

Niagara Region 2023

# Budget Summary

# The 2023 Budget ensures Niagara residents continue to receive high-quality programs and services.

## Levy Operating Budget:

**\$444.4 Million**

The operating budget for 2023 has been approved with a tax levy of \$444.4 Million funding the daily business of Niagara Region, its boards and agencies.

## Rate Operating Budget:

Water and Wastewater

**\$143.2 Million**

**8.59%**



The Niagara Region Council approved rate budget increases for Water and Wastewater Services for 2023 in the amount of \$143.2 Million for an increase of 8.59 per cent. The Water and Wastewater budgets provide continuity of essential operations and allows for updates and investment to major infrastructure.

## Special Levies:

Waste Management

**\$45.2 Million**

**5.5%**



Special Levies are separate from the General Levy and are unique for each municipality. In Niagara, municipalities are billed a special levy for Waste Management and new for 2023 is a special levy for the integrated regional bus transit service, the Niagara Transit Commission.

The Niagara Regional Council approved a Special Levy of \$45.2 Million for Waste Management which result in an annual cost per household ranging from \$149 - \$205 depending on the municipality.

Transit

**\$55.1 Million**



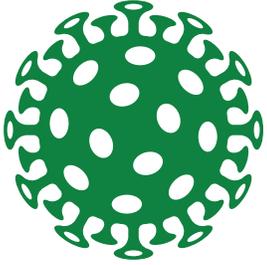
As well, Regional Council approved a Special Levy of \$55.1 Million for the Niagara Transit Commission. This will result in an annual cost per household ranging from \$64 per year to \$295 depending on the municipality.



## Property Tax Increase

# 7.58 %

For the average property assessed at \$278,764 the tax bill will increase by \$123 totalling \$1,743 in 2023. This is net of the Region's tax revenue from new development of 1.85 per cent (\$7.5 Million) assessment growth in 2023.



## COVID-19 Costs

# \$19.5 Million

COVID-19 costs for 2023 estimated at \$19.5 Million, supporting Regional Departments, Rate programs and Agencies, Boards and Commissions.

## Capital Budget:

# \$228.2 Million

To help drive the Council's priorities for sustainability and to support the new Asset Management Plan, the operating budget also supports a \$228.2 Million approved capital program. This includes investments in sustainability and growth projects.



**Ontario Street  
Reconstruction**



**Ontario Street  
Watermain Replacement**



**Oswego Bridge  
Reconstruction**



**Rehabilitation of  
Existing Housing Stock**



**York Road  
Watermain Replacement**



**Decew Booster  
Station Upgrade**



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# **Section 1 – About the Niagara Region**



# 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.

For the average property assessed in Niagara at \$278,764, the Regional portion of the tax bill will increase by \$123 totaling \$1,743 in 2023.

## Public Health:



**\$206**

goes to emergency medical care and funds clinics, classes and workshops.

## Roads:



**\$288**

goes to maintaining our major roads and bridges.

## Police Services:



**\$766**

goes to keeping our communities safe.

## Community Services:



**\$397**

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

## Niagara Peninsula Conservation Authority:



**\$28**

goes to protecting Niagara's natural resources.

## Corporate Admin, Planning & Development and Revenues:



**\$58**

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. Transit is also funded separately from the General Levy. The estimated regional share on an average household is:

## Water and Wastewater:



**\$625**

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

## Waste Management:



**\$177**

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

## Transit:



**\$156**

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

Learn more about your property taxes at: [niagararegion.ca/government/budget-taxes](https://niagararegion.ca/government/budget-taxes)

# About the Niagara Region

## Regional Overview

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 center 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.



Map of the Niagara Region

# About the Niagara Region

## Vision, Mission, 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

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

### Mission

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

## Values

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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.

At the Niagara Region, Council is focused on improving the quality of life for all who call Niagara home, while ensuring a high return on investment for their tax dollars. In 2022, a new Council was elected, and a new strategic plan refresh is now in progress. In the 2023 Budget, Council has prioritized incremental investments for the following:

- \$10.6 million for General Levy infrastructure and \$6.6 million for Water and Wastewater infrastructure
- \$1.5 million of subsidies for providers of affordable housing and \$14.2 million for rehabilitation of owned affordable housing stock
- \$6.9 million for development charge and tax increment grant incentive programs related to development of agricultural properties and re-development of brownfield properties
- \$2.3 million for operating and capital costs of new ambulances to address increasing call volumes and offload delays
- \$9.6 million for Niagara Regional Police Services
- \$55.1 million for the new consolidated Niagara Transit Commission



## About the Niagara Region

### Niagara Regional Council Strategic Priorities

The previous term of Council's strategic priorities (<https://www.niagararegion.ca/priorities/pdf/strategic-plan-2019-2022.pdf>) were used to guide the 2023 budget process.

Appendix 8 provides a summary of the key departmental performance measures in place to assess the degree of success in attaining the goals and objectives of the Region (in alignment with the previous term of Council's strategic priorities and/or aligned with current identified priorities).

Current, target and baseline results for these departmental measures can be found in Section 4 – Department Summaries and align with the previous term of Council's strategic priorities and/or have been updated to align with current identified priorities.



#### **Objective 1.1: Economic Growth and Development**

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

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

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

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

- Work collaboratively with local area municipalities to connect with existing businesses proactively to achieve long term economic success

## About the Niagara Region

- Work collaboratively with community organizations, post-secondary institutions, and businesses to support research and technology facilities in the region that foster new business start-up opportunities

### Objective 1.4 Strategically Target Industry Sectors

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



### 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 childcare 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

# 2022 - 2026 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.



**Haley Bateman**  
St. Catharines



**Frank Campion**  
Welland



**Pat Chiocchio**  
Welland



**Kim Craitor**  
Niagara Falls



**Fred Davies**  
Port Colborne



**Jim Diodati**  
Niagara Falls



**Sandra Easton**  
Lincoln



**Robert Foster**  
Lincoln



**Bob Gale**  
Niagara Falls



**Cheryl Ganann**  
West Lincoln



**Brian Grant**  
Wainfleet



**Brian Heit**  
St. Catharines



**Diana Huson**  
Pelham



**Tom Insinna**  
Fort Erie



**Laura Ip**  
St. Catharines



**Jeff Jordan**  
Grimsby



**Marvin Junkin**  
Pelham



**Andrea Kaiser**  
Niagara-on-the-Lake



**Joyce Morocco**  
Niagara Falls



**Wayne Redekop**  
Fort Erie



**Tim Rigby**  
St. Catharines



**Michelle Seaborn**  
Grimsby



**Peter Secord**  
St. Catharines



**Mat Siscoe**  
St. Catharines



**Sal Sorrento**  
St. Catharines



**Bill Steele**  
Port Colborne



**Tim Whalen**  
Thorold



**Albert Witteveen**  
West Lincoln



**Terry Ugolini**  
Thorold



**Leanna Villella**  
Welland



**Gary Zalepa**  
Niagara-on-the-Lake



# Corporate Leadership Team

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**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

