction	\$1.11B	\$1.10B	Increase

Sustainable and Engaging Government

Measure	Current	Previous	Preferred Trend
Freedom of Information Requests	77	102	N/A

Corporate Administration

Who works in Corporate Administration?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Chief Administrative Officer's Office	3.0	0.0	3.0	0.0	3.0	0.0
Corporate Strategy and Innovation	15.0	3.0	15.0	2.0	19.0	0.0
Economic Development Clerks	8.0	1.0	8.0	1.0	9.0	0.0
Human Resources	19.3	0.0	19.3	0.0	19.25	0.0
	45.0	0.0	46.0	1.0	51.0	6.75
Total	90.3	4.0	91.3	4.0	101.3	6.8

Corporate Administration

Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$17,442 gross and \$15,926 net. The Corporate Administration budget including program support and capital financing allocations amounted to \$9,036 gross and \$7,520 net.

Labour Related Costs – The increase of \$1,378 includes an increase in temporary COVID pandemic related positions (\$360) and new permanent positions to support the growing organization and community (\$612). The new positions are dedicated to climate change, labour relations, talent acquisition, employee services and community safety and well-being. The increase also includes temporary funding to support the procurement process of the corporate benefit portfolio and forecasted salary, benefit and payroll related cost increases.

Administrative – The decrease of \$23 is due to the end of 2021 one-time funding supporting HRIS transitions and a Canada Summer Games event (\$900K). It is offset by 2022 one-time funding supporting council changeover, engagement for the new council strategic plan, employee scheduling improvements and external support to execute the full benefits marketing/RFP (\$575) and permanent funding to support climate change, HRIS development support and a lobbyist registrar.

Operational and Supply – The increase of \$35 is repurposed dollars from administration to support the corporate need for media subscriptions.

Transfers from Funds – The decrease of \$161 is a result of ending 2021 one-time funding offset by 2022 one-time funding.

Corporate Administration

Budget with Comparators by Object of Expenditure	2020 Budget	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$11,465	\$11,306	\$12,654	\$1,348	11.9%
Administrative	4,098	4,277	4,254	(23)	-0.5%
Operational and Supply	180	180	215	35	19.4%
Occupancy and Infrastructure	0	160	160	0	0.0%
Equipment, Vehicles, and Technology	131	131	134	3	2.3%
Partnership, Rebates, and Exemptions	298	298	298	0	0.0%
Financial Expenditures	0	0	0	0	0.0%
Transfers to Funds	0	0	0	0	0.0%
Intercompany Charges	(62)	(68)	0	68	-100.0%
Gross Expenditure	16,110	16,032	17,442	1,410	8.8%
Federal and Provincial Grants	(130)	(80)	(80)	0	0.0%
By-Law Charges and Sales	(4)	(4)	(4)	0	0.0%
Other Revenue	(133)	(118)	(120)	(2)	1.7%
Transfers from Funds	(1,217)	(1,152)	(1,313)	(161)	14.0%
Gross Revenue	(1,484)	(1,354)	(1,517)	(163)	12.0%
Net Direct Expenditure before Indirect Allocation	14,626	14,689	15,926	(1,237)	8.4%
Program Support Allocation	(8,021)	(7,957)	(8,638)	(681)	8.6%
Capital Financing Allocation	165	156	232	76	48.7%
Indirect Allocation	(7,856)	(7,801)	(8,405)	(604)	7.7%
Net Expenditure/(Revenue) After Indirect Allocation	\$6,770	\$6,888	\$7,520	\$632	9.2%

COVID-19 Impacts

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

Object of Expenditure	Amount (in thousands)	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$438	FTEs	0	5.8
Transfers from Funds	(438)			
Total	\$0			

Corporate Administration

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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

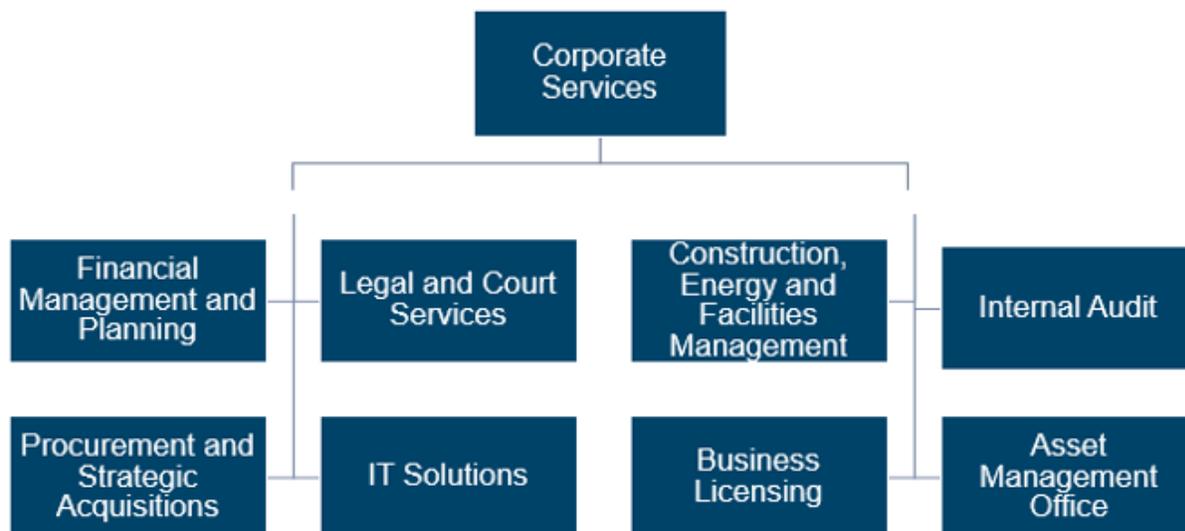
Measure	Current	Previous	Preferred Trend
Attainment of GFOA Award for Distinguished Budget Presentation	Achieved	Achieved	Achieved
S&P Credit Rating	AA Stable	AA Stable	AA+
Annual Repayment Limit	6.9%	7.1%	Less than 25%
Percentage of Infrastructure Renewal Capital projects funded through debt	14.0%	35.0%	Less than 35%

Responsible Growth and Infrastructure Planning

Measure	Current	Previous	Preferred Trend
Annual Budgeted Operating Contributions to Capital		\$63.3M	\$204.0M
Five year forecasted use of Development Charges reserves for Capital	\$327.3M	\$308.3M	Greater than \$308.3M

Corporate Services

Who works for Corporate Services?



Full Time Equivalents by Division	2020		2021		2022	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Corporate Services Administration	2.0	0.0	2.0	0.0	3.0	0.0
Internal Audit	1.0	0.0	1.0	0.0	0.0	0.0
IT Solutions	52.0	3.0	51.0	4.0	52.0	7.0
Business Licensing	8.0	1.0	6.0	0.0	6.0	0.5
Construction, Energy and Facilities Management	38.3	3.6	40.9	6.4	44.1	8.6
Financial Management and Planning	61.0	1.0	62.0	2.0	61.0	2.0
Procurement and Strategic Acquisitions	17.0	0.0	17.0	0.0	17.0	0.0
Legal Services	12.0	0.0	12.0	0.0	13.0	0.0
Asset Management Office	11.0	0.0	11.0	0.0	10.0	0.0
Total	202.3	8.6	202.9	12.4	206.1	18.1

Corporate Services

Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$41,013 gross and \$37,603 net. The Corporate Services budget after indirect allocations amounted to \$4,461 gross and \$1,051 net.

Administrative – The increase of \$901 is mainly the result of an increase in the Regional insurance premium of \$654 and one-time Consulting projects for building condition assessments, Construction Administration Management development and Property valuations of \$450. This is partially offset by savings in Consulting projects that occurred in 2021 (building condition assessments, building automation study) of \$200 and other net savings of \$3.

Occupancy and Infrastructure – The increase of \$435 is mainly the result of an increase in enhanced cleaning and supplies for all Regional buildings related to COVID-19 of \$276, an increase in one-time hardening costs for 68 Church police building of \$83, an increase to external janitorial contracts of \$69 and other net increases of \$7.

Equipment, Vehicles and Technology – The increase of \$772 is mainly the result of increases in software support and licensing for the Region.

By-Law Charges and Sales and Other Revenues – The net increase of \$118 is mainly the result of increases in cost recovery of software licensing costs shared with the local area municipalities.

Intercompany Charges – The increase of \$52 is mainly the result of increases in intercompany charges related to vehicles used in Corporate Services.

Transfers from Funds – The increase of \$780 relates to an increase in COVID-19 related costs funding from 2021 of \$442 and one-time projects in Construction, Energy and Facilities Management and Legal Services of \$808. This is offset by one-time funding no longer required from 2021 Construction, Energy and Facilities Management projects of \$470.

Indirect Allocation – The increase of \$1,873 is due to budget increases to allocated divisions as outlined above.

Corporate Services

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$19,501	\$21,137	\$21,774	\$637	3.0%
Administrative	5,292	6,536	7,437	901	13.8%
Operational and Supply	236	402	409	7	1.7%
Occupancy and Infrastructure	7,762	9,867	10,301	434	4.4%
Equipment, Vehicles, and Technology	2,984	3,079	3,851	772	25.1%
Financial Expenditures	0	0	0	0	0.0%
Transfers to Funds	0	0	0	0	0.0%
Intercompany Charges	(461)	59	111	52	88.1%
Gross Expenditure	35,775	41,081	43,883	2,802	6.8%
Federal and Provincial Grants	(67)	(70)	(71)	(1)	1.4%
By-Law Charges and Sales	(243)	(458)	(528)	(70)	15.3%
Other Revenue	(888)	(891)	(939)	(48)	5.4%
Transfers from Funds	(438)	(1,991)	(2,771)	(780)	39.2%
Gross Revenue	(1,636)	(3,410)	(4,309)	(899)	26.4%
Net Direct Expenditure before Indirect Allocation	34,671	37,603	39,574	1,971	5.2%
Program Support Allocation	(33,785)	(36,557)	(38,442)	(1,885)	5.2%
Capital Financing Allocation	5	5	18	13	260.0%
Indirect Allocation	(33,779)	(36,552)	(38,425)	(1,873)	5.1%
Net Expenditure/(Revenue) After Indirect Allocation	\$892	\$1,120	\$1,149	\$29	2.6%

COVID-19 Impacts

COVID-19 pressure due to enhanced facility janitorial services, cleaning supplies, PPE, Region HQ Screeners and business licensing fees losses.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	334			
Administrative	2			
Operational & Supply	119			
Occupancy & Infrastructure	1,316			
Other Revenue	229			
Transfers from funds	(1,963)			
Indirect Allocation	(38)			
Total	\$0	FTEs	0	5.6

Corporate Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$10,075
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	130
Total Gross Capital Request and Funding	\$10,205

The 2022 capital program represents 30 projects budgeted at \$10,205.

Major highlights of the 2022 Corporate Services capital program includes the Meadows of Dorchester Lighting Retrofit.

Project Name	Gross Capital Request	Project Description
Meadows of Dorchester Lighting Retrofit	\$1,000	Lighting retrofit at Meadows of Dorchester. Fluorescent lights to be converted to modern, energy efficient LED lights.
Region Phone System (PBX) Replacement	950	Region wide Phone system (PBX) replacement – end of useful life and parts no longer available.
Replacement Backup Software & Hardware	950	Replacement of current backup systems due to end of useful life and increased capacity requirements.
Niagara Region HQ Campbell West HVAC Investigation & Design	800	HVAC mechanical system replacement/upgrade in Niagara Region Campbell West building.
Smart Phone & Mobile Device Management Software Replacement	725	Replace mobile devices and management software that have reached the end of their life.
Welland SAEO Building HVAC Phase 2	600	Phase 2 of the HVAC replacement at 250 Thorold Road, Welland SAEO building to address fresh air supply, humidity and damage due to frozen pipes.
Microsoft SharePoint Upgrade	500	Mitigation from SharePoint 2010 to SharePoint Online. SharePoint 2010 is at the end of its useful life and extended support is no longer available.

Corporate Services

Project Name	Gross Capital Request	Project Description
AODA Compliance	500	Construction to address building components in Regional facilities that are no longer within AODA compliance.
EMS Fleet Centre NOTL Leasehold Improvements	500	Leasehold improvements (HVAC, staff accommodations) at EMS Fleet building at Westwood Court, NOTL.
EMS Ontario Street St.Catharines Parking Lot	350	Replacement of parking lot at 139 Ontario Street EMS Base.
Annual Application Lifecycle Replacement	300	Ongoing consolidation, rationalizing, replacing and decommissioning within the Application portfolio (review of over 200 applications).
Welland Child Care Centre Roof Replacement	300	Full replacement of the roof at Welland Childcare facility, 25 Bruce Street, Welland.
PW Forestry Trailer Replacement	300	Replacement of the PW Forestry division trailer due to building failure that has caused health and safety issues.
Welland SAEO Elevator Refurbishment	300	Refurbish elevator at Welland SAEO building (250 Thorold Road).
Space Utilization Rationalization Plan	250	Phase 2 of the space utilization plan to reduce inefficient use of space including need to lease additional facilities and investigate building expansions and renovations.
NRPS Port Colborne Generator Replacement	250	Replacement of failed backup generator at NRPS Port Colborne facility.
Aerial Photography Acquisition	230	Collaborative data acquisition project with the LAMs to purchase aerial photography of the Region as old photography is past its useful life.
Annual - All Sites Staff Accommodations	200	Space accommodations for Niagara Region staff. Includes furniture purchases, office reconfigurations, and minor building renovations
Welland Child Care Centre Exterior Upgrades	200	The stone driveway at the Welland Childcare Centre suffers from multiple pot holes, and the fence along the property line has failed. The

Corporate Services

Project Name	Gross Capital Request	Project Description
		funds will be used to pave the driveway, replace the fence, and replace the condensing unit at the front entrance.
Security Access Tools	180	Centrally managed security access controls for both internal and cloud-based applications.
Replace Aruba Wireless Network Access Points	175	Replace 178 Aruba wireless access points that are end of life.
Annual - Code & Legislative Compliance	100	Facility capital expenditures as required due to Code changes legislative requirements and/or orders and aging infrastructure.
RecordPoint Exchange Online Connector	90	Manage emails as records directly from Exchange Online. Automatically apply rules to manage archiving, retention and disposal without manual declarations.
Equipment for New Council Term	80	IPad/Laptops, eScribe Client for new Council.
Public Works Service Centre Vehicle Repair Garage	80	Replace concrete in Public Works Service Centre in the vehicle repair garage.
PW Smithville Yard Exterior Windows	80	Replace exterior windows at the Smithville Patrol Yard.
URL and Vulnerability Scanning Tool	75	Increase capacity in URL & Vulnerability Scanning tool to ensure all critical systems are properly monitored for security risks.
Additional SAN Disks	55	Increase disk spindle count to improve disk performance on primary data storage hardware.
Open Data Portal Upgrade	50	Enhanced functionality of Open Data Portal as well as support for an internal data catalog. This will leverage Provincial open source implementation.
Scheduling Application	35	New requirement resulting from COVID impacts and the need to schedule appointments across various departments as well as anticipating booking workstations in a hybrid from-home environment.
Total	\$10,205	

Corporate Services



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.

Housing Services administers community housing programs across Niagara Region and is dedicated to improving lives and building healthy communities through a combination of programs and services such as providing subsidies and legislative oversight to Non-Profits and Co-operatives, Waitlist Management, rent supplement and temporary housing allowances including Housing First, Niagara Renovates, and the Welcome Home Niagara Homeownership Program.

How is Community Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Previous	Preferred Trend
Licensed Child Care Spaces	35.6%	41.7%	90%
Long-term Care Home Satisfaction Rate during COVID-19 Pandemic	98.0%	97.0%	Increase



Community Services

Who works for Community Services?



Full Time Equivalents by Division	2020		2021		2022	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Social Assistance and Employment Opportunities	217.6	0.0	204.6	0.0	204.6	0.5
Children's Services	85.8	0.0	91.8	6.0	91.8	6.0
Seniors Services	844.6	10.3	844.6	106.1	956.6	46.2
Homelessness Services and Community Engagement	13.0	1.0	13.0	7.4	12.0	16.0
Housing Services	0.0	0.0	51.0	9.0	55.0	10.0
Total	1,163.0	11.3	1,207.0	128.5	1,321.9	78.7

Community Services

Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$344,554 gross and \$56,475 net. The Community Services budget after indirect allocations amounted to \$366,681 gross and \$78,601 net.

Labour Related Costs – The reduction of \$434 is primarily related to one-time temporary staffing included in 2021 to support COVID-19 requirements within our long-term care homes of \$4,152 and Homelessness shelters of \$236. Offset by an increase in temporary staffing to support the Bridge housing facility in homelessness of \$934, replacement pay hours and temporary staffing in the long-term care homes of \$2,113, approval of 4 FTE's in Housing Services of \$446 and the remaining increase is due to base compensation increases.

Operational & Supply – The reduction of \$381 is due to lower anticipated COVID-19 costs within the long-term care homes primarily associated with medical supplies

Community Assistance – The reduction of \$1,095 is primarily due to do lower forecasted caseloads in SAEO for 2022 as compared to 2021 of \$3,308 and a reduction of \$1,144 in prevention programs to accommodate the costs of the bridge housing facility. This is offset by \$2,259 in children's primarily related to the Child Care and Early Years Workforce Initiative of \$2,922 offset by a reduction in child care provider payments of \$663; and an increase of \$1,084 in Housing Services related to rent supplements, home ownership and repairs programs.

Federal and Provincial Grants – The increase of \$2,241 relates to a \$2,100 increase in children's primarily due to one-time Child Care and Early Years Workforce funding of \$2,922, offset by the anticipated reduction in Ministry of Education base funding of \$663; an increase of \$485 in homelessness federal COVID revenues to be utilized by March 31, 2022; and a \$3,122 increase in Seniors due to an increase in base/resident acuity funding as well as provincial funding for COVID-19 expenses and medication safety technology. This is offset by a decrease of \$3,347 in SAEO due to lower forecasted caseload.

Transfers from funds – The reduction as compared to 2021 of \$7,137 is primarily due to a reduction in one-time transfers from the taxpayer relief reserve to fund COVID-19 pressures and to operate the permanent supportive housing facility.

Community Services

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$110,405	\$124,228	\$123,794	\$(434)	-0.3%
Administrative	1,825	2,012	1,846	(166)	-8.3%
Operational and Supply	12,440	11,349	10,969	(381)	-3.3%
Occupancy and Infrastructure	5,059	4,103	4,062	(41)	-1.0%
Equipment, Vehicles, and Technology	1,482	1,470	1,941	470	32.0%
Community Assistance	158,827	199,431	198,336	(1,095)	-0.5%
Financial Expenditures	0	0	0	0	0.0%
Transfers to Funds	3,523	3,370	3,045	(325)	9.6%
Intercompany Charges	2,235	385	562	177	46.0%
Gross Expenditure	295,796	346,348	344,554	(1,794)	-0.5%
Federal and Provincial Grants	(245,517)	(253,439)	(255,697)	(2,258)	0.9%
By-Law Charges and Sales	(2,364)	(4,117)	(4,206)	(89)	2.2%
Other Revenue	(23,404)	(24,551)	(24,903)	(352)	1.4%
Transfers from Funds	(458)	(10,428)	(3,291)	7,137	-68.4%
Gross Revenue	(271,743)	(292,535)	(288,080)	4,455	-1.5%
Net Direct Expenditure before Indirect Allocation	24,062	53,814	56,475	2,661	4.9%
Program Support Allocation	10,399	9,868	10,198	330	3.3%
Capital Financing Allocation	9,775	9,510	11,929	2,419	25.4%
Indirect Allocation	20,174	19,378	22,127	2,749	14.2%
Net Expenditure/(Revenue) After Indirect Allocation	\$44,237	\$73,192	\$78,601	5,410	7.4%

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	\$2,395	FTEs	0	40.2
Operational & Supply	1,853			
Occupancy & Infrastructure	139			
Equipment, Vehicles & Technology	100			
Community Assistance	1,275			
Federal & Provincial Grants	(2,891)			
Transfers from funds	(2,871)			
Total	\$0			

Community Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$1,597
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$1,597

The 2022 capital program represents three distinct projects budgeted at \$1,597.

Major highlights of the 2022 Community Services capital program include the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
22 - LTC Homes - Resident Care Equipment	\$823	Annual Replacement Project for Resident Care Equipment that is critical to the daily provision of resident care. This Project also ensures the health and safety of residents and staff in the consistency in use/application of Resident Care Equipment across all homes.
22- LTC Homes – Capital Improvements/Replacements	509	Annual Project for Capital Improvement/Replacement Activities across the eight Niagara Region Long Term Care Homes. Capital Improvements/Replacement Project Activities have been identified based on current Building Condition Assessments, preventative maintenance analysis, in-home business cases, resident and staff requirements and equipment lifecycle data. Capital Improvements/Replacements project activities also support Infection Prevention and Control (IPAC) legislation in Long Term Care Homes and maintain compliance with governing legislation.
22 - LTC Homes - Machinery & Equipment	265	Annual Replacement Project of Machinery & Equipment across the eight Long Term Care Homes. Machinery & Equipment Project Activities have been identified based on current Building Condition Assessments, in home business cases, preventative maintenance

Community Services

Project Name	Gross Capital Request	Project Description
		analysis, and manufacturer/service provider equipment lifecycle data. Machinery and Equipment project activities also supports Infection Prevention and Control (IPAC) and air quality control legislation related to HVAC equipment in Long Term Care Homes and maintain compliance with governing legislation.
Total	\$1,597	



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

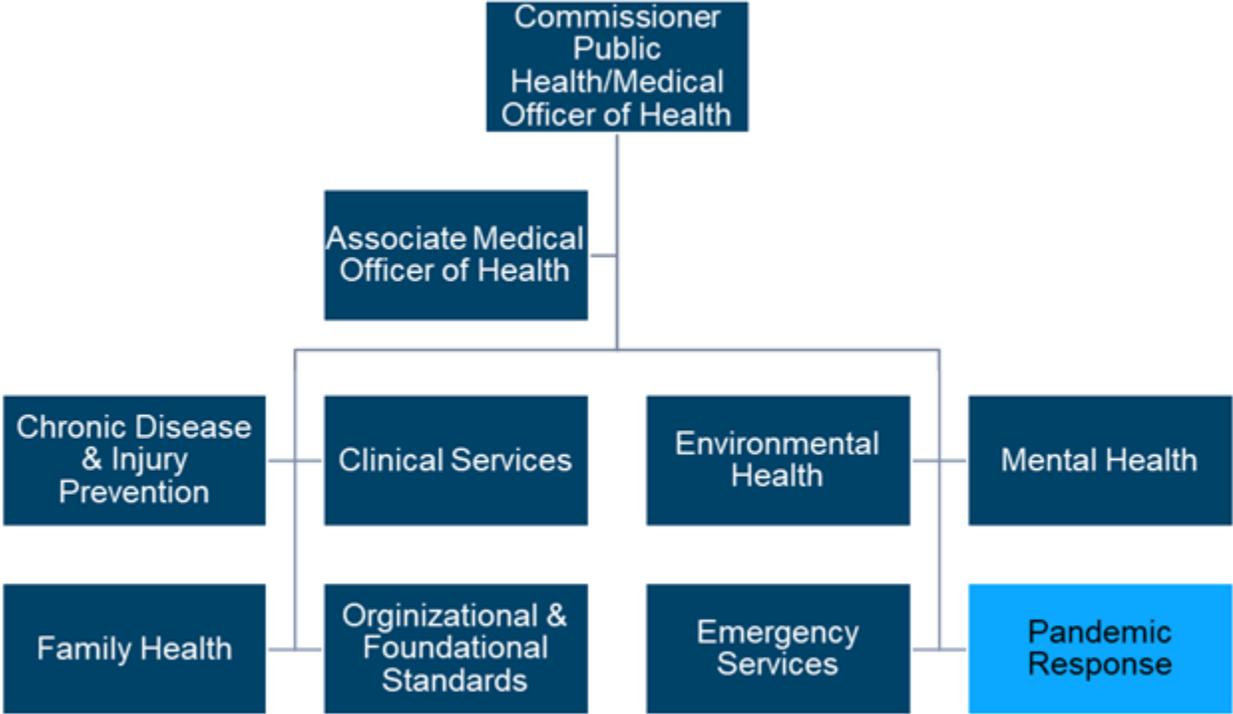
How is Public Health and Emergency Services measured?

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

Healthy and Vibrant Community			
Measure	Current	Previous	Preferred Trend
Canadian Triage Acuity Score (CTAS)	71.0%	71.01%	80.0%
Sense of Belonging to Local Community	68.5%	72.0%	Increase

Public Health and Emergency Services

Who works for Public Health and Emergency Services?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Medical Office of Health	6.0	0.0	7.0	0.8	8.0	1.0
Chronic Disease and Injury Prevention	37.1	0.0	37.1	0.0	37.1	0.0
Clinical Services	77.5	0.0	77.5	0.0	77.5	0.0
Environmental Health	45.0	0.0	45.0	0.0	45.0	2.4
Family Health	114.1	0.0	115.1	2.9	115.1	2.9
Mental Health	60.0	1.3	60.5	1.5	60.5	2.1
Organizational and Foundational Standards	35.3	0.0	37.3	8.2	37.3	12.0
Pandemic Response*	0.0	0.0	1.0	235.0	1.0	201.2
Emergency Medical Services	298.0	7.9	311.6	3.6	311.4	21.6
Emergency Preparedness	2.3	0.0	2.3	0.0	2.3	1.0
Total	675.3	9.2	694.3	252.0	695.2	244.2

Public Health and Emergency Services

Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$124,257 gross and \$29,998 net. The Public Health and Emergency Services Budget including program support and capital financing allocations amounted to \$18,469 gross and \$48,467 net.

Labour Related Costs – Labour related costs in EMS increased by \$1,909 due to the addition of 3 temporary System Status Controllers in Dispatch, the increase of 6 temporary positions for Community Paramedicine Long-term Care. Public Health costs went down \$1,670 as the mass immunization clinics are expected to wind down in mid 2022 which accounts for the majority of the year over year change in Public Health.

Operation and Supply – With the mass immunization clinics planned to wind down in mid 2022, there was a decrease in budgeted medical supplies required.

Federal and Provincial Grants – The decrease of \$1,969 is primarily related to the treatment of COVID-19 Extraordinary funding. The funding source is recommended to be the Taxpayer Relief Reserve as we do not have a firm commitment from the Province in relation to funding these expenditures. If/when funding is confirmed, staff would recommend a budget adjustment to return funds not required to the reserve. This approach ensures we have a confirmed budgeted funding source and are transparent around the possible forecasted draws on the Taxpayer Relief Reserve.

Transfers from Funds – The increase in Transfers from Funds of \$18,183 is primarily due to budgeted transfers to cover Covid-19 related expenditures in Public Health correlated with the decrease in Federal and Provincial Grants.

Covid-19 Impact – Covid-19 costs are included in the items above, and are detailed in the table below. The total of budgeted Covid-19 costs for EMS and Public Health for 2023 is \$21,000, of which \$1,160 is confirmed funding from the Ministry of Health for School Focused Nurses, and the remainder is budgeted to be funded by transfers from the Region’s Taxpayer Relief Reserve.

Public Health and Emergency Services

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$88,609	\$107,888	\$108,127	\$239	0.2%
Administrative	1,770	2,491	2,715	224	9.0%
Operational and Supply	6,356	8,591	7,824	(767)	-8.9%
Occupancy and Infrastructure	777	1,026	829	(197)	-19.2%
Equipment, Vehicles, and Technology	2,470	2,437	2,422	(15)	-0.6%
Community Assistance	0	0	0	0	0.0%
Financial Expenditures	2	0	0	0	0.0%
Transfers to Funds	323	109	93	(16)	-14.7%
Intercompany Charges	1,670	1,685	2,247	562	33.4%
Gross Expenditure	99,984	124,226	124,257	31	0.0%
Federal and Provincial Grants	(72,819)	(93,223)	(73,532)	19,691	-21.1%
By-Law Charges and Sales	(62)	(130)	(146)	(16)	12.3%
Other Revenue	(687)	(678)	(701)	(23)	3.4%
Transfers from Funds	(759)	(1,696)	(19,880)	(18,184)	1,071.8%
Gross Revenue	(73,568)	(95,727)	(94,259)	(1,468)	-1.5%
Net Direct Expenditure before Indirect Allocation	27,650	28,499	29,998	1,499	5.3%
Program Support Allocation	8,587	9,342	10,615	1,273	13.6%
Capital Financing Allocation	5,777	6,315	7,854	1,539	24.4%
Indirect Allocation	14,364	15,657	18,469	2,812	18.0%
Net Expenditure/(Revenue) After Indirect Allocation	\$42,014	\$44,156	\$48,467	\$4,311	9.8%

Public Health and Emergency Services

COVID-19 Impacts

COVID-19 pressures are related to enhanced cleaning, PPE supplies, and physical distancing measures, all funded by transfers from reserves.

Object of Expenditure	Amount (in thousands)	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$18,501	FTEs	6.0	76.2
Administrative	\$614			
Operational & Supply	\$1,761			
Occupancy & Infrastructure	\$103			
Equipment, Vehicles & Technology	\$21			
Federal & Provincial Grants	(1,160)			
Transfers from funds	(19,840)			
Total	\$0			

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$5,789
Debt	0
Development Charges	263
Federal Gas Tax	0
Other External Sources	146
Total Gross Capital Request and Funding	\$6,198

The 2022 capital program represents six distinct projects budgeted at \$6,198.

Major highlights of the 2022 Public Health and Emergency Services capital program includes the annual replacement of ambulances.

Project Name	Gross Capital Request	Project Description
EMS - Stryker Stretcher and Load Systems	\$2,748	Replacement of stretcher and load systems which have reached the end of their useful lives
Ambulance & Eqpt Replacement	1,452	2022 – Annual Ambulance and Ambulance Equipment Replacement.

Public Health and Emergency Services

Project Name	Gross Capital Request	Project Description
EMS Lifting Devices	700	2022 – EMS Lifting Devices.
Mobile Dental Unit	475	The project scope are as follows: 1) Provide restorative & preventive oral health services to youth & low income seniors in the Niagara Region, through the procurement of a replacement mobile dental unit 2) Replacement mobile dental unit will include a retrofitted recreational vehicle (RV) and associated dental equipment to operate two dental operatories and 3) Provide these services in a safe environment that adheres to COVID guidelines and all provincial protocols, including Infection Prevention and Control measures (IPAC).
EMS New ERVs	439	. 2022 New Emergency Response Units and Equipment
EMS ERV Replacement	385	2022 Annual Replacement of Emergency Response Units and Equipment.
Total	\$6,198	

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.

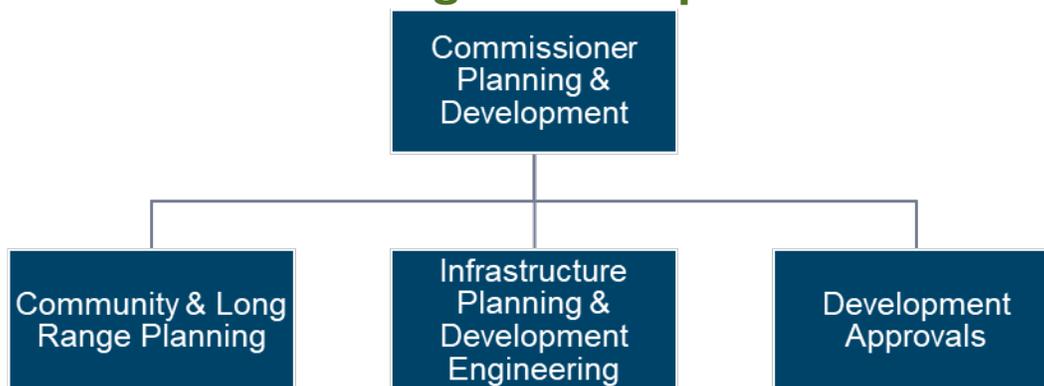
How is Planning & Development measured?

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

Healthy and Vibrant Community			
Measure	Current	Previous	Preferred Trend
Population	484.8K	481.7K	Increase

Planning & Development

Who works for Planning & Development?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 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	3.0	16.0	0.0
Development Planning	15.0	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	12.5	1.0	13.5	0.0	13.5	0.0
Total	45.5	5.0	46.5	3.0	46.5	0.0

Planning & Development

Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$5,964 gross and \$3,939 net. The Planning and Development Services budget including program support and capital financing allocations amounted to \$6,878 gross and \$4,853 net.

Labour Related Costs – The decrease of \$135 is related to the end of temporary funding for positions dedicated to the creation of the Niagara Official Plan offset by forecasted salary, benefit and payroll related cost increases.

Other Revenue – The decrease of \$180 is related to development charge funding that was supporting Niagara Official Plan project.