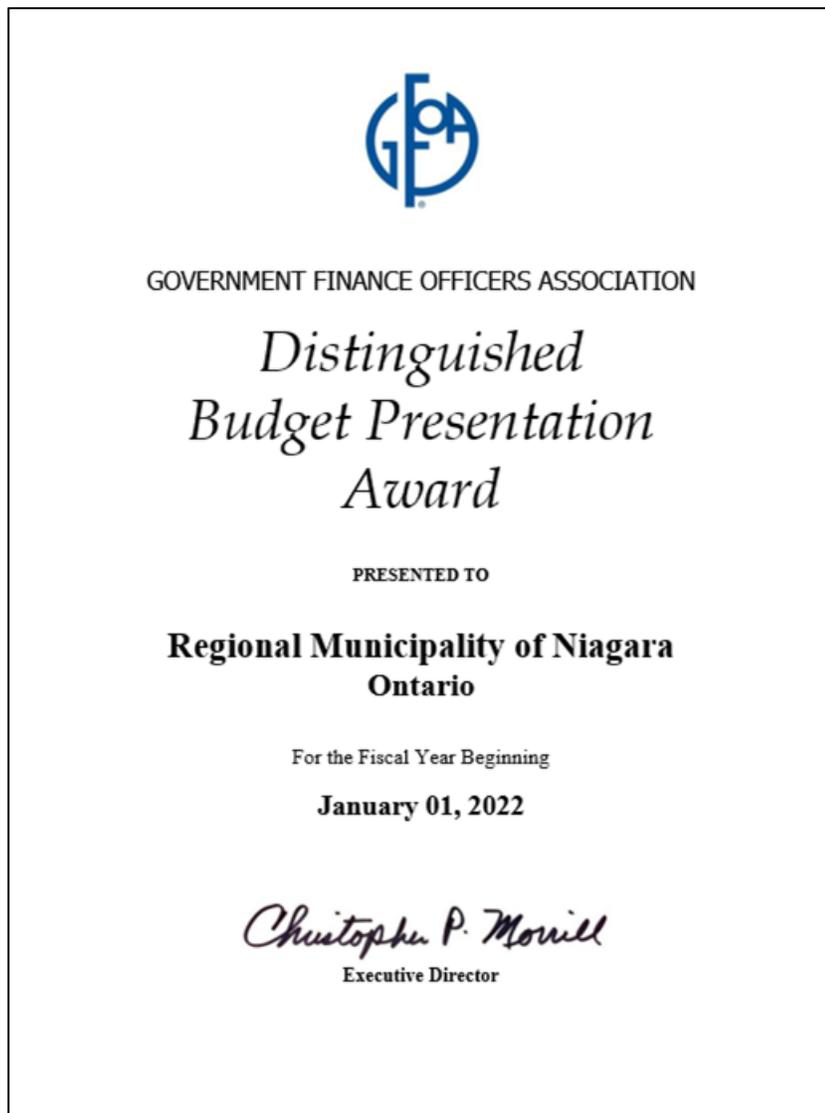


**Bruce Zvaniga**

Commissioner of  
Public Works



## About the Niagara Region Budget Presentation Award



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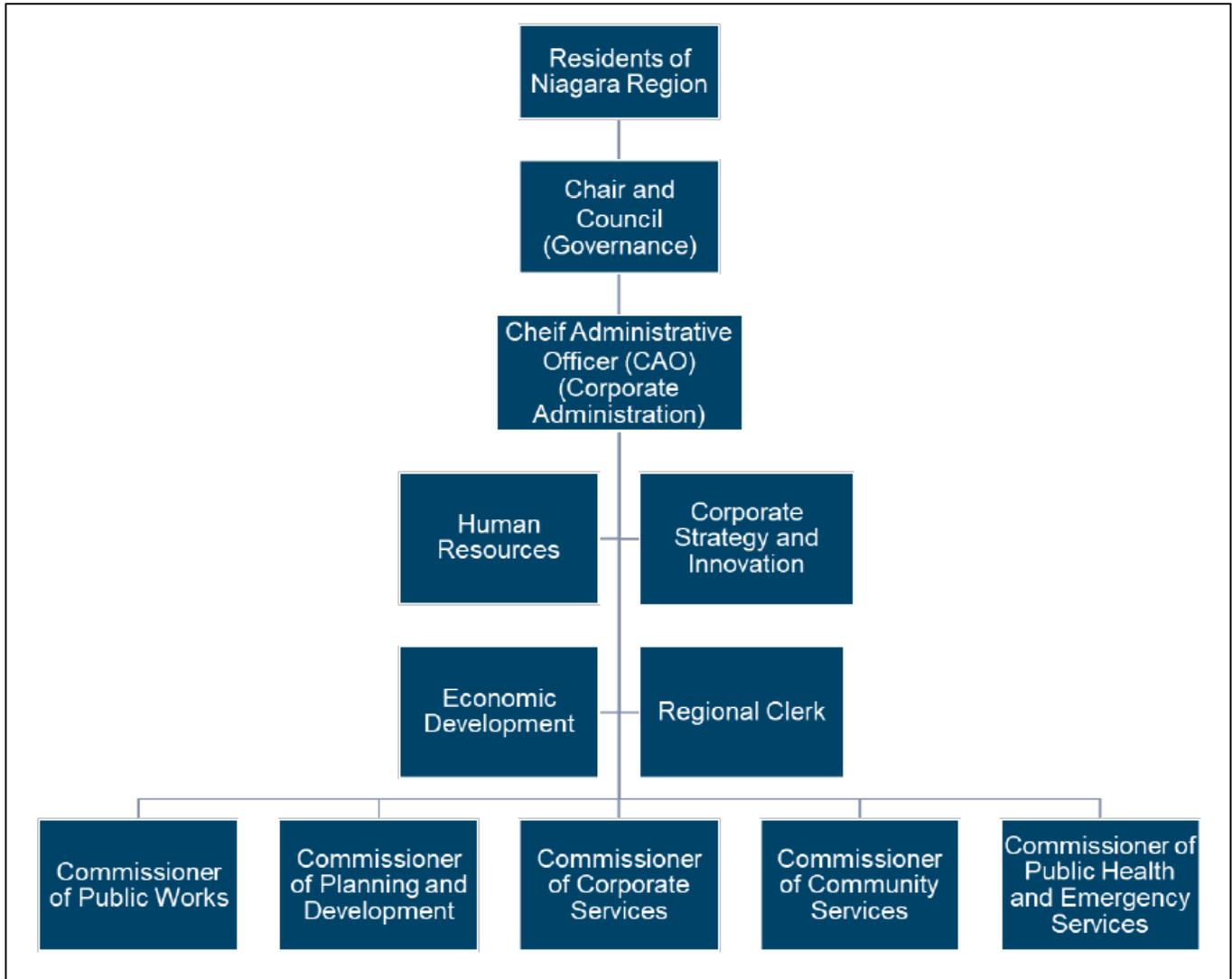
GFOA's distinguished budget presentation award presented to the Niagara Region for fiscal year 2022.

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

## Niagara Region Organization Chart





## **Section 2 – Report from the Treasurer**



# Report from the Treasurer

## 2023 Budget Highlights

As Commissioner of Corporate Services and Treasurer, I am proud to present the 2023 Budget Summary on behalf of Niagara Region. On Feb. 23, 2023, Niagara Regional Council approved a budget that addresses the unique challenges of the past year including the considerable pressure of inflation 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 direction put forth by members of Council. 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

- \$55.1 million for the new Niagara Transit Commission
- \$10.6 million increase to support infrastructure for regional departments and agencies, boards, and commissions
- \$9.6 increase million for Niagara Regional Police Services
- \$6.9 million increase in incentives programs including agricultural and brownfield development charges and tax increment grants
- \$2.3 million for additional operating and capital costs of new ambulances
- \$1.5 million to increase housing provider operating subsidies
- COVID-19 costs for 2023 estimated at \$19.5 million with funding from reserves until upper level of government funding is confirmed



# Report from the Treasurer

## General Levy Operating Budget

The operating budget for 2023 contains a general tax levy of \$444 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 \$123, totaling \$1,743 in 2023.

Staff recognized the importance of proposing a budget with a moderate impact on the taxpayer to maintain services amidst a period of higher-than-normal inflation, while still incorporating the guiding principles of sustainability, transparency and supporting council priorities. With that in mind the recommended strategy was a 6.6% increase after taking into consideration the benefit of assessment growth which was estimated at 1%, with 4.4% allocated to operating services, 2.5% allocated to capital funding and 0.7% allocated to fund 2022 tax deferral funded with reserves. The Region was faced with numerous budgetary pressures including but not limited to; continuity of services amidst high rates of inflation, infrastructure funding required for sustainability and impacts of Bill 23, which resulted in challenging decisions to align with Council's budget planning strategy. The 2023 budget approved an expenditure increase of \$38.3M resulting in a 7.58% 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. To properly address this priority, Council adopted the Capital Financing Policy in October 2019 which guides the funding strategy for capital investments. In 2022, Council approved the Asset Management Plan (AMP). The AMP is a plan to improve asset utilization, manage asset life cycle risk, adhere to compliance and legislative requirements, and improve accuracy of inventory. The updated AMP recommended an increase of 3.8% annually for ten years, however this increase was proposed to be reduced to 2.6% for the 2023 budget to mitigate the overall tax increase while still making progress towards a sustainable capital plan.

Staff and Council utilized new taxation revenue from assessment growth (\$7.5 million) to provide a sustainable budget to address Council's priority of reducing the impact of inflation on current property taxpayers, while also providing funding for Tax Increment Grants and the operating costs of capital. Assessment growth is revenue created from new properties constructed (growth) or enhanced properties in the Region.



# Report from the Treasurer

## Rate Operating Budgets

### Water and Wastewater

Niagara Regional Council approved combined water and wastewater rate budget increase for 2023 of 8.59%.

In alignment with the updated AMP, the budget included 5% for enhanced capital financing, reduced from the AMP recommendation of 7.22% to manage affordability for the rate payer.

The approved water and wastewater rates are effective as of January 1st, 2023, 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 wholesale rates into resident water bills.

## Special Levy Operating Budgets

### Waste Management

Council approved a 5.5% increase in the Waste Management Special Levy for 2023. This improved on the previous strategy to phase increases related to the new collection contract with three year increases of approximately 10%. Prior year increases were 9.8%, 4.5% and 5.5% for years 2020 to 2022. 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 Special Levy tax rates established by the Region and applied to assessed value of households. Niagara households can expect to pay \$3.05 to \$7.99 more per year for waste management services in 2023, on average. Every other week garbage collection is providing environmental benefits and has resulted in approximately 12,000 fewer tonnes of garbage collected at the curb.

### Niagara Transit Commission

The Niagara Transit Commission's (NTC) first budget for 2023 advances a commitment to better connect Niagara communities while continuing to deliver exceptional service to transit riders. The financial plan reflects an amalgamation of municipal and regional budgets, with adjustments made to account for long-term infrastructure needs, inflation, and recent declines in revenue realized by the former transit providers.

Regional Council approved a separate Special Levy of \$55.1 million. This special levy for 2023 will result in an annual household cost ranging from \$64 per year to \$295 per year depending on the municipality.



# Report from the Treasurer

## Capital Budget

To help drive Council's priorities for the current term, the operating budget also supports a \$237 million approved capital program.

Balancing the needs of a growing population while maintaining the Region's fiscal sustainability while recovering from 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 2023 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+ credit rating from Standard and Poor's, the Region's credit rating agency. Key initiatives included in the 2023 budget are improvements to Ontario St., the Oswego Creek Bridge, sustainability upgrades to Decew Falls Low Lift Booster Station and the Ontario St. Watermain replacement.

Respectfully submitted,

Todd Harrison CPA, CMA



# Report from the Treasurer

## Quotes

“Throughout this budget process, members of Council and Regional staff worked collaboratively to ensure the 2023 Budget meets our community’s expectations for high quality services while taking into account the financial challenges faced by our residents and businesses. The 2023 Budget follows a balanced approach that allows us to continue providing incredible service in a responsible way.” – Wayne Redekop, Regional Councilor and Budget Chair

“Niagara Region continues to be confronted with unique challenges and staff have done an excellent job managing the Region’s finances as we navigate these pressures. With the 2023 Budget, we are able to continue to invest in needed programs and meet community expectations for high-quality service. I want to thank Regional staff, Budget Committee, and members of Regional Council for their leadership in ensuring we continue to make investments in critical areas for our growing Region.” - Todd Harrison, Commissioner of Corporate Services and Treasurer



# Report from the Treasurer

## 2023 Budget Overview

A summary of the 2023 approved budget for Niagara Region is below. Detailed schedules are presented throughout the summary.

<b>Approved Budget Grouping</b>	<b>Gross Expenditure</b>	<b>Revenue</b>	<b>Net Budget Total</b>
Tax Levy Budget	987,813,500	(543,366,411)	444,447,090
Water Rate Budget	51,482,956	(440,493)	51,042,464
Wastewater Rate Budget	96,340,381	(4,190,820)	92,149,562
Waste Management Budget	63,451,982	(18,284,219)	45,167,763
Transit Budget*	76,649,770	20,088,421	56,561,349
<b>Total Operating Budget</b>	<b>1,275,738,590</b>	<b>(586,370,364)</b>	<b>689,368,227</b>
Capital Budget	236,959,091	(89,024,594)	147,934,137
<b>Total Budget</b>	<b>1,512,697,681</b>	<b>(675,395,318)</b>	<b>837,302,364</b>

\*Includes one-time special levy of \$1,508,400





# **Section 3 – Operating Budget**

Corporate Operating Overview



# Operating Budget

## 2023 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. The budget is typically approved in December of the prior year, and final tax rates are set in February of the following year. However, as 2022 was an election year, the 2023 budget was not approved until February 23, 2023, and final tax rates were set in April of 2023.

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](https://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 priorities, as established by Regional Council.

The 2023 budget includes the first budget for the Niagara Transit Commission which reflects the amalgamation of municipal and regional budgets. For the purposes of comparison, the regional portion of the Transit budget from 2022 has been excluded from the General Levy budget.

## Operating Budget Summaries 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 like sharing the cost of your internet or cable bill.

Including allocations within each department captures the full cost of the department including costs for support services. Some departments will show increased budgets as they receive allocations for support services. Departments that are mainly made up of support services will show reduced budgets as the majority of their costs are allocated out to areas they support.

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

## General Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,749	2,599	2,835	2,685	86	3.32%
Corporate Administration	8,853	7,336	9,368	7,655	319	4.35%
Corporate Services	5,450	1,212	4,598	1,422	210	17.34%
Community Services	387,172	78,723	408,984	81,838	3,115	3.96%
Public Health and Emergency Services	142,894	48,541	144,624	52,473	3,932	8.10%
Planning and Development	6,878	4,853	7,302	5,242	389	8.02%
Transportation Services*	70,627	64,754	76,772	73,536	8,782	13.56%
<b>Subtotal of Levy Departments</b>	<b>624,623</b>	<b>208,018</b>	<b>654,484</b>	<b>224,851</b>	<b>16,833</b>	<b>8.09%</b>
Court Services	8,067	-639	10,252	-87	552	(86.34%)
Niagara Regional Housing	33,738	15,159	38,429	19,457	4,298	28.35%
Niagara Peninsula Conservation Authority	6,384	6,273	7,212	7,101	827	13.19%
Niagara Regional Police Services	204,080	185,363	214,865	195,439	10,076	5.44%
<b>Subtotal of Outside Boards, Agencies, and Commissions</b>	<b>252,269</b>	<b>206,156</b>	<b>270,758</b>	<b>221,909</b>	<b>15,753</b>	<b>7.64%</b>
Grants and Expenditures	19,997	18,079	48,308	24,417	6,118	33.84%
Net Revenue	15,777	-26,115	14,264	-26,729	-394	1.51%
<b>Subtotal of General Government</b>	<b>35,754</b>	<b>-8,037</b>	<b>62,572</b>	<b>-2,312</b>	<b>5,724</b>	<b>(71.23%)</b>
<b>Total of Tax Levy Supported Programs</b>	<b>912,645</b>	<b>406,137</b>	<b>987,814</b>	<b>444,447</b>	<b>38,310</b>	<b>9.43%</b>
<b>Assessment Growth</b>						<b>(1.85%)</b>
<b>Net Tax Levy</b>						<b>7.58%</b>

\* For the purposes of comparison, 2022 expenses related to Transit have been removed in the amount of \$23,169 thousand gross and \$16,164 thousand net including allocations.



# Operating Budget

## Rate Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	48,978	48,518	51,483	51,042	2,525	5.20%
Wastewater Operations	86,558	83,341	96,340	92,150	8,808	10.57%
<b>Total of Rate Supported Programs</b>	<b>135,536</b>	<b>131,859</b>	<b>147,823</b>	<b>143,192</b>	<b>11,333</b>	<b>8.59%</b>

## Waste Management Special Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Special Levy	69,307	42,813	63,452	45,168	2,355	5.50%

## Transit Special Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Niagara Transit Commission Special Levy	0	0	75,142	55,053	55,053	100%
One Time Special Levy	0	0	1,508	1,508	1,508	100%
<b>Total of Transit Special Levy</b>	<b>0</b>	<b>0</b>	<b>76,650</b>	<b>56,561</b>	<b>56,561</b>	<b>100%</b>



# Operating Budget

## Operating Budget Summaries 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, Transit Commission, Water and Wastewater Operations. Excluding allocations shows the costs of the department without costs for support services. Allocations that impact the overall budget are shown on a separate line instead of being embedded within the departments.