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$5,156	\$5,729	\$5,594	(\$135)	-2.4%
Administrative	803	649	649	0	0.0%
Operational and Supply	15	23	23	0	0.0%
Equipment, Vehicles, and Technology	36	36	36	0	0.0%
Partnership, Rebates, and Exemptions	56	90	90	0	0.0%
Transfers to Funds	0	0	0	0	0.0%
Intercompany Charges	(497)	(426)	(428)	2	0.5%
Gross Expenditure	6,065	6,102	5,964	(138)	-2.3%
By-Law Charges and Sales	(1,412)	(1,834)	(1,834)	(0)	0.0%
Other Revenue	(457)	(371)	(191)	180	-48.5%
Transfers from Funds	(664)	0	0	0	0.0%
Gross Revenue	(1,869)	(2,205)	(2,025)	180	-8.2%
Net Direct Expenditure before Indirect Allocation	3,699	3,897	3,939	42	1.1%
Program Support Allocation	683	762	762	0	0.0%
Capital Financing Allocation	187	100	152	52	52.0%
Indirect Allocation	870	863	914	51	5.9%
Net Expenditure/(Revenue) After Indirect Allocation	\$4,512	\$4,760	\$4,853	\$93	2.0%

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. 1,731 lane kms of Regional Roads, 130 bridges, 90 major culverts and 100+ minor culverts. Programs include:

- Road and bridge rehabilitation or reconstruction
- Winter and summer maintenance and operations
- Traffic signal maintenance and timing for 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, as well as the integration of all transit services in Niagara. Transit Services also:

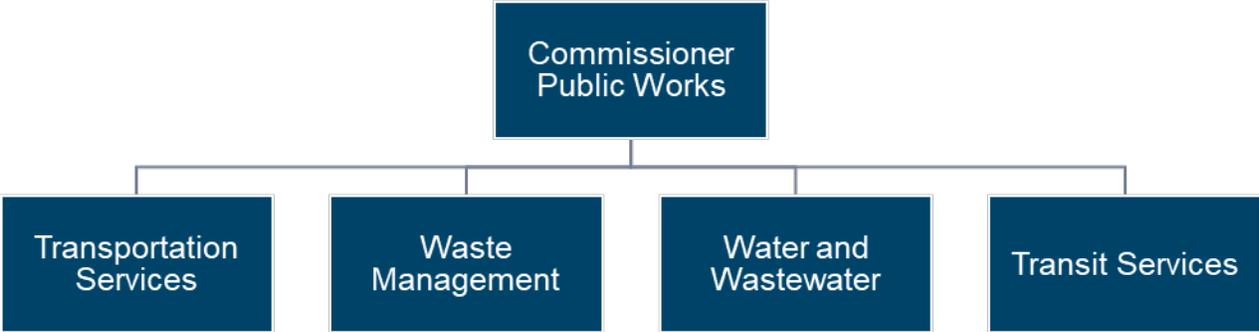
- Coordinates efforts to consolidate and expand inter-municipal transit services in Niagara
- Leads the effort to consolidate Niagara's transit providers into a single Transit Commission
- Oversees operations and deliver of Niagara Region Transit, NRT, OnDemand, and Niagara Specialized Transit
- Supports 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

Public Works

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

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

Who Works for Public Works?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Services	193.5	12.0	194.5	10.0	195.5	11.2
Water and Wastewater	261.6	4.5	262.6	13.0	271.6	3.8
Waste Management	32.0	2.2	34.0	0.2	34.0	1.7
Total	489.1	18.7	493.1	23.2	503.1	16.7

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, as well as the integration of all transit services in Niagara. Transit Services also:

- Coordinates efforts to consolidate and expand inter-municipal transit services in Niagara
- Leads the effort to consolidate Niagara's transit providers into a single Transit Commission
- Oversees operations and delivery of Niagara Region Transit, NRT OnDemand, 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?

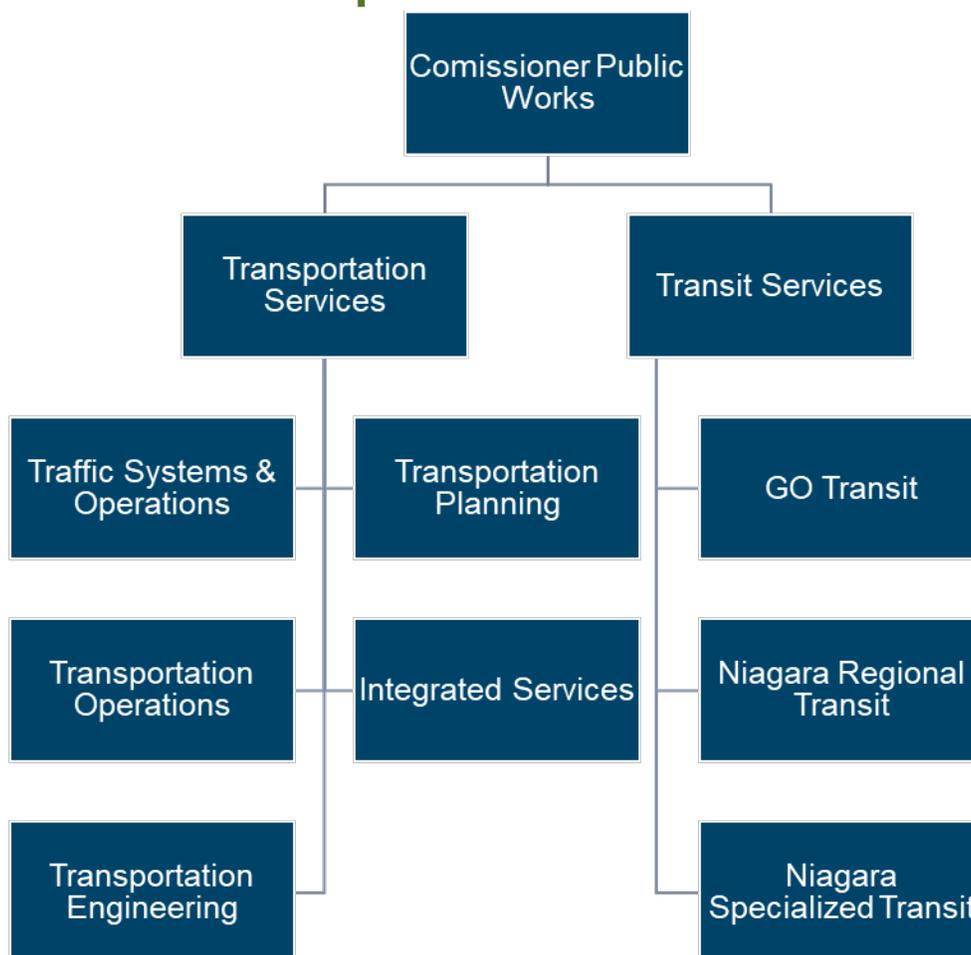
Please refer to [Appendix 9](#) for further details on these departmental measures.

Responsible Growth and Infrastructure Planning			
Measure	Current	Previous	Preferred Trend
Pavement Condition Rating (PCI)	49.0%	49.0%	73.0%
Bridge Condition Rating (BCI)	58.0%	60.0%	60.0%
Niagara Regional Transit Ridership	0.52	0.92	0.95



Transportation and Transit

Who works for Transportation and Transit?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Administration	7.0	3.0	8.0	1.0	10.0	0.0
Operations	84.4	0.0	84.4	0.0	83.4	0.0
Traffic Systems and Operations	42.6	0.0	42.6	0.0	42.6	0.0
Engineering	18.0	0.0	18.0	0.0	18.0	0.0
Surveys	4.0	0.0	4.0	0.0	4.0	1.2
Planning	11.0	0.0	11.0	1.0	11.0	1.0
Integrated Services	26.5	0.0	26.5	0.0	26.5	1.0
Transit Services	0.0	8.0	0.0	8.0	0.0	8.0
Airports	0.0	1.0	0.0	0.0	0.0	0.0
Total	193.5	12.0	194.5	10.0	195.5	11.2

Transportation and Transit

Operating Budget Summary (in thousands)

Council approved Transportation budget before indirect allocations of \$52,493 gross and \$39,658 net. This represents a \$748 net increase or 1.9 percent, over the prior year's approved budget of \$38,910. The Transportation budget including program support and capital financing allocations amounted to \$93,752 gross and \$80,917 net, representing a \$270 net increase, or 0.3 percent over the prior year.

Labour Related Costs – The increase of \$344 includes \$419 in base compensation and benefits increases offset by \$75 reduction in overtime costs.

Administrative – The increase of \$1,476 is primarily due to \$1,471 in one-time consulting costs associated with both the transformation of Transit in Niagara into a consolidated Regional Transit Commission (\$1,321) and Transportation Services policy review (\$150).

Operational and Supply – The increase of \$1,668 is primarily a result of planned increases in Niagara Regional Transit (NRT) service levels, expanded NRT OnDemand service in Niagara-on-the-Lake, and the launch of NRT OnDemand service in Port Colborne effective January 3, 2022, resulting in a combined increase in operational costs of \$2,071; offset by \$403 in lower hired equipment costs related primarily to betterments and Emerald Ash Borer tree removal program.

Occupancy & Infrastructure – The increase of \$10 is due to increased electricity costs.

Equipment, Vehicles, and Technology – The increase of \$737 is primarily the result of increased costs from higher budgeted fuel prices of \$442, higher vehicle and equipment repairs on aging fleet vehicles of \$145, increased computer software costs of \$49 associated with new Transit fare payment technology, and \$91 in equipment leasing costs.

Transfers to Funds – The increase of \$541 is primarily due to an increase in budgeted transfers to the Taxpayer Relief Reserve from Niagara Regional Transit savings to fund COVID-19 pressures.

By-Law Charges and Sales – The increase of \$3,166 is primarily due to increased fare revenues as a result of planned increases in Niagara Regional Transit service levels in 2022 as well as increased Local Area Municipality contributions attributable to increased NRT OnDemand service in Niagara-on-the-lake and Port Colborne.

Other Revenue – The increase of \$94 is due to \$50 in higher proceeds from permits and licenses and \$44 in other expense reimbursement increases.

Transfers from Funds – The increase of \$507 is primarily due to a one-time transfer of \$702 from the Taxpayer Relief Reserve to fund one-time consulting costs associated

Transportation and Transit

with the transformation of Transit in Niagara into a consolidated Regional Transit Commission; offset by a \$120 reduction in transfers for LAM Grant funding.

Indirect Allocation – The \$478 decrease is primarily the result of lower allocations of Capital Levy-Program Specific costs.

Object of Expenditure	2020 Actuals	2021 Budget	2022 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	(3,332)	-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	0	0.0%
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)	(114)	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	2,284	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	\$2,659	3.4%

Transportation and Transit

COVID-19 Impacts

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Operational & Supply	\$(1,475)			
Transfers to Funds	702			
By-Law Charges and Sales	785			
Transfers from Funds	(12)			
Total	\$0			

Full Time Equivalents	Perm	Temp
FTEs	-	-

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$22,654
Debt	7,697
Development Charges	32,568
Federal Gas Tax	23,000
Other External Sources	15,851
Total Gross Capital Request and Funding	\$101,770

The 2022 capital program represents forty distinct projects budgeted at \$101,700.

Major highlights of the 2022 Transportation capital program include:

Project Name	Gross Capital Request	Project Description
Capacity Improvement- RR98 Montrose Rd from Lyon's Creek to Canadian	\$31,532	Capacity Improvements on RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Canadian Drive.
Annual- Roads Resurfacing	12,500	2022 Annual Roads Resurfacing Program
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	8,080	Capacity Improvements to RR10 Casablanca Blvd from RR39 North Service Rd to RR 81 Main St West
Structural Rehab - Glenridge Ave Bridge -	8,000	Replacement of Glenridge Ave Bridge Structure No. 050220 which carries RR50 Glenridge Ave over the CNR tracks in the City of St. Catharines.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
Bridge Rehab over CNR tracks (Str. 050220)		
Capacity Improvement - RR55 Niagara Stone Rd-Con 6 to East West Line	7,900	Reconstruction of RR55 Niagara Stone Rd from Penner Rd to East West Line.
Structural Rehab - East Main St. Bridge West of RR84 (Str.027225)	4,000	Rehabilitation of East Main St Bridge Structure No. 027225 which carries RR 27 East Main Street over the CNR tracks in the City of Welland.
Roads Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	3,800	Reconstruction of RR27 Main St from Prince Charles Dr to Niagara St.
Annual-Fleet Snowplow Replacement	2,354	Annual Combination Dump/Snow Plow Truck Replacement Program.
NRT - Capital Acquisition	2,250	NRT Capital Acquisitions for implementing the Niagara Regional Transit System in Niagara Region.
Annual-Structural Rehab-Engineering & Construction	2,000	2022 Annual Structural Rehab Program – Engineering and Construction.
Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,900	Capacity and Operational improvements on McLeod Rd between the Hydro Electric Power Canal (HEPC) and Wilson Cr.
Annual-Fleet & Vehicle Replacement	1,673	2022 Annual Fleet and Vehicle Replacement Program.
Structural Rehab - Beaver Creek Bridge (063215)	1,600	Replacement of Beaver Creek Bridge Structure No. 063215
Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	1,500	Intersection Improvements at RR24 Victoria Ave at RR63 Canboro Rd and RR27 East Main St at RR84 Moyer Rd

Transportation and Transit

Project Name	Gross Capital Request	Project Description
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	1,500	Replacement of Hwy 20 Bridge Structure No. 020220
Roads Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,125	Reconstruction of RR43 Bridge St from Victoria Ave to Erie Ave
Structural Rehab-RR12 Mountain St Retaining Wall	1,050	RR12 Mountain St Retaining Wall Rehabilitation
Capacity Improvement-New Escarpment Crossing	1,000	New Escarpment Crossing – Extension of RR14 Bartlett Ave.
Annual-Roads Rehab Misc Construction	1,000	2022 Annual Miscellaneous Construction Program.
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	750	Rehabilitation of Glendale Ave Bridge Structure No. 089215 and Replacement of Glendale Ave Twin Culverts Structure No. 089305.
Structural Rehab - 077310-16 Mile Creek Arch Culvert	575	Rehabilitation of Sixteen Creek Arch Culvert Structure No.077310.
Int Improvement-RR81 King St at Main & Nineteenth-LN	500	Cost sharing on intersection improvements with Local Municipality.
Roads Rehab - RR83 Carlton Rd Extension	500	RR83 Carlton Rd Extension over Twelve Mile Creek
Roads Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd	500	Reconstruction of RR1 dominion Rd from Helena St to Lakeshore Rd.
Annual-Development Projects	500	2022 Annual Development Projects.
Roads Rehab - RR42 Ontario St Carlton to QEW	500	Reconstruction of RR42 Ontario St from Carlton St to QEW.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
Annual Traffic Signal Program	366	2022 Annual Traffic Signal Program.
Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	350	Reconstruction of RR89 Glendale Ave from Welland Canal to Homer Rd.
Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	350	Rehabilitation of the King St Retaining Wall from Brookside Dr to Twenty Mile Creek.
Roads Rehab - RR61 Towline Rd Stanley to Four Mile Creek	300	Reconstruction of RR 61 Townline Rd from Stanley Ave to Four Mile Creek Rd.
Roads Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	300	Reconstruction of RR116 Sodom Rd from Lyon's Creek Rd to Willick Rd.
Annual Guide Rail Improvement	260	2022 Annual Guide Rail Improvement Program.
Roads Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	250	Reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd
Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	250	Reconstruction of RR81 Main St from DSBN High School to Park Rd N, Park Rd N to Baker Rd & Nelles Rd to Orchard Pkwy.
Roads Rehab Caistorville Rd from Boundary to Conc 1	250	Reconstruction of RR2 Caistorville Rd from Regional Boundary to Concession 1.
Annual Railway Crossing Improvement	200	2022 Annual Railway Crossings Improvement Program.
Structural Rehab - 025210 Netherby Rd Bridge	100	Replacement of Netherby Rd Bridge Structure No. 025210.
Structural Rehab – Niagara St Bridge (Str. 048205)	100	Replacement of Niagara St Bridge Structure No. 048205.

Transportation and Transit

Project Name	Gross Capital Request	Project Description
WWW IS Maintainer Vehicle	55	WWW IS Maintainer Vehicle.
Structural Rehab - Seventh St Bridge (034205)	50	Rehabilitation of the Seventh Street Bridge Structure No. 034205 over the CNR.
Total	\$101,770	



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 drinking water and wastewater treatment 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, 161 kilometer of sanitary force mains and over 145 km of gravity trunk sewers.

How is Water and Wastewater Operations measured?

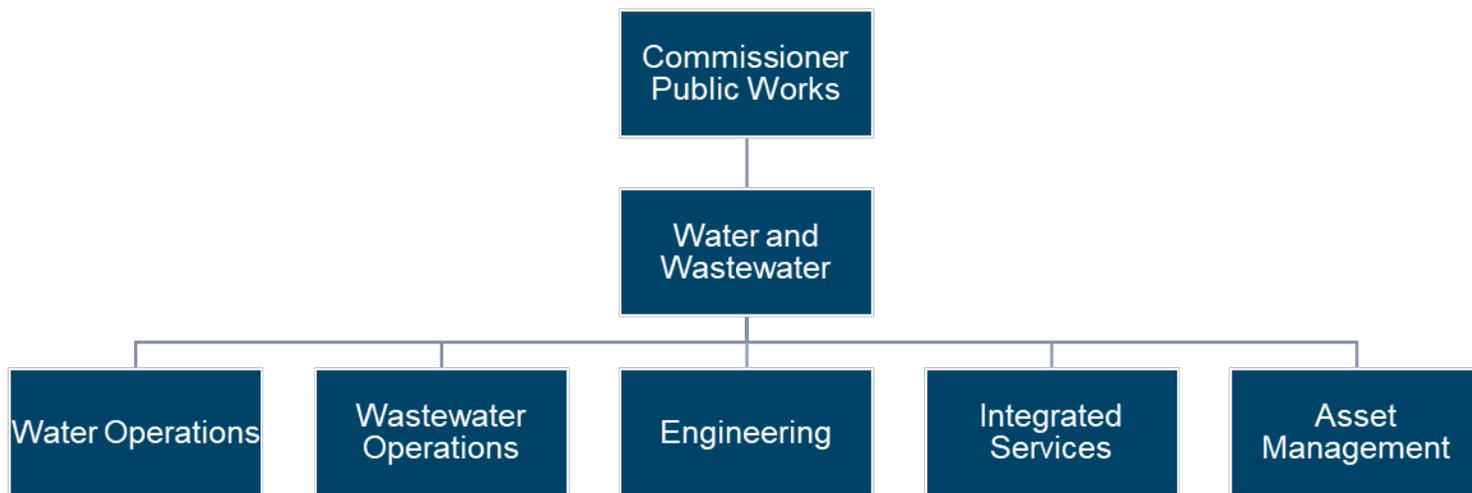
Please refer to [Appendix 9](#) for further details on this departmental measure.

Responsible Growth and Infrastructure Planning

Measure	Current	Previous	Preferred Trend
Total Wastewater Treated	70.2K ML	70.3K ML	70.7K ML

Water and Wastewater Operations

Who works for Water and Wastewater Operations?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Water Operations and Maintenance	81.0	2.0	81.0	2.0	80.0	1.5
Wastewater Operations, Maintenance and Laboratory Services	116.6	0.0	116.6	0.0	116.6	0.0
Self-Supporting Administration	17.0	3.0	17.0	5.0	21.0	1.3
Integrated Services	31.0	1.0	31.0	1.0	34.0	1.0
Asset Management	17.0	1.0	17.0	3.0	20.0	0.0
Total	262.6	7.0	262.6	11.0	271.6	3.8

Water and Wastewater Operations

Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2022 net requisition rate budget is \$135,454.

[Further details of the Water and Wastewater 2022 budget can be found on our Budget Review Committee meeting agenda here \(https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Administrative – the increase of \$195 is due to additional consulting of \$214 to support asset management planning.

Operational & Supply – the increase of \$767 includes an increase of \$666 in sludge/haulage costs as a result of additional volumes due to compliance issues and annual contract rate increases.

Occupancy & Infrastructure – the decrease of \$411 includes a reduction in repair and maintenance trunk sewers of \$385 as a result of reduced spend in 2021.

Transfers to Funds – the increase of \$3,416 is in order to support increased capital financing in adherence to the Council approved Safe Drinking Water Act Financial Plan.

Covid-19 Pressures – The budget of \$126 is to fund enhanced cleaning and physical distancing measures to prevent the spread of Covid-19 spread across various objects of expenditure.

Water and Wastewater Operations

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$24,186	\$24,804	\$25,433	629	2.5%
Administrative	1,830	2,128	2,323	195	9.2%
Operational and Supply	14,051	14,196	14,963	767	5.4%
Occupancy and Infrastructure	16,517	18,753	18,342	(411)	-2.2%
Equipment, Vehicles, and Technology	5,337	6,436	6,530	94	1.5%
Partnership, Rebates, and Exemption	5,138	4,010	3,150	(860)	-21.4%
Financial Expenditures	146	0	0	0	0.0%
Transfers to Funds	42,802	37,239	40,655	3,416	9.2%
Intercompany Charges	1,631	1,811	1,983	172	9.5%
Gross Expenditure	111,638	109,378	113,380	4,002	3.7%
Taxation	(121,922)	(125,401)	(131,859)	(6,458)	5.1%
By-Law Charges and Sales	(1,642)	(1,517)	(1,539)	(22)	1.5%
Other Revenue	(2,610)	(2,407)	(1,930)	477	-19.8%
Transfers from Funds	(2,876)	(125)	(126)	(1)	0.8%
Gross Revenue	(129,050)	(129,450)	(135,454)	(6,004)	4.6%
Net Direct Expenditure before Indirect Allocation	(17,411)	(20,072)	(22,074)	(2,002)	10.0%
Program Support Allocation	3,757	4,973	5,418	445	9.0%
Capital Financing Allocation	10,925	15,099	16,656	1,557	10.3%
Indirect Allocation	14,682	20,072	22,074	2,002	10.0%
Net Expenditure/(Revenue) After Indirect Allocation	(\$2,729)	\$0	\$0	\$0	0.0%

Water and Wastewater Operations

COVID-19 Impacts

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

Object of Expenditure	Amount (in thousands)	Full Time Equivalents	Perm	Temp
Administrative	(10)	FTEs	-	-
Operational & Supply	(31)			
Occupancy & Infrastructure	78.6			
Equipment, Vehicles & Technology	43.2			
Transfer to Funds	45			
Transfers from Funds	(125.8)			
Total	\$0			

Capital Budget Summary – Water (in thousands)

Funding Source	Funding Amount
Reserves	\$32,350
Debt	0
Development Charges	4,370
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$36,720

The 2022 capital program represents fifteen distinct projects budgeted at \$36,720.

Major highlights of the 2022 Water capital program include:

Project Name	Gross Capital Request	Project Description
WTP Upgrade - DeCew Plant 3	\$19,500	Construction- Sustainability upgrades to Decew Falls Water Treatment Plant 3.
Grimsby Watermain Replacement	4,000	Construction- Installation of 750mm diameter transmission water main on South Service Rd from Baker Rd to Park Rd.
DeCew High Lift Pump Sizing	3,800	Construction - Upgrade existing high lift pumps at the Decew Falls Water Treatment Plant to

Water and Wastewater Operations

Capital Budget Summary – Water (in thousands)

Project Name	Gross Capital Request	Project Description
		optimize plant performance and system demands.
Niagara Falls WTP Upgrades - High Lift and Substation	2,500	Construction - High lift and substation upgrades and associated equipment improvements at the Niagara Falls Water Treatment Plant.
New Niagara Falls Elevated Tank	1,500	Design- Replacement of the Lundy's Lane Elevated Tank with a new elevated tank in the City of Niagara Falls.
Grimsby WTP Expansion	1,500	Environmental Assessment – Capacity and sustainability upgrades at the Grimsby Water Treatment Plant.
Meter Replacement Program	850	Construction- Upgrades to flow meters, piping and equipment at the Gate House within Decew Falls Water Treatment Plant.
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	800	Environmental Assessment- Installation of new trunk water main from Grimsby Water Treatment Plant to Grimsby Reservoir.
Grimsby WTP Low Lift Pump	750	Design and Construction- Sustainability upgrade of an additional low lift pump at the Grimsby Water Treatment Plant.
Brock High Lift PS Upgrades and Valve Replacement	500	Design- Upgrades and replacement of equipment at Brock High Lift Booster Pumping Station in the City of St.Catharines.
Environmental Centre Renovation	300	Design and Construction- Upgrades at the Environmental Centre to promote physical distancing and implement COVID19 safety precautions for employees return to the office.
Chemical System Upgrade Program	250	Construction - Upgrades to various chemical systems within Water Treatment Plants.
Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	200	Design- Sustainability upgrade for the installation of a new water main connection between the Decew Falls Reservoir and Gravity Shaft.
Generator Replacement Program	150	Design & Construction - Replacement of generators at various Water Treatment facilities.

Water and Wastewater Operations

Capital Budget Summary – Water (in thousands)

Project Name	Gross Capital Request	Project Description
Hardware & Software Upgrade Program	120	Supply & Install - Various information technology hardware and software purchases and upgrades.
Total	\$36,720	

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Funding Source	Funding Amount
Reserves	\$29,934
Debt	70,861
Development Charges	10,260
Federal Gas Tax	5,000
Other External Sources	36,674
Total Gross Capital Request and Funding	\$152,729

The 2022 capital program represents thirty-nine distinct projects budgeted at \$152,729.

Major highlights of the 2022 Wastewater capital program includes:

Project Name	Gross Capital Request	Project Description
South Niagara Falls Wastewater Treatment Plant	\$55,010	Land Acquisition, Design, and Construction - the new South Niagara Falls Wastewater Treatment Plant, with a capacity of 30 MLD, will service existing and future growth areas in Niagara Falls, south of Lundy's Lane and south Thorold.
South Niagara Falls Trunk Sewer	22,479	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 South Side High Lift Pumping Station along Montrose Road under the Welland River and connect into the headworks of the plant on the east side of the QEW.
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	11,000	Construction – Rehabilitation of 1800m of 1200mm concrete sanitary trunk sewer in the City of Niagara Falls.
New South West Trunk Sewer - South Niagara Falls WWTP	9,842	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.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
Beaverdams SPS Upgrade and Forcemain Replacement	8,300	Construction– Capacity and sustainability upgrades at the Beaverdams Pumping Station located in the City of Thorold.
Mewburn Pumping Station Upgrade	6,000	Construction– Replacement and upgrade of the Mewburn Pumping Station.
Garner Rd W&WW Storage Facility Upgrade	6,000	Construction- The Garner Road W&WW Facility requires a replacement of its operations building, improved access for centrifuge equipment maintenance and site works improvements.
Cole Farm SPS Upgrade	5,000	Construction – Sustainability upgrades at the Cole Farm Pumping Station in the City of St. Catharines.
Stevensville-Douglastown Lagoon Upgrade	4,200	Construction- Upgrades to the Stevensville-Douglastown Lagoons in the Town of Fort Erie.
Lakeshore Road Pumping Station Upgrade	3,500	Construction - Capacity and sustainability upgrade at the Lakeshore Road Pumping Station in the Town of Fort Erie.
Sewer & Frce - Tupper Dr Trunk	3,500	Construction – Relining of 1,800m of 750mm diameter trunk sewer including the rehabilitation of 25 manholes in the City of Thorold.
New Black Horse PS - South Niagara Falls WWTP	1,523	Land Acquisition, Design, and Construction - Construction of a new Black Horse Pumping Station on a new site to accommodate the capacity and size of the pumping station. Flows will be diverted from the St. Catharines sanitary sewer system to the new South Niagara Falls WWTP.
Crystal Beach Wastewater Treatment Plant Upgrade	1,500	Design - Crystal Beach Wastewater Treatment Plant requires sustainability and process optimization upgrades.
Seaway WWTP Generator Replacement	1,500	Construction- Replacement of aging generator at Seaway Wastewater Treatment Plant with one that is adequately sized to sustain plant demands.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
Digester and 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.
Digester Replacement Program	1,000	Study & Design- Sustainability strategy for replacement of digesters Region Wide.
Region Wide Sludge Septic Haulage Station Program	1,000	Construction - Upgrades and replacement of the sludge septic haulage stations at the Wastewater Treatment Plants.
Replace Carleton Pump Station Forcemain	1,000	Construction - Replacement of the Carleton Street Pumping Station forcemain in the City of Thorold.
Line 2 Pump Station Upgrade	1,000	Construction – Sustainability upgrade at Line 2 Pumping Station in the Town of Niagara-in-the-Lake.
Ph 2 Mill St Area Sanitary Improvements	825	Construction- Replacement and relocation of approximately 300m of trunk sewer along Franklin and Mill Street in the City of Welland.
Garner Biosolids Turning Lane	750	Design and Construction- New turning lane at the Garner Biosolids Facility to accommodate large hauler trucks.
Generator Replacement Program	600	Design & Construction - New generators at the Niagara Region Sewage Pumping Stations.
Gate Actuator Program	500	Construction- Installation of gate actuators at Port Weller Wastewater Treatment Plant.
Master Meter Replacement Program	500	Design & Construction - Replacement/Installation of billing/flow meters across the Region.
Boiler Replacement Program	500	Construction- Replacement of boilers at various Wastewater Treatment Plants Region Wide.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
Wastewater Remote SCADA Upgrades- Area 1	500	Design and Construction- Upgrades to instrumentation and controls at ten (10) Wastewater Pumping Stations in the Niagara Falls collection system.
South Side Low Lift Forcemain Replacement	500	Design- Replacement of the South Side Forcemain in the City of Niagara Falls.
Port Weller Primary Upgrades	500	Design- Sustainability upgrades to the primary clarifiers at Port Weller Wastewater Treatment Plant.
Catherine Street Pumping Station Upgrades	400	Design- Capacity increase at the Catherine St pumping station to support anticipated growth.
Roof Replacement Program	350	Design and Construction – Roof replacement to the Administration Building at the Anger Avenue Wastewater Treatment Plant.
Royal Manor Pump Station Upgrades and Forcemain Replacement	300	Design - Sustainability upgrades at the Royal Manor Pumping Station including forcemain replacement in the City of Niagara Falls.
Nigh Rd Pumping Station Upgrade	300	Design - Capacity and sustainability upgrades at the Nigh Road Pumping station in Crystal Beach in the Town of Fort Erie.
Erie Rd Pumping Station Upgrades	300	Design- Sustainability upgrade of the Erie Road Pumping Station in the Town of Fort Erie.
Nickel St Pumping Station Upgrades	300	Design - Sustainability upgrade and the Nickel Street Pumping Station in the City of Port Colborne.
Fares St Pumping Station Upgrades	300	Design - Sustainability upgrades at the Fares Street Pumping Station in the City of Port Colborne.
Union PS Upgrades	300	Design- Sustainability upgrade of the Union Pumping Station in the City of Port Colborne.

Water and Wastewater Operations

Capital Budget Summary – Wastewater (in thousands)

Project Name	Gross Capital Request	Project Description
Niagara-on-the-Lake WWTP Maintenance Building	200	Design- Installation of new Maintenance Building at Niagara-on-the-Lake Wastewater Treatment Plant.
Corporate WIFI Expansion	100	Supply and Install- Additional corporate wireless access points at various Wastewater Treatment Facilities.
Laboratory and Sampling Equipment Upgrade Program	100	Supply & Install - Replacement of Environmental Sampling Equipment and Environmental Centre Laboratory Equipment.
Total	\$152,729	

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 and four material drop-off depots, as well as twelve closed landfill sites.

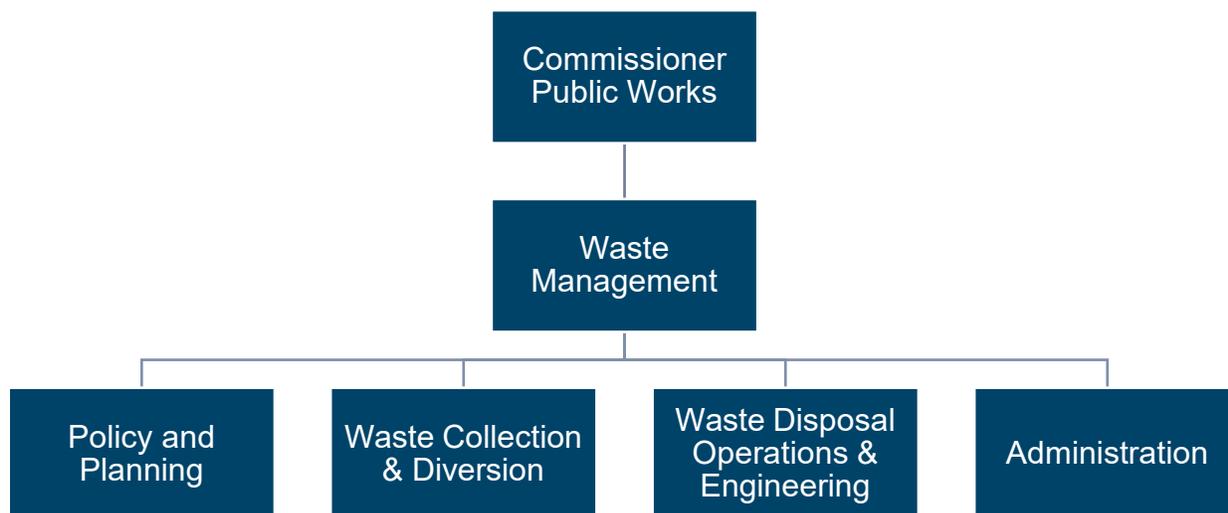
How is Waste Management Services measured?

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

Responsible Growth and Infrastructure Planning			
Measure	Current	Previous	Preferred Trend
Overall Waste Diverted from Landfill	57.6%	56.0%	65.0%

Waste Management Services

Who works for Waste Management Services?



Full Time Equivalents by Division	2020 Permanent	2020 Temporary	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary
Waste Management	34.0	1.2	34.0	0.2	34.0	1.7

Waste Management Services

Operating Budget Summary (in thousands)

Waste Management Services' 2022 net requisition budget is \$42,813. This represents a \$2,246 increase, or 5.5 per cent, over the prior year's approved budget of \$40,567.

Labour Related Costs – The increase of \$420 is related primarily to the addition of temporary staff to assist with the transition to extended producer responsibility and the addition of students that were removed in 2021 to mitigate rate increases, as well as the addition of a new part-time position to assist with waste exemption applications.

Administrative – The increase of \$621 is due to additions to consulting services for the long-term waste management strategic plan project, as well as funds to undertake a study to address disposal needs for excess soils and to conduct waste composition audits at multi-residential properties. In addition, \$200 relates to an increase in the promotion and education budget to facilitate communications for the long-term strategic plan, the collection guide and the green bin campaign.

Operational and Supply – The increase of \$5,220 includes \$1,352 in collection contract escalation costs, and \$1,283 and \$666 in increased landfill operation and compost facility contract costs respectively due to increased market pricing. Additionally the budget includes \$1,076 in increased prices for recycled materials purchased from other municipalities, which will be offset by increased in revenue.

By-law Charges and Sales – The increase of \$4,782 is primarily the result of increased recycled materials revenues due to improved market conditions and an increase in landfill tipping fee revenue, offset by a reduction in garbage tag revenue.

Transfers from Funds – The decrease of \$640 reflects the reduction in the transfers from the Waste Management Stabilization Reserve to mitigate cost increases, offset by increases in the transfer from the reserve to fund one-time expenditures such as the long-term strategic plan costs and staffing related to the transition to extended producer responsibility.

Waste Management Services

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$3,792	\$3,574	\$3,995	\$421	11.8%
Administrative	1,007	742	1,364	622	83.8%
Operational and Supply	41,614	49,750	54,970	5,220	10.5%
Occupancy and Infrastructure	1,477	1,620	1,557	(63)	-3.9%
Equipment, Vehicles, and Technology	1,039	1,150	1,180	30	2.6%
Partnership, Rebates, and Exemption	45	196	225	29	14.8%
Financial Expenditures	48	0	0	0	0.0%
Transfers to Funds	4,906	4,136	4,136	0	0.0%
Intercompany Charges	49	119	154	35	29.4%
Gross Expenditure	49,072	61,288	67,580	6,292	10.3%
Taxation	(38,821)	(40,567)	(42,813)	(2,246)	5.5%
By-Law Charges and Sales	(11,315)	(12,269)	(17,051)	(4,782)	39.0%
Other Revenue	(5,162)	(6,466)	(6,510)	(44)	0.7%
Transfers from Funds	(2,413)	(3,572)	(2,932)	640	-17.9%
Gross Revenue	(57,712)	(62,874)	(69,307)	(6,433)	10.2%
Net Direct Expenditure before Indirect Allocation	(6,227)	(1,586)	(1,726)	(140)	8.8%
Indirect Allocation	1,305	1,508	1,602	94	6.2%
Capital Financing Allocation	936	78	124	46	59.0%
Indirect Allocation	2,241	1,586	1,726	140	8.8%
Net Expenditure/(Revenue) After Indirect Allocation	(\$1,493)	\$0	\$0	\$0	0.0%

COVID-19 Impacts

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

Object of Expenditure	Amount
Administrative	\$8
Operational & Supply	86
Occupancy & Infrastructure	19
Transfers from Funds	(113)
Total	\$0

Full Time Equivalents	Perm	Temp
FTEs	0	0

Waste Management Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$10,533
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$10,533

The 2022 capital program represents eight distinct projects budgeted at \$10,533.

Major highlights of the 2022 Waste Management capital program includes Phase 3 of the Humberstone Landfill Gas Collection and infrastructure upgrades at closed landfill sites.

Project Name	Gross Capital Request	Project Description
Humberstone-LGCCS Phase 3	\$4,562	Detailed design, construction and oversight of Phase III of Landfill Gas Collection and Control System (LGCCS) as per Environmental Compliance Approval requirements.
Brock Lands Road Expansion	2,000	Installation of a road to connect Brock University land to the east of the Glenridge Quarry Naturalization to the existing road network located to the east of the Site. The Region is responsible for 50 percent of the cost per the transfer agreement.
Glenridge – Passive Gas System	1,489	Construction and oversight of a passive gas collection system/sheet pile cut off wall in order to mitigate off-site migration of landfill gas that has been observed on the east and south property boundaries.
Quarry-Site Improvements	990	Construction and oversight of a Leachate Management System to treat the landfill leachate in response to a successfully completed Class Environmental Assessment process.
Annual Misc. Enhance/Replace	965	Upgrades at landfill sites including fencing, high voltage line replacement, manhole safety grating, and property acquisition and monitoring well decommissioning.

Waste Management Services

Project Name	Gross Capital Request	Project Description
Recycling Facility Improve	307	Equipment replacement and facility upgrades to continuous operations and facility is in good repair until a new ownership agreement has been realized or until transition in 2024. This budget will include the replacement of the IPS Baler Horizontal Feed Conveyor and Forklift Clamps.
Humberstone Site Improve	110	Progressive capping of the landfill to avoid compliance issues and leachate seeps. The capping works are staged based on landfilling activities.
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.
Total	\$10,533	

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	Previous	Preferred Trend
Number of Charges Filed per Court Administration Clerk	4558.5	5000	-

Sustainable and Engaging Government

Measure	Current	Previous	Preferred Trend
Total Cost of POA Services per Charge Filed	\$160.52	\$151.81	-

Who works for Courts Services?

Full Time Equivalents by Division	2020		2021		2022	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Courts Services	35.0	0.0	35.0	0.0	35.0	6.0

Court Services

Operating Budget Summary (in thousands)

The 2022 Court Services net revenue after indirect allocations is budgeted at \$639.

[The details of the Courts Services 2022 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	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$1,601	\$2,549	\$2,847	\$298	11.7%
Administrative	1,169	2,909	2,754	(155)	-5.3%
Operational and Supply	469	1,114	881	(233)	20.9%
Occupancy and Infrastructure	0	1	1	0	0.0%
Equipment, Vehicles, and Technology	11	14	14	0	5.2%
Financial Expenditures	193	223	198	(25)	-11.2%
Transfers to Funds	200	308	200	(108)	-35.1%
Intercompany Charges	(99)	(3)	(4)	(1)	33.3%
Gross Expenditure	3,544	7,110	6,892	(218)	3.1%
Other Revenue	(5,067)	(8,925)	(8,707)	218	-2.4%
Net Direct Expenditure before Indirect Allocation	(1,723)	(1,815)	(1,814)	1	0.1%
Program Support Allocation	625	590	605	15	2.5%
Capital Financing Allocation	554	545	570	25	4.6%
Indirect Allocation	1,179	1,135	1,175	40	3.5%
Net Expenditure/(Revenue) After Indirect Allocation	(\$343)	(\$680)	(\$639)	\$41	-6.0%

COVID-19 Impacts

The increase of \$221 is related to enhanced cleaning, PPE supplies and social distancing.

Object of Expenditure	Amount	Full Time Equivalents	Perm	Temp
Labour Related Costs	\$378			
Administrative	14			
Operational & Supply	(216)			
Occupancy & Infrastructure	1			
Equipment, Vehicles, Technology	6			
Indirect Allocation	38			
Total	\$221		0	6.0

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?

By the Operating Agreement, Niagara Region had appointed Niagara Regional Housing (NRH) its Administrator of social housing until those responsibilities were transferred back to the Niagara Region effective May 30, 2021. Under the new structure, NRH and its board will continue to provide governance, oversight and financial management of the owned units and support future development of Niagara's owned stock, with associated staffing resources provided through shared service agreement with Community Services, Niagara Region. That said, Niagara Region as Service Manager remains responsible for all duties delegated to NRH and can establish controls over the activities of NRH (s. 17(2) & (5) Housing Services Act, 2011). NRH financial statements are included in Consolidated Niagara Region Financial Statements and are audited under Corporations Act.

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. 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:

- Manage owned properties through day-to-day maintenance and preventative maintenance (plumbing, electrical, grounds work, waste removal, janitorial, etc.)
- Undertake capital works projects (balcony reconstruction, internal road work, roof replacement, etc.)
- Raise awareness, investigate and implement energy conservation measures that set an example of environmental stewardship within our communities
- Collect rent
- Co-ordinate regular Tenant Advisory Committee (TAC) meetings to ensure productive communication between tenants and NRH
- Collaborate with partners to provide services, programs and activities where appropriate

Niagara Regional Housing

How is Niagara Regional Housing measured?

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

Healthy and Vibrant Community			
Measure	Current	Previous	Preferred Trend
Community Housing Units	8659	8510	Increase

Who works for Niagara Regional Housing?

No staff are directly allocated to Niagara Regional Housing, although the shared services agreement includes that Community Services staff provide property management services for the NRH owned units.

Niagara Regional Housing

Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$22,461 and a net budget of \$3,882.

[The details of the Niagara Regional Housing 2022 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escrimetings.com\)](https://pub-niagararegion.escrimetings.com)

Budget with Comparators by Object of Expenditure	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$5,042	\$307	335	\$28	9.0%
Administrative	629	369	776	407	110.3%
Operational and Supply	110	87	58	(29)	-33.3%
Occupancy and Infrastructure	15,849	16,694	17,361	667	4.0%
Equipment, Vehicles, and Technology	196	136	138	2	1.5%
Community Assistance	29,841	0	0	0	0
Financial Expenditures	1,842	1,804	1,377	(427)	-23.7%
Transfers to Funds	4,332	2,858	2,589	(269)	-9.4%
Intercompany Charges	70	0	(173)	(173)	0.0%
Gross Expenditure	57,911	22,256	22,461	205	-0.9%
Federal and Provincial Grants	(12,785)	(1,359)	(814)	545	-40.1%
Other Revenue	(16,336)	(16,404)	(16,948)	(544)	3.3%
Transfers from Funds	(1,002)	(392)	(817)	(425)	108.4%
Gross Revenue	(30,123)	(18,155)	(18,579)	(424)	2.3%
Net Direct Expenditure before Indirect Allocation	24,459	4,101	3,882	(219)	-5.3%
Program Support Allocation	1,897	4,174	4,542	368	8.8%
Capital Financing Allocation	6,102	6,517	6,735	218	3.3%
Indirect Allocation	7,999	10,691	11,227	536	5.0%
Net Expenditure/(Revenue) After Indirect Allocation	\$35,789	\$14,791	\$15,159	\$368	2.5%

Niagara Regional Housing

COVID-19 Impacts

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

Object of Expenditure	Amount
Operational & Supply	\$0
Occupancy & Infrastructure	417
Community Assistance	0
Transfers from Funds	(417)
Total	\$0

Full Time Equivalents	Perm	Temp
FTEs	0	0

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$1,599
Debt	2,303
Development Charges	0
Federal Gas Tax	0
Other External Sources	318
Total Gross Capital Request and Funding	\$4,220

The 2022 capital program represents five distinct projects budgeted at \$4,220.

Major highlights of the 2022 Niagara Regional Housing capital program includes the various annual capital replacement programs.

Project Name	Gross Capital Request	Project Description
NRH Annual Asphalt, Paving and Concrete Replacement	\$1,600	Capital work to the NRH-owned buildings and properties such as driveway and parking lot replacement, sidewalk replacements, replacement of concrete steps/curbs, extensive landscaping including re-grading, fencing, energy efficient lighting retrofit, etc.
NRH Annual Structural and Foundation Wall Repairs	1,240	Structural repairs and Foundation Damp Proofing - St. Catharines, Niagara Falls, Welland and other locations
NRH Annual Life Safety and Security Systems	700	Replacement of building Generators, Fire Alarm System, Fire Protection Systems - Niagara Falls,

Niagara Regional Housing

Project Name	Gross Capital Request	Project Description
		St. Catharines, Fort Erie and other various locations.
NRH Annual Roof Systems	565	Replacement of Roof Systems - Niagara Falls, St. Catharines and other various locations
NRH Annual Playground Equipment Replacement	115	Capital work related to the replacement and upgrades to the playground equipment and various components.
Total	\$4,220	



Niagara Peninsula Conservation Authority

Mission Statement:

To create a common ground for conservation-inspired action and accountability to nature.

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 series of legislative mandates based on the Conservation Authorities Act. 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 net revenue after indirection allocations is budgeted at \$6,273.

[The details of the Niagara Peninsula Conservation Authority 2022 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	2020 Budget	2021 Budget	2022 Budget	\$ Change	% Change
Partnership, Rebate, Exemptions	\$5,810	\$6,035	\$6,384	\$349	5.8%
Gross Expenditure	5,810	6,035	6,384	349	5.8%
Transfers from Funds	0	(109)	(110)	(1)	0.9%
Gross Revenue	0	(109)	(110)	(1)	0.9%
Net Expenditure/(Revenue) After Indirect Allocation	\$5,810	\$5,926	\$6,273	\$347	5.9%

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	110			
Transfers from Funds	(110)			
Total	\$0	FTEs	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	Previous	Preferred Trend
Crime Severity Index	58.10	64.30	Decrease

Niagara Regional Police Services

Who works for the Niagara Regional Police Service?

Full Time Equivalents by Division	2020		2021		2022	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Niagara Regional Police Services	1,077.0	0.0	1,082.0	0.0	1,096.0	0.0

Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$187,094 and a net budget of \$168,378.

[The details of the Niagara Regional Police Services 2022 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	2020 Actuals	2021 Budget	2022 Budget	\$ Change	% Change
Labour Related Costs	\$154,298	\$163,335	\$170,991	\$7,656	4.7%
Administrative	3,541	3,970	4,037	67	1.7%
Operational and Supply	2,622	2,446	2,373	(73)	-3.0%
Occupancy and Infrastructure	267	364	298	(66)	-18.1%
Equipment, Vehicles, and Technology	6,646	7,132	7,506	374	5.2%
Financial Expenditures	6	0	0	0	0.00%
Transfers to Funds	3,150	3,275	3,835	560	17.1%
Intercompany Charges	(1,407)	(1,378)	(1,945)	(567)	41.1%
Gross Expenditure	169,123	179,144	187,094	7,950	4.4%
Federal and Provincial Grants	(9,642)	(9,453)	(9,335)	118	-1.2%
By-Law Charges and Sales	(2,177)	(4,882)	(5,941)	(1,059)	21.7%
Other Revenue	(2,241)	(2,334)	(3,076)	(742)	31.8%
Transfers from Funds	(250)	(1,415)	(365)	1,050	-74.2%
Gross Revenue	(12,133)	(18,084)	(18,717)	(633)	3.5%
Net Direct Expenditure before Indirect Allocation	154,813	161,060	168,378	7,318	4.5%
Indirect Allocation	6,807	7,103	7,249	146	2.1%
Capital Financing Allocation	8,929	9,789	9,810	21	0.2%
Indirect Allocation	15,726	16,892	17,059	167	1.0%
Net Expenditure/(Revenue) After Indirect Allocation	\$170,549	\$177,952	\$185,437	\$7,485	4.2%

Niagara Regional Police Services

Capital Budget Summary (in thousands)

Funding Source	Funding Amount
Reserves	\$3,917
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	\$3,917

The 2022 capital program represents eleven distinct projects budgeted at \$3,917.

Major highlights of the 2022 Niagara Regional Police capital program includes the annual capital asset replacement programs.

Project Name	Gross Capital Request	Project Description
NRPS- Vehicle Replacement	\$1,928	NRPS – 2022 Vehicle Replacement.
NRPS- IT & Network Equip. Replacement	900	NRPS - 2022 IT & Network Equip. Replacement.
NRPS – Dive Truck	340	NRPS - Dive Truck (2022).
NRPS – Rapid Deployment Plate Carrier System	240	NRPS - Rapid Deployment Plate Carrier System (2022).
NRPS – CEW Replacement	168	NRPS - 2022 CEW Replacement.
NRPS – Command Post	150	NRPS - Command Post (2022).
NRPS – Binocular Night Vision Devices	62	NRPS – Binocular Night Vision Devices (2022).
NRPS – Collision Scene Mapping & Data Collector	45	NRPS – Collision Scene Mapping & Data Collector (2022).
NRPS – Breath Alcohol Testing Instruments	32	NRPS – Breath Alcohol Testing Instruments (2022).
NRPS – Roadside Screening Devices	30	NRPS – Roadside Screening Devices (2022).

Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
NRPS – Equipment Asset Tracker	22	NRPS – Equipment Asset Tracker (2022).
Total	\$3,917	



Niagara Regional Police Services

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Section 5

Capital Budget

Corporate Capital Overview



2022 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

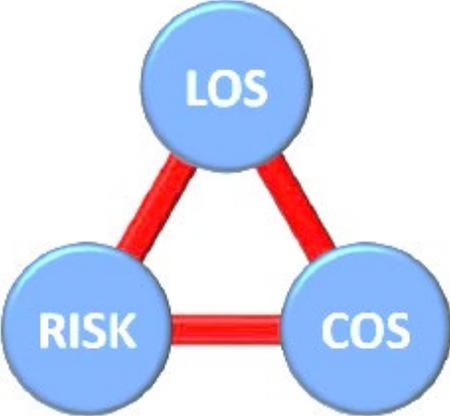
In your personal financing, it would be the equivalent of purchasing large items, such as a house or car, where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a loan).

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



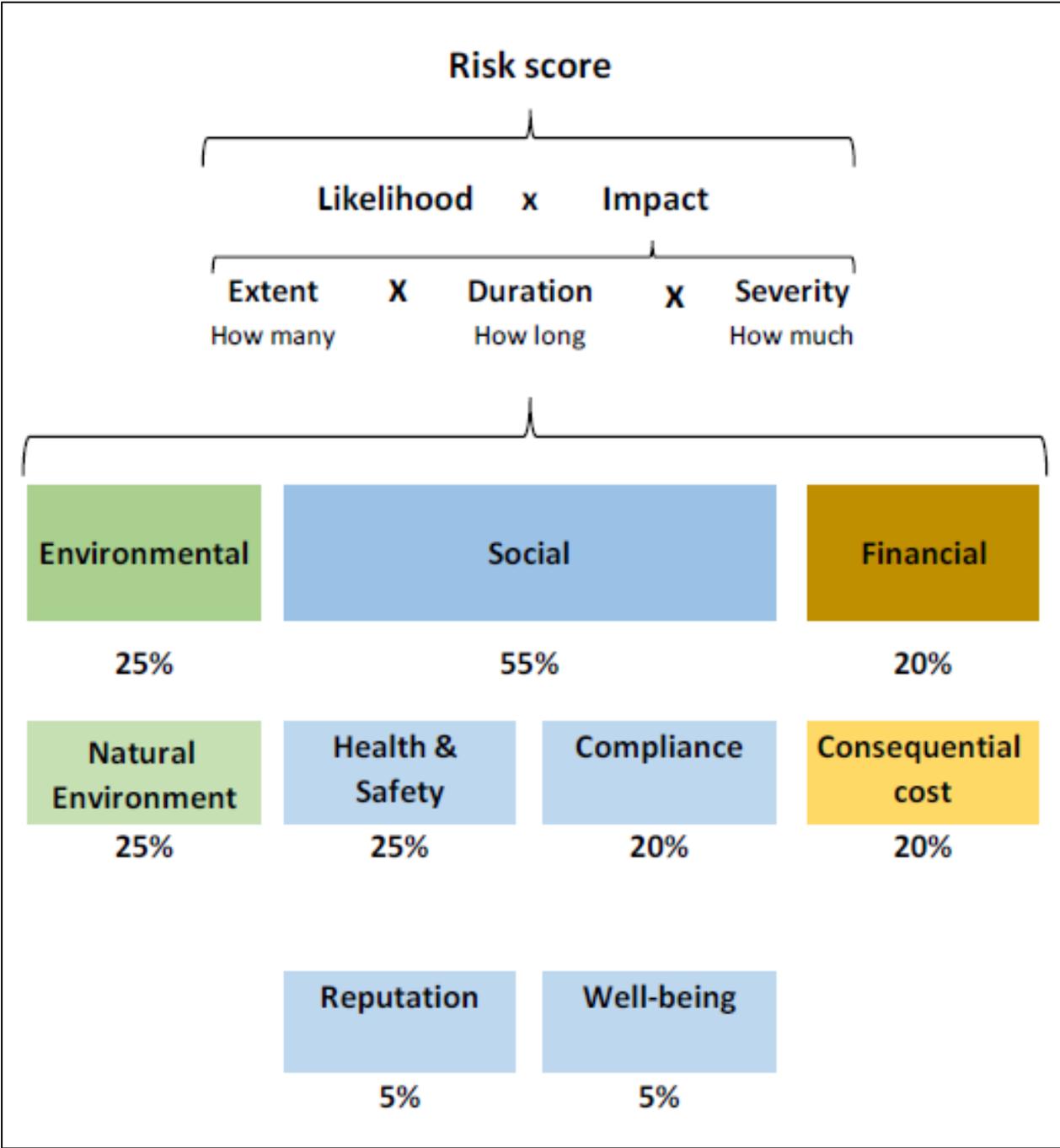
A new process piloted this year by the Asset Management Office was the application of the prioritization model called the Corporate Asset Management Resource Allocation (CAMRA). This model was developed to assess projects based on level of risk and corporate priority to aid in good decision-making. Projects 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:

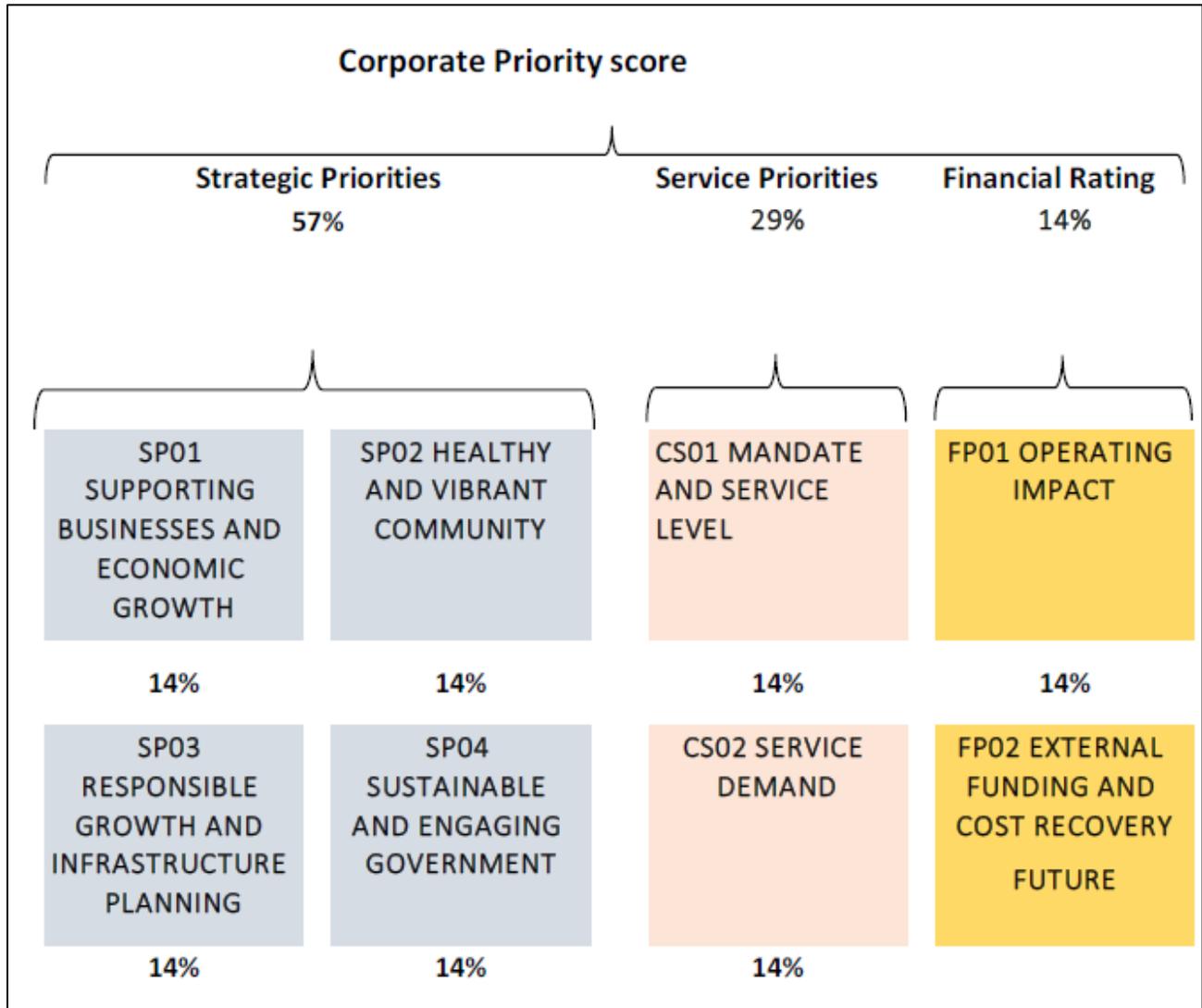
- environmental
- social
- financial

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

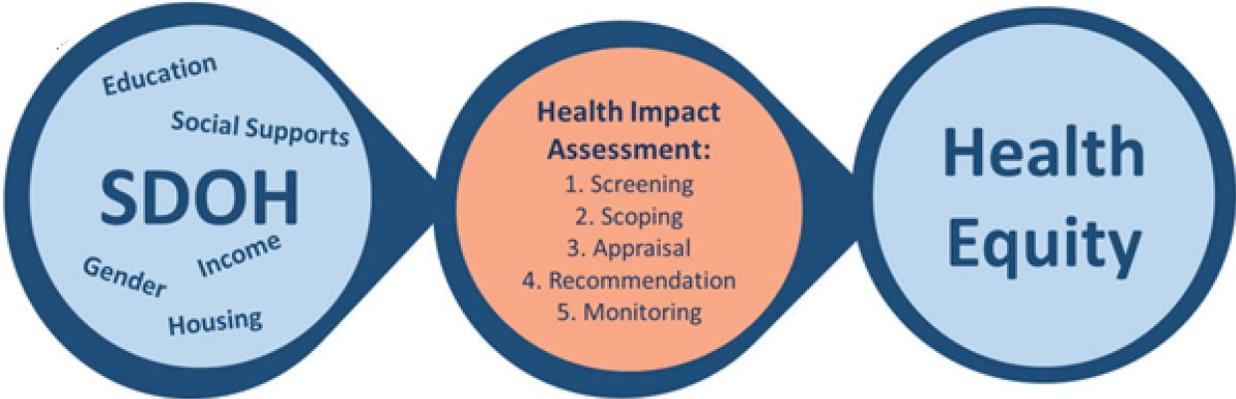
The following graphic shows how the corporate priority score is formulated for CAMRA. Strategic priorities, service priorities and financial impacts are all considered to provide a corporate priority score.



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 2022 projection calling for no more than 8.4 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 \$327.9 million capital budget, including 157 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

On October 7, 2021 Budget Review Committee of the Whole (BRCOTW), the 2022 Capital Budget was approved as recommended.

Capital Revenue Summary by Department (in thousands)

The following table summarizes departmental 2022 capital requests of \$327.9 million by revenue funding source.