### General Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,315	2,165	2,430	2,280	114	5.28%
Corporate Administration	16,922	15,405	17,918	16,205	800	5.19%
Corporate Services	44,576	40,338	51,322	48,146	7,808	19.36%
Community Services	364,680	56,230	385,628	58,482	2,251	4.00%
Public Health and Emergency Services	124,425	30,072	125,669	33,518	3,446	11.46%
Planning and Development	5,964	3,939	6,189	4,130	190	4.83%
Transportation Services*	31,552	25,678	30,441	27,204	1,526	5.94%
<b>Subtotal of Levy Departments</b>	<b>590,434</b>	<b>173,829</b>	<b>619,598</b>	<b>189,964</b>	<b>16,135</b>	<b>9.28%</b>
Court Services	6,892	(1,814)	8,937	(1,403)	411	(22.66%)
Niagara Regional Housing	22,461	3,882	22,931	3,960	78	2.00%
Niagara Peninsula Conservation Authority	6,384	6,273	7,212	7,101	827	13.19%
Niagara Regional Police Services	187,021	168,304	197,284	177,858	9,554	5.68%
<b>Subtotal of Outside Boards, Agencies and Commissions</b>	<b>222,758</b>	<b>176,645</b>	<b>236,364</b>	<b>187,515</b>	<b>10,870</b>	<b>6.15%</b>
Grants and Expenditures	109,661	107,763	149,315	125,424	17,441	16.18%
Net Revenue	15,777	(26,115)	14,264	(26,729)	(394)	1.51%
<b>Subtotal of General Government</b>	<b>125,438</b>	<b>81,648</b>	<b>163,578</b>	<b>98,694</b>	<b>17,047</b>	<b>20.88%</b>
Allocations to Rate and Special Levies	(25,985)	(25,985)	(31,726)	(31,726)	(5,741)	(22.09%)
<b>Total Tax Levy</b>	<b>912,645</b>	<b>406,137</b>	<b>987,814</b>	<b>444,447</b>	<b>38,310</b>	<b>9.43%</b>

\*For the purposes of comparison, 2022 expenses related to Transit have been removed in the amount of \$20,985 thousand gross and \$13,979 thousand net excluding allocations

# Operating Budget

## Rate Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	44,934	44,474	47,047	46,606	2,133	4.80%
Wastewater Operations	68,528	65,311	79,089	74,898	9,587	14.68%
Allocations from Tax Levy Supported Programs	22,074	22,074	21,688	21,688	(387)	(1.75%)
<b>Total of Rate Supported Programs</b>	<b>135,536</b>	<b>131,859</b>	<b>147,823</b>	<b>143,192</b>	<b>11,333</b>	<b>8.59%</b>

## Waste Management Special Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Operations	67,580	41,087	61,705	43,421	2,334	5.68%
Allocations from Tax Levy Supported Programs	1,726	1,726	1,747	1,747	21	1.19%
<b>Total of Waste Management Special Levy</b>	<b>69,307</b>	<b>42,813</b>	<b>63,452</b>	<b>45,168</b>	<b>2,355</b>	<b>5.50%</b>



# Operating Budget

## Transit Special Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2022 Gross Budget	2022 Net Budget	2023 Gross Budget	2023 Net Budget	Net Change in Dollars	Net Change in Percent
Niagara Transit Commission Operations	0	0	68,358	48,270	48,270	100.00%
Allocations from Tax Levy Supported Programs	0	0	8,292	8,292	8,292	100.00%
<b>Total of Transit Special Levy</b>	<b>0</b>	<b>0</b>	<b>76,650</b>	<b>56,561</b>	<b>56,561</b>	<b>100.00%</b>



# Operating Budget

## 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:

1. 52, 35-hour work weeks = 1820 hours = 1 FTE
2. 52, 40-hour work weeks = 2080 hours = 1 FTE
3. 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

## Full-time Equivalents Summary

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

Budget By Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Governance	0.0	3.0	0.0	3.0	0.0	3.0
Corporate Administration	91.3	4.0	97.0	7.3	100.0	10.3
Corporate Services	202.9	12.4	209.4	18.5	224.4	15.2
Community Services	1,207.0	128.5	1,323.0	80.9	1,433.0	68.3
Public Health and Emergency Services	694.3	252.0	693.2	244.2	714.7	175.8
Planning and Development	46.5	3.0	46.5	0.0	46.5	0.0
Transportation Services*	196.5	10.0	197.5	7.2	197.0	8.2
<b>Subtotal of Levy Departments</b>	<b>2,438.5</b>	<b>412.9</b>	<b>2,566.6</b>	<b>361.0</b>	<b>2,715.6</b>	<b>280.8</b>
Court Services	35.0	0.0	35.0	6.0	35.0	0.0
Niagara Regional Housing	0.0	0.0	0.0	0.0	0.0	0.0
Niagara Regional Police Services	1082.0	0.0	1,096.0	0.0	1,108.0	0.0
<b>Subtotal of Outside Boards, Agencies and Commissions</b>	<b>1,117.0</b>	<b>0.0</b>	<b>1,131.0</b>	<b>6.0</b>	<b>1,143.0</b>	<b>0.0</b>
<b>Total of Tax Levy Supported Programs</b>	<b>3,555.5</b>	<b>412.9</b>	<b>3,697.6</b>	<b>367.0</b>	<b>3,858.6</b>	<b>280.8</b>
Water Treatment	81.0	2.0	80.0	1.5	80.0	0.9
Wastewater Treatment	116.6	0.0	116.6	0.0	118.6	1.0
Water and Wastewater Shared Services	65.0	11.0	75.0	4.7	81.0	2.0
<b>Total of Rate Supported Programs</b>	<b>262.6</b>	<b>13.0</b>	<b>271.6</b>	<b>6.2</b>	<b>279.6</b>	<b>3.9</b>
Transit	0.0	0.0	0.0	0.0	409.2	2.0
Waste Management	34.0	0.2	34.0	1.7	34.0	3.7
<b>Total of the Niagara Region</b>	<b>3,852.1</b>	<b>426.1</b>	<b>4,003.2</b>	<b>374.9</b>	<b>4,581.4</b>	<b>290.4</b>

\*For the purposes of comparison, Transit FTE have been removed from the 2022 budget



# Operating Budget

## 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 funding for the majority of regional programs as well as Niagara Regional Housing, Court Services, Niagara Regional Police Service, Niagara Peninsula Conservation Authority. This revenue is derived from property taxes paid by residents and businesses.
- **Rate Taxation** – The main source of funding for water and wastewater services. This revenue is collected from the local area municipalities based on wholesale rates determined by the Region.
- **Special Levies** – The main source of funding for waste management and transit services. This revenue is derived from a special property tax rate for each municipality based on the service level provided to that municipality.
- **Federal and Provincial Grants** – This revenue incorporates transfers of funds from Canada and Ontario for work done on their behalf and are typically conditional based upon proper use and compliance. Federal and Provincial grants for capital works are not incorporated in the schedules below.
- **By-Law Charges and Sales** – These revenues are made up of user fees and are paid as utilized such as but not limited to vaccinations, childcare fees, and public transit tickets, or as a result of non-compliance with specific Regional By-laws such as environmental enforcement. Fees and charges rates are established annually by Council.
- **Other Revenue** – Any sources of income that do not fall within one of the sources of revenue described above such as investment income, donations, and proceeds received on disposal of capital assets.
- **Transfers From Funds** – Transfers from Funds are transfers from reserves established from 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 Appendix section.