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Community Services	1,597	1,597	0	0	0	0
Corporate Administration	0	0	0	0	0	0
Corporate Services	10,205	10,075	0	0	0	130
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	6,198	5,789	0	263	0	146
Transportation Services	101,770	22,654	7,697	32,568	23,000	15,851
Subtotal of Levy Departments	119,770	40,114	7,697	32,831	23,000	16,128
Niagara Regional Housing	4,220	1,599	2,303	0	0	318
Niagara Regional Police	3,917	3,917	0	0	0	0
Subtotal of Agency Board and Commissions	8,137	5,516	2,303	0	0	318
Subtotal of Levy Programs	127,907	45,630	10,000	32,831	23,000	16,446
Waste Management	10,533	10,533	0	0	0	0
Wastewater Operations	152,729	29,934	70,861	10,260	5,000	36,674
Water Operations	36,720	32,350	0	4,370	0	0
Subtotal of Rate Programs	199,982	72,817	70,861	14,630	5,000	36,674
Grand Total	327,889	118,447	80,861	47,461	28,000	53,120

Capital Budget

Capital Revenue Detail by Project (in thousands)

Regional council approved 157 Capital projects in the 2022 Capital Budget totaling \$327.9 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*
Annual Machine Equipment	A	265	265	0	0	0	0
Annual Resident Care Equipment	A	823	823	0	0	0	0
Annual Capital Improvements/Replacements	A	509	509	0	0	0	0
Subtotal of Community Services		1,597	1,597	0	0	0	0
IT - URL and Vulnerability Scanning Tool	S	75	75	0	0	0	0
IT - Scheduling Application	A,S	35	35	0	0	0	0
IT - Aerial Photography Acquisition	S	230	100	0	0	0	130
IT - Open Data Portal Upgrade	A,S	50	50	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*
IT - RecordPoint Exchange Online Connector	A	90	90	0	0	0	0
IT - Microsoft SharePoint Upgrade	A	500	500	0	0	0	0
IT - Security Access Tools	A,S	180	180	0	0	0	0
IT - Annual Application Lifecycle Replacement	A	300	300	0	0	0	0
IT - Replace Aruba Wireless Network Access Points	A	175	175	0	0	0	0
IT - Smart Phone and Mobile Device Management Software Replacement	A	725	725	0	0	0	0
IT - Equipment for New Council Term	S	80	80	0	0	0	0
IT - Region Phone System (PBX) Replacement	A	950	950	0	0	0	0
IT - Additional SAN Disks	A,S	55	55	0	0	0	0
IT - Replacement Backup Software and Hardware	A	950	950	0	0	0	0
CE+FM - Welland Child Care Centre Roof Replacement	A	300	300	0	0	0	0
CE+FM - Annual - All Sites Staff Accommodations	A,S	200	200	0	0	0	0
CE+FM - Annual - Code & Legislative Compliance	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*
CE+FM - PW Forestry Trailer Replacement	A	300	300	0	0	0	0
CE+FM - Welland Child Care Centre Exterior Upgrades	A	200	200	0	0	0	0
CE+FM - AODA Compliance	A	500	500	0	0	0	0
CE+FM - Meadows of Dorchester Lighting Retrofit	A	1,000	1,000	0	0	0	0
CE+FM - Space Utilization Rationalization Plan	A	250	250	0	0	0	0
CE+FM - Niagara Region HQ Campbell West HVAC Investigation and Design	A	800	800	0	0	0	0
CE+FM - Welland SAEO Building HVAC Phase 2	A	600	600	0	0	0	0
CE+FM - Welland SAEO Elevator Refurbishment	A	300	300	0	0	0	0
CE+FM - EMS Fleet Centre NOTL Leasehold Improvements	A	500	500	0	0	0	0
CE+FM - EMS Ontario Street St. Catharines Parking Lot	A	350	350	0	0	0	0
CE+FM - NRPS Port Colborne Generator Replacement	A	250	250	0	0	0	0
CE+FM - Public Works Service Centre Vehicle Repair Garage	A	80	80	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*
CE+FM - PW Smithville Yard Exterior Windows	A	80	80	0	0	0	0
Subtotal of Corporate Services		10,205	10,075	0	0	0	130
Mobile Dental Unit	A	475	475	0	0	0	0
EMS ERV Replacement	A	385	385	0	0	0	0
EMS New ERVs	G	439	29	0	263	0	146
EMS Lifting Devices	A	700	700	0	0	0	0
Ambulance & Eqpt Replacement	A	1,452	1,452	0	0	0	0
EMS - Stryker Stretcher and Load Systems	A	2,748	2,748	0	0	0	0
Subtotal of Public Health Emergency Services		6,198	5,789	0	263	0	146
Annual Railway Crossing Improvement	A	200	200	0	0	0	0
Annual Guide Rail Improvement	A	260	260	0	0	0	0
Annual Traffic Signal Program	G,A	366	329	0	37	0	0
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	G,A,S	8,080	0	312	1,768	0	6,000
Roads Rehab - RR 42 Ontario St. ReconStructuraltion - Lakeshore to Linwell	G,A	250	225	0	25	0	0
Int Improvement-RR81 King St at Main & Nineteenth-LN	A	500	500	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*
Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	G,A	1,900	285	0	1,615	0	0
Roads Rehab - RR 43 Bridge St - Victoria Ave to Erie	A	1,125	1,125	0	0	0	0
Capacity Improvement - RR55 Niagara Stone Rd-Con 6 to East West Line	G,A	7,900	0	908	5,143	0	1,850
Structural Rehab - Seventh St Bridge (034205)	A	50	50	0	0	0	0
Structural Rehab - East Main St. Bridge West of RR84 (Str.027225)	A	4,000	1,000	0	0	3,000	0
Capacity Improvement-New Escarpment Crossing	G,A,S	1,000	0	150	850	0	0
Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	G,A,S	31,532	0	3,819	21,641	0	6,072
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	A	750	750	0	0	0	0
Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	A	8,000	2,000	0	0	6,000	0
Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	G,A	250	225	0	25	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*
Structural Rehab - Beaver Creek Bridge (063215)	A	1,600	400	0	0	1,200	0
Roads Rehab - RR83 Carlton Rd Extension	A	500	500	0	0	0	0
Structural Rehab -077310-16 Mile Creek Arch Culvert	A	575	575	0	0	0	0
Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	G,A	350	315	0	35	0	0
Structural Rehab-RR12 Mountain St Retaining Wall	A	1,050	1,050	0	0	0	0
Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	A	1,500	500	0	0	1,000	0
Roads Rehab - RR 1 Dominion Rd ReconStructuraltion - Helena St to Lakeshore Rd	G,A	500	176	0	20	0	305
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	A	1,500	1,500	0	0	0	0
Roads Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	A	3,800	800	0	0	3,000	0
Annual-Roads Resurfacing	G,A	12,500	501	1,949	1,250	8,800	0
Annual-Roads Rehab Misc Construction	G,A	1,000	340	560	100	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 - RR61 Townline Rd Stanley to Four Mile Creek	G	300	270	0	30	0	0
Annual-Structural Rehab-Engineering & Construction	A	2,000	2,000	0	0	0	0
Annual-Development Projects	A	500	0	0	0	0	500
Roads Rehab Caistorville Rd from Boundary to Conc 1	A	250	250	0	0	0	0
Roads Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	G	300	270	0	30	0	0
Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	A	350	350	0	0	0	0
Structural Rehab -025210 Netherby Rd Bridge	A	100	100	0	0	0	0
Structural Rehab – Niagara St Bridge (Str. 048205)	A	100	100	0	0	0	0
Roads Rehab - RR42 Ontario St Carlton to QEW	A	500	500	0	0	0	0
Annual-Fleet & Vehicle Replacement	A	1,673	1,673	0	0	0	0
Annual-Fleet Snowplow Replacement	A	2,354	2,354	0	0	0	0
WWW IS Maintainer Vehicle	A	55	55	0	0	0	0
NRT - Capital Acquisition	G,A,S	2,250	1,125	0	0	0	1,125
Subtotal of Transportation		101,770	22,654	7,697	32,568	23,000	15,851

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 Levy Departments		119,770	40,114	7,697	32,831	23,000	16,128
NRH Annual Life Safety and Security Systems	A	700	210	172	0	0	318
NRH Annual Roof Systems	A	565	170	396	0	0	0
NRH Annual Asphalt, Paving and Concrete Replacement	A	1,600	480	1,120	0	0	0
NRH Annual Playground Equipment Replacement	A	115	35	81	0	0	0
NRH Annual Structural and Foundation Wall Repairs	A	1,240	705	535	0	0	0
Subtotal of Niagara Regional Housing		4,220	1,599	2,303	0	0	318
NRPS - Equipment Asset Tracker	A,S	22	22	0	0	0	0
NRPS - Vehicle Replacement	A	1,928	1,928	0	0	0	0
NRPS - Collision Scene Mapping & Data Collector	A	45	45	0	0	0	0
NRPS - Breath Alcohol Testing Instruments	A	32	32	0	0	0	0
NRPS - RoadSide Screening Devices	A	30	30	0	0	0	0
NRPS - Binocular Night Vision Devices	A	62	62	0	0	0	0
NRPS - Command Post	A	150	150	0	0	0	0
NRPS - Dive Truck	A	340	340	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 - Rapid Deployment Plate Carrier System	A	240	240	0	0	0	0
NRPS - CEW Replacement	A	168	168	0	0	0	0
NRPS - IT & Network Equip. Replacement	A	900	900	0	0	0	0
Subtotal of Niagara Regional Police Services		3,917	3,917	0	0	0	0
Subtotal of Agency Boards Programs		8,137	5,516	2,303	0	0	318
Subtotal of Levy Programs		127,907	45,630	10,000	32,831	23,000	16,446
Annual Misc. Enhance/Replace	A	965	965	0	0	0	0
Humberstone-LGCCS Phase 3	A	4,562	4,562	0	0	0	0
Humberstone Site Improve	A	110	110	0	0	0	0
Glenridge - Passive Gas System	A	1,489	1,489	0	0	0	0
Brock Lands Road Expansion	A,S	2,000	2,000	0	0	0	0
Quarry-Site Improvements	A	990	990	0	0	0	0
Recycling Facility Improve	A	307	307	0	0	0	0
Recycling Building & Equip	A	110	110	0	0	0	0
Subtotal of Waste Management		10,533	10,533	0	0	0	0
Gate Actuator Program	A	500	500	0	0	0	0
Master Meter Replacement Program	A	500	500	0	0	0	0
Corporate WIFI Expansion	A	100	100	0	0	0	0
Roof Replacement Program	A	350	350	0	0	0	0
Digester Replacement Program	A	1,000	1,000	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*
Boiler Replacement Program	A	500	500	0	0	0	0
Region Wide Sludge Septic Haulage Station Program	A	1,000	1,000	0	0	0	0
Wastewater Remote SCADA Upgrades- Area 1	A	500	500	0	0	0	0
Laboratory and Sampling Equipment Upgrade Program	A	100	100	0	0	0	0
Digester and Sludge Management Program	A	1,250	1,250	0	0	0	0
Generator Replacement Program	A	600	600	0	0	0	0
Mewburn Pumping Station Upgrade	A	6,000	0	6,000	0	0	0
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	A	11,000	5,319	681	0	5,000	0
Royal Manor Pump Station Upgrades and Forcemain Replacement	A	300	300	0	0	0	0
South Side Low Lift Forcemain Replacement	A	500	500	0	0	0	0
Stevensville-Douglastown Lagoon Upgrade	A	4,200	4,200	0	0	0	0
Catherine Street Pumping Station Upgrades	G,A	400	80	0	320	0	0
Lakeshore Road Pumping Station Upgrade	G,A	3,500	350	0	3,150	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*
Ph 2 Mill St Area Sanitary Improvements	A	825	825	0	0	0	0
Crystal Beach Wastewater Treatment Plant Upgrade	A	1,500	1,500	0	0	0	0
Nigh Rd Pumping Station Upgrade	G,A	300	150	0	150	0	0
Erie Rd Pumping Station Upgrades	A	300	300	0	0	0	0
Seaway WWTP Generator Replacement	A	1,500	1,500	0	0	0	0
Nickel St Pumping Station Upgrades	A	300	300	0	0	0	0
Fares St Pumping Station Upgrades	A	300	300	0	0	0	0
Union PS Upgrades	A	300	300	0	0	0	0
Replace Carleton Pump Station Forcemain	A	1,000	1,000	0	0	0	0
Port Weller Primary Upgrades	A	500	500	0	0	0	0
Line 2 Pump Station Upgrade	A	1,000	1,000	0	0	0	0
Niagara-on-the-Lake WWTP Maintenance Building	A	200	200	0	0	0	0
Cole Farm SPS Upgrade	A	5,000	0	5,000	0	0	0
Beaverdams SPS Upgrade and Forcemain Replacement	G,A	8,300	660	1,000	6,640	0	0
Sewer & Frce - Tupper Dr Trunk	A	3,500	3,500	0	0	0	0
South Niagara Falls Wastewater Treatment Plant	G,A,S	55,010	0	18,337	0	0	36,674
South Niagara Falls Trunk Sewer	G,A,S	22,479	0	22,479	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*
New South West Trunk Sewer - South Niagara Falls WWTP	G,A,S	9,842	0	9,842	0	0	0
New Black Horse PS - South Niagara Falls WWTP	G,A,S	1,523	0	1,523	0	0	0
Garner Rd W&WW Storage Facility Upgrade	A	6,000	0	6,000	0	0	0
Garner Biosolids Turning Lane	A	750	750	0	0	0	0
Subtotal of Wastewater Operations		152,729	29,934	70,861	10,260	5,000	36,674
Hardware & Software Upgrade Program	A	120	120	0	0	0	0
Generator Replacement Program	A	150	150	0	0	0	0
Chemical System Upgrade Program	A	250	250	0	0	0	0
Environmental Centre Renovation	A	300	300	0	0	0	0
New Niagara Falls Elevated Tank	G,A,S	1,500	1,050	0	450	0	0
Niagara Falls WTP Upgrades - High Lift and Substation	A	2,500	2,500	0	0	0	0
DeCew High Lift Pump Sizing	A	3,800	3,800	0	0	0	0
WTP Upg - DeCew Plant 3	A	19,500	19,500	0	0	0	0
Brock High Lift PS Upgrades and Valve Replacement	A	500	500	0	0	0	0
Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	A	200	200	0	0	0	0
Grimsby Watermain Replacement	G,A	4,000	2,000	0	2,000	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*
Grimsby WTP Low Lift Pump	A	750	750	0	0	0	0
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	G,A,S	800	80	0	720	0	0
Grimsby WTP Expansion	G,A	1,500	300	0	1,200	0	0
Meter Replacement Program	A	850	850	0	0	0	0
Subtotal of Water Operations		36,720	32,350	0	4,370	0	0
Subtotal of Rate		199,982	72,817	70,861	14,630	5,000	36,674
Grand Total		327,889	118,447	80,861	47,461	28,000	53,120

*Marked with an asterisk within the debt financing of 70,861 for Wastewater projects are financed with development charge debt of 40,934. Other External financing is comprised of \$14,356 municipal cost share, \$38,263 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	1,597	0	0	1,597	0	0
Corporate Administration	0	0	0	0	0	0
Corporate Services	10,205	1,071	4,255	3,855	604	421
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	6,198	0	0	6,198	0	0
Transportation Services	101,770	8,905	83,433	6,332	2,750	350
Subtotal of Levy Departments	119,770	9,976	87,688	17,982	3,354	771
Niagara Regional Housing	4,220	0	4,220	0	0	0
Niagara Regional Police	3,917	0	0	3,917	0	0
Subtotal of Agency Board and Commissions	8,137	0	4,220	3,917	0	0
Subtotal of Levy Programs	127,907	9,976	91,908	21,899	3,354	771
Waste Management	10,533	0	9,773	0	488	271
Wastewater Operations	152,729	5,356	137,393	100	2,254	7,626
Water Operations	36,720	3,880	27,037	120	1,303	4,380
Subtotal of Rate Programs	199,982	9,236	174,202	220	4,045	12,278
Grand Total	327,889	19,212	266,111	22,119	7,399	13,048

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
Annual Machine Equipment	265	0	0	265	0	0
Annual Resident Care Equipment	823	0	0	823	0	0
Annual Capital Improvements/Replacements	509	0	0	509	0	0
Subtotal of Community Services	1,597	0	0	1,597	0	0
IT - URL and Vulnerability Scanning Tool	75	0	0	75	0	0
IT - Scheduling Application	35	0	0	35	0	0
IT - Aerial Photography Acquisition	230	0	0	230	0	0
IT - Open Data Portal Upgrade	50	0	0	50	0	0
IT - RecordPoint Exchange Online Connector	90	0	0	90	0	0
IT - Microsoft SharePoint Upgrade	500	0	0	300	200	0
IT - Security Access Tools	180	0	0	180	0	0
IT - Annual Application Lifecycle Replacement	300	0	0	300	0	0
IT - Replace Aruba Wireless Network Access Points	175	0	0	175	0	0
IT - Smart Phone and Mobile Device Management Software Replacement	725	100	0	625	0	0
IT - Equipment for New Council Term	80	0	0	80	0	0
IT - Region Phone System (PBX) Replacement	950	0	0	830	120	0
IT - Additional SAN Disks	55	0	0	55	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
IT - Replacement Backup Software and Hardware	950	0	0	830	120	0
CE+FM - Welland Child Care Centre Roof Replacement	300	70	200	0	10	20
CE+FM - Annual - All Sites Staff Accommodations	200	0	200	0	0	0
CE+FM - Annual - Code & Legislative Compliance	100	0	100	0	0	0
CE+FM - PW Forestry Trailer Replacement	300	60	200	0	20	20
CE+FM - Welland Child Care Centre Exterior Upgrades	200	25	150	0	10	15
CE+FM - AODA Compliance	500	100	350	0	15	35
CE+FM - Meadows of Dorchester Lighting Retrofit	1,000	100	800	0	20	80
CE+FM - Space Utilization Rationalization Plan	250	200	0	0	25	25
CE+FM - Niagara Region HQ Campbell West HVAC Investigation and Design	800	130	600	0	10	60
CE+FM - Welland SAEO Building HVAC Phase 2	600	13	525	0	10	53
CE+FM - Welland SAEO Elevator Refurbishment	300	80	190	0	11	19

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
CE+FM - EMS Fleet Centre NOTL Leasehold Improvements	500	80	375	0	8	38
CE+FM - EMS Ontario Street St. Catharines Parking Lot	350	25	290	0	6	29
CE+FM - NRPS Port Colborne Generator Replacement	250	80	150	0	5	15
CE+FM - Public Works Service Centre Vehicle Repair Garage	80	0	65	0	9	7
CE+FM - PW Smithville Yard Exterior Windows	80	8	60	0	6	6
Subtotal of Corporate Services	10,205	1,071	4,255	3,855	604	421
Mobile Dental Unit	475	0	0	475	0	0
EMS ERV Replacement	385	0	0	385	0	0
EMS New ERVs	439	0	0	439	0	0
EMS Lifting Devices	700	0	0	700	0	0
Ambulance & Eqpt Replacement	1,452	0	0	1,452	0	0
EMS - Stryker Stretcher and Load Systems	2,748	0	0	2,748	0	0
Subtotal of Public Health Emergency Services	6,198	0	0	6,198	0	0
Annual Railway Crossing Improvement	200	0	200	0	0	0
Annual Guide Rail Improvement	260	0	260	0	0	0
Annual Traffic Signal Program	366	0	366	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
Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW	8,080	1,580	6,500	0	0	0
Roads Rehab - RR 42 Ontario St. ReconStructuraltion - Lakeshore to Linwell	250	0	250	0	0	0
Int Improvement-RR81 King St at Main & Nineteenth-LN	500	0	500	0	0	0
Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,900	400	1,500	0	0	0
Roads Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,125	125	1,000	0	0	0
Capacity Improvement - RR55 Niagara Stone Rd-Con 6 to East West Line	7,900	500	5,800	0	1,600	0
Structural Rehab - Seventh St Bridge (034205)	50	50	0	0	0	0
Structural Rehab - East Main St. Bridge West of RR84 (Str.027225)	4,000	0	4,000	0	0	0
Capacity Improvement-New Escarpment Crossing	1,000	1,000	0	0	0	0
Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian	31,532	1,000	29,532	0	1,000	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
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	750	750	0	0	0	0
Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	8,000	500	7,500	0	0	0
Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	250	250	0	0	0	0
Structural Rehab - Beaver Creek Bridge (063215)	1,600	0	1,600	0	0	0
Roads Rehab - RR83 Carlton Rd Extension	500	500	0	0	0	0
Structural Rehab -077310-16 Mile Creek Arch Culvert	575	0	575	0	0	0
Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	350	350	0	0	0	0
Structural Rehab-RR12 Mountain St Retaining Wall	1,050	0	1,050	0	0	0
Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	1,500	0	1,500	0	0	0
Roads Rehab - RR 1 Dominion Rd ReconStructuraltion - Helena St to Lakeshore Rd	500	0	500	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
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	1,500	0	1,500	0	0	0
Roads Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	3,800	0	3,800	0	0	0
Annual-Roads Resurfacing	12,500	0	12,000	0	150	350
Annual-Roads Rehab Misc Construction	1,000	0	1,000	0	0	0
Roads Rehab - RR61 Townline Rd Stanley to Four Mile Creek	300	300	0	0	0	0
Annual-Structural Rehab-Engineering & Construction	2,000	0	2,000	0	0	0
Annual-Development Projects	500	0	500	0	0	0
Roads Rehab Caistorville Rd from Boundary to Conc 1	250	250	0	0	0	0
Roads Rehab-RR116 Sodom Rd- Lyon's Creek to Willick	300	300	0	0	0	0
Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	350	350	0	0	0	0
Structural Rehab -025210 Netherby Rd Bridge	100	100	0	0	0	0
Structural Rehab – Niagara St Bridge (Str. 048205)	100	100	0	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 - RR42 Ontario St Carlton to QEW	500	500	0	0	0	0
Annual-Fleet & Vehicle Replacement	1,673	0	0	1,673	0	0
Annual-Fleet Snowplow Replacement	2,354	0	0	2,354	0	0
WWW IS Maintainer Vehicle	55	0	0	55	0	0
NRT - Capital Acquisition	2,250	0	0	2,250	0	0
Subtotal of Transportation Services	101,770	8,905	83,433	6,332	2,750	350
Subtotal of Levy Departments	119,770	9,976	87,688	17,982	3,354	771
NRH Annual Life Safety and Security Systems	700	0	700	0	0	0
NRH Annual Roof Systems	565	0	565	0	0	0
NRH Annual Asphalt, Paving and Concrete Replacement	1,600	0	1,600	0	0	0
NRH Annual Playground Equipment Replacement	115	0	115	0	0	0
NRH Annual Structural and Foundation Wall Repairs	1,240	0	1,240	0	0	0
Subtotal of Niagara Regional Housing	4,220	0	4,220	0	0	0
NRPS - Equipment Asset Tracker	22	0	0	22	0	0
NRPS - Vehicle Replacement	1,928	0	0	1,928	0	0
NRPS - Collision Scene Mapping & Data Collector	45	0	0	45	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 - Breath Alcohol Testing Instruments	32	0	0	32	0	0
NRPS - RoadSide Screening Devices	30	0	0	30	0	0
NRPS - Binocular Night Vision Devices	62	0	0	62	0	0
NRPS - Command Post	150	0	0	150	0	0
NRPS - Dive Truck	340	0	0	340	0	0
NRPS - Rapid Deployment Plate Carrier System	240	0	0	240	0	0
NRPS - CEW Replacement	168	0	0	168	0	0
NRPS - IT & Network Equip. Replacement	900	0	0	900	0	0
Subtotal of Niagara Regional Police Services	3,917	0	0	3,917	0	0
Subtotal of Agency Boards Programs	8,137	0	4,220	3,917	0	0
Subtotal of Levy Programs	127,907	9,976	91,908	21,899	3,354	771
Annual Misc. Enhance/Replace	965	0	877	0	44	44
Humberstone-LGCCS Phase 3	4,562	0	4,345	0	217	0
Humberstone Site Improve	110	0	100	0	5	5
Glenridge - Passive Gas System	1,489	0	1,354	0	68	68
Brock Lands Road Expansion	2,000	0	1,818	0	91	91
Quarry-Site Improvements	990	0	900	0	45	45
Recycling Facility Improve	307	0	279	0	14	14

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
Recycling Building & Equip	110	0	100	0	5	5
Subtotal of Waste Management	10,533	0	9,773	0	488	271
Gate Actuator Program	500	0	420	0	20	60
Master Meter Replacement Program	500	0	420	0	20	60
Corporate WIFI Expansion	100	0	84	0	4	12
Roof Replacement Program	350	50	244	0	14	42
Digester Replacement Program	1,000	840	0	0	40	120
Boiler Replacement Program	500	0	420	0	20	60
Region Wide Sludge Septic Haulage Station Program	1,000	0	845	0	35	120
Wastewater Remote SCADA Upgrades- Area 1	500	50	370	0	20	60
Laboratory and Sampling Equipment Upgrade Program	100	0	0	100	0	0
Digester and Sludge Management Program	1,250	0	1,056	0	44	150
Generator Replacement Program	600	100	423	0	18	60
Mewburn Pumping Station Upgrade	6,000	0	5,070	0	210	720
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	11,000	0	9,295	0	385	1,320
Royal Manor Pump Station Upgrades and Forcemain Replacement	300	252	0	0	9	39
South Side Low Lift Forcemain Replacement	500	420	0	0	20	60

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
Stevensville-Douglastown Lagoon Upgrade	4,200	0	3,549	0	147	504
Catherine Street Pumping Station Upgrades	400	336	0	0	16	48
Lakeshore Road Pumping Station Upgrade	3,500	0	2,958	0	123	420
Ph 2 Mill St Area Sanitary Improvements	825	100	613	0	25	87
Crystal Beach Wastewater Treatment Plant Upgrade	1,500	1,260	0	0	60	180
Nigh Rd Pumping Station Upgrade	300	252	0	0	9	39
Erie Rd Pumping Station Upgrades	300	252	0	0	12	36
Seaway WWTP Generator Replacement	1,500	0	1,268	0	53	180
Nickel St Pumping Station Upgrades	300	252	0	0	9	39
Fares St Pumping Station Upgrades	300	252	0	0	12	36
Union PS Upgrades	300	252	0	0	12	36
Replace Carleton Pump Station Forcemain	1,000	0	845	0	35	120
Port Weller Primary Upgrades	500	420	0	0	20	60
Line 2 Pump Station Upgrade	1,000	0	845	0	35	120
Niagara-on-the-Lake WWTP Maintenance Building	200	168	0	0	8	24
Cole Farm SPS Upgrade	5,000	0	4,225	0	175	600

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
Beaverdams SPS Upgrade and Forcemain Replacement	8,300	0	7,014	0	291	996
Sewer & Frce - Tupper Dr Trunk	3,500	0	2,958	0	123	420
South Niagara Falls Wastewater Treatment Plant	55,010	0	55,010	0	0	0
South Niagara Falls Trunk Sewer	22,479	0	22,479	0	0	0
New South West Trunk Sewer - South Niagara Falls WWTP	9,842	0	9,842	0	0	0
New Black Horse PS - South Niagara Falls WWTP	1,523	0	1,523	0	0	0
Garner Rd W&WW Storage Facility Upgrade	6,000	0	5,070	0	210	720
Garner Biosolids Turning Lane	750	100	549	0	23	78
Subtotal of Wastewater Operations	152,729	5,356	137,393	100	2,254	7,626
Hardware & Software Upgrade Program	120	0	0	120	0	0
Generator Replacement Program	150	0	126	0	6	18
Chemical System Upgrade Program	250	0	210	0	10	30
Environmental Centre Renovation	300	50	210	0	10	30
New Niagara Falls Elevated Tank	1,500	1,260	0	0	60	180
Niagara Falls WTP Upgrades - High Lift and Substation	2,500	0	2,113	0	88	300
DeCew High Lift Pump Sizing	3,800	0	3,211	0	133	456
WTP Upg - DeCew Plant 3	19,500	0	16,478	0	683	2,340

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
Brock High Lift PS Upgrades and Valve Replacement	500	420	0	0	20	60
Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	200	168	0	0	8	24
Grimsby Watermain Replacement	4,000	0	3,380	0	140	480
Grimsby WTP Low Lift Pump	750	50	592	0	25	84
New Trunk Main from Grimsby WTP to New Grimsby Reservoir	800	672	0	0	32	96
Grimsby WTP Expansion	1,500	1,260	0	0	60	180
Meter Replacement Program	850	0	718	0	30	102
Subtotal of Water Operations	36,720	3,880	27,037	120	1,303	4,380
Subtotal of Rate	199,982	9,236	174,202	220	4,045	12,278
Grand Total	327,889	19,212	266,111	22,119	7,399	13,048

Capital Budget Development Process

Capital Business Cases

In 2022, 157 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 2022 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 2022 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 2022. 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 57% of the total 2022 Capital Budget. The operating impacts of these projects were reviewed along with the rest of the projects in the capital budget. With the exception of the South Niagara Falls Wastewater Treatment Plant project which operating expenditures were budgeted for in full in the 2021 Operating budget of \$5.23 million, the 10 largest projects do not have incremental operating cost as these costs were already budgeted when the original asset was constructed.

2022 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	To be Initiated in future
Partners	N/A
DC Study Reference	2017 DC Study, 5-40, WW-TP-001 (40%), 59% 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	0
Pre-Construction	0
Construction	55,010
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	55,010

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	18,337
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	36,673
Total Funding	55,010

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	0	0	0	0	0
2023	0	0	0	0	0
2024	13,752	13,752	13,752	13,752	55,010

2022 Capital Data Sheet – Project ID: J_20000724

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	2,500	0	0	0	0	0	0	2,500
Design	14,176	0	0	0	0	0	0	14,176
Pre-Construction	0	0	0	0	0	0	0	0
Construction	161,571	55,010	0	0	0	0	0	216,582
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	14,400	0	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	192,647	55,010	0	0	0	0	0	247,658

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
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. The recent Water and Wastewater Master Servicing Plan (WWWMSP) 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 WWWMSP 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 16 ha (40 ac) of land is required for the construction of the new

2022 Capital Data Sheet – Project ID: J_20000724

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. (MLD = Millions of litres per Day)The 2022 budget request is \$55,010,450 to complete design and construction of the new plant. The design and construction estimates are based on Conceptual costs at the Class EA level. This project is 59% DC recoverable.

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 will need to be constructed prior surpassing the existing treatment capacity. The Public Health could be impacted if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding.

2022 Capital Data Sheet - Project ID: J_20001191

Capacity Improvement -RR98 Montrose Rd from Lyon's Creek to Canadian

Project Description

Capacity Improvements on RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Canadian Drive

Project Details	Description
Municipality	Niagara Falls
Operating Unit/Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study 5-26, 31 (85%)
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	1,000
Pre-Construction	1,400
Construction	28,132
Internal Compensation	0
Internal Costs	1,000
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	31,532

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	3,819
Development Charges	21,641
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	6,071
Other External	0
Total Funding	31,532

2022 Capital Data Sheet – Project ID: J_20001191

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	0	750	6,281	6,281	13,312
2023	1,000	5,906	5,906	5,406	18,219
2024	0	0	0	0	0

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	200	1,000	0	0	0	0	0	1,200
Pre-Construction	0	1,400	0	1,500	0	0	0	2,900
Construction	1,000	28,132	0	0	0	10,000	0	39,132
Internal Compensation	25	0	0	0	0	0	0	25
Internal Costs	25	1,000	0	0	0	0	0	1,025
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	1,250	31,532	0	1,500	0	10,000	0	44,282

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

2022 Capital Data Sheet – Project ID: J_20001191

Project Need, Justification of Timing and Costs

This project is to address the capacity improvement on RR98 Montrose Rd from RR47 Lyon's Creek Rd to Canadian Dr. related to current and future development. Several developments in South West Niagara Falls, including the new South Niagara Hospital, have prompted the review of the current roadway system. An EA is underway to identify the transportation infrastructure needs relating to operational and capacity improvements. The need for capacity improvements were identified in the Niagara Region Transportation Master Plan (2017).

This project will include intersection improvements between RR49 McLeod Road and RR47 Lyon's Creek Road, including new traffic signals at RR98 Montrose Rd and RR47 Lyon's Creek Rd, new signalized intersections for access to the South Niagara Hospital, road widening, complete streets including active transportation and twinning of the Welland River Bridge.

The timing of this project is critical to align with the development of the new South Niagara Hospital, future developments in the area and to align with various stakeholders.

The 2022 Budget request for \$31,532,100 is to continue with the EA and detailed design, begin utility relocations and property acquisitions and include full construction costs. Prior approved funds of \$1,250,000 are being used for EA and preliminary design. The total project cost is estimated at \$44,282,100 based on a Class 4 estimate.

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

High-The Region is committed to supporting the Niagara Health System in its bid to Infrastructure Ontario by providing road capacity and infrastructure upgrades to accommodate future development in South Niagara including the new Hospital. To mitigate any risk associated with the Niagara Health System's bid for funding to Infrastructure Ontario, it is critical to have the necessary Regional Road and infrastructure in place in advance of construction activities. Any delays may jeopardize the partnership and would complicate construction activities and impact the cost of construction. Public Health impacts are not related to this project.

2022 Capital Data Sheet - Project ID: J_20001368

South Niagara Falls Trunk Sewer

Project Description

Falls Wastewater Treatment Plant is necessary to support conveyance of flows. The sewer will be tunneled from South Side High Lift Pumping Station along Montrose Road under the Welland River and connect into the headworks of the plant on the east side of the QEW.

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	0
Pre-Construction	0
Construction	0
Internal Compensation	0
Internal Costs	0
Contingency	22,479
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	22,479

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	22,479
Development	0
Charges	
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	
Other External	0
Total Funding	22,479

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	124	124	124	124	498
2023	66	66	66	66	264
2024	5,429	5,429	5,429	5,429	21,716

2022 Capital Data Sheet - Project ID: J_20001368

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	6,264	0	0	0	0	0	0	6,264
Pre-Construction	0	0	0	0	0	0	0	0
Construction	79,078	0	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	22,479	0	0	0	0	0	22,479
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	85,342	22,479	0	0	0	0	0	107,821

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

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. The recent Water and Wastewater Master Servicing Plan (WWWMSP) 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 WWWMSP 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 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

2022 Capital Data Sheet - Project ID: J_20001368

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 pump station, 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 2022 budget request is \$22,479,230 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

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. The Public Health could be impacted if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding.

2022 Capital Data Sheet - Project ID: J_20000185

WTP Upgrade - DeCew Plant 3

Project Description

Construction- Sustainability upgrades to Decew Falls Water Treatment Plant 3.

Project Details	Description
Municipality	St. Catharines
Operating Unit/Division	Water
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	16,477
Internal Compensation	390
Internal Costs	292
Contingency	1,950
Warranty	390
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	19,500

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	19,500
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	19,500

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	250	500	500	500	1,750
2023	2,000	2,000	3,500	3,000	10,500
2024	3,000	2,500	1,000	750	7,250

2022 Capital Data Sheet - Project ID: J_20000185

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	1,125	0	0	0	0	0	0	1,125
Pre-Construction	0	0	0	0	0	0	0	0
Construction	18,000	16,477	0	0	0	0	0	33,477
Internal	217	390	0	0	0	0	0	607
Compensation								
Internal Costs	295	292	0	0	0	0	0	587
Contingency	2,252	1,950	0	0	0	0	0	4,202
Warranty	360	390	0	0	0	0	0	750
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	22,250	19,500	0	0	0	0	0	41,750

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

Niagara Region owns and operates the DeCew Falls Water Treatment Plant (WTP), located at 2700 Decew Road in the City of St. Catharines. The WTP consists of three (3) distinct plants, commonly referred to as Plant 1, Plant 2, and Plant 3.

Plant 3 was built in 1979 and has been in continuous use since that time, undergoing only maintenance and minor renewal activities since its construction. Major upgrades are now required, and have been divided into two phases of construction. Phase 1 of construction began in 2019 and included filter concrete repair and resurfacing, new filter underdrains, a new filter backwash/air scour system, new filter media, SCADA upgrades, a new sludge removal system (i.e. Trac-Vac) and in-line coagulant mixers.

Phase 2 of construction is planned for 2022 and will include construction of a new building superstructure above the flocculation and settling tanks and filter building, new HVAC and electrical systems, and three (3) new stairwells. This project will be led by W&WW Engineering in cooperation with Operations and Maintenance.

The 2022 budget request is \$19,500,000 to proceed with Phase 2 of construction. This estimate is based on the Consultant's 90% design estimate. Funding of \$1,250,000 was previously approved in 2017 for design and Phase 1 of construction was approved in 2019 at a cost of \$21,000,000.

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

High – Sustainability upgrades are required to ensure proper WTP operations. Failure to complete these upgrades could result in water quality issues, gaps in compliance with provincial requirements, and failure to meet water demand for over 170,000 residents.

2022 Capital Data Sheet - Project ID: J_20001618

Annual Roads Resurfacing

Project Description

2022 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	12,000
Internal Compensation	90
Internal Costs	60
Contingency	350
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	12,500

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	501
Rate Reserves	0
Operating Reserves	0
Debt	1,948
Development Charges	1,250
Federal Gas Tax	8,800
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	12,500

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	0	4,600	4,600	2,300	11,500
2023	500	500	0	0	1,000
2024	0	0	0	0	0

2022 Capital Data Sheet – Project ID: J_20001618

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	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	12,000	0	0	0	0	0	12,000
Internal Compensation	0	90	0	0	0	0	0	90
Internal Costs	0	60	0	0	0	0	0	60
Contingency	0	350	0	0	0	0	0	350
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	12,500	0	0	0	0	0	12,500

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The Annual Strengthening and Resurfacing program is a cost effective initiative to increase the longevity of our roads as sections are fully resurfaced with additional spot repairs to base damages. Full road reconstruction has far greater costs than road resurfacing; therefore, selecting roads at the appropriate time is essential to best management practices.

The 2022 road section candidates will be selected based on the updated 2021 Pavement Management Study that is currently underway and will be completed by the end of 2021. 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 2022 Budget request is \$12,500,000 for construction in accordance with the recommendations of the Pavement Management System.

2022 Capital Data Sheet – Project ID: J_20001618

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.

2022 Capital Data Sheet - Project ID: J_20000704

Thundering Waters - Sanitary Trunk Sewer Rehabilitation

Project Description

Construction – Rehabilitation of 1800m of 1200mm concrete sanitary trunk sewer in the City of Niagara Falls.

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	9,295
Internal Compensation	220
Internal Costs	165
Contingency	1,100
Warranty	220
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	11,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	5,318
Operating Reserves	0
Debt	681
Development Charges	0
Federal Gas Tax	5,000
Area Municipality	0
Municipal Cost	0
Sharing	0
Other External	0
Total Funding	11,000

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	200	2,300	6,000	2,000	10,500
2023	100	100	300	0	500
2024	0	0	0	0	0

2022 Capital Data Sheet - Project ID: J_20000704

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	264	0	0	0	0	0	0	264
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	9,295	0	0	0	0	0	9,295
Internal Compensation	5	220	0	0	0	0	0	225
Internal Costs	4	165	0	0	0	0	0	169
Contingency	26	1,100	0	0	0	0	0	1,126
Warranty	0	220	0	0	0	0	0	220
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	300	11,000	0	0	0	0	0	11,300

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

2022 Capital Data Sheet - Project ID: J_20000704

Project Need, Justification of Timing and Costs

Located in the City of Niagara Falls, the Thundering Waters trunk sanitary sewer extends from the south end of Thundering Waters Boulevard and passes through the Thundering Waters Golf Club, ending at the south end of Dorchester Road. The sanitary sewer was installed in 1973 and is a 1200mm diameter reinforced concrete pipe. A condition assessment identified severe hydrogen sulphide corrosion and exposed reinforcing steel. The report recommended rehabilitation of the sewer through use of trenchless technologies.

The scope of this project includes the rehabilitation of thirteen (13) 1200mm diameter concrete pipe sections totaling approximately 1800m in length, along with rehabilitation of fifteen (15) maintenance holes. This project will be led by W&WW Engineering, with cooperation from the City of Niagara Falls.

Construction is budgeted in 2022 at a cost of \$11,000,000. The construction estimate is based on the Consultant's 90% design estimate.

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

High – The sanitary sewer requires relining prior to further degradation of the pipes which would result in pipe replacement. Further degradation could result in failure of the sewer, impacting Public Health.

2022 Capital Data Sheet - Project ID: J_20001369

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	0
Pre-Construction	0
Construction	0
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	9,841
Equipment	0
Uninitiated	0
Total Expenditure	9,841

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	9,841
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	0
Other External	0
Total Funding	9,841

2022 Capital Data Sheet - Project ID: J_20001369

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	0	0	0	0	0
2023	40	40	40	40	160
2024	2,421	2,421	2,420	2,420	9,682

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	910	0	0	0	0	0	0	910
Pre-Construction	0	0	0	0	0	0	0	0
Construction	8,859	0	0	0	0	0	0	8,859
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	9,841	0	0	0	0	0	9,841
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	9,770	9,841	0	0	0	0	0	19,611

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

2022 Capital Data Sheet - Project ID: J_20001369

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. The recent Water and Wastewater Master Servicing Plan (WWWMSP) 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 WWWMSP 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 location is on Rexinger Road 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. 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.

The 2022 budget request is \$9,841,670 to complete the design and construction of the new South West Trunk Sewer. The design and construction estimates are based on Conceptual costs at the Class EA level. This project is 85% DC recoverable.

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. The Public Health could be impacted if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding.

2022 Capital Data Sheet - Project ID: J_20000697

Beaverdams SPS Upgrade and Forcemain Replacement

Project Description

Construction– Capacity and sustainability upgrades at the Beaverdams Pumping Station located in the City of Thorold.

Project Details	Description
Municipality	Thorold
Operating Unit/Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2017 DC Study, 5-40, WW-SPS-021 (80%)
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	0
Pre-Construction	0
Construction	7,013
Internal Compensation	166
Internal Costs	124
Contingency	830
Warranty	166
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	8,300

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	660
Operating Reserves	0
Debt	1,000
Development	6,640
Charges	
Federal Gas Tax	0
Area Municipality	0
Municipal Cost	0
Sharing	
Other External	0
Total Funding	8,300

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	500	1,000	2,400	2,400	6,300
2023	500	500	500	500	2,000
2024	0	0	0	0	0

2022 Capital Data Sheet - Project ID: J_20000697

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	376	0	0	0	0	0	0	376
Pre-Construction	0	0	0	0	0	0	0	0
Construction	200	7,013	0	0	0	0	0	7,213
Internal Compensation	2	166	0	0	0	0	0	168
Internal Costs	12	124	0	0	0	0	0	136
Contingency	19	830	0	0	0	0	0	849
Warranty	0	166	0	0	0	0	0	166
Property	105	0	0	0	0	0	0	105
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	715	8,300	0	0	0	0	0	9,015

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The most recent Water and Wastewater Master Servicing Plan (WWWMSP) identified the need for a capacity upgrade at the Beaverdams Pumping Station due to impending population growth. The WWWMSP recommended that station pumps be upsized to increase the station capacity from the existing 14L/s to 40L/s, and that other station features be updated to accommodate the additional flow capacity. This project will be led by W&WW Engineering, with cooperation from the City of Thorold. The 2022 budget request is \$8,300,000 to proceed with construction; 80% of this cost is DC recoverable. The cost estimate is based on the Consultant's 75% design estimate.

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

High– the Beaverdams Pumping Station will not be able to meet projected growth demands unless this project is completed. Public Health would be impacted if the station capacity is not increased, as the existing capacity is not large enough to handle the additional sewage that would be generated by new builds in the area. This could lead to sewage backups and potential basement flooding and/or spills to the environment.

2022 Capital Data Sheet - Project ID: J_10RC1329

Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW

Project Description

Capacity Improvements to RR10 Casablanca Blvd from RR39 North Service Rd to RR 81 Main St West

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

Budget Breakdown (in thousands)

Expenditure Element	Amount
Planning	580
Design	1,000
Pre-Construction	3,000
Construction	3,000
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	500
Equipment	0
Uninitiated	0
Total Expenditure	8,080

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	312
Development Charges	1,768
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	6,000
Other External	0
Total Funding	8,080

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	540	2,790	2,000	500	5,830
2023	500	1,750	0	0	2,250
2024	0	0	0	0	0

2022 Capital Data Sheet - Project ID: J_10RC1329

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	1,000	580	0	0	0	0	0	1,580
Design	750	1,000	0	0	0	0	0	1,750
Pre-Construction	0	3,000	0	0	0	0	0	3,000
Construction	26,000	3,000	0	0	0	0	0	29,000
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	500	0	0	0	0	0	500
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	27,750	8,080	0	0	0	0	0	35,830

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

2022 Capital Data Sheet - Project ID: J_10RC1329

Project Need, Justification of Timing and Costs

An active transportation for the proposed implementation of the Grimsby GO Station as well as new residential and commercial developments located south of the QEW. The need for capacity improvements were identified in the Niagara Region Transportation Master Plan (2017) and the Grimsby GO Station Secondary Plan (2018).

The timing of this project is critical to coincide with the opening of the Grimsby GO Station.

The 2022 Budget request for \$8,080,000 is to construct the approved transportation improvements through 2023. Prior approved funding of \$27,750,000 was used for the EA, detailed design and utility relocations. The total project cost is \$35,830,000 based on 90% detailed design estimates. Cost sharing with the Town of Grimsby will be finalized during the design process.

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.

2022 Capital Data Sheet - Project ID: J_10RC1467

Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)

Project Description

Replacement of Glenridge Ave Bridge Structure No. 050220 which carries RR50 Glenridge Ave over the CNR tracks in the City of St. Catharines

Category	Description
Municipality	St. Catharines
Operating Unit/Division	Transportation
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	500
Pre-Construction	2,000
Construction	5,500
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	8,000

Funding Sources (in thousands)

Funding Source	Amount
Levy Reserves	2,000
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	6,000
Area Municipality	0
Municipal Cost	0
Sharing	0
Other External	0
Total Funding	8,000

2022 Capital Data Sheet - Project ID: J_10RC1467

Cash Flows

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2022	250	2,375	2,123	650	5,400
2023	650	1,950	0	0	2,600
2024	0	0	0	0	0

Planning Forecast (in thousands)

Expenditure Element	Prior Budget	2022	2023	2024	2025	2026	2027-2031	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	500	0	0	0	0	0	500
Construction	0	2,000	0	0	0	0	0	2,000
Internal Compensation	0	5,500	0	0	0	0	0	5,500
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	8,000	0	0	0	0	0	8,000

Operating Impact (in thousands)

Object of Expenditure	2022	2023	2024
Total Operating Impact	0	0	0

2022 Capital Data Sheet - Project ID: J_10RC1467

Project Need, Justification of Timing and Costs

This project will address the replacement of the Glenridge Ave Bridge. The 2019 Biennial Inspection Report identified this structure for replacement as the service life has expired and the bridge currently has a load restriction. The Region will collaborate with the CNR to ensure their requirements are included in the project.

Timing of this project is critical. The structure has reached the end of its service life and poses a safety risk to motorists. In 2015, a recommendation was made to replace the structure in 1-5 years. Emergency repairs were completed 2017 to maintain the integrity of the abutment walls, concrete pillars, sidewalks and railings.

The 2022 budget request is \$8,000,000 for detailed design, property acquisition and construction. The total project cost is estimated at \$8,000,000 based on preliminary design and estimates from our Bridge Management System.

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

High-This structure is in poor condition with a Bridge Condition Index (BCI) of 59 and requires immediate replacement.

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 2022 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Costs	2022 Costs	2023 Costs	2024 Costs
IT – Scheduling Application	Program Specific Cost	15	15	15
IT – Open Data Portal Upgrade	Licenses	4	4	4
IT – Microsoft SharePoint Upgrade	Licenses	50	50	50
IT – Region Phone System (PBX) Replacement	Cloud Based Subscription Model	100	100	100
It – Replace Backup Software and Hardware	Subscription Model – Cybersecurity	200	200	200
Subtotal of Corporate Services		369	369	369
22 – EMS New ERVs	Maintenance & Operational Support	30	30	30
Subtotal of Public Health & EMS		30	30	30
Subtotal of Levy Departments		399	399	399
22 – Ann Misc. Enhance/Replace	Maintenance & Operational Support	50	50	50
Subtotal of Waste Management		50	50	50
Subtotal of Rate Programs		50	50	50
Total of Operating Costs		449	449	449

Operating Impacts

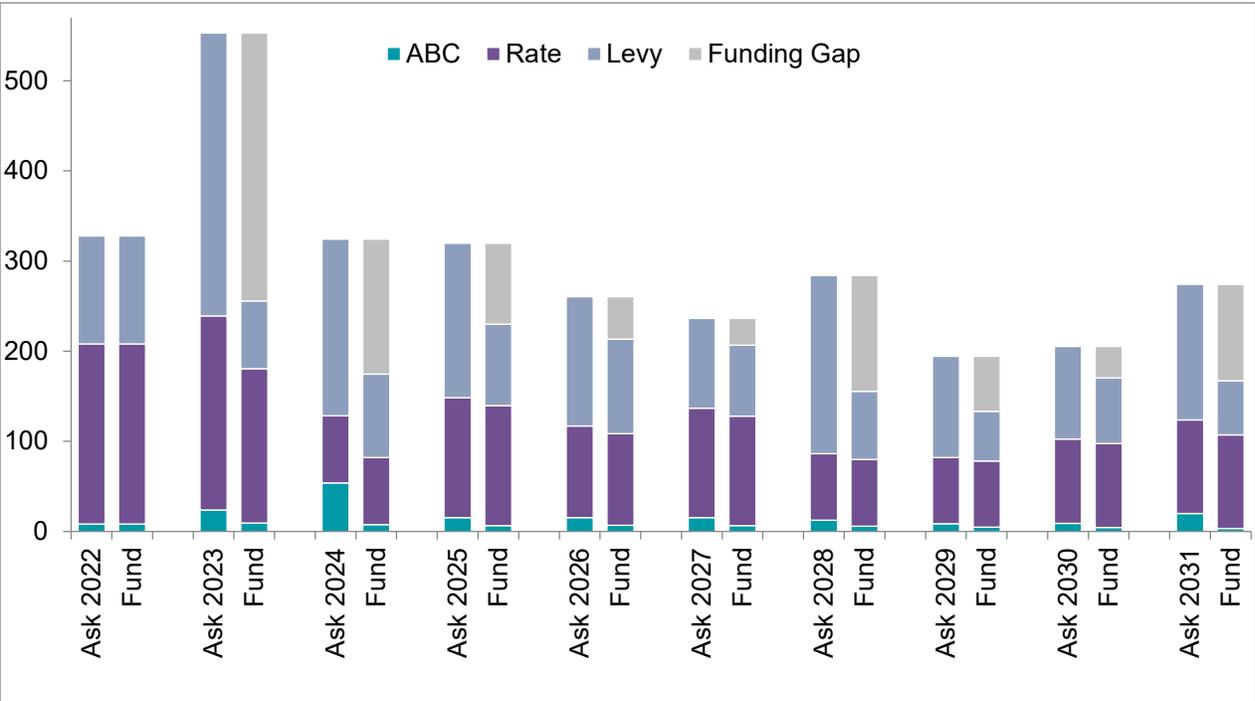
Operating Savings from Capital Projects (in thousands)

Significant operating savings from Capital projects are identified as part of the annual budgeting process. The following savings have been included in the 2022 and multi-year operating budgets as a result of council approving the following capital projects.

Project Description	Nature of Operating Savings	2022 Savings	2023 Savings	2024 Savings
CE+FM – Meadows of Dorchester Lighting Retrofit	Energy Savings	0	(30)	(30)
CE+FM – Welland SAEO Building HVAC Phase 2	Energy Savings	0	(11)	(11)
CE+FM – NRPS Port Colborne Generate Replacement	Energy Savings	0	(37)	(37)
Subtotal of Corporate Services		0	(77)	(77)
22 – Ambulance & Equipment Replacement	Maintenance	(18)	(18)	(18)
Subtotal of Transportation Services		(18)	(18)	(18)
Subtotal of Levy Departments		(18)	(95)	(95)
Subtotal of Waste Management		0	0	0
Subtotal of Rate Programs		0	0	0
Total of Operating Savings		(18)	(95)	(95)

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 \$0.94 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 2.0% for 5-year debt to 4.75% for 25-year debt. The rate is variable depending on term and year of issuance.

Ten Year Capital Forecast

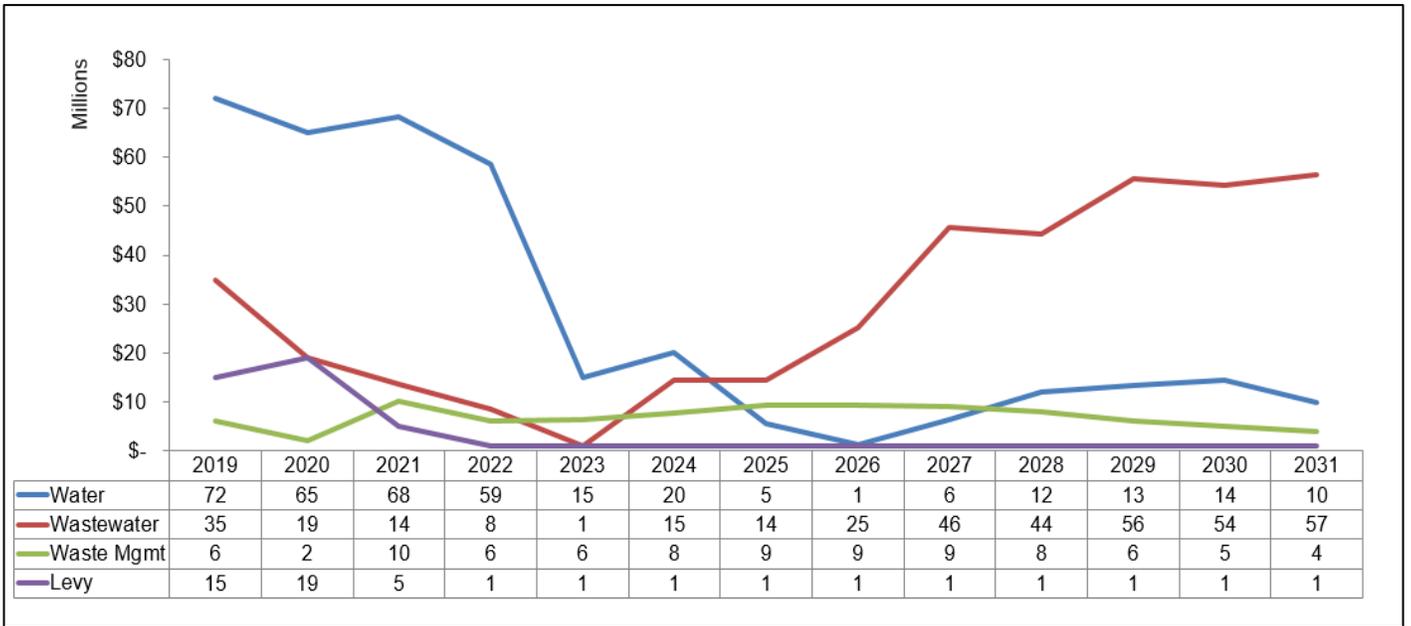
Ten Year Capital Budget Revenue Summary by Year (in thousands)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2022	327,889	118,447	80,861	47,461	28,000	39,172	0
2023	553,014	136,240	53,163	50,104	14,000	500	297,407
2024	324,078	66,457	29,256	64,178	14,000	500	149,688
2025	319,714	100,823	41,790	42,203	14,800	30,500	89,598
2026	260,407	83,836	37,768	76,330	14,800	500	47,173
2027	236,152	71,741	30,682	88,545	15,300	500	29,384
2028	284,139	100,710	9,496	29,398	15,300	500	128,736
2029	194,278	99,925	13,167	3,615	15,900	500	61,170
2030	205,257	119,495	30,984	3,525	15,900	500	34,853
2031	274,032	128,930	17,753	4,075	15,900	500	106,874
Total	2,978,961	1,026,604	344,921	409,433	163,900	73,672	994,883

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	2022	2023	2024	2025	2026	2027-2031	Total
Community Services	1,597	2,819	1,945	1,801	1,718	9,056	18,935
Corporate Services	10,205	111,120	10,100	9,950	10,200	150,900	302,475
Corporate Administration	0	715	400	400	400	2,000	3,915
Planning & Development	0	6,185	1,146	5,828	0	9,022	22,181
Public Health and Emergency Services	6,198	5,006	4,484	3,884	6,086	26,647	52,306
Public Works - Levy	101,770	187,899	177,554	149,409	124,916	464,728	1,206,276
Subtotal of Levy Departments	119,770	313,744	195,629	171,272	143,320	662,353	1,606,088
Niagara Regional Housing	4,220	18,050	9,354	9,987	10,617	34,730	86,958
Niagara Regional Police	3,917	5,600	44,500	5,400	4,850	30,850	95,117
Subtotal of Agency Board and Commissions	8,137	23,650	53,854	15,387	15,467	65,580	182,075
Subtotal of Levy Programs	127,907	337,394	249,483	186,659	158,787	727,933	1,788,163
Waste Management	10,533	6,210	436	275	1,936	14,525	33,914
Wastewater Operations	152,729	114,200	28,450	37,850	28,425	283,565	645,219
Water Operations	36,720	95,210	45,710	94,930	71,260	167,835	511,665
Subtotal of Rate Programs	199,982	215,620	74,596	133,055	101,621	465,925	1,190,798
Grand Total	327,889	553,014	324,078	319,714	260,407	1,193,858	2,978,961

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Section 6

Financing Sources

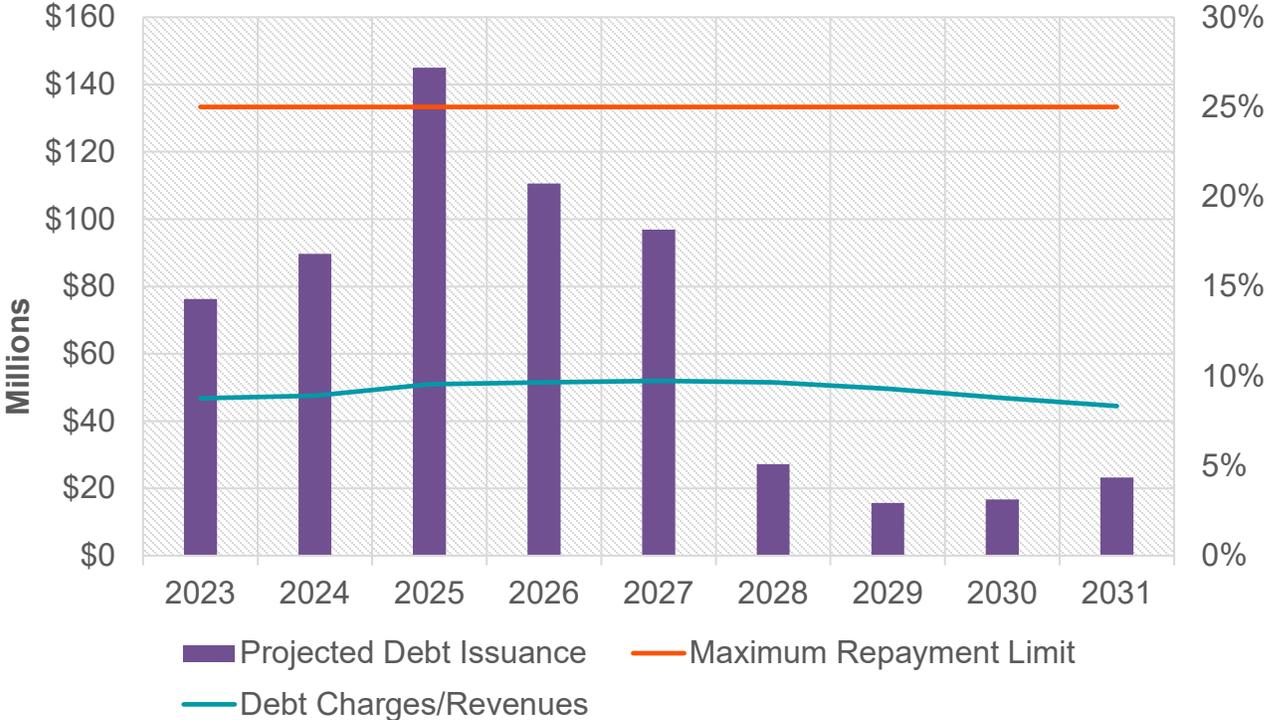
Long-Term Debt, Reserves, Deferred Revenues



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 18, 2021 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 2022 budget Niagara Region has continued using the debt charge placeholder as a tool to control debt charge 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 2022 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 2022 budget, the total authorized long-term debt will rise to \$872million in 2022. The Annual Repayment Limit (ARL) is not expected to go above 10 per cent (related debt charges as a percentage of own source revenue) over the next ten years, meaning that no more than 10 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	2020 Year-end Balance	2021 Year-end Balance	2022 Forecasted Issuance*	2022 Principal Payments	2022 Year-end Balance	2022 Interest Payments
General Government	6,350	5,758	0	(599)	5,159	(78)
Corporate Services	10,510	8,857	0	(1,148)	7,710	(435)
Community Services	32,266	28,941	55,299	(3,435)	80,806	(882)
Public Health and Emergency Services	12,667	11,158	0	(1,129)	10,030	(347)
Planning and Development	0	0	0	0	0	0
Transportation Services	143,056	137,760	9,335	(13,963)	133,133	(3,870)
Subtotal of Levy Departments	204,848	192,475	64,635	(20,274)	236,836	(5,612)
Courts Services	8,565	8,267	0	(303)	7,965	(231)
Niagara Regional Housing	35,375	41,875	2,303	(5,416)	38,762	(946)
Niagara Regional Police Service	84,371	79,934	6,850	(4,461)	82,322	(2,949)
Subtotal of Agencies and Boards	128,310	130,076	9,153	(10,180)	129,049	(4,126)
Total of Levy Programs	333,159	322,551	73,787	(30,454)	365,885	(9,738)
Water	25,064	24,197	833	(771)	24,259	(940)
Wastewater	57,724	69,843	7,131	(3,051)	73,923	(3,481)
Waste Management	0	0	0	0	0	0
Subtotal of Rate Programs	82,788	94,040	7,964	(3,822)	98,182	(4,421)
Total Regional Debt	415,946	416,591	81,752	(34,276)	464,067	(14,159)

Debt

*2022 forecasted debt issuance is based on expected completion of capital projects with unissued debt funding. The Region forecasts to issue debt for capital projects which are expected to be 75% complete by the end of 2022.

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	2021 Year-end Balance	2022 Principal Payment	2022 Year-end Balance	2022 Interest Payment
General Government	10	2020	6,350	5,758	(599)	5,159	(78)
Subtotal of General Government			6,350	5,758	(599)	5,159	(78)
Corporate Services	10	2013	485	106	(52)	53	(4)
Corporate Services	10	2016	3,590	516	(99)	417	(11)
Corporate Services	10	2019	458	374	(43)	330	(8)
Corporate Services	20	2006	7,357	2,618	(470)	2,148	(134)
Corporate Services	20	2007	6,777	2,819	(410)	2,408	(145)
Corporate Services	25	2017	1,016	891	(33)	858	(25)
Corporate Services	30	2010	2,090	1,535	(40)	1,494	(109)
Subtotal of Corporate Services			21,773	8,857	(1,148)	7,710	(435)
Community Services	5	2017	4,329	892	(892)	0	(17)
Community Services	20	2003	13,219	2,091	(1,016)	1,075	(106)
Community Services	20	2004	7,489	1,710	(539)	1,171	(88)
Community Services	25	2014	6,794	5,403	(219)	5,185	(213)
Community Services	25	2017	3,900	3,418	(125)	3,293	(95)
Community Services	25	2020	15,335	14,722	(613)	14,108	(334)
Community Services	30	2014	940	705	(31)	674	(28)
Subtotal of Community Services			52,006	28,940	(3,435)	25,505	(882)
Public Health and Emergency Services	5	2018	3,293	1,364	(673)	(691)	(38)
Public Health and Emergency Services	10	2018	1,228	893	(117)	776	(27)
Public Health and Emergency Services	20	2006	400	142	(26)	117	(7)
Public Health and Emergency Services	25	2017	2,000	1,753	(64)	1,689	(49)
Public Health and Emergency Services	25	2018	3,735	3,417	(111)	3,306	(111)
Public Health and Emergency Services	30	2014	1,500	1,125	(50)	1,075	(45)

Debt

Department	Issue Term	Issue Year	Issue Amount	2021 Year-end Balance	2022 Principal Payment	2022 Year-end Balance	2022 Interest Payment
Public Health and Emergency Services	30	2019	2,640	2,464	(88)	2,376	(71)
Subtotal of Public Health and Emergency Services			14,796	11,158	(1,129)	10,030	(347)
Transportation	10	2013	8,625	1,882	(931)	951	(69)
Transportation	10	2014	17,054	5,546	(1,794)	3,752	(175)
Transportation	10	2015	24,292	10,273	(2,475)	7,798	(266)
Transportation	10	2016	12,213	6,355	(1,222)	5,133	(134)
Transportation	10	2017	8,799	5,466	(865)	4,600	(120)
Transportation	10	2018	8,970	6,519	(856)	5,663	(194)
Transportation	10	2019	16,210	13,226	(1,529)	11,696	(292)
Transportation	10	2020	8,011	7,314	(704)	7,022	(108)
Transportation	10	2021	7,762	7,762	(740)	7,022	(108)
Transportation	15	2010	900	288	(68)	220	(10)
Transportation	20	2006	4,343	1,545	(277)	1,268	(79)
Transportation	20	2010	1,167	648	(60)	588	(28)
Transportation	25	2017	28,611	25,075	(918)	24,158	(700)
Transportation	25	2018	10,774	9,856	(320)	9,536	(321)
Transportation	30	2010	14,245	10,616	(317)	10,300	(635)
Transportation	30	2019	9,850	9,193	(328)	8,865	(265)
Transportation	30	2020	16,754	16,196	(558)	15,637	(384)
Subtotal of Transportation			198,580	137,760	(13,963)	123,797	(3,870)
Subtotal of Levy Departments			293,505	192,474	(20,274)	172,200	(5,612)
Court Services	25	2017	9,433	8,267	(303)	7,965	(231)
Subtotal of Courts Services			9,433	8,267	(303)	7,965	(231)
Niagara Regional Housing	5	2020	2,759	2,557	(301)	2,256	(64)
Niagara Regional Housing	10	2012	1,803	202	(202)	0	(6)
Niagara Regional Housing	10	2013	2,259	493	(244)	249	(18)
Niagara Regional Housing	10	2014	2,517	819	(265)	554	(26)
Niagara Regional Housing	10	2015	4,020	1,705	(412)	1,293	(42)
Niagara Regional Housing	10	2016	5,603	2,915	(560)	2,355	(61)
Niagara Regional Housing	10	2017	1,706	1,060	(168)	892	(23)
Niagara Regional Housing	10	2018	6,769	4,920	(646)	4,274	(146)
Niagara Regional Housing	10	2019	15,171	12,378	(1,431)	10,947	(273)
Niagara Regional Housing	10	2020	3,300	3,004	(289)	2,715	(36)
Niagara Regional Housing	10	2021	8,197	8,197	(782)	7,415	(114)

Debt

Department	Issue Term	Issue Year	Issue Amount	2021 Year-end Balance	2022 Principal Payment	2022 Year-end Balance	2022 Interest Payment
Niagara Regional Housing	30	2012	4,500	3,627	(116)	3,510	(135)
Subtotal of Niagara Regional Housing			58,604	41,875	(5,416)	36,459	(946)
Niagara Regional Police Services	5	2018	1,675	694	(343)	351	(19)
Niagara Regional Police Services	5	2020	1,214	974	(241)	733	(8)
Niagara Regional Police Services	10	2015	13,670	5,780	(1,393)	4,387	(150)
Niagara Regional Police Services	10	2016	4,500	2,341	(450)	1,891	(49)
Niagara Regional Police Services	10	2019	608	496	(57)	439	(11)
Niagara Regional Police Services	30	2010	7,800	5,728	(151)	5,577	(406)
Niagara Regional Police Services	30	2014	35,950	30,596	(876)	29,719	(1,123)
Niagara Regional Police Services	30	2015	28,610	25,142	(658)	24,485	(947)
Niagara Regional Police Services	30	2019	8,767	8,182	(292)	7,890	(236)
Subtotal of Niagara Regional Police Services			102,794	79,934	(4,461)	75,472	(2,949)
Subtotal of Agencies and Boards			170,831	130,076	(10,180)	119,896	(4,126)
Total of Levy Programs			464,337	322,550	(30,454)	292,097	(9,738)
Water Operations	25	2018	2,555	2,338	(76)	2,262	(76)
Water Operations	30	2010	9,931	7,293	(192)	7,100	(516)
Water Operations	30	2019	480	448	(16)	432	(13)
Water Operations	30	2020	14,605	14,118	(487)	13,631	(335)
Subtotal of Water Operations			27,571	24,197	(771)	23,426	(940)
Wastewater Operations	20	2010	27,333	15,178	(1,414)	13,764	(660)
Wastewater Operations	30	2021	15,000	15,000	(500)	14,500	(439)
Wastewater Operations	30	2010	42,919	31,609	(855)	30,754	(2,171)
Wastewater Operations	30	2020	4,395	4,249	(147)	4,102	(101)
Subtotal of Wastewater Operations			93,728	69,844	(3,051)	66,792	(3,481)
Subtotal of Rate Programs			121,299	94,040	(3,822)	90,218	(4,421)
Total Regional Debt			585,636	416,591	(34,276)	382,315	(14,159)

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 2022, impacted by the 2022 Capital Budget and forecasted issuances.