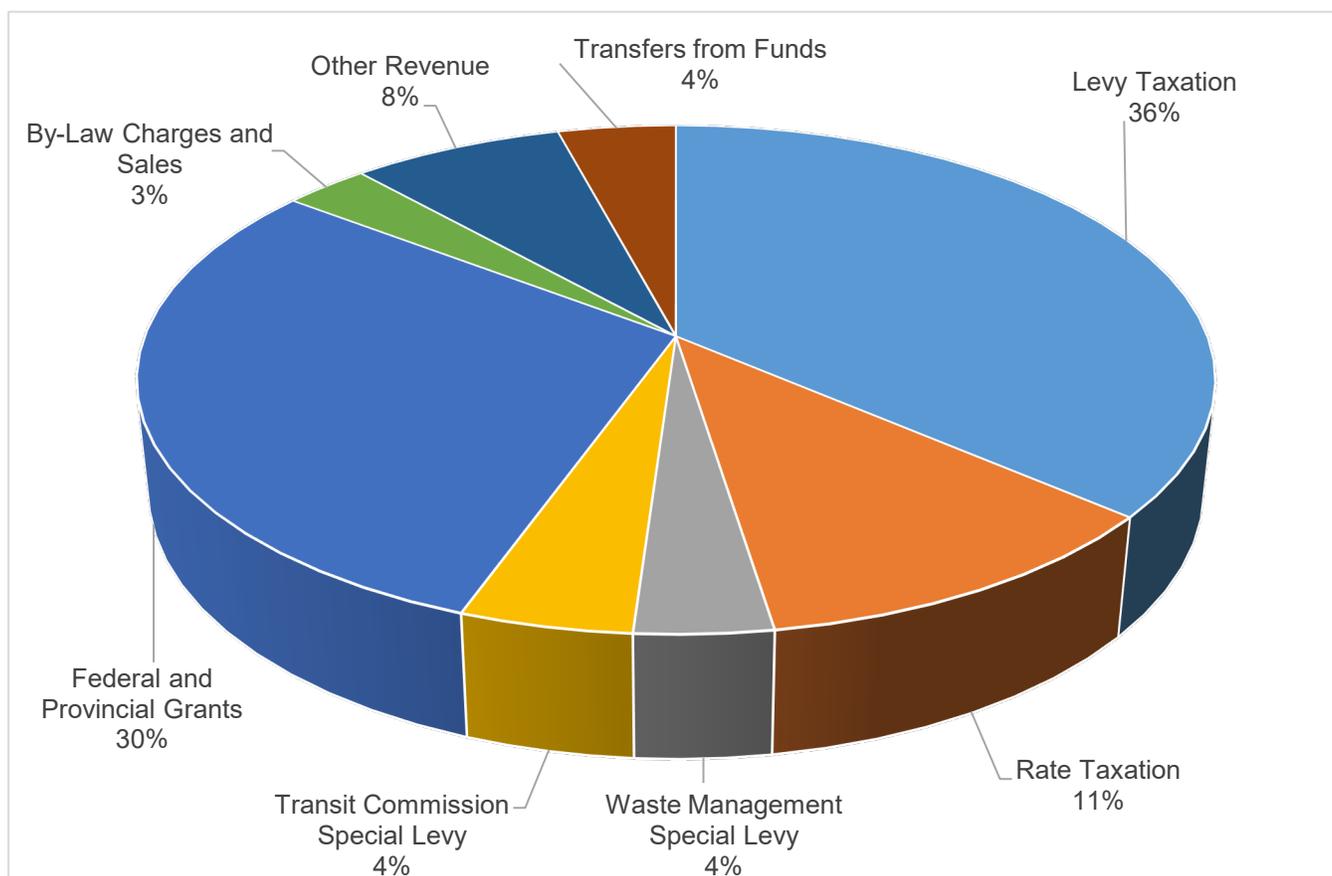
# Operating Budget

## Total Operating Revenue Budget Summary

Amounts in Thousands (\$)

Budget By Division	2022 Budget	2023 Budget	Budget Change
Levy Taxation	423,323	463,149	39,826
Rate Taxation	131,859	143,192	11,333
Waste Management	42,813	45,168	2,355
Special Levy			
Transit Special Levy	0	56,561	56,561
Federal and Provincial Grants	359,904	380,836	20,931
By-Law Charges and Sales*	33,796	38,186	4,391
Other Revenue	85,536	95,474	9,938
Transfers from Funds*	40,256	53,173	12,916
<b>Total Revenue</b>	<b>1,117,488</b>	<b>1,275,739</b>	<b>158,251</b>

\*For the purposes of comparison, 2022 revenue related to Transit has been removed in the amount of \$23,169 thousand.



# Operating Budget

## General Levy Department Revenue Detail (in thousands)

Amounts in thousands (\$)

Revenue Description	2022 Budget	2023 Budget	\$ Change	% Change
Property Tax Levy	(406,137)	(444,447)	(38,310)	9.43%
Payments in Lieu of Taxes	(9,577)	(9,780)	(203)	2.12%
Supplemental Taxes	(7,609)	(8,922)	(1,313)	17.26%
<b>Total of Levy Taxation</b>	<b>(423,323)</b>	<b>(463,149)</b>	<b>(39,826)</b>	<b>9.41%</b>
Corporate Administration	(80)	(80)	0	0.00%
Community Services	(276,049)	(293,362)	(17,313)	6.27%
Public Health and Emergency Services	(73,626)	(76,564)	(2,938)	3.99%
Niagara Regional Housing	(814)	(814)	0	0.00%
Niagara Regional Police	(9,335)	(10,016)	(681)	7.29%
<b>Total of Federal and Provincial Grants</b>	<b>(359,904)</b>	<b>(380,836)</b>	<b>(20,931)</b>	<b>5.82%</b>
General Government	(33)	(13)	20	(60.68%)
Corporate Administration	(4)	(4)	0	0.00%
Corporate Services	(528)	(538)	(10)	1.93%
Community Services	(4,206)	(3,418)	789	(18.75%)
Public Health and Emergency Services	(146)	(141)	6	(3.77%)
Planning and Development	(1,834)	(1,869)	(35)	1.91%
Public Works – Levy*	(2,514)	(2,514)	0	(0.02%)
Niagara Regional Police Service	(5,940)	(5,793)	148	(2.48%)
<b>Total of By-Law Charges and Sales</b>	<b>(15,206)</b>	<b>(14,289)</b>	<b>917</b>	<b>(6.03%)</b>
Niagara Regional Housing	(16,885)	(18,231)	(1,346)	7.97%
Other Court Services	(11,212)	(10,340)	872	(7.78%)
Development Charges	(230)	(1,063)	(833)	361.96%
Investment Income	(17,192)	(17,340)	(148)	0.86%
Rebates	(434)	(901)	(467)	107.77%
Seniors Home Accommodations	(23,929)	(24,524)	(595)	2.49%
Secondments	(1,938)	(2,317)	(378)	19.53%
Licenses and permits	(1,123)	(1,288)	(165)	14.66%
Proceeds on the Disposal of Capital	(1,029)	(715)	314	(30.51%)
Telecommunications Tower	(85)	(68)	17	(20.00%)
Shared Service Reimbursements	(501)	(534)	(34)	6.69%
Other Revenue	(2,457)	(3,092)	(635)	25.86%
<b>Total of Other Revenue</b>	<b>(77,013)</b>	<b>(80,412)</b>	<b>(3,399)</b>	<b>4.41%</b>
Transfers from Reserve Funds*	(36,816)	(48,760)	(11,994)	32.44%
Niagara Health System internal loan interest	(382)	(368)	15	(3.79%)
<b>Total of Transfers from Funds</b>	<b>(37,199)</b>	<b>(49,128)</b>	<b>(11,929)</b>	<b>32.07%</b>
<b>Total Levy Department Revenue</b>	<b>(912,645)</b>	<b>(987,814)</b>	<b>(75,168)</b>	<b>8.24%</b>

\* For the purposes of comparison, 2022 revenue related to Transit has been removed in the amount of \$23,169 thousand.

# Operating Budget

## Rate Department Revenue Detail

Amounts in thousands (\$)

Revenue Description	2022 Budget	2023 Budget	\$ Change	% Change
Wastewater Fixed Requisition	(83,341)	(92,150)	(8,808)	10.57%
Water Fixed Requisition	(12,129)	(12,761)	(631)	5.20%
Water Variable Rate	(36,388)	(38,282)	(1,894)	5.20%
<b>Total of Rate Taxation</b>	<b>(131,859)</b>	<b>(143,192)</b>	<b>(11,333)</b>	<b>8.59%</b>
Water Operations	(12)	(12)	0	0.00%
Wastewater Operations	(1,527)	(1,653)	(126)	8.28%
<b>Total of By-Law Charges and Sales</b>	<b>(1,539)</b>	<b>(1,665)</b>	<b>(126)</b>	<b>8.21%</b>
Development Charges	(1,550)	(2,000)	(450)	29.03%
License and Permit	(1)	(1)	0	0.00%
Proceeds on the Disposal of Capital Assets	(5)	(4)	1	(11.96%)
Telecommunications Tower	(374)	(377)	(3)	0.79%
Other Revenue	(82)	(83)	(1)	1.69%
<b>Total of Other Revenue</b>	<b>(2,012)</b>	<b>(2,466)</b>	<b>(454)</b>	<b>22.55%</b>
Transfers from Funds	(126)	(500)	(374)	297.46%
<b>Total of Transfers from Funds</b>	<b>(2,932)</b>	<b>(3,366)</b>	<b>(434)</b>	<b>14.80%</b>
<b>Total of Rate Department Revenue</b>	<b>(135,536)</b>	<b>(147,823)</b>	<b>(12,287)</b>	<b>9.07%</b>

## Waste Management Special Levy Revenue Detail

Amounts in thousands (\$)