Department	2020 Year-end Balance	2021 Year-end Balance	2022 Capital Debt Budget	2022 Forecasted Issuance*	2022 Year-end Balance
General Government	0	0	0	0	0
Community Services	129,187	135,183	0	(55,299)	79,884
Public Health and Emergency Services	3,037	3,037	0	0	3,037
Transportation	30,848	30,049	7,697	(9,335)	28,411
Subtotal – Levy Departments	163,072	168,269	7,697	(64,635)	111,331
Niagara Regional Housing	2,519	0	2,303	(2,303)	0
Niagara Regional Police Service	2,250	14,610	0	(6,850)	7,760
Subtotal – Agencies and Boards	4,769	14,610	2,303	(9,153)	7,760
Total – Levy Funded Programs	167,841	182,879	10,000	(73,787)	119,091
Water	6,746	6,746	0	(833)	5,913
Wastewater	27,901	229,798	70,861	(7,131)	293,529
Subtotal – Rate Programs	34,647	236,544	70,861	(7,964)	299,441
Total – Regional Debt	202,488	419,423	80,861	(81,752)	418,532

*2022 forecasted debt issuance is based on expected completion of capital projects with unissued debt funding. The Region forecasts to issue debt for capital projects which are expected to be 75% complete by the end of 2022.

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	2020 Year-end Balance	2021 Year-end Balance	2022 Committed	2022 Transfers From Operating	2022 Transfers To Operating	2022 Transfers To Capital	2022 Interest Earnings	2022 Year-end Balance
Wastewater Capital	25,155	16,517	0	18,462	0	(29,961)	81	5,099
Water Capital	71,954	70,908	0	22,148	0	(32,378)	324	61,003
Waste Management Capital	11,170	11,573	(1,145)	1,779	0	(6,054)	53	6,206
General Capital Levy	19,941	18,632	(150)	24,945	(1,922)	(36,099)	0	5,406
Infrastructure Deficit*	(0)	574	0	4,053	0	(4,300)	0	327
Court Services Facility Renewal	3,210	3,701	0	200	0	0	0	3,901
Niagara Regional Housing	6,705	7,871	0	1,066	(401)	0	0	8,536
Niagara Regional Housing Owned Units	5,272	8,284	0	2,739	(400)	(1,599)	0	9,024
NRPS LTA Financing	0	0	0	0	0	0	0	0
Police Ontario Police Video Training Alliance	107	112	0	0	0	0	0	112
Police Capital Levy	284	330	0	1,550	0	(1,499)	0	381

Reserves

Reserve Description	2020 Year-end Balance	2021 Year-end Balance	2022 Committed	2022 Transfers From Operating	2022 Transfers To Operating	2022 Transfers To Capital	2022 Interest Earnings	2022 Year-end Balance
Police Vehicle and Equipment Replacement	24	24	0	2,085	0	(2,078)	0	31
Total Capital Reserves	143,821	138,527	(1,295)	79,027	(2,723)	(113,968)	458	100,026
Wastewater Stabilization	3,254	5,326	0	0	0	0	16	5,342
Water Stabilization	3,430	3,530	0	0	0	0	17	3,547
Waste Management Stabilization	6,365	8,607	0	0	(2,819)	0	28	5,816
Encumbrance	16,275	17,097	(17,097)	0	0	0	0	0
Taxpayer Relief	53,509	60,656	0	1,597	(34,491)	0	0	27,762
NRH Rent Supplements	249	230	0	0	(19)	0	0	211
Police Contingency	704	954	0	0	0	0	0	954
Police Services Board Contingency	242	242	0	0	0	0	0	242
Total Corporate Stabilization Reserves	84,030	96,643	(17,097)	1,597	(37,329)	0	61	43,875
Ambulance Communication	0	0	0	0	0	0	0	0
Circle Route Initiatives	1,383	1,133	0	0	0	0	0	1,133
Hospital Contribution	6,600	8,100	0	3,435	0	0	0	11,535
Total Specified Contribution Reserves	7,983	9,233	0	3,435	0	0	0	12,668
Future Benefit Costs	24,551	24,356	0	0	(195)	0	0	24,161
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	201	201	0	24	0	0	0	225
Landfill Liability	10,820	10,163	0	2,357	0	(4,479)	50	8,090

Reserves

Reserve Description	2020 Year-end Balance	2021 Year-end Balance	2022 Committed	2022 Transfers From Operating	2022 Transfers To Operating	2022 Transfers To Capital	2022 Interest Earnings	2022 Year-end Balance
NRH Employee Future Benefits	793	793	0	0	0	0	0	793
Police Accumulated Sick Leave	1,360	995	0	0	(365)	0	0	630
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	3,470	3,670	0	200	0	0	0	3,870
Total Future Liability	47,617	46,600	0	2,580	(560)	(4,479)	50	44,191
Reserves								
Total Reserves	283,451	291,002	(18,392)	86,639	(40,612)	(118,447)	569	200,760

Reserves

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Reserves

Reserve Contributions from Operating (in thousands)

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

Reserve Description	Department	Amount of Transfer	Description of Purpose
Wastewater Capital	Wastewater Operations	18,462	To fund the Water capital program
Water Capital	Water Operations	22,148	To fund the Water capital program
Waste Management Capital	Waste Management	1,779	To fund the Waste Management capital program
General Capital Levy	General Government	22,309	To fund the departmental levy supported capital program
General Capital Levy	General Government	714	Estimated net proceeds of surplus property revenue
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	93	To fund the debt costs of subsidized Emergency Medical Services capital assets
Subtotal of General Capital Levy		24,945	
Infrastructure Deficit	General Government	4,053	To fund the departmental levy supported capital program's funding gap
Court Services Facility Renewal	Court Services	200	To fund Court Services capital asset replacement
Niagara Regional Housing Capital	Niagara Regional Housing	1,066	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	150	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	2,589	To fund the Niagara Regional Housing capital program
Subtotal of Niagara Regional Housing Owned Units		2,739	
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	2,085	To fund the Niagara Regional Police Service capital program

Reserves

Reserve Contributions from Operating continued

Reserve Description	Department	Amount of Transfer	Description of Purpose
Police Capital Levy	Niagara Regional Police Service	1,550	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	Transit Services	702	Program savings as a result of the COVID-19 pandemic
Taxpayer Relief	Water and Wastewater Operations	45	Program savings as a result of the COVID-19 pandemic
Subtotal of Taxpayer Relief		1,597	
Landfill Liability	Waste Management	2,357	To fund future capital expenditures related to closure and post-closure costs of landfills
Smart Growth	General Government	24	To fund future planning incentives
Police WSIB	Niagara Regional Police Service	200	To fund postretirement benefit costs of Police employees and retirees
Hospital Contribution	General Government	2,435	To fund contribution for approved hospital funding requests
Total Transfers to Reserves from Operating		86,639	

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	General Government	1,922	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
Subtotal of General Capital Levy		1,922	
Niagara Regional Housing Capital	Community Service	401	To fund housing provider capital grant
Niagara Regional Housing Owned Units	Niagara Regional Housing	400	To fund building condition assessments
Taxpayer Relief	General Government	6,000	To reduce the 2022 net levy operating budget to 2.87%
Taxpayer Relief	Corporate Administration	25	To fund community engagement for Council's strategic plan 2023-2026
Taxpayer Relief	Corporate Administration	50	To fund council changeover costs
Taxpayer Relief	Corporate Administration	230	To fund employee benefits analysis and consulting
Taxpayer Relief	Corporate Administration	375	To fund advanced scheduler and work management system
Taxpayer Relief	Corporate Services	100	To fund development of policy documents
Taxpayer Relief	Corporate Services	150	To fund building condition assessments
Taxpayer Relief	Corporate Services	358	To fund the operating costs for vacant facility at 68 Church Street
Taxpayer Relief	Corporate Services	200	To fund property valuation consulting for insurance policy
Taxpayer Relief	Transportation Services	150	To fund consulting for the Transportation Master Servicing Plan
Taxpayer Relief	Public Health and Emergency Services	40	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	Corporate	26,812	To fund costs of programs to respond to, and revenue reductions as a result of, the COVID-19 pandemic
Subtotal of Taxpayer Relief		34,491	
Niagara Regional Housing Rent Supplements	Community Services	19	For rent subsidies under Niagara Regional Housing rent supplement program
Waste Management Stabilization	Waste Management	2,819	To reduce the 2022 Waste Management budget to 5.54%
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		40,612	

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 Services	75	IT - URL and Vulnerability Scanning Tool
General Capital Levy	Corporate Services	35	IT - Scheduling Application
General Capital Levy	Corporate Services	100	IT - Aerial Photography Acquisition
General Capital Levy	Corporate Services	50	IT - Open Data Portal Upgrade
General Capital Levy	Corporate Services	90	IT - RecordPoint Exchange Online Connector
General Capital Levy	Corporate Services	500	IT - Microsoft SharePoint Upgrade
General Capital Levy	Corporate Services	180	IT - Security Access Tools
General Capital Levy	Corporate Services	300	IT - Annual Application Lifecycle Replacement
General Capital Levy	Corporate Services	175	IT - Replace Aruba Wireless Network Access Points
General Capital Levy	Corporate Services	725	IT - Smart Phone and Mobile Device Management Software Replacement
General Capital Levy	Corporate Services	80	IT - Equipment for New Council Term
General Capital Levy	Corporate Services	950	IT - Region Phone System (PBX) Replacement
General Capital Levy	Corporate Services	55	IT - Additional SAN Disks
General Capital Levy	Corporate Services	950	IT - Replacement Backup Software and Hardware
General Capital Levy	Facilities Mgmt & Construction	300	CE+FM - Welland Child Care Centre Roof Replacement
General Capital Levy	Facilities Mgmt & Construction	200	CE+FM - Annual - All Sites Staff Accommodations
General Capital Levy	Facilities Mgmt & Construction	300	CE+FM - PW Forestry Trailer Replacement
General Capital Levy	Facilities Mgmt & Construction	200	CE+FM - Welland Child Care Centre Exterior Upgrades
General Capital Levy	Facilities Mgmt & Construction	500	CE+FM - AODA Compliance
General Capital Levy	Facilities Mgmt & Construction	250	CE+FM - Space Utilization Rationalization Plan

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Facilities Mgmt & Construction	1,000	CE+FM - Meadows of Dorchester Lighting Retrofit
General Capital Levy	Facilities Mgmt & Construction	800	CE+FM - Niagara Region HQ Campbell West HVAC Investigation and Design
General Capital Levy	Facilities Mgmt & Construction	600	CE+FM - Welland SAEO Building HVAC Phase 2
General Capital Levy	Facilities Mgmt & Construction	300	CE+FM - Welland SAEO Elevator Refurbishment
General Capital Levy	Facilities Mgmt & Construction	500	CE+FM - EMS Fleet Centre NOTL Leasehold Improvements
General Capital Levy	Facilities Mgmt. & Construction	350	CE+FM - EMS Ontario Street St. Catharines Parking Lot
General Capital Levy	Facilities Mgmt. & Construction	250	CE+FM - NRPS Port Colborne Generator Replacement
General Capital Levy	Facilities Mgmt. & Construction	80	CE+FM - Public Works Service Centre Vehicle Repair Garage
General Capital Levy	Facilities Mgmt & Construction	80	CE+FM - PW Smithville Yard Exterior Windows
General Capital Levy	Senior Services	265	Annual Machine Equipment
General Capital Levy	Senior Services	823	Annual Resident Care Equipment
General Capital Levy	Senior Services	509	Annual Capital Improvements/Replacements
General Capital Levy	Public Health & Emergency Services	475	Mobile Dental Unit
General Capital Levy	Public Health & Emergency Services	385	EMS ERV Replacement
General Capital Levy	Public Health & Emergency Services	29	EMS New ERVs
General Capital Levy	Public Health & Emergency Services	700	EMS Lifting Devices

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Public Health & Emergency Services	1,452	Ambulance & Eqpt Replacement
General Capital Levy	Public Health & Emergency Services	2,748	EMS - Stryker Stretcher and Load Systems
General Capital Levy	Transportation Operations	200	Annual Railway Crossing Improvement
General Capital Levy	Transportation Operations	260	Annual Guide Rail Improvement
General Capital Levy	Transportation Operations	329	Annual Traffic Signal Program
General Capital Levy	Transportation Operations	140	Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)
General Capital Levy	Transportation Operations	1,000	Structural Rehab - East Main St. Bridge West of RR84 (Str.027225)
General Capital Levy	Transportation Operations	176	Roads Rehab - RR 1 Dominion Rd ReconStructuraltion - Helena St to Lakeshore Rd
General Capital Levy	Transportation Operations	225	Roads Rehab - RR 42 Ontario St. ReconStructuraltion - Lakeshore to Linwell
General Capital Levy	Transportation Operations	225	Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy
General Capital Levy	Transportation Operations	315	Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd
General Capital Levy	Transportation Operations	500	Int Improvement-RR81 King St at Main & Nineteenth-LN
General Capital Levy	Transportation Operations	285	Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson
General Capital Levy	Transportation Operations	500	Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer
General Capital Levy	Transportation Operations	1,125	Roads Rehab - RR 43 Bridge St - Victoria Ave to Erie

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	50	Structural Rehab - Seventh St Bridge (034205)
General Capital Levy	Transportation Operations	1,050	Structural Rehab-RR12 Mountain St Retaining Wall
General Capital Levy	Transportation Operations	750	Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)
General Capital Levy	Transportation Operations	400	Structural Rehab - Beaver Creek Bridge (063215)
General Capital Levy	Transportation Operations	1,500	Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)
General Capital Levy	Transportation Operations	500	Roads Rehab - RR83 Carlton Rd Extension
General Capital Levy	Transportation Operations	575	Structural Rehab -077310-16 Mile Creek Arch Culvert
General Capital Levy	Transportation Operations	800	Roads Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St
General Capital Levy	Transportation Operations	501	Annual-Roads Resurfacing
General Capital Levy	Transportation Operations	340	Annual-Roads Rehab Misc Construction
General Capital Levy	Transportation Operations	270	Roads Rehab - RR61 Townline Rd Stanley to Four Mile Creek
General Capital Levy	Transportation Operations	2,000	Annual-Structural Rehab-Engineering & Construction
General Capital Levy	Transportation Operations	500	Roads Rehab - RR42 Ontario St Carlton to QEW
General Capital Levy	Transportation Operations	250	Roads Rehab Caistorville Rd from Boundary to Conc 1
General Capital Levy	Transportation Operations	270	Roads Rehab-RR116 Sodom Rd-Lyon's Creek to Willick
General Capital Levy	Transportation Operations	350	Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek
General Capital Levy	Transportation Operations	100	Structural Rehab -025210 Netherby Rd Bridge

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	100	Structural Rehab – Niagara St Bridge (Str. 048205)
General Capital Levy	Transportation Operations	1,673	Annual-Fleet & Vehicle Replacement
General Capital Levy	Transportation Operations	354	Annual-Fleet Snowplow Replacement
General Capital Levy	Transportation Operations	1,125	NRT - Capital Acquisition
Subtotal of General Capital Levy		36,099	
Niagara Regional Housing Owned Units	Niagara Regional Housing	210	NRH Annual Life Safety and Security Systems
Niagara Regional Housing Owned Units	Niagara Regional Housing	170	NRH Annual Roof Systems
Niagara Regional Housing Owned Units	Niagara Regional Housing	480	NRH Annual Asphalt, Paving and Concrete Replacement
Niagara Regional Housing Owned Units	Niagara Regional Housing	35	NRH Annual Playground Equipment Replacement
Niagara Regional Housing Owned Units	Niagara Regional Housing	705	NRH Annual Structural and Foundation Wall Repairs
Subtotal of Niagara Regional Housing Owned Units		1,599	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	1,928	NRPS - Vehicle Replacement
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	150	NRPS - Command Post
Subtotal of Police Vehicle and Equipment Replacement		2,078	
Police Capital Levy	Niagara Regional Police Services	22	NRPS - Command Post
Police Capital Levy	Niagara Regional Police Services	45	NRPS - Collision Scene Mapping & Data Collector

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	32	NRPS - Breath Alcohol Testing Instruments
Police Capital Levy	Niagara Regional Police Services	30	NRPS - RoadSide Screening Devices
Police Capital Levy	Niagara Regional Police Services	62	NRPS - Binocular Night Vision Devices
Police Capital Levy	Niagara Regional Police Services	240	NRPS - Rapid Deployment Plate Carrier System
Police Capital Levy	Niagara Regional Police Services	168	NRPS - CEW Replacement
Police Capital Levy	Niagara Regional Police Services	900	NRPS - IT & Network Equip. Replacement
Subtotal of Police Capital Levy		1,499	
Infrastructure Deficit	Corporate Services	340	NRPS - Dive Truck
Infrastructure Deficit	Corporate Services	100	CE+FM - Annual - Code & Legislative Compliance
Infrastructure Deficit	Public Health and Emergency Services	1,860	Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)
Infrastructure Deficit	Transportation	2,000	Annual-Fleet Snowplow Replacement
Subtotal of Infrastructure Deficit		4,300	
Water Capital	Transportation Services	28	WWW IS Maintainer Vehicle
Water Capital	Water Operations	120	Hardware & Software Upgrade Program
Water Capital	Water Operations	150	Generator Replacement Program
Water Capital	Water Operations	250	Chemical System Upgrade Program
Water Capital	Water Operations	300	Environmental Centre Renovation
Water Capital	Water Operations	2,500	Niagara Falls WTP Upgrades - High Lift and Substation
Water Capital	Water Operations	1,050	New Niagara Falls Elevated Tank
Water Capital	Water Operations	19,500	WTP Upg - DeCew Plant 3
Water Capital	Water Operations	3,800	DeCew High Lift Pump Sizing
Water Capital	Water Operations	500	Brock High Lift PS Upgrades and Valve Replacement

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
Water Capital	Water Operations	200	Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft
Water Capital	Water Operations	2,000	Grimsby Watermain Replacement
Water Capital	Water Operations	750	Grimsby WTP Low Lift Pump
Water Capital	Water Operations	80	New Trunk Main from Grimsby WTP to New Grimsby Reservoir
Water Capital	Water Operations	300	Grimsby WTP Expansion
Water Capital	Water Operations	850	Meter Replacement Program
Subtotal of Water Capital		32,378	
Wastewater Capital	Wastewater Operations	28	WWW IS Maintainer Vehicle
Wastewater Capital	Wastewater Operations	500	Gate Actuator Program
Wastewater Capital	Wastewater Operations	500	Master Meter Replacement Program
Wastewater Capital	Wastewater Operations	100	Corporate WIFI Expansion
Wastewater Capital	Wastewater Operations	350	Roof Replacement Program
Wastewater Capital	Wastewater Operations	1,000	Digester Replacement Program
Wastewater Capital	Wastewater Operations	500	Boiler Replacement Program
Wastewater Capital	Wastewater Operations	1,000	Region Wide Sludge Septic Haulage Station Program
Wastewater Capital	Wastewater Operations	500	Wastewater Remote SCADA Upgrades- Area 1
Wastewater Capital	Wastewater Operations	100	Laboratory and Sampling Equipment Upgrade Program
Wastewater Capital	Wastewater Operations	1,250	Digester and Sludge Management Program
Wastewater Capital	Wastewater Operations	600	Generator Replacement Program
Wastewater Capital	Wastewater Operations	5,319	Thundering Waters - Sanitary Trunk Sewer Rehabilitation

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	300	Royal Manor Pump Station Upgrades and Forcemain Replacement
Wastewater Capital	Wastewater Operations	500	South Side Low Lift Forcemain Replacement
Wastewater Capital	Wastewater Operations	4,200	Stevensville-Douglastown Lagoon Upgrade
Wastewater Capital	Wastewater Operations	80	Catherine Street Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	350	Lakeshore Road Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	825	Ph 2 Mill St Area Sanitary Improvements
Wastewater Capital	Wastewater Operations	1,500	Crystal Beach Wastewater Treatment Plant Upgrade
Wastewater Capital	Wastewater Operations	150	Nigh Rd Pumping Station Upgrade
Wastewater Capital	Wastewater Operations	300	Erie Rd Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	1,500	Seaway WWTP Generator Replacement
Wastewater Capital	Wastewater Operations	300	Nickel St Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	300	Fares St Pumping Station Upgrades
Wastewater Capital	Wastewater Operations	300	Union PS Upgrades
Wastewater Capital	Wastewater Operations	1,000	Replace Carleton Pump Station Forcemain
Wastewater Capital	Wastewater Operations	500	Port Weller Primary Upgrades
Wastewater Capital	Wastewater Operations	1,000	Line 2 Pump Station Upgrade
Wastewater Capital	Wastewater Operations	200	Niagara-on-the-Lake WWTP Maintenance Building
Wastewater Capital	Wastewater Operations	3,500	Sewer & Frce - Tupper Dr Trunk

Reserves

Capital Funding from Reserves Continued

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	660	Beaverdams SPS Upgrade and Forcemain Replacement
Wastewater Capital	Wastewater Operations	750	Garner Biosolids Turning Lane
Subtotal of Wastewater Capital		29,961	
Waste Management Capital	Waste Management	965	Annual Misc. Enhance/Replace
Waste Management Capital	Waste Management	4,562	Humberstone-LGCCS Phase 3
Waste Management Capital	Waste Management	110	Humberstone Site Improve
Waste Management Capital	Waste Management	307	Recycling Facility Improve
Waste Management Capital	Waste Management	110	Recycling Building & Equip
Subtotal of Waste Management Capital		6,054	
Landfill Liability	Waste Management	1,489	Glenridge - Passive Gas System
Landfill Liability	Waste Management	2,000	Brock Lands Road Expansion
Landfill Liability	Waste Management	990	Quarry-Site Improvements
Subtotal of Landfill Liability		4,479	
Total Transfers from Reserves to Capital		118,447	

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 2022 funding activities detailed in the ensuing schedules.

Deferred Revenue Description	2020 Year-end Balance	2021 Year-end Balance	2022 Committed To Capital	2022 Transfers from External	2022 Transfers to Operating	2022 Transfers to Capital	2022 Interest Earnings	2022 Year-end Balance
General Government DCs	1,617	1,905	0	713	(180)	0	8	2,533
Police Services DCs	3,964	5,274	(1)	1,211	0	0	21	6,651
Roads DCs	62,893	80,957	(76,896)	20,094	(50)	(32,568)	333	(5,796)
Sewer DCs	59,724	72,806	(19,756)	12,735	(1,550)	(10,260)	313	55,768
Water DCs	32,172	36,435	(17,338)	9,022	0	(4,370)	161	24,955
Emergency Medical DCs	1,813	2,284	(46)	458	0	(263)	9	2,491
Long-Term Care DCs*	7,796	9,228	(22,025)	3,412	0	0	42	(8,943)
Courts Services DCs	(10)	146	0	161	0	0	0	326
Health DCs	1,148	1,603	0	412	0	0	6	2,066
Social Housing DCs*	2,377	(2,308)	(5,853)	3,080	0	0	10	(4,713)
Waste Division DCs	2,804	3,938	(242)	1,200	(30)	0	15	5,021
Total Development Charges	176,297	212,269	(142,157)	52,497	(1,810)	(47,461)	918	80,358
Federal Gas Tax	27,605	44,251	(25,805)	14,205	0	(28,000)	159	4,810
Provincial Gas Tax	658	2,574	0	1,089	0	0	10	3,673
Total Gas Tax	28,263	46,825	(25,805)	15,293	0	(28,000)	169	8,483
Total Deferred Revenues	204,560	259,094	(167,962)	67,791	(1,810)	(75,461)	1,087	88,841

*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	180	Secondary Plans
Roads DCs	Transportation Services	50	Multi-use bike path grants
Sewer DCs	Wastewater	1,550	Combined Sewer Overflow program
Waste Diversion DCs	Waste Management	30	Collections contract
Total use of Deferred Revenue for Operating		1,810	

Deferred Reserves

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 2022 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	271	188	111	198	103
Police Services	482	335	199	352	183
Roads	8,046	5,585	3,317	5,861	3,041
Emergency Medical	212	147	87	154	80
Long-Term Care	1,548	1,075	640	1,130	585
Courts Services	61	42	27	45	23
Health	189	133	78	138	71
Social Housing	1,533	1,063	632	1,115	579
Waste Division	462	320	190	336	175
Region Wide Services	12,804	8,888	5,281	9,329	4,840
Sewer	5,647	3,921	2,330	4,114	2,135
Water	3,998	2,776	1,649	2,913	1,511
Urban Services	9,645	6,697	3,979	7,027	3,646
Rural Area Services	12,804	8,888	5,281	9,329	4,840
Urban Area Services	22,449	15,585	9,260	16,356	8,486

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	12,804	8,888	5,281	9,329	4,840
Estimated Rural Units	84	0	0	224	0
Rural Charges*	1,080	0	0	2,087	0
Urban Area Rate	22,449	15,585	9,260	16,356	8,486
Estimated Urban Units	1,242	301	287	588	0
Urban Charges*	27,870	4,690	2,654	9,611	0
Estimated Collections*	28,950	4,690	2,654	11,697	0

*in thousands

Deferred Reserves

Non-Residential Development Charge Rates

Service	Commercial (per square foot)	Industrial (per square foot)	Institutional (per square foot)	Wind Turbines (per unit)
General Government	0.26	0.09	0.16	271
Police Services	0.35	0.15	0.27	482
Roads	5.68	2.39	4.06	8,047
Emergency Medical	0.04	0.02	0.03	212
Long-Term Care	0.44	0.17	0.32	0
Courts Services	0.06	0.02	0.03	0
Health	0.04	0.02	0.03	0
Social Housing	0	0	0	0
Waste Division	0.40	0.15	0.29	0
Region Wide Services	7.27	3.01	5.19	9,012
Sewer	4.05	1.69	2.90	0
Water	2.88	1.19	2.05	0
Urban Services	6.93	2.88	4.95	0
Rural Area Services	7.27	3.01	5.19	9,012
Urban Area Services	14.20	5.89	10.14	9,012

Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Rate	7.27	3.01	5.19	9,012
Estimated Rural Units	19,170	50,300	5,090	0
Estimated Rural Charges*	139	151	26	0
Urban Area Rate	14.20	5.89	10.14	9,012
Estimated Urban Units	513,700	232,550	160,280	0
Estimated Urban Charges*	7,295	1,370	1,625	0
Total Estimated Collections*	7,434	1,521	1,652	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	37	Annual Traffic Signal Program
DC - Roads	Transportation Services	850	Capacity Improvement-New Escarpment Crossing
DC - Roads	Transportation Services	1,768	Capacity Improvement - Casablanca Blvd Widening - Livingston to QEW
DC - Roads	Transportation Services	5,143	Capacity Improvement - RR55 Niagara Stone Rd-Con 6 to East West Line
DC - Roads	Transportation Services	20	Roads Rehab - RR 1 Dominion Rd ReconStructuraltion - Helena St to Lakeshore Rd
DC - Roads	Transportation Services	25	Roads Rehab - RR 42 Ontario St. ReconStructuraltion - Lakeshore to Linwell
DC - Roads	Transportation Services	25	Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy
DC – Roads	Transportation Services	35	Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd
DC – Roads	Transportation Services	1,615	Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson
DC – Roads	Transportation Services	21,641	Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Canadian
DC – Roads	Transportation Services	1,250	Annual-Roads Resurfacing
DC – Roads	Transportation Services	100	Annual-Roads Rehab Misc Construction
DC – Roads	Transportation Services	30	Roads Rehab - RR61 Townline Rd Stanley to Four Mile Creek
DC - Roads	Transportation Services	30	Roads Rehab-RR116 Sodom Rd- Lyon's Creek to Willick

Deferred Revenues

Capital Funding from Deferred Revenues continued

Reserve Description	Department	Amount of Transfer	Project Name
Subtotal of DC - Roads		32,568	
DC - Sewer	Wastewater Operations	320	Catherine Street Pumping Station Upgrades
DC - Sewer	Wastewater Operations	3,150	Lakeshore Road Pumping Station Upgrade
Dc – Sewer	Wastewater Operations	150	Night Rd Pumping Station Upgrade
DC - Sewer	Wastewater Operations	6,640	Beaverdams SPS Upgrade and Foremain Replacement
Subtotal of DC - Sewer		10,260	
DC - Water	Wastewater Operations	450	New Niagara Falls Elevated Tank
DC - Water	Wastewater Operations	2,000	Grimsby Watermain Replacement
DC - Water	Wastewater Operations	720	New Trunk Main from Grimsby WTP to New Grimsby Reservoir
DC - Water	Wastewater Operations	1,200	Grimsby WTP Expansion
Subtotal of DC - Water		4,370	
DC - EMS	Emergency Medical Services	263	EMS New ERV's
Subtotal of DC - EMS		263	
DC Debt - Sewer	Wastewater Operations	10,819	South Niagara Falls Wastewater Treatment Plant
DC Debt - Sewer	Wastewater Operations	17,983	South Niagara Falls Trunk Sewer
DC Debt - Sewer	Wastewater Operations	7,873	New South West Trunk Sewer – South Niagara Falls WWTP
DC Debt - Sewer	Wastewater Operations	1,218	New Black Horse PS – South Niagara Falls WWTP
Subtotal of DC Debt - Sewer		37,894	

Deferred Revenues

Capital Funding from Deferred Revenues continued

Reserve Description	Department	Amount of Transfer	Project Name
Total of Development Charges		85,355	
Federal Gas Tax	Transportation Services	6,000	Structural Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)
Federal Gas Tax	Transportation Services	3,000	Structural Rehab - East Main St. Bridge West of RR84 (Str.027225)
Federal Gas Tax	Transportation Services	1,000	Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer
Federal Gas Tax	Transportation Services	1,200	Structural Rehab - Beaver Creek Bridge (063215)
Federal Gas Tax	Transportation Services	3,000	Roads Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St
Federal Gas Tax	Transportation Services	8,800	Annual-Roads Resurfacing
Federal Gas Tax	Wastewater Operations	5,000	Thundering Waters - Sanitary Trunk Sewer Rehabilitation
Total of Federal Gas Tax		28,000	
Total use of Deferred Revenues for Capital		113,355	

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Section 7

Appendices



Appendix I – Explanation of Objects of Expenditure

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

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

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

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

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

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

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

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

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

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

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

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

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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

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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

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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 25, 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

Appendix 2

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.

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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

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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
BRCOTW	Budget Review Committee of the Whole
CAMP	Capital Asset Management Policy
CAMRA	Corporate Asset Management Resource Allocation
CBRN	Chemical, Biological, Radiological, Nuclear
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
HRIS	Human Resources Information System
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
SDOH	Social Determinants of Health

Appendix 3

Acronym	Description
S&P	Standard & Poor's rating agency
SAEO	Social Assistance and Employment Opportunities
SF	Sinking Fund
(S)PS	(Sewage) Pump Station
SNIP	Smarter Niagara Incentive Program
TCA	Tangible Capital Asset
TIG	Tax Increment Grant
WIP	Work in Progress
WTP	Water Treatment Plan
WWTP	Wastewater Treatment Plant
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
Accrual	Revenues earned or expenses incurred which impact a company's net income on the income statement, although cash related to the transaction has not yet changed hands.
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.
Amortization	An accounting technique used to periodically lower the book value of a loan or an intangible asset over a set period of time.
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
Audit	An official inspection of an individual's or organization's accounts.
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

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Term	Description
	<ul style="list-style-type: none"> • Buildings • Machinery and equipment <p>The Region updates a 10-year capital budget and plan each year to ensure that we have enough funds to maintain our aging infrastructure. Additionally, we plan for higher replacement cost of assets and new projects that will support community growth.</p>
Claw Back	<p>When MPAC re-assesses all properties in Ontario, some commercial, industrial or multi-residential properties decline in value. Ordinarily, this decline would decrease property tax. However, the capping program uses a "clawback" to fund revenue shortfall resulting from lower assessment values by withholding some or all of the reduction to property owners.</p>
Credit Rating	<p>A credit rating is an estimate of the organization's ability to meet their financial commitments based on previous transactions. Niagara Region's credit rating is evaluated by Standard and Poor's bond agency each year. The Region has maintained its "AA" credit rating with a stable outlook.</p>
Credit Risk	<p>The potential that an organization or person who borrows money from a bank will fail to meet its required payment terms.</p>
Debentures	<p>A marketable security (type of investment) issued by a business or other organization to raise money for long-term activities and growth.</p>
Debt	<p>Annual principal and interest costs included in the operating budget to pay for the construction of new capital projects (i.e. roads, bridges, buildings, water plants).</p> <p>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.</p>
Deferred Revenue	<p>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.</p> <p>An example of this would be development charges, gas tax and government grants.</p>
Deficit	<p>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</p>

Appendix 4

Term	Description
	significant infrastructure projects where you have an asset (i.e. new roads, bridges, water plants). It's important to note that the province does not allow Niagara Region to run a deficit.
Depreciation	A reduction in the value of an asset with the passage of time, due in particular to wear and tear.
Development Charges	Fees collected from new property developments and redevelopments in order to pay for growth related costs such as roads, water, wastewater and planning costs. These are required to provide service and accommodate growth.
Financial Forecast	A projection of Niagara Region's year-end financial results. The forecast is used as guidance for financial decisions and recommendations.
Fixed Cost	Fixed costs are fees that do not change based on the amount of services you use. The cost to operate the Region's water system is 90 per cent fixed.
Fund Grants	A pool of money set aside for a specific purpose. 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,

Appendix 4

Term	Description
Property Assessment	<p>including the staff to deliver those services, supplies and repayment of debt for major projects.</p> <p>This is the amount of the operating budget that is paid for by your Regional property taxes.</p> <p>The process of establishing a dollar value for your home or business for property tax purposes.</p>
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

Appendix 4

Term	Description
	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.
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
Revenue	<p>Money received through ordinary activities.</p> <p>The Region receives its revenue from user fees, services charges, grants and investment income.</p>
Subsidy	Funding received from other levels of government to offset the cost for programs that Niagara Region delivers on their behalf.
Supplemental Revenue	<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	Loss of revenue due to reductions in property assessment values.
Uploading	The alignment of service delivery between municipal and provincial (or other levels) governments.
User Fees	<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

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Term	Description
	<ul style="list-style-type: none">• 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	Variable costs are fees that change based on the volume of services you use.

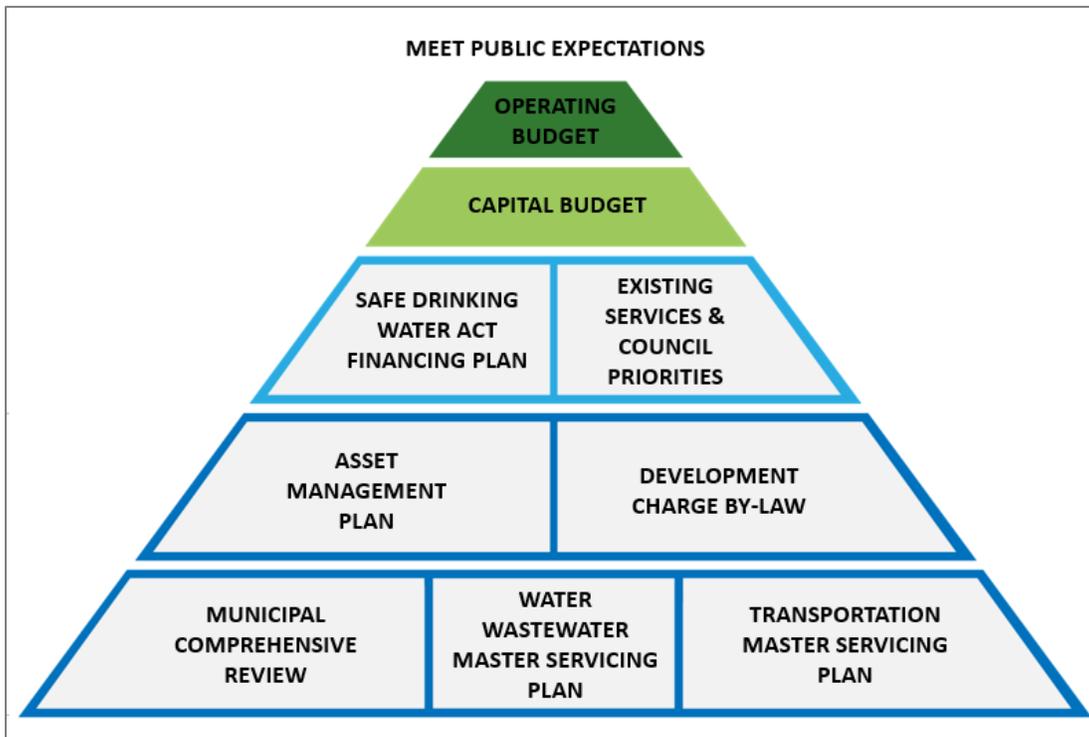
Appendix 5 - Basis of Accounting and Financial Reporting

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

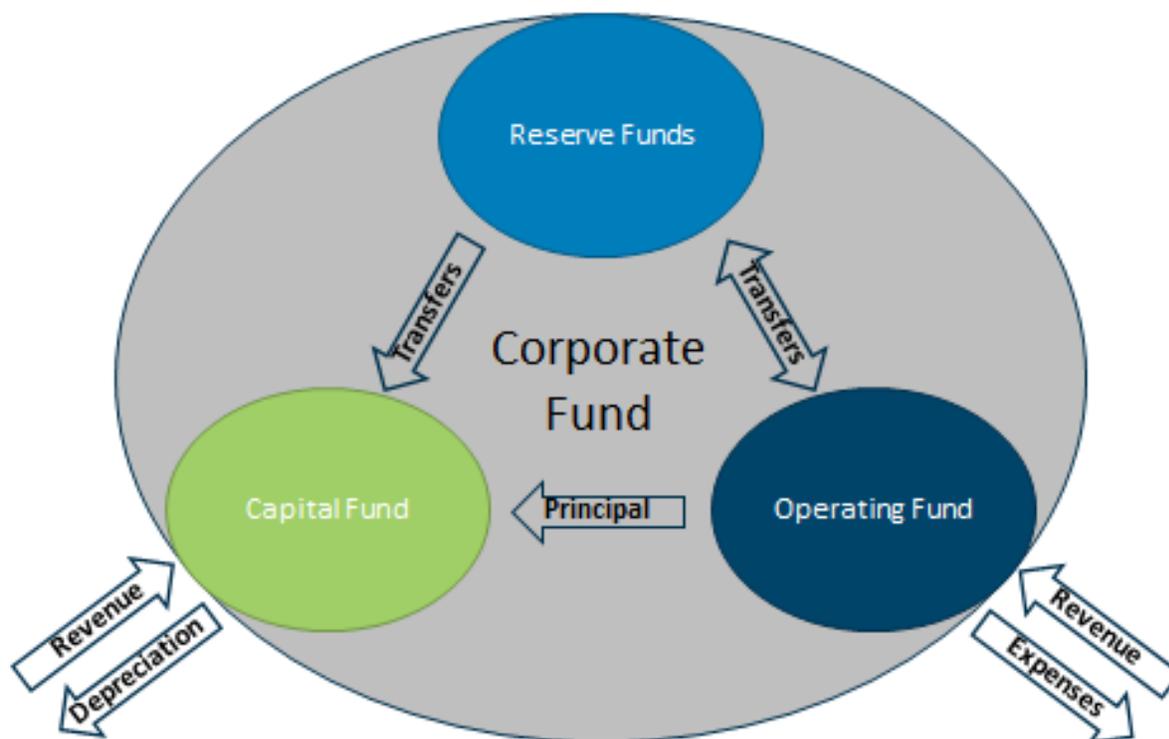
transferred to a Capital Variance Project to be used in the event of contingency expenditures as a result of unforeseen budgeted costs. During the year the balance within the capital variance project is monitored and a recommendation is made to Council to move funds back to the appropriate reserve or 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			X				
Police Services Board Contingency				X			
Ambulance Communication	X						
Circle Route Initiatives	X						
Future Benefit Costs	X						
Self-Insurance	X						
Smart Growth	X						
Landfill Liability							X
NRH Employee future benefits			X				
Police Accumulated Sick Leave				X			
Police Future Benefit Cost				X			
Police WSIB				X			

*General Levy Programs include Governance, General Government, Corporate Administration, Corporate Services, Enterprise Resource Management Services,

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	2021 Budget	2022 Budget	Budget Change
Total Revenue	(1,058,987)	(1,120,574)	(61,587)
Total Expense	1,058,987	1,120,574	61,587
Net Surplus/(Deficit)	0	0	0
Capital Program Funding earned in a year	140,529	128,581	(11,948)
Transfers to Capital from Reserves	103,580	118,447	14,867
Operating Expenditures Resulting in Capital Assets	2,543	2,608	65
Capital Projects not Resulting in Tangible Capital Assets	(11,033)	(11,664)	(631)
Issued Debt Principal Repayment	30,974	30,742	(232)
Unissued Debt Payments	18,295	19,580	1,285
Sinking Fund Payment	1,512	1,512	0
Amortization	(97,972)	(101,940)	(3,968)
Capital Fund Surplus/(Deficit)	188,429	187,866	(562)
Transfers to Reserves from Operating	75,888	87,240	11,352
Transfers from Reserves to Operating	(33,630)	(34,612)	(982)
Transfers from Reserves to Capital	(103,580)	(118,447)	(14,867)
Interest Attributed to Reserves	552	569	17
Reserve Fund Surplus/(Deficit)	(60,770)	(65,250)	(4,480)
Transfer to Niagara Health System loan	797	797	0
Interest Transferred from Niagara Health System loan	(396)	(382)	14
Landfill Liability decrease	1,174	2,286	1,112
Employee future benefits increase	(2,457)	(3,668)	(1,211)
Operating Fund Surplus/(Deficit)	(833)	(967)	(85)
Net PSAB Surplus	126,776	121,649	(5,127)

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 2021 budget during the budget process. For the 2022 budget cycle this was presented in report CSD 80-2021 Financial Disclosure Requirements and amended for subsequent changes to the 2022 budget request. If these non-budgeted items were included in the annual operating budget it would result in an estimated net surplus of \$121.6 million in 2022.

Appendix 6 – Reconciliations to 2021 Budget Summary

Budget Reconciliation – 2021 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 2021. These adjustments show the changes from the Council approved budget for 2021 to the adjusted budget that is being used as the starting point for the 2022 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	1,058,987	3,850.1	2021 Council Approved Budget
Transportation	750		To reflect that Vision Zero capital costs will be funded with net proceeds from Vision Zero operations.
Public Health & Emergency Services	3,521		To record one-time expenditure increase to fund incremental COVID costs, funded 100% by MOH Covid-19 funding
Public Health & Emergency Services	13,156		To record funding received for the Mass Immunization Program
Public Health & Emergency Services	825		To record renewed funding from MOH to support Covid-19 School Focused Nurses Initiative
Community Services	8,164	112.0	To record previously adopted operating budget for Seniors Services fully funded through Ministry of Long-Term Care
Subtotal Adjustments	26,416	112.0	
Adjusted Budget	1,085,394	3,965.1	2021 adjusted budget, as presented throughout this summary

Appendix 7 – Example Operating Business Case

Development Charge Grants – 2022 Operating Budget Business Case

General Government, GEN-01
Initiative Start Date: January 01, 2022
Reason for Business Case: Growth funded Program

Description of Growth funded Program:

Requested increases to the budget reflect additional approved grants expected to initiate payments for the 2022 calendar year for both the Gateway Community Improvement Plan (CIP) and Local Area Municipality CIP tax increment grants.

Business Reasons for Growth funded Program:

The budget increase of \$418K reflects commitments made by Niagara Region to partner with Local Area Municipalities (LAMs) in providing tax increment grant (TIG) incentives for redevelopments within CIP areas. These grants are based on incremental taxation: the properties that have been redeveloped have incremental taxes equal to or greater than the amounts being provided by grants.

The remaining \$143K is for commitments made through the Gateway CIP Program. The program was developed to encourage employment-related development in the Gateway communities (Niagara Falls, Thorold, Fort Erie, Port Colborne and Welland). The level of TIG provided is based on specific criteria each development meets, including number of jobs created, construction value, and Smart Growth principles incorporated.

Supports Council's Strategic Priorities:

These programs support the business and economic growth Strategic Priority. Budget increases related to increases in grant payments indicate that investment, redevelopment and/or job creation have occurred.

Risk Assessment: Priority

Niagara Region has confirmed with local municipal partners and program stakeholders to provide the approved tax increment grants. Not increasing the budget to accommodate these additional grants would result in the Region defaulting on approved funding contributions, with potentially negative legal, financial and economic implications.

Appendix 7

Staffing Impact:

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

Financial Impact Summary

Financial Area	2022	Future Years*	Duration
Gross Expenditures	560,965	560,965	On-going
Gross Revenues	0	0	0
Net Impact to Levy	560,965	560,965	On-going

Prepared by Director: Dough Giles
Reviewed by Program Financial Specialist: Lyndsey Ferrell
Approved by Associate Director: Margaret Murphy

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](#)

Appendix 8

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Appendix 9 – Strategic Priorities Departmental Mapping

Community Dashboard

Niagara Region’s Community Dashboard uses key indicators to monitor and share information about our community and Niagara Region’s programs services. It tracks data over time, telling us what we’re doing well and where more focus and attention may be needed. The dashboard groups indicators into four themes to give a snapshot of the community and Regional services. [The details of the Niagara Region’s Community Dashboard can be found here on the Niagara Regional website. \(https://niagararegion.ca/community_dashboard/default.aspx\)](https://niagararegion.ca/community_dashboard/default.aspx)

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	Employment Growth	Change in employment, in thousands
Corporate Administration	Housing Starts	Housing starts are a key economic indicator. In a strong economy, homes are more likely to be built.
Corporate Administration	Residential Building Construction	Building activity indicators provide insight on the health of the broad economy as the level of construction activity.

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
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	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

Appendix 10 – Economic Profile

Employment

Jobs by Industry Sector, 2021

Description	2014 Jobs	2021 Jobs	\$ Change	% Change
Agriculture, forestry, fishing and hunting	3,900	2,400	(1,500)	-38.5%
Mining, quarrying, and oil and gas extraction	200	800	600	300.0%
Utilities	2,000	1,600	(400)	-20.0%
Construction	15,200	15,200	0	0.0%
Manufacturing	20,800	26,000	5,200	25.0%
Wholesale and Retail trade	30,700	28,900	(1,800)	-5.9%
Transportation and warehousing	8,200	9,400	1,200	14.6%
Finance and insurance, Real estate, Rental and Leasing	9,900	10,600	700	7.1%
Professional, scientific and technical services	9,100	10,600	1,500	16.5%
Business, building and other support services	11,000	10,200	(800)	-7.3%
Educational services	13,600	14,900	1,300	9.6%
Health care and social assistance	23,300	25,300	2,000	8.6%
Information, culture and recreation	8,300	7,500	(800)	-9.6%
Accommodation and food services	23,000	15,900	(7,100)	-30.9%
Other services (except public administration)	6,800	9,400	2,600	38.2%
Public administration	8,300	10,000	1,700	20.5%

Sources: Statistics Canada, Table: 14-10-0384-01

Appendix 10

Business

Niagara Business Counts

Business Category	2018	2019	2020	2021
Businesses with Employees	13,207	13,641	13,806	13,418
Businesses without Employees	27,544	28,153	27,665	28,910
Total Businesses	40,751	41,794	41,471	42,328

Source: Statistics Canada, Canadian Business Counts, 2021

Business Size Range

Employees	Businesses	% of Total
1 to 4	7,076	52.7%
5 to 9	2,731	20.4%
10 to 20	1,746	13.0%
20 to 49	1,190	8.9%
50 to 99	431	3.2%
100 to 199	161	1.2%
200 to 499	57	0.4%
More than 499	26	0.2%
Total with Employees	13,418	100.0%

Source: Statistics Canada, Canadian Business Counts, 2021

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, 2021

Trade Category	Niagara	Canada/US	% of Total
Import	\$47.6 billion	\$389.6 billion	12.2%
Export	\$45.1 billion	\$453.3 billion	10.0%
Total	\$92.8 billion	\$842.9 billion	11.0%

Source: US Bureau of Transportation Statistics, 2021

Border Crossing by Mode and Volume, 2021

Mode	Niagara	Canada	Niagara % of Total
Bus Passengers	5,273	35,469	14.9%
Buses	325	4,042	8.0%
Pedestrians	22,511	37,459	60.1%
Personal Vehicle Passengers	1,093,365	6,389,423	17.1%
Personal Vehicles	692,129	4,431,088	15.6%
Rail Containers Empty	36,072	762,119	4.7%
Rail Containers Loaded	84,234	1,665,002	5.1%
Train Passengers	4,494	47,348	9.5%
Trains	1,728	20,172	8.6%
Truck Containers Empty	204,449	1,324,850	15.4%
Truck Containers Loaded	705,776	4,330,275	16.3%
Trucks	898,320	5,569,786	16.1%

Source: US Bureau of Transportation Statistics, 2021

Appendix 10

Export Companies by Sector, 2020

Sector	Number	Value (\$CAD millions)
Manufacturing	237	5,447.66
Wholesale trade	118	215.68
Agriculture, forestry, fishing and hunting	13	142.69
Retail trade	77	138.59
Transportation and warehousing	18	65.07
Construction	24	46.87
Professional, scientific and technical services	16	12.04
Other services	37	7.44
Real estate, rental and leasing	17	4.71
Admin support, waste management, remediation	10	3.98
Arts, entertainment and recreation	9	3.97
Information and cultural industries	0	2.86
Finance and insurance	0	1.08
Accommodation and food services	0	0.32
Mining and oil and gas extration	0	0.15
Management of companies and enterprises	0	0.13
Educational services	0	0.13
Health care and social assistance	0	0.04
Total	599	6,093.42

Source: Statistics Canada, International Trade Division

Top 10 commodities exported through Niagara borders to USA

Commodity	Value
Vehicles Other than Railway	\$7.2 billion
Mineral Fuels; Oils and Waxes	\$5.2 billion
Computer – Related Machinery and Parts	\$3.8 billion
Plastics and Articles	\$3.1 billion
Special Classification Provision	\$2.2 billion
Iron and Steel	\$2.0 billion
Preparations of Cereals and Flour	\$1.7 billion
Electrical Machinery; Equipment and Parts	\$1.2 billion
Furniture; Lamps and Prefabricated Buildings	\$1.1 billion
Paper and Paperboard	\$1.1 billion

Source: US Bureau of Transportation Statistics, 2021

Appendix 10

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Appendix I I – 2022 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.

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. The schedule for building and approving the 2022 budgets is provided below.

The [Budget Control By-law](#) 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 17, 2021	Budget Review Committee of the Whole (BRCOTW)	Budget Planning direction
September 30, 2021	Budget Workshop	Capital
October 7, 2021	BRCOTW	Capital
October 28, 2021	Budget Workshop	Rate
November 4, 2021	BRCOTW	Rate
November 18, 2021	Budget Workshop	Council Budget Authority over Agencies, Boards, and Commissions
November 18, 2021	Council	Rate
November 25, 2021	BRCOTW	Agencies, Boards, and Commissions
December 2, 2021	Budget Workshop	Levy
December 9, 2021	BRCOTW	Levy
December 16, 2021	Council	Rate, Levy, Capital, and User Fees By-Laws

Appendix 12 – Program Change Summary

The following list includes programs, service enhancements, and costs related to COVID-19 included in the 2022 budget.

New Programs (in thousands)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
General Government	Incremental Transfer to Capital Reserves	3,429	3,429	0.0
General Government	Tax Increment Grant	561	561	0.0
General Government	Smarter Niagara Incentive Program (SNIP)	300	276	0.0
General Government	Council Priority Program - Niagara Hospice Contribution	1,000	1,000	0.0
General Government	Council Priority Program - Hospital Financing Strategy	715	715	0.0
General Government	Council Priority Program - McNally House Hospice Contribution	220	220	0.0
Subtotal of General Government		6,225	6,225	0.0
Corporate Administration	Economic Development Officer	90	0	1.0
Corporate Administration	Digital Media Advisor	73	0	1.0
Corporate Administration	Diversity Program Manager	103	0	1.0
Corporate Administration	Talent Acquisition Rep	63	0	1.0
Corporate Administration	HR Positions	384	384	4.0
Corporate Administration	Community Safety & Well-Being	125	125	1.0
Corporate Administration	Climate Change	250	250	0.0
Corporate Services	Operating Impacts of Capital - IT Services	369	369	0.0
Community Services	Community Programs Coordinator	77	0	1.0
Community Services	Staff Additions - Assistant Property Administrators	264	0	3.0
Public Health and Emergency Services	Vehicle Maintenance - CAMRA Process	30	30	0.0
Public Health and Emergency Services	Strategic Projects Coordinator (HIA)	82	82	1.0

Appendix I 2

New Programs continued

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Niagara Regional Police Services	911 Call Taker	539	0	4.0
Transportation Services	Office Assistant - Temp to Perm FTE	59	4	1.0
Subtotal of Transportation Services		59	4	1.0
Subtotal of Levy Departments		2,448	1,239	18.0
Niagara Regional Housing	Capital Financing Increase	41	41	0.0
Niagara Regional Housing	Housing Staff for NRH Operations	77	0	1.0
Niagara Regional Housing	Staff Additions - Assistant Property Administrators	264	0	3.0
Subtotal of Agencies, Boards and Commissions		382	41	4.0
Subtotal of Levy Supported Programs		2,830	1,280	22.0
Water & Wastewater	Capital Financing	3,950	3,950	0.0
Water & Wastewater	Project Managers	100	0	2.0
Water & Wastewater	Project Coordinators	87	0	2.0
Water & Wastewater	Electrical Maintenance	90	0	2.0
Water & Wastewater	Capital Planning Program Manager	118	0	1.0
Water & Wastewater	Capital Planning Specialist	104	0	1.0
Water & Wastewater	Damage Prevention Technician	72	0	1.0
Subtotal of Rate Supported Programs		4,521	3,950	9.0
Total Program Changes		13,635	7,485	32.0

Appendix 12

COVID-19 Costs (in thousands)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Corporate Administration	Human Resources Supports	0	0	0.0
Corporate Services	Business Licensing	0	0	0.0
Corporate Services	Constructions, Energy, & Facilities Management	1,684	38	0.0
Corporate Services	Taxpayer Relief Reserve	87	0	0.0
Corporate Services	IT Services	0	0	0.0
Subtotal of Corporate Services		1,771	38	0.0
Community Services	Homelessness Services and Community Engagement	2,746	0	0.0
Community Services	Children's Services screeners	237	0	0.0
Community Services	Long-term care	2,779	0	0.0
Subtotal of Community Services		5,762	0	0.0
Public Health and Emergency Services	Public Health	19,434	700	6.0
Public Health and Emergency Services	Land Ambulance & Dispatch	984	0	-1.0
Public Health and Emergency Services	Emergency Management	131	0	0.0
Subtotal of Public Health and Emergency Services		20,539	700	5.0
Transportation Services	IMT Cleaning & Reduced Services	785	0	0.0
Transportation Services	Niagara Specialized Transit Cleaning	12	0	0.0
Subtotal of Transportation Services		797	0	0.0
Subtotal of Levy Departments		28,870	738	5.0
Niagara Regional Housing	PPE, cleaning, and security	417	417	0.0
Subtotal of Agencies, Boards and Commissions		417	417	0.0
Subtotal of Levy Supported Programs		29,287	1,155	5.0

Appendix I 2

COVID-19 Costs continued

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Waste Management Services	PPE and Supplies	113	0	0.0
Water and Wastewater Shared Services	PPE and Supplies	81	0	0.0
Subtotal of Rate Supported Programs		194	0	0.0
Total Program Changes		29,480	1,155	9.0

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 2022 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	2022	2023	2024	2025	2026-2031	Total
LTC Homes - Annual Capital Improvements/Replacements	0	1,258	384	89	3,317	5,048
LTC Homes - Annual Machinery/Equipment	0	682	674	854	4,396	6,605
LTC Homes - Annual Resident Care Equipment	0	523	587	858	2,899	4,867
LTC Homes - Annual Roof Replacement	0	357	301	0	161	819
22-LTC Homes Ann Machin Equip	265	0	0	0	0	265
22-LTC Homes - Ann Res Care Eq	823	0	0	0	0	823
22-LTC Homes - Annual Capital Improvements/Replacements	509	0	0	0	0	509
Subtotal of Community Services	1,597	2,819	1,945	1,801	10,773	18,935
22-Printer Replacement	0	115	0	0	0	115

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Annual-HRIS Development	0	0	400	400	2,400	3,200
22-HRIS Development	0	400	0	0	0	400
22-Incident Monitor Replacement	0	200	0	0	0	200
Subtotal of Corporate Administration Total	0	715	400	400	2,400	3,915
Annual - IT Asset Replacement	0	2,700	2,700	2,800	17,700	25,900
Annual - Application Lifecycle Replacement	0	300	300	300	1,800	2,700
Annual - IT In-Year External Dept Projects	0	200	200	200	1,200	1,800
Annual - HRIS Improvements and Upgrades	0	250	250	250	1,500	2,250
Aerial Photography Acquisition	0	0	0	0	500	500
IT - URL and Vulnerability Scanning Tool	75	0	0	0	0	75
IT - Scheduling Application	35	0	0	0	0	35
IT - Aerial Photography Acquisition	230	0	0	0	0	230
IT - Open Data Portal Upgrade	50	0	0	0	0	50
IT - RecordPoint Exchange Online Connector	90	0	0	0	0	90
IT - Microsoft SharePoint Upgrade	500	0	0	0	0	500
IT - Security Access Tools	180	0	0	0	0	180
22 - IT - Annual Application Lifecycle Replacement	300	0	0	0	0	300
22-IT Wiring Closet Upgrades	0	100	0	0	0	100
IT - Replace Aruba Wireless Network Access Points	175	0	0	0	0	175
IT - Smart Phone and Mobile Device Management Software Replacement	725	0	0	0	0	725
IT - Equipment for New Council Term	80	0	0	0	0	80
IT - Region Phone System (PBX) Replacement	950	0	0	0	0	950
IT - Add Additional SAN Disks	55	0	0	0	0	55
IT - Replace Backup Software and Hardware	950	0	0	0	0	950
Annual - Code and Legislative Compliance Program	0	200	200	200	1,200	1,800

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Annual - Building Life Cycle Renewal	0	4,500	4,500	4,500	27,000	40,500
Long Term Care Future Campus	0	0	0	0	100,000	100,000
CE+FM - Welland Child Care Centre Roof Replacement	300	0	0	0	0	300
CE+FM - ANNUAL - All Sites Staff Accommodations	200	0	0	0	0	200
22-Multiple Sites - Building Automation Redesign	0	200	0	0	0	200
CE+FM - ANNUAL - Code & Legislative Compliance	100	0	0	0	0	100
CE+FM - PW Forestry Trailer Replacement	300	0	0	0	0	300
CE+FM - Welland Child Care Centre Exterior Upgrades	200	0	0	0	0	200
Annual-Accessibility Program	0	500	500	500	3,000	4,500
Multiple Sites-Security Upgrades	0	250	250	0	0	500
CE+FM - AODA Compliance	500	0	0	0	0	500
Annual - Energy Conservation Program	0	300	300	300	1,800	2,700
CE+FM - Meadows of Dorchester Lighting Retrofit	1,000	0	0	0	0	1,000
CE+FM - Space Utilization Rationalization Plan	250	0	0	0	0	250
CE+FM - Niagara Region HQ Campbell West HVAC Investigation and Design	800	0	0	0	0	800
22-Building Interior NRHQ Corporate Services Accommodations	0	300	0	0	0	1,500
22-NRHQ - Campbell East Windows	0	1,500	0	0	0	1,500
22-NRHQ - Public Works/Planning Staff Accommodations	0	500	0	0	0	500
22-Ener-NRHQ CE Lighting Retro	0	1,000	0	0	0	1,000
22-NRHQ - Campbell West Window Replacement	0	600	0	0	0	600
CE+FM - Niagara Region HQ Parking Lot	0	250	0	0	0	250

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22-Env Centre LED Lighting Upg	0	60	0	0	0	60
22-NF SAEO-Ceiling+LED Light	0	150	0	0	0	150
22-Welland NPCA-Kitchen+Office	0	350	0	0	0	350
22-SAEO - Welland Roof Replacement	0	210	0	0	0	210
CE+FM - Welland SAEO Building HVAC Phase 2	600	0	0	0	0	600
CE+FM - Welland SAEO Elevator Refurbishment	300	0	0	0	0	300
CE+FM - EMS Fleet Centre NOTL Leasehold Improvements	500	0	0	0	0	500
CE+FM - EMS Ontario Street St. Catharines Parking Lot	350	0	0	0	0	350
Long-trm Acc - EMS Central Hub	0	93,000	0	0	0	93,000
CE+FM - NRPS Port Colborne Generator Replacement	250	0	0	0	0	250
21-NRPS 68 Church Demolition	0	2,800	0	0	0	2,800
CE+FM - Public Works Service Centre Vehicle Repair Garage	80	0	0	0	0	80
CE+FM - PW Smithville Yard Exterior Windows	80	0	0	0	0	80
ERP Improvements and Upgrades	0	400	400	400	2,400	3,600
Annual - Strategic Property Acquisitions	0	500	500	500	3,000	4,500
Subtotal of Corporate Services	10,205	111,120	10,100	9,950	161,100	302,475
NRH Annual Accessibility	0	739	299	329	1,490	2,857
NRH Annual Exterior Wall Systems	0	1,773	427	701	3,341	6,242
NRH Annual Electrical Systems	0	2,616	781	1,078	5,059	9,534
NRH Annual Life Safety and Security Systems	0	183	278	369	1,718	2,548
NRH Annual Mechanical Systems	0	3,117	1,196	1,363	6,254	11,930
NRH Annual Roof Systems	0	14	139	229	1,090	1,472

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
NRH Annual Asphalt, Paving and Concrete Replacement	0	739	1,072	1,081	4,820	7,712
NRH Annual Kitchen and Bathroom Replacements	0	3,950	3,022	2,172	9,212	18,356
NRH Annual Playground Equipment Replacement	0	0	45	44	196	285
NRH Annual Structural and Foundation Wall Repairs	0	3,016	1,031	1,690	8,062	13,799
NRH Annual Units Capital	0	1,903	1,064	931	4,105	8,003
22-NRH Annual Life Safety and Security Systems	700	0	0	0	0	700
22-NRH Annual Roof Systems	565	0	0	0	0	565
22-NRH Annual Asphalt, Paving and Concrete Replacement	1,600	0	0	0	0	1,600
22-NRH Annual Playground Equipment Replacement	115	0	0	0	0	115
22-NRH Annual Structural and Foundation Wall Repairs	1,240	0	0	0	0	1,240
Subtotal of Niagara Regional Housing	4,220	18,050	9,354	9,987	45,347	86,958
NRPS - Capital Asset Acquisitions - Annual Forecast (2023 - 2031)	0	1,000	950	1,150	8,450	11,550
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	0	150	150	150	950	1,400
NRPS - Body Worn Video/Camera Implementation	0	1,000	0	0	0	1,000
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	40,000	0	0	40,000
NRPS - Explosive Tactical Robot	0	0	0	0	300	300
NRPS - Mobile Communications Unit	0	400	0	0	0	400
NRPS - Marine Vessel	0	0	0	0	500	500
NRPS - Remote Controlled Explosive Unit	0	0	0	500	0	500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
NRPS - Voice Radio System	0	0	650	650	1,850	3,150
NRPS – NG911	0	100	0	0	0	100
NRPS – P25 System Upgrade	0	0	0	0	3,000	3,000
NRPS - Equipment Asset Tracker (2022)	22	0	0	0	0	22
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2023 - 2031)	0	1,950	1,850	1,950	11,650	17,400
NRPS - 2022 Vehicle Replacement	1,928	0	0	0	0	1,928
NRPS - Collision Scene Mapping & Data Collector (2022)	45	0	0	0	0	45
NRPS - Breath Alcohol Testing Instruments (2022)	32	0	0	0	0	32
NRPS - RoadSide Screening Devices (2022)	30	0	0	0	0	30
NRPS - Binocular Night Vision Devices (2022)	62	0	0	0	0	62
NRPS - Command Post (2022)	150	0	0	0	0	150
NRPS - Dive Truck (2022)	340	0	0	0	0	340
NRPS - Rapid Deployment Plate Carrier System (2022)	240	0	0	0	0	240
NRPS - 2022 CEW Replacement	168	0	0	0	0	168
NRPS - 2022 IT & Network Equip. Replacement	900	0	0	0	0	900
NRPS - IT & Network Equipment Replacement - Annual Forecast (2023 - 2031)	0	1,000	900	1,000	9,000	11,900
Subtotal of Niagara Regional Police Service	3,917	5,600	44,500	5,400	35,700	95,117
Niagara Airports	0	6,135	746	5,828	9,022	21,731
HQ Master Plan – Phase 3	0	50	400	0	0	450
Subtotal of Planning & Development	0	6,185	1,146	5,828	9,022	22,181
21-Mobile Dental Unit	475	0	0	0	0	475
Annual Ambulance & Eqpt Replacement	0	3,262	3,944	3,334	19,394	29,935