Revenue Description	2022 Budget	2023 Budget	\$ Change	% Change
Waste Management Levy	(42,813)	(45,168)	(2,355)	5.50%
<b>Total of Special Levy Taxation</b>	<b>(42,813)</b>	<b>(45,168)</b>	<b>(2,355)</b>	<b>5.50%</b>
Waste Management Operations	(17,051)	(8,165)	8,886	(52.11%)
<b>Total of By-Law Charges and Sales</b>	<b>(17,051)</b>	<b>(8,165)</b>	<b>8,886</b>	<b>(52.11%)</b>
Development Charges	(30)	(30)	0	0.00%
Other Revenue	(6,480)	(6,723)	(243)	3.75%
<b>Total of Other Revenue</b>	<b>(6,510)</b>	<b>(6,753)</b>	<b>(243)</b>	<b>3.73%</b>
Transfers from Funds	(2,932)	(3,366)	(434)	14.80%
<b>Total of Transfers from Funds</b>	<b>(2,932)</b>	<b>(3,366)</b>	<b>(434)</b>	<b>14.80%</b>
<b>Total of Waste Management Department Revenue</b>	<b>(69,307)</b>	<b>(63,452)</b>	<b>5,855</b>	<b>(8.45%)</b>



# Operating Budget

## Transit Special Levy Revenue Detail

Amounts in thousands (\$)

Revenue Description	2022 Budget	2023 Budget	\$ Change	% Change
Niagara Transit Commission Special Levy	0	(56,561)	(56,561)	100.00%
<b>Total of Special Levy Taxation</b>	<b>0</b>	<b>(56,561)</b>	<b>(56,561)</b>	<b>100.00%</b>
Transit Operations	0	(14,067)	(14,067)	100.00%
<b>Total of By-Law Charges and Sales</b>	<b>0</b>	<b>(14,067)</b>	<b>(14,067)</b>	<b>100.00%</b>
Provincial Gas Tax	0	(1,615)	(1,615)	100.00%
Other Revenue	0	(4,228)	(4,228)	100.00%
<b>Total of Other Revenue</b>	<b>0</b>	<b>(5,842)</b>	<b>(5,842)</b>	<b>100.00%</b>
Transfers from Funds	0	(179)	(179)	100.00%
<b>Total of Transfers from Funds</b>	<b>0</b>	<b>(179)</b>	<b>(179)</b>	<b>100.00%</b>
<b>Total of Transit Special Levy Revenue</b>	<b>0</b>	<b>(76,650)</b>	<b>(76,650)</b>	<b>100.00%</b>



# Operating Budget

## Operating Budgets by Object of Expenditure

### General Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2022 Budget	2023 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	469,923	495,504	25,581	5.44%
Administrative	33,013	34,901	1,888	5.72%
Operational and Supply	33,127	32,654	(473)	(1.43%)
Occupancy and Infrastructure	33,668	36,925	3,257	9.67%
Equipment, Vehicle, and Technology	19,106	22,842	3,737	19.56%
Community Assistance	213,775	221,048	7,273	3.40%
Partnership, Rebate, and Exemption	20,282	49,406	28,904	143.60%
Financial Expenditures	73,654	74,014	360	0.49%
Transfers to Funds	44,362	54,712	10,349	23.33%
Expense Allocations to Capital	(140)	(140)	0	0.00%
Intercompany Charges	(2,138)	(2,325)	(187)	8.77%
<b>Gross Expenditure</b>	<b>938,631</b>	<b>1,019,540</b>	<b>80,689</b>	<b>8.62%</b>
Taxation	(423,323)	(463,149)	(39,606)	9.41%
Federal and Provincial Grants	(359,904)	(380,836)	(20,931)	5.82%
By-Law Charges and Sales	(15,206)	(14,289)	917	(6.03%)
Other Revenue	(77,013)	(80,412)	(3,399)	4.41%
Transfers from Funds	(37,199)	(49,128)	(11,929)	32.07%
<b>Gross Revenue</b>	<b>(506,508)</b>	<b>(543,366)</b>	<b>(36,638)</b>	<b>7.28%</b>
<b>Net Direct Expenditure Before Indirect Allocations</b>	<b>432,123</b>	<b>476,173</b>	<b>44,051</b>	<b>10.19%</b>
Indirect Allocation	(9,206)	(13,045)	(3,839)	41.71%
Capital Financing Allocation	(16,780)	(18,681)	(1,901)	11.33%
<b>Indirect Allocation</b>	<b>(25,986)</b>	<b>(31,726)</b>	<b>(5,741)</b>	<b>22.09%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>406,137</b>	<b>444,447</b>	<b>38,310</b>	<b>9.43%</b>

# Operating Budget

## Rate Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2022 Budget	2023 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	25,566	26,991	1,424	5.57%
Administrative	2,244	2,813	569	25.34%
Operational and Supply	15,008	17,352	2,344	15.62%
Occupancy and Infrastructure	18,422	18,027	(395)	(2.14%)
Equipment, Vehicle, and Technology	6,397	7,047	650	10.16%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	3,186	4,067	881	27.64%
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	40,655	47,676	7,021	17.27%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	1,983	2,163	180	9.06%
<b>Gross Expenditure</b>	<b>113,462</b>	<b>126,136</b>	<b>12,674</b>	<b>11.17%</b>
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(1,539)	(1,665)	(126)	8.21%
Other Revenue	(2,012)	(2,466)	(454)	22.55%
Transfers from Funds	(126)	(500)	(374)	297.46%
<b>Gross Revenue</b>	<b>(3,677)</b>	<b>(4,631)</b>	<b>(954)</b>	<b>25.95%</b>
<b>Net Direct Expenditure Before Indirect Allocations</b>	<b>109,785</b>	<b>121,504</b>	<b>11,719</b>	<b>10.67%</b>
Indirect Allocation	5,418	5,352	(66)	(1.22%)
Capital Financing Allocation	16,656	16,336	(320)	(1.92%)
<b>Indirect Allocation</b>	<b>22,074</b>	<b>21,688</b>	<b>(387)</b>	<b>(1.75%)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>131,859</b>	<b>143,192</b>	<b>11,333</b>	<b>8.59%</b>



# Operating Budget

## Waste Management Special Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2022 Budget	2023 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	3,995	4,227	232	5.82%
Administrative	1,364	1,131	(233)	(17.08%)
Operational and Supply	54,970	54,260	(710)	(1.29%)
Occupancy and Infrastructure	1,557	1,067	(490)	(31.46%)
Equipment, Vehicle, and Technology	1,180	613	(567)	(48.06%)
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	225	245	20	8.92%
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	4,136	0	(4,136)	(100.00%)
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	154	162	8	4.97%
<b>Gross Expenditure</b>	<b>67,580</b>	<b>61,705</b>	<b>(5,875)</b>	<b>(8.69%)</b>
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(17,051)	(8,165)	8,886	(52.11%)
Other Revenue	(6,510)	(6,753)	(243)	3.73%
Transfers from Funds	(2,932)	(3,366)	(434)	14.80%
<b>Gross Revenue</b>	<b>(26,493)</b>	<b>(18,284)</b>	<b>8,209</b>	<b>(30.99%)</b>
<b>Net Direct Expenditure Before Indirect Allocations</b>	<b>41,087</b>	<b>43,421</b>	<b>2,334</b>	<b>5.68%</b>
Indirect Allocation	1,602	1,599	(4)	(0.24%)
Capital Financing Allocation	124	148	24	19.76%
<b>Indirect Allocation</b>	<b>1,726</b>	<b>1,747</b>	<b>21</b>	<b>1.19%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>42,813</b>	<b>45,168</b>	<b>2,355</b>	<b>5.50%</b>



# Operating Budget

## Transit Special Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2022 Budget	2023 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	-	36,763	36,763	100.00%
Administrative	-	2,569	2,569	100.00%
Operational and Supply	-	16,169	16,169	100.00%
Occupancy and Infrastructure	-	0	0	0.00%
Equipment, Vehicle, and Technology	-	9,182	9,182	100.00%
Community Assistance	-	0	0	0.00%
Partnership, Rebate, and Exemption	-	0	0	0.00%
Financial Expenditures	-	0	0	0.00%
Transfers to Funds	-	3,675	3,675	100.00%
Expense Allocations to Capital	-	0	0	0.00%
Intercompany Charges	-	0	0	0.00%
<b>Gross Expenditure</b>	-	<b>68,358</b>	<b>68,358</b>	<b>100.00%</b>
Federal and Provincial Grants	-	0	0	0.00%
By-Law Charges and Sales	-	(14,067)	(14,067)	100.00%
Other Revenue	-	(5,842)	(5,842)	100.00%
Transfers from Funds	-	(179)	(179)	100.00%
<b>Gross Revenue</b>	-	<b>(20,088)</b>	<b>(20,088)</b>	<b>100.00%</b>
<b>Net Direct Expenditure Before Indirect Allocations</b>	-	<b>48,270</b>	<b>48,270</b>	<b>100.00%</b>
Indirect Allocation	-	6,095	6,095	100.00%
Capital Financing Allocation	-	2,197	2,197	100.00%
<b>Indirect Allocation</b>	-	<b>8,292</b>	<b>8,292</b>	<b>100.00%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	-	<b>56,561</b>	<b>56,561</b>	<b>100.00%</b>