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
EMS - Stryker Stretcher and Load Systems	0	0	0	0	3,280	3,280
Annual EMS ERV Replacement	0	393	401	409	2,630	3,832
22- EMS Base Furniture Repl	0	102	0	0	0	102
22- EMS Scheduling SW	0	336	0	0	0	336
21-EMS - Defibrillator Replacement	0	0	0	0	5,898	5,898
21-EMS Intraosseous Needles	0	0	0	0	129	129
22 - EMS Fitness Equipment	0	30	0	0	0	30
22-EMS Specialty Transport Units	0	430	0	0	494	924
22-EMS Fleet Vehicles	0	454	139	141	909	1,643
22- EMS ERV Replacement	385	0	0	0	0	385
22- EMS New ERVs	439	0	0	0	0	439
22- EMS Lifting Devices	700	0	0	0	0	700
22-Ambulance & Eqpt Replacement	1,452	0	0	0	0	1,452
22-EMS - Stryker Stretcher and Load Systems	2,748	0	0	0	0	2,748
Subtotal of Public Health Emergency Services	6,198	5,006	4,484	3,884	32,734	52,306
Annual - Development Projects	0	500	500	500	3,000	4,500
Annual - Miscellaneous Road Properties	0	200	200	200	1,200	1,800
Rds Rehab - Roads Resurfacing	0	14,000	14,000	14,000	84,000	126,000
Rds Rehab - Roads Reconstruction	0	0	8,000	7,000	96,000	111,000
Struc Rehab - Structural Rehabilitation Program - Engineering & Construction	0	6,000	11,000	10,000	74,000	101,000
Cpcty Imprv - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	250	0	8,000	8,250
Rds Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	0	0	0	7,000	7,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	250	0	3,500	0	3,750
Struc Rehab - 15 Mile Creek Bridge (040220)	0	0	200	1,400	0	1,600
Struc Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	0	4,286	4,286
Struc Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	0	300	0	3,900	4,200
Struc Rehab - Townline Rd Bridge at Miller Rd (084205)	0	0	0	100	1,200	1,300
Struc Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	0	200	1,700	1,900
Struc Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	0	100	0	2,000	2,100
Struc Rehab - Stanley Ave Bridge (102205)	0	0	300	0	2,700	3,000
Struc Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	0	100	0	1,500	1,600
Struc Rehab - Warner Bridge (014205)	0	250	2,500	0	0	2,750
Struc Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	0	150	1,300	0	1,450
Cpcty Imprv - 20 Hwy 20 Smithville Bypass	0	500	0	0	9,500	10,000
Rds Equip Prgm - Equipment Upg	0	200	200	200	1,200	1,800
Rds Fac Prgm - Patrol Yard Imprv	0	1,000	1,000	1,000	6,000	9,000
Thorold Yard Upgrades	0	0	0	500	2,500	3,000
Annual - Guide Rail Improvement Program	0	270	280	290	1,950	2,790
Annual - Railway Crossing Improvement Program	0	210	220	230	1,590	2,250
Annual - Storm Sewers & Culvert Program	0	1,400	1,500	1,600	11,700	16,200

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22 Ann-Railway Crossing Imprv	200	0	0	0	0	200
22 Ann-Guide Rail Imprv	260	0	0	0	0	260
22-Ann-Line Marking Equipment Upgrades	0	300	0	0	0	300
Annual - Illumination Installation & Upgrade Program	0	1,300	1,400	1,500	11,000	15,200
Annual - Traffic Signal Program	0	2,250	2,250	2,250	13,500	20,250
21 Ann-Traffic Vehicles/Equipment	0	700	220	0	0	920
Annual-Intelligent Transportation System	0	500	500	500	3,000	4,500
22 Ann-Traffic Signal Program	366	0	0	0	0	366
22 Ann-Traffic Radio System Upgrades	0	600	0	0	0	600
Rds Fac Prog-Traf Cntrl Centre	0	5,500	0	0	0	5,500
Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	8,080	0	0	0	0	8,080
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	250	13,075	0	0	0	13,325
Annual - Engineering for Future Projects	0	500	500	500	3,000	4,500
Int Impr - RR77 Fourth Ave @ First St Louth, SC	0	0	0	250	3,000	3,250
Struc Rehab - Engineering Studies for Future Bridge Projects	0	300	300	300	1,800	2,700
Rds Rehab - RR20 Lundy's Lane Kalar to Montrose	0	500	0	1,000	5,000	6,500
Rds Rehab - RR21 Bowen Rd Ridgemount to QEW	0	0	500	3,000	0	3,500
Cpcty Imprv - 47 Lyon's Creek Rd Stanley Ave to Sodom Rd	0	0	500	0	24,500	25,000
Cpcty Imprv - 102 Stanley Ave Murray St to Peer Lane	0	500	8,000	0	0	8,500
Cpcty Imprv - 116 Sodom Rd Lyon's Creek Rd to Netherby Rd	0	0	0	0	27,500	27,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Rds Rehab - RR34 Seventh St N Service Rd to Lakeshore	0	200	800	0	0	1,000
Rds Rehab - RR67 Pine St Beaverdams to Hwy 58	0	850	1,500	0	0	2,350
Ann-Struc Rehab-Eng & Constr	0	2,000	2,000	2,000	12,000	18,000
Struc Rehab - RR54 Prince Charles Dr Bridge (054210)	0	0	0	0	2,950	2,950
Cpcty Imprv - 90 Airport Rd Niagara Stone Rd to York Rd	0	0	0	0	9,800	9,800
Rds Rehab-RR21 Bowen Rd-QEW to Thompson	0	0	0	0	3,500	3,500
Struc Rehab - Line 4 Bridge Replacement (083215)	0	0	0	75	600	675
Struc Rehab - Lakeshore Rd Culvert Replacement (087225)	0	0	1,000	0	0	1,000
Rds Rehab - 669 Eighth Ave Twenty First St to Seventeenth St	0	0	500	0	2,500	3,000
Struc Rehab - 77 Fourth Ave CNR Bridge Rehab (077210)	0	0	0	0	1,550	1,500
Struc Rehab - 98 Humberstone Marsh Bridge Replacement (098200)	0	0	0	0	675	675
Struc Rehab - 25 Netherby Rd Culvert (025310)	0	0	100	0	650	750
Struc Rehab - 24 Forks Rd Twin Culvert Replacement (024320)	0	0	0	0	2,000	2,000
Struc Rehab - 83 Carlton St Culvert Replacement (083300)	0	0	0	0	1,080	1,080
Struc Rehab - 116 Stevensville Rd Culvert Replacement (116315)	0	0	0	0	1,550	1,550

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Struc Rehab - 40 Sixteen Mile Creek Bridge Rehab (040215)	0	0	150	1,000	0	1,150
Cpcty Imprv-Recon RR 57 Thorold Stone Rd ext east of Stanley Ave	0	6,120	0	0	0	6,120
Int Imprv-RR81 King St at Main & Nineteenth-LN	500	0	0	0	0	500
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,900	6,000	0	0	0	7,900
Rds Rehab - RR81 York Rd Lift Bridge to Taylor	0	250	1,000	0	0	1,250
22-Rds Rehab Woodlawn Rd from Rice to South Pelham	0	500	1,000	5,000	0	6,500
Rds Rehab - Lakeshore Rd West Recon from Third St to Seventh St	0	9,750	0	0	0	9,750
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,125	2,000	6,000	0	0	9,125
Cpcty Imprv - RR55 Niagara Stone Rd-Con 6 to East West Line	7,900	0	0	0	0	7,900
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	0	880	13,100	0	0	13,980
Struc Rehab - Niagara St. Bridge - Bridge Replacement	0	1,000	5,750	0	0	6,750
Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St	0	17,722	0	0	0	17,722
Cpcty Imprv - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	1,700	3,200	0	5,200
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	1,000	7,000	0	0	8,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	0	1,000	5,000	0	0	6,000
Rds Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	300	1,200	7,000	0	8,500
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	0	600	1,500	3,700	0	5,800
Struc Rehab - Seventh St Bridge (034205)	50	2,500	0	0	0	2,550
Rds Rehab - RR 81 York Rd. Rehabilitation - RR 55 to Airport	0	1,500	0	0	0	1,500
Struc Rehab - East Main St. Bridge West of RR84 (Str.027225)	4,000	0	0	0	0	4,000
Cpcty Imprv-New Escarpment Crossing	1,000	500	1,000	500	0	3,000
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	0	500	1,500	0	15,000	17,000
20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	0	0	0	0	5,000	5,000
Int Imprv - RR 49 McLeod Rd at Drummond Rd	0	1,500	0	0	0	1,500
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	0	3,000	2,000	14,000	0	19,000
20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Canadian	31,532	0	1,500	0	10,000	43,032
Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	750	8,700	300	0	0	9,750
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	0	4,250	0	0	0	4,250

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	0	500	2,500	0	0	3,000
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	0	1,500	0	0	0	1,500
Struc Rehab - Lakeport Road (087210) and Frank Weir (087205)	0	2,750	0	0	0	2,750
Ann-Rds Rehab-Misc Road Construction	0	1,000	1,000	1,000	6,000	9,000
Struc Rehab -098305-Montrose Rd Culvert	0	0	0	0	750	750
Struc Rehab - Glenridge Ave Bridge - Bridge Rehab over CNR tracks (Str. 050220)	8,000	0	0	0	0	8,000
Rds Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	8,275	1,100	11,500	0	20,875
Rds Rehab - RR 69 Twenty Mile - RR 24 Victoria Ave to Mountain Rd	0	6,500	6,500	0	0	13,000
Struc Rehab -009305-York Rd Culvert	0	75	550	0	0	625
20-Rds Rehab-RR48 Niagara St-Scott to Linwell	0	0	0	250	6,000	6,250
Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	0	0	0	0	8,000	8,000
20-Cpcty Imprv - Upgrades from Municipal TMP	0	0	0	0	3,500	3,500
20-Cpcty Imprv-RR512 Livingston Ave Extension	0	0	0	6,500	0	6,500
Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	0	4,540	0	0	0	4,540
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	300	3,900	0	0	4,200
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	800	6,300	0	0	7,100
Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	0	3,000	0	0	0	3,000

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Rds Rehab RR20 - South Grimsby Rd5 to Industrial Park Rd (Phase 4 and 5)	0	7,315	3,650	0	0	10,965
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	5,000	0	0	0	5,000
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	0	500	3,000	0	0	3,500
Rds Rehab - RR98 Niagara Square Dr Montrose to McLeod	0	0	250	0	1,300	1,550
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	250	2,500	2,750	0	3,750	9,250
Struc Rehab - RR87 Lakeshore Rd Culvert (087320)	0	150	0	1,500	0	1,650
Struc Rehab - RR49 Marineland Parkway Culvert (049310)	0	0	0	0	2,250	2,250
Struc Rehab - RR81 King St Culvert (081320)	0	0	0	0	2,750	2,750
Struc Rehab - RR20 Hwy 20 Culvert (020315)	0	0	0	0	1,650	1,650
Struc Rehab -054205-Prince Charles Dr Bridge	0	0	0	0	1,500	1,500
Ann-Plan Impl Complete St	0	600	600	600	3,600	5,400
Rds Rehab - RR3 Main St E Barber to Hwy 3	0	500	1,000	6,500	0	8,000
Cpcty Imprv - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	500	2,000	0	2,750
Struc Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	300	6,000	0	0	6,300
Struc Rehab - Beaver Creek Bridge (063215)	1,600	0	0	0	0	1,600
Struc Rehab - Stevensville Bridge (116215)	0	200	1,500	0	0	1,700
Int Imprv-RR57 TSR at Dorchester	0	200	1,500	0	0	1,700
Int Imprv-RR57 TSR@Montrose	0	200	0	1,500	0	1,700
20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold	0	500	2,000	12,00	0	14,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Rds Rehab - RR83 Carlton Rd Extension	500	0	0	0	0	500
Struc Rehab -077310-16 Mile Creek Arch Culvert	575	0	0	0	0	575
Int Imprv-RR81 St Paul W@Vansickle	0	100	1,000	0	0	1,100
Struc Rehab - RR98 White Pigeon Bridge (098220)	0	100	750	0	0	850
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	350	4,200	300	0	0	4,850
20-Struc Rehab-RR12 Mountain St Retaining Wall	1,050	0	0	0	0	1,050
Int Imprv-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	1,500	0	0	0	0	1,500
Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena St to Lakeshore Rd	500	0	0	0	0	500
Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	1,500	0	0	0	0	1,500
South Niag East West Arterial	0	0	0	500	0	500
Struc Rehab - Dominion Rd Bridge Replacement (001205)	0	0	0	0	1,700	1,700
Struc Rehab - Thirty Rd Bridge Replacement (014235)	0	0	0	0	950	950
Struc Rehab - Virgil Creek Bridge Rehab (055205)	0	0	0	0	900	900
Struc Rehab - Canborough Road Bridge Replacement (063220)	0	0	0	0	675	675
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	3,800	0	0	0	0	3,800
22 Ann-Roads Resurfacing	12,500	0	0	0	0	12,500
22 Ann-Rds Rehab Misc Const	1,000	0	0	0	0	1,000

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Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Rds Rehab - RR61 Townline Rd Stanley to Four Mile Creek	300	1,600	0	0	0	1,900
22 Ann-Struc Rehab-Eng & Constr	2,000	0	0	0	0	2,000
22 Ann-Development Projects	500	0	0	0	0	500
22-Rds Rehab Caistorville Rd from Boundary to Conc 1	250	0	3,800	0	0	4,050
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	0	500	4,000	0	0	4,500
Rds Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	300	0	0	2,000	0	4,300
Struc Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	350	0	0	4,000	0	4,350
Struc Rehab -025210 Netherby Rd Bridge	100	750	0	0	0	850
Struc Rehab – Niagara St Bridge (Str. 048205)	100	750	0	0	0	850
Rds Rehab - RR42 Ontario St Carlton to QEW	500	0	1,000	7,800	0	9,300
Cpcty Imprv - 98 Montrose Rd McLeod to Canadian Dr (north)	0	500	0	0	0	500
Struc Rehab - 36 South Pelham St Culvert Replacement (036305)	0	0	100	0	600	700
Cpcty Imprv - 54 Rice Rd Quaker Rd to Thorold Rd	0	0	500	0	11,000	11,500
Cpcty Imprv - 42 Ontario St QEW to Linwell Rd (south)	0	0	250	0	0	250
Cpcty Imprv - 55 Niagara Stone Rd Airport Rd to Conc 6	0	0	0	500	9,000	9,500
Rds Rehab - 18 Ontario St King St to QEW	0	0	0	250	3,750	400
Struc Rehab - 73 Mud St Culvert Replacment (073215)	0	0	0	0	700	700

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Struc Rehab - 87 Lakeshore Rd Bridge Replacement (087215)	0	0	0	0	875	875
Struc Rehab - 21 Bowen Rd Culvert Replacement (021305)	0	0	0	0	850	850
Struc Rehab - 73 Fly Rd Underpass Replacement (073305)	0	0	0	0	4,000	4,000
21- Vision Zero	0	0	500	500	0	1,000
22-Ann-RWIS Enhancement Program	0	175	75	0	0	250
22-Ann-Trans IS Asset Mgmt Program	0	200	125	0	0	325
Annual - Fleet Vehicle & Equipment Replacement Program	0	1,067	2,375	1,611	10,647	15,701
Ann-Fleet Snowplow Replacement	0	2,190	2,280	0	0	4,470
22 Ann-Fleet & Vehicle Replace	1,673	0	0	0	0	1,673
22 Ann-Fleet Snowplow Replacement	2,354	2,771	1,427	1,103	0	7,655
21-NRHQ - Vehicle For Facilities Supervisor	0	40	0	0	0	40
21-GO Transit - Vehicle For GO Maintainer	0	40	0	0	0	40
LTC Homes - 2022 Capital Vehicles Replacement	0	80	0	0	0	80
22-WWW IS Maintainer Vehicle	55	0	0	0	0	55
Fleet Facility Upgrade	0	1,653	0	0	0	1,653
NRT - Capital Acquisition	2,250	0	3,902	0	16,866	23,017
Subtotal of Transportation and Transit	101,770	187,899	177,554	149,409	589,644	1,206,276
Annual - Miscellaneous Enhancements and Replacements	0	410	226	165	1,172	1,972
Annual - Property Acquisition	0	110	110	110	660	990
RW Planning - Long-Term Disposal Technology	0	0	0	0	2,000	2,000
22-Ann Misc. Enhance/Replace	965	0	0	0	0	965

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Bridge St - Compost Pad	0	0	0	0	368	368
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	0	462	462
Humberstone - Leachate Collection System Manholes	0	0	0	0	3,300	3,300
Humberstone - Paving Upgrades	0	425	0	0	330	755
Humberstone - Site Improvements and Enhancements	0	0	100	0	300	400
Humberstone - New Scales	0	0	0	0	390	390
Humberstone - Pump Station Upgrades	0	0	0	0	1,394	1,394
Humberstone - LGCCS (Future Phases)	0	0	0	0	1,500	1,500
21-Humberstone-LGCCS Phase 3	4,562	0	0	0	0	4,562
22-Humberstone Site Improve	110	0	0	0	0	110
NR-12 - New Cell #5	0	0	0	0	4,180	4,180
Glenridge - Boardwalk Structure	0	0	0	0	405	405
Glenridge - Stormwater Diversion	0	385	0	0	0	385
Glenridge - Passive Gas System	1,489	0	0	0	0	1,489
Brock Lands Road Expansion	2,000	0	0	0	0	2,000
Mtn-GW Treatment LCS upgrades	0	3,300	0	0	0	3,300
Mountain Road - End Use Works	0	1,000	0	0	0	1,000
Quarry-Site Improvements	990	0	0	0	0	990
Annual - Recycle - Build & Equip	0	220	0	0	0	220
Annual - Recycle - Facility Improvements	0	360	0	0	0	360
22-Recycling Facility Improve	307	0	0	0	0	307
22-Recycling Building & Equip	110	0	0	0	0	110
Subtotal of Waste Management	10,533	6,210	436	275	16,461	33,914

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Boiler Replacement/ Refurbishment WW Program	0	0	0	0	1,000	1,000
Misc Prgm - Master Meter Replacement	0	0	0	0	1,500	1,500
WiFi Expansion at Wastewater Facilities	0	0	100	0	500	600
Digester & Sludge Management Program	0	0	0	0	3,750	3,750
IT Hardware and Software (Wastewater) Replacement	0	0	100	0	400	500
WWTP Upgrade - Plant Sustainability Program	0	0	0	0	70,000	70,000
Pump Station Flow Metering	0	0	300	0	450	750
Pumping Station Upgrade Program	0	0	0	0	35,000	35,000
Wastewater Remote SCADA Upgrades- Area 3	0	0	500	0	0	500
Generator Replacement Program	0	0	0	0	840	840
Lab Equipment Upgrade Program	0	0	0	0	300	300
Wastewater Remote SCADA Upgrades- Area 2	0	500	0	0	0	500
Trunk Sewer Replacement Program	0	0	0	0	22,000	22,000
Forcemain Replacement Program	0	0	0	0	23,000	23,000
21 - Region Wide Sludge Septic Haulage Program	0	750	0	0	0	750
22- Gate Actuator Program	500	0	0	0	0	500
22- Master Meter Replacement Program	500	0	0	0	0	500
22-Corporate WIFI Expansion	100	0	0	0	0	100
22- Roof Replacement Program	350	0	0	0	0	350
22- Digester Replacement Program	1,000	0	1,000	0	0	2,000
22- Boiler Replacement Program	500	0	0	0	0	500
22- Region Wide Sludge Septic Haulage Station Program	1,000	0	0	0	0	1,000
22- Wastewater Remote SCADA Upgrades- Area 1	500	0	0	0	0	500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22- Laboratory and Sampling Equipment Upgrade Program	100	0	0	0	0	100
22- Digester and Sludge Management Program	1,250	0	0	0	0	1,250
22- Generator Replacement Program	600	0	0	0	0	600
Niagara Falls WWTP Headworks Upgrade	0	0	0	0	6,000	6,000
Portage Trunk Sewer Rehabilitation/ Replacement	0	250	0	0	1,000	1,250
Central SPS/HRT Upgrades	0	0	250	0	1,000	1,250
Drummond Road SPS Upgrades	0	0	0	200	1,000	1,200
Neighbourhood of St. David's SPS Upgrade	0	0	250	0	1,800	2,050
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	350	2,300	2,650
Mewburn Pumping Station Upgrade	6,000	0	0	0	0	6,000
Bender Hill Pump Station Upgrade	0	3,000	0	0	750	3,750
20- Niagara Falls WWTP Maintenance Building Replacement	0	0	1,000	0	0	1,000
Niagara Falls WWTP Secondary Treatment Upgrade	0	0	0	26,000	0	26,000
Thundering Waters - Sanitary Trunk Sewer Rehabilitation	11,000	0	0	0	0	11,000
22- Royal Manor Pump Station Upgrades and Forcemain Replacement	300	0	1,500	0	0	1,800
21- Rolling Acres PS Upgrades and Forcemain Replacement	0	2,000	0	0	0	2,000
22- South Side Low Lift Forcemain Replacement	500	0	1,500	0	0	2,000
Queenston WWTP Decommissioning	0	0	300	0	1,700	2,000
20-New Queenston/ St.Davids Wastewater Servicing	0	0	500	0	5,000	5,500
Stevensville SPS Upgrade	0	0	250	0	1,000	1,250

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
2017-Stevensville-Douglastown Lagoon Upgrade	4,200	2,500	0	0	0	6,700
Anger Ave WWTP Aeration Upgrades	0	0	0	0	5,500	5,500
Anger Ave WWTP Laneway Upgrades	0	0	0	500	2,000	2,500
Alliston Ave SPS Pump Replacement	0	0	0	200	1,000	1,200
Catherine Street Pumping Station Upgrades	400	0	2,500	0	0	2,900
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	0	28,000	0	0	0	28,000
20-Lakeshore Road Pumping Station Upgrade	3,500	0	0	0	0	3,500
20-Anger Ave WWTP Grit Upgrade	0	0	2,000	0	0	2,000
Welland WWTP Upgrades Ph 3	0	0	0	0	1,500	1,500
Towpath SPS Pump Replacement	0	200	0	1,000	0	1,200
Foss Road Forcemain Upsizing	0	0	0	400	4,500	4,900
21-Lyons Creek CSO Decommissioning	0	0	0	0	1,100	1,100
Foss Rd SPS Upgrade	0	0	0	350	1,700	2,050
Hurricane Rd SPS Pump Replacement	0	200	0	0	1,100	1,300
Port Robinson Lagoon Decommissioning	0	0	1,000	0	0	1,000
19-Welland WWTP Upgrade - Phase 2	0	15,000	0	0	0	15,000
20- Quaker Rd Trunk Sewer	0	1,500	0	0	0	1,500
20-Welland OAW Diversion Building Decommissioning	0	800	0	0	0	800
19-Dain City Pump Station Upgrade	0	2,500	0	0	0	2,500
Ph 2 Mill St Area Sanitary Improvements	825	0	0	0	0	825
Crystal Beach Laneway Upgrades	0	0	300	0	2,000	2,300
20-Crystal Beach Wastewater Treatment Plant Upgrade	1,500	0	0	0	7,500	9,000
22- Nigh Rd Pumping Station Upgrade	300	0	0	1,500	0	1,800

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Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22- Erie Rd Pumping Station Upgrades	300	0	0	1,500	0	1,800
Steele St Pumping Station Upgrades	0	0	0	0	200	200
Main St SPS Upgrades	0	0	0	0	1,700	1,700
Seaway WWTP Upgrade	0	0	0	0	6,000	6,000
19-Seaway WWTP Influent Channel Upgrade	0	1,000	0	0	0	1,000
WWTP Capacity - Seaway (Biosolids and Digestion)	0	10,000	0	0	0	10,000
City Hall SPS and Forcemain Upgrade	0	3,700	0	0	0	3,700
19-Seaway WWTP Electrical Upgrade	0	1,000	0	0	0	1,000
East Side Pump Station Forcemain Replacement	0	0	0	0	5,000	5,000
20-Oxford Pump Station Upgrades	0	1,000	0	0	0	1,000
20-Seaway WWTP Generator Replacement	1,500	0	0	0	0	1,500
20-Seaway WWTP Ferric System Upgrade	0	400	0	0	0	400
22 - Nickel St Pumping Station Upgrades	300	0	0	1,500	0	1,800
22-Fares St Pumping Station Upgrades	300	0	0	1,500	0	1,800
21- Arena Pumping Station Upgrades	0	1,500	0	0	0	1,500
22- Union PS Upgrades	300	0	1,500	0	0	1,800
Port Weller Secondary Upgrades	0	500	0	0	1,000	1,500
Port Weller WWTP Laneway Upgrades	0	0	300	0	2,000	2,300
19-Replace Carleton Pump Station Forcemain	1,000	0	0	0	0	1,000
Port Weller WWTP Upgrades	0	0	0	0	30,000	30,000
Port Weller WWTP Chemical System Upgrade	0	0	0	0	1,000	1,000
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	0	0	0	0	1,000	1,000
22- Port Weller Primary Upgrades	500	0	1,000	0	0	1,500
Lakeshore Rd Pumping Station Upgrades NOTL	0	0	0	0	300	300
Niagara Stone Rd Pumping Station Upgrades	0	0	0	0	300	300

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Garrison Village Pumping Station Upgrades	0	0	0	0	300	300
19- Line 2 Pump Station Upgrade	1,000	0	0	0	0	1,000
20-Four Mile Creek Sewer Rehabilitation	0	0	2,000	0	0	2,000
22- Niagara-on-the-Lake WWTP Maintenance Building	200	0	1,000	0	0	1,200
Centre St. SPS Upgrades	0	250	0	0	1,000	1,250
Argyle SPS Upgrades	0	200	0	0	1,500	1,700
Port Dalhousie WWTP Upgrade	0	10,000	0	0	0	10,000
Cole Farm SPS Upgrade	5,000	0	0	0	0	5,000
19-Renown Pump Station Upgrade	0	10,000	0	0	0	10,000
Beaverdams SPS Upgrade and Forcemain Replacement	8,300	0	0	0	0	8,300
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	0	2,000	0	0	0	2,000
Sewer & Frce - Tupper Dr Trunk	3,500	0	0	0	0	3,500
Smithville Forcemain Twinning	0	0	2,800	0	15,000	17,800
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	1,350	7,500	8,850
Smithville SPS Upgrade	0	0	500	0	7,000	7,500
Baker Road WWTP Capacity Expansion	0	850	3,000	0	20,000	23,850
Smithville Lagoon Decommissioning	0	0	1,000	0	0	1,000
19-Lake Street PS Upgrade	0	3,800	0	0	0	3,800
20-Bal Harbor Pumping Station Electrical Upgrade	0	0	0	500	0	500
20-Biggar Lagoon Pumping Station Upgrade	0	0	2,000	0	0	2,000
20-Lakewood Garden Pumping Station Upgrades	0	0	0	1,000	0	1,000
20-Victoria Avenue Pumping Station Upgrades	0	3,500	0	0	0	3,500

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	0	3,500	0	0	0	3,500
21 - Ontario St Pumping Station Upgrades	0	3,800	0	0	0	3,800
Woodsview Pump Station Upgrade	0	0	0	0	1,000	1,000
South Niagara Falls Wastewater Treatment Plant	55,010	0	0	0	0	55,010
21- South Niagara Falls Trunk Sewer	22,479	0	0	0	0	22,479
21-New South West Trunk Sewer - South Niagara Falls WWTP	9,842	0	0	0	0	9,842
21-New Black Horse PS - South Niagara Falls WWTP	1,523	0	0	0	0	1,523
19-Garner Rd W&WW Storage Facility Upgrade	6,000	0	0	0	0	6,000
22- Garner Biosolids Turning Lane	750	0	0	0	0	750
Subtotal of Wastewater Operations	152,729	114,200	28,450	37,850	311,990	645,219
Water - Master Meter Replacement Program	0	100	0	100	350	550
Water - Chemical System Upgrade Program	0	0	300	0	600	900
Roof Replacement Program	0	200	0	100	400	700
Water - Reservoir & Storage Program	0	0	0	0	1,500	1,500
Water - Valve Replacement Program	0	0	0	0	3,000	3,000
Watermain Replacement Program	0	0	500	0	8,500	9,000
GAC Replacement Program at WTP	0	0	0	2,500	6,000	8,500
Water Treatment Plant Sustainability Program	0	0	0	0	85,000	85,000
Boiler Replacement Program	0	0	0	500	1,450	1,950
Water - Hardware & Software Upgrade Program	0	110	110	100	550	880
Annual Generator Repl. Prog.	0	0	150	0	470	620
22- Hardware & Software Upgrade Program	120	0	0	0	0	120
22- Generator Replacement Program	150	0	0	0	0	150

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22- Chemical System Upgrade Program	250	0	0	0	0	250
22- Environmental Centre Renovation	300	0	0	0	0	300
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	0	0	0	2,300	2,300
Decommissioning of Lundy's Lane ET	0	300	0	1,600	0	1,900
New NF South trunk main to New ET	0	0	0	0	1,000	1,000
2017-NF WTP Intake Relocation	0	0	0	30,000	0	30,000
21- New Niagara Falls Elevated Tank	1,500	0	10,600	0	0	12,100
18- Niagara Falls WTP Upgrades - High Lift and Substation	2,500	0	0	0	0	2,500
Rosehill WTP New Intake	0	7,000	0	0	0	7,000
Decommissioning of the Stevensville Reservoir and Pump Station	0	0	0	2,480	0	2,480
Decommissioning of Central Ave (Fort Erie South) ET	0	0	0	500	0	500
New Fort Erie Elevated Tank	0	12,000	0	0	0	12,000
21- Rosehill WTP New Outfall	0	1,000	0	0	0	1,000
New Trunk Main in Central Fort Erie	0	0	0	9,160	0	9,160
Garrison Road Watermain Replacement	0	500	0	3,000	0	3,500
Welland WTP Decommissioning of Old Plant	0	0	0	400	1,000	1,400
New trunk main from Welland WTP to North	0	0	0	0	1,500	1,500
Decommissioning of Pelham ET	0	0	200	0	900	1,100
New Pelham Elevated Tank	0	0	0	7,900	0	7,900
WTP Upgrade - Welland Upgrade - Phase 2	0	58,000	0	0	0	58,000
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	0	0	9,300	0	0	9,300

Appendix I3

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
21-Bemis Elevated Tank Replacement	0	1,000	0	11,000	0	12,000
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	380	2,475	2,855
New Barrick Road Watermain	0	0	0	0	9,800	9,800
St. David's Road New Valves	0	0	250	0	1,000	1,250
Trunk main from South NOTL to Virgil ET	0	0	0	0	400	400
WTP Upgrade - DeCew Falls Roadway Improvements	0	500	0	0	0	500
19-DeCew High Lift Pump Sizing	3,800	0	0	0	0	3,800
DeCew Falls Low Lift Booster Station Upgrade	0	0	2,000	0	0	2,000
WTP Upgrade Prgm - DeCew WTP Waste Optimization	0	0	0	5,000	0	5,000
19-DeCew UV Upgrade	0	0	0	5,000	0	5,000
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	0	1,000	0	0	0	1,000
20-St.Davids Chlorination Facility Upgrade	0	1,000	0	0	0	1,000
20-Watermain Interconnection from Decew WTP to Townline Rd E	0	1,500	0	10,000	0	11,500
20-Decommissioning Carlton St. Reservoir	0	1,000	0	0	0	1,000
20-DeCew WTP Plant 2 Upgrades	0	0	0	0	10,000	10,000
21-DeCew Plant 1 Mixing System	0	1,000	0	0	0	1,000
21-York Road Watermain Replacement	0	2,000	0	0	0	2,000
WTP Upg - DeCew Plant 3	19,500	0	0	0	0	19,500
21- Watermain Replacement Martindale Rd - JR Stork Bridge	0	0	0	3,200	0	3,200

Appendix 13

Ten Year Capital Budget Project Detail continued

Project Name	2022	2023	2024	2025	2026-2031	Total
22- Brock High Lift PS Upgrades and Valve Replacement	500	0	1,000	0	0	1,500
22- Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	200	0	800	0	0	1,000
Grimsby WTP Process to Waste System	0	0	0	0	6,500	6,500
WTP Upgrade - Grimsby Upgrade	0	0	0	0	19,500	19,500
Grimsby/Lincoln Booster Pumping Station Upgrade	0	0	0	0	200	200
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	700	700
20-Watermain Replacement Ontario St in the Town of Lincoln	0	5,000	2,000	0	0	7,000
21- Grimsby WTP New Outfall	0	0	0	2,000	0	2,000
21- New Transmission Main in Smithville	0	0	13,500	0	0	13,500
2017- Grimsby Watermain Replacement	4,000	0	0	0	0	4,000
22- Grimsby WTP Low Lift Pump	750	0	0	0	0	750
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	800	0	5,000	0	28,000	33,800
22- Grimsby WTP Expansion	1,500	2,000	0	0	46,000	49,500
Meter Replacement Program	850	0	0	0	0	850
Subtotal of Water Operations	36,720	95,210	45,710	94,930	239,095	511,665
Grant Total	327,889	553,014	324,078	319,714	1,454,266	2,978,961