# Operating Budget

## Multi-year Operating Budgets

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 Levy Forecasted Budget

Category	2024 Forecast	2025 Forecast
Departments Base Inflation & Subsidy Pressure	2.4%	2.1%
2022 Tax Deferral	0.7%	0.0%
Capital Financing	2.5%	2.5%
New Programs	0.6%	0.1%
Agencies, Boards & Commissions	2.3%	2.0%
Bill 23 Impacts per CSD 14-2023	3.9%	0.0%
<b>Total Before Assessment Growth</b>	<b>12.4%</b>	<b>6.7%</b>
Assessment Growth	(1.5%)	(1.5%)
<b>Annual Increase</b>	<b>10.9%</b>	<b>5.2%</b>

Items that are affecting the multi-year forecast include:

- Base inflation and continued decline of upper-level government funding for housing provider costs
- Tax Deferral impacts
- Capital financing to support the 2021 Asset Management Plan
- New Tax Increment Grants
- Pressure in Agencies, Boards & Commissions mainly as a result of anticipated increases in Niagara Regional Police Services due to inflation, and contract and benefits increases
- Anticipated impacts of Bill 23, More Homes Faster Act

To note, the anticipated multi-year forecast does not reflect changes made by Council.



# Operating Budget

## Multi-year Rate Forecasted Budget

Category	2023 Budget	2024 Forecast	2025 Forecast
Base Pressures		2.0%	2.0%
Capital Financing		5.0%	5.0%
<b>Annual Increase</b>	<b>8.6%</b>	<b>7.0%</b>	<b>7.0%</b>

Pressures impacting the multi-year are:

- Base pressures including inflation, current union contracts, utilities, and fuel prices
- Capital financing to support the 2021 Asset Management Plan

## Multi-year Waste Management Forecasted Budget

Category	2024 Forecast	2025 Forecast
Base Change	(13.6%)	(5.2%)
Reserve Transfer Change	0.7%	0.0%
Mitigation Change	12.0%	3.9%
Replenishment Change	2.9%	3.3%
<b>Total Before Assessment Growth</b>	<b>2.0%</b>	<b>2.0%</b>

Pressures and Opportunities in the multi-year forecast include:

- Base pressures including inflationary pressures, contract increases and fuel price increases
- Program change impacts on the multi-year budget including the MRF divestiture effective April 2023 and transition to End Producer Responsibility (“EPR”) January 1, 2024
- Waste Management Stabilization Reserve replenishment strategy to replenish stabilization reserve and bring reserve balance back within funding targets
- Reintroduction of transfers to capital beginning in 2024 and fully reinstated by 2025 (amounts were temporarily eliminated in 2024 as a budget mitigation strategy).



# Operating Budget

## Multi-year Transit Special Levy Forecasted Budget

Category	2024 Forecast	2025 Forecast
Base Pressures	4.9%	3.2%
Fuel	3.1%	0.0%
Transfers to Capital Reserves	3.9%	3.9%
Phase out of Provincial Gas Tax	0.5%	0.5%
Niagara College Service Enhancements	3.6%	0.0%
Revenue Growth: Niagara College	(7.3%)	0.0%
Revenue Growth: Farebox	(2.4%)	0.0%
<b>Total</b>	<b>6.5%</b>	<b>7.7%</b>

Pressures and Opportunities in the multi-year forecast include:

- Base pressures including inflationary pressures, contract increases
- Diesel fuel price increases
- Transfers to Capital Reserves to support sustainability
- Phase out of Provincial Gas Tax over 5 years
- Service enhancements to support Niagara College; offset by revenue increases
- Farebox revenue increases as business returns to pre-pandemic levels





## **Section 4 – Department Summaries**



# Department Summaries - Governance

## 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 several 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	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 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
<b>Total</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>



## Department Summaries - Governance

### Operating Budget Summary

Council approved Governance budget before indirect allocations of \$2,280 gross and net. The Governance budget including program support and capital financing allocations amounted to \$2,686 gross and net.

**Labour Related Costs** – The increase of \$114 relates to forecasted increases of salaries, benefits, and payroll related costs. The Chair salary increased due to salary gross up to offset tax change enacted in 2019.

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Labour Related Costs	1,901	2,005	2,119	114	5.7%
Administrative	60	155	155	0	0.0%
Operational and Supply	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	2	2	2	0	0.0%
Partnership, Rebates, and Exemptions	0	3	3	0	0.0%
Intercompany Charges	4	1	1	0	0.0%
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>1,967</b>	<b>2,165</b>	<b>2,280</b>	<b>114</b>	<b>5.3%</b>
Program Support Allocation	398	352	353	0	0.0%
Capital Financing Allocation	15	81	53	(28)	(34.4%)
<b>Indirect Allocation</b>	<b>413</b>	<b>434</b>	<b>406</b>	<b>(28)</b>	<b>(6.5%)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>2,380</b>	<b>2,599</b>	<b>2,686</b>	<b>86</b>	<b>3.3%</b>



# Department Summaries – General Government (Grants and Expenditures)

## 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 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 increment grants, and other Niagara Region Incentives Policy grants.

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 Services and Planning and Development departments.

### Operating Budget Summary

Council approved General Government budget before indirect allocations of \$149,315 gross and \$125,423 net. This represents a \$17,660 net increase, or 16.4 per cent, over the prior year's approved budget of \$107,763. The General Government budget including capital financing allocations amounted to \$24,417, representing a \$6,338 net increase, or 35.1 per cent over the prior year.

**Partnership, Rebates, and Exemptions** – The increase of \$27,972 is as a result of Council's approved Incentives Policy, the 2022 Development Charge by-law and the associated impacts of the Province of Ontario Bill 23, More Homes Faster Act.

**Financial Expenditures** – The increase of \$746 supports capital financing in 2023.

**Transfers to Funds** – The increase of \$10,934 relates to \$10,557 as a result of the approval of 2.5% capital financing to support the 2021 Asset Management Plan and \$414 for capital funding for the Canada Summer Games facility (previously under grants).



## Department Summaries – General Government (Grants and Expenditures)

**Transfers from Funds** –The increase of \$21,111 is primarily in relation to transfers from the Taxpayer Relief Reserve to fund the anticipated impacts in Partnership, Rebates, and Exemptions of the Province of Ontario Bill 23, More Homes Faster Act

**Capital Financing Allocation** – The increase of \$11,322 primarily relates to increases of \$10,557 to recover transfers to reserve for capital financing and \$879 related to debt charge financial expenditure for the NTC (previously allocated to LAMs).

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Administrative	11	0	0	0	0.0%
Occupancy and Infrastructure	57	60	61	1	1.7%
Partnership, Rebates, and Exemptions	7,355	12,787	40,759	27,972	218.8%
Financial Expenditures	45,092	65,029	65,776	746	1.1%
Transfers to Funds	50,403	31,785	42,719	10,934	34.4%
Intercompany Charges	0	0	0	0	0.0%
<b>Gross Expenditure</b>	<b>102,918</b>	<b>109,661</b>	<b>149,315</b>	<b>39,654</b>	<b>36.2%</b>
Other Revenue	0	0	(883)	(883)	0.0%
Transfers from Funds	(7,607)	(1,898)	(23,009)	(21,111)	1112.3%
<b>Gross Revenue</b>	<b>(7,607)</b>	<b>(1,898)</b>	<b>(23,892)</b>	<b>(21,994)</b>	<b>1158.8%</b>
<b>Net Direct Expenditure Before Indirect Allocations</b>	<b>95,311</b>	<b>107,763</b>	<b>125,423</b>	<b>17,660</b>	<b>16.4%</b>
Capital Financing Allocation	(83,916)	(89,685)	(101,007)	(11,322)	12.6%
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>11,395</b>	<b>18,078</b>	<b>24,417</b>	<b>6,338</b>	<b>35.1%</b>



## Department Summaries – General Government (Net Revenue)

### 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 and investment income. Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC) make up the majority of the net revenue budget and are the result of our property tax levy on our residents.

#### 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 in Corporate Services.

#### Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$26,729. This represents a \$612 increase, or 2.3% per cent, over the prior year's approved budget of \$26,115.

**Financial Expenditures** – The decrease of \$366 is the result of revisions to the expected tax write offs based on updated trends.

**Transfers to Funds** – The decrease of \$1,147 is mainly as a result of a reduction in the transfer to the Taxpayer Relief Reserve of \$850 in order to mitigate tax increases.

**Taxation** – The increase of \$1,516 is the result of an increased estimate for supplemental taxes and Payment in Lieu of taxes to match historical trends.

**Transfers from Funds** – The decrease of \$2,298 is the result of a reduction of the 2022 tax deferral by \$2,000.



## Department Summaries – General Government (Net Revenue)

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Administrative	7,406	6,331	6,313	(18)	(0.3%)
Occupancy and Infrastructure	55	88	90	2	2.3%
Partnership, Rebates, and Exemptions	513	204	236	32	15.7%
Financial Expenditures	10,013	7,049	6,682	(366)	(5.2%)
Transfers to Funds	3,631	2,185	1,038	(1,147)	(52.5%)
Intercompany Charges	8,244	(80)	(95)	(15)	18.8%
<b>Gross Expenditure</b>	<b>29,862</b>	<b>15,777</b>	<b>14,263</b>	<b>(1,512)</b>	<b>(9.6%)</b>
Taxation	(18,019)	(17,186)	(18,702)	(1,516)	8.8%
Federal and Provincial Grants	(8,629)	0	0	0	0.0%
By-Law Charges and Sales	(15)	(33)	(13)	20	(60.6%)
Other Revenue	(13,101)	(18,070)	(17,893)	177	(1.0%)
Transfers from Funds	(4,715)	(6,603)	(4,384)	2,219	(33.6%)
<b>Gross Revenue</b>	<b>(44,479)</b>	<b>(41,892)</b>	<b>(40,992)</b>	<b>900</b>	<b>(2.1%)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>(14,617)</b>	<b>(26,115)</b>	<b>(26,729)</b>	<b>(612)</b>	<b>(2.3%)</b>



# Department Summaries – Corporate Administration

## Corporate Administration

### What does Corporate Administration do?

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



## Department Summaries – Corporate Administration

**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.

**Niagara Economic Development (NED)** 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 emerging sectors; providing strategic growth 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 (LAM's) Local Area Municipalities, post-secondary institutions, and various community partners. Through this work (NED) continues to implement the 10 Year Economic Development Strategy with the vision to Inspire, Invest and Grow Niagara!

### How is Corporate Administration measured?

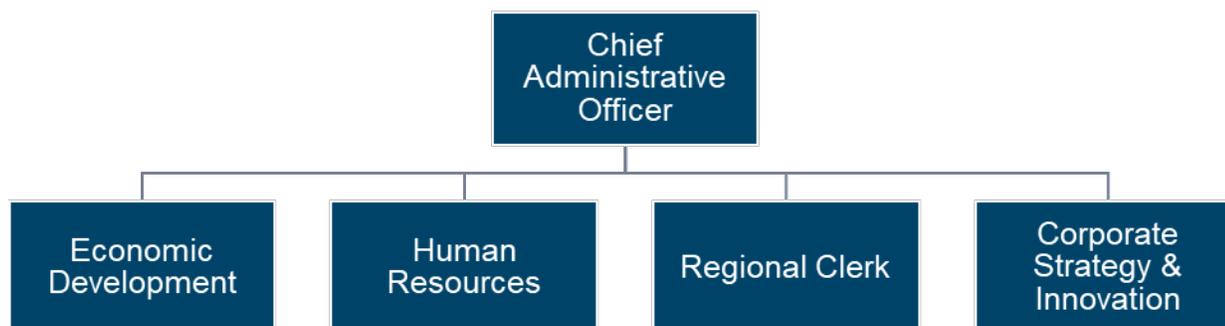
Please refer to [Appendix 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Employment Rate	58.8%	53.1%	Increase
Housing Starts	3,269	2,771	Increase
Residential Building Construction	\$1.05B	\$1.11B	Increase
Freedom of Information Requests	130	126	N/A



## Department Summaries – Corporate Administration

### Who works for Corporate Administration?



Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Chief Administrative Officer's Office	3.0	0.0	3.0	0.0	3.0	0.0
Corporate Strategy and Innovation	15.0	2.0	18.0	0.0	18.0	0.0
Economic Development	8.0	1.0	9.0	0.5	9.0	1.0
Clerks	19.3	0.0	16.0	0.0	16.0	0.0
Human Resources*	46.0	1.0	51.0	6.8	54.0	9.3
<b>Total</b>	<b>91.3</b>	<b>4.0</b>	<b>97.0</b>	<b>7.3</b>	<b>100.0</b>	<b>10.3</b>

\*Niagara Region Transit is supported by the Niagara Region through a shared services arrangement with the Niagara Region providing support in the areas of Human Resources, Facilities, Finance, Legal, and Procurement. The Niagara Region supports Niagara Region Transit with a shared services permanent full time equivalent compliment of 12.00 as well as a temporary full time equivalent compliment of 3.33.



## Department Summaries – Corporate Administration

### Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$17,918 gross and \$16,205 net. The Corporate Administration budget including program support and capital financing allocations amounted to \$8,853 gross and \$8,136 net.

**Labour Related Costs** – The increase of \$979 forecasted increases of salaries, benefits and payroll related costs.

**Administrative** – The decrease of \$81 is mainly due to reduction of the marketing budget in Economic Development.

**Equipment, Vehicles, and Technology** – The increase of \$122 is mainly the increased licencing fees for incident monitor and strategic planning software.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	10,945	12,469	13,448	979	7.9%
Administrative	2,747	3,997	3,916	(81)	(2.0%)
Operational and Supply	117	219	219	-	0.0%
Occupancy and Infrastructure	-	-	-	-	0.0%
Equipment, Vehicles, and Technology	117	119	241	122	102.5%
Partnership, Rebates, and Exemptions	2,316	298	298	0	0.0%
Transfers to Funds	1,173	0	0	0	0.0%
Intercompany Charges	(696)	(180)	(205)	(25)	13.9%
<b>Gross Expenditure</b>	<b>16,719</b>	<b>16,922</b>	<b>17,918</b>	<b>995</b>	<b>5.9%</b>
Federal and Provincial Grants	(2,039)	(80)	(80)	0	0.0%
By-Law Charges and Sales	(8)	(4)	(4)	0	0.0%
Other Revenue	(173)	(120)	(120)	0	0.0%
Transfers from Funds	(1,634)	(1,313)	(1,509)	(196)	14.9%
<b>Gross Revenue</b>	<b>(3,854)</b>	<b>(1,517)</b>	<b>(1,713)</b>	<b>(196)</b>	<b>12.9%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>12,865</b>	<b>15,405</b>	<b>16,205</b>	<b>800</b>	<b>5.2%</b>
Program Support Allocation	(7,455)	(8,301)	(8,826)	(525)	6.3%
Capital Financing Allocation	156	232	276	44	19.0%
<b>Indirect Allocation</b>	<b>(7,299)</b>	<b>(8,069)</b>	<b>(8,550)</b>	<b>(481)</b>	<b>6.0%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>5,566</b>	<b>7,336</b>	<b>7,655</b>	<b>319</b>	<b>4.3%</b>



## Department Summaries – Corporate Administration

### COVID-19 Impacts

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

Amounts in thousands (\$)

Object of Expenditure	Amount
Labour Related Costs	493
Transfers from Funds	(493)
<b>Total</b>	<b>0</b>

Full time Equivalents	Perm	Temp
FTEs	0	6.0



# Department Summaries – Corporate Services

## 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.



## Department Summaries – 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.

### How is Corporate Services measured?

Please refer to [Appendix 8](#) for further details on these departmental measures.

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	6.7%	6.9%	Less than 25%



## Department Summaries – Corporate Services

### Who works for Corporate Services?



Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Corporate Services Administration	2.0	0.0	3.0	0.0	3.0	0.0
Internal Audit	1.0	0.0	0.0	0.0	0.0	0.0
IT solutions	51.0	4.0	51.0	7.0	51.0	7.0
Business Licensing	6.0	0.0	6.0	0.5	6.0	0.5
Construction, Energy, and Facilities Management*	40.9	6.4	48.4	8.6	52.4	6.7
Financial Management and Planning*	62.0	2.0	61.0	2.4	70.0	1.0
Procurement and Strategic Acquisitions*	17.0	0.0	18.0	0.0	19.0	0.0
Legal Services*	12.0	0.0	13.0	0.0	14.0	0.0
Asset Management Office	11.0	0.0	9.0	0.0	9.0	0.0
<b>Total</b>	<b>202.9</b>	<b>12.4</b>	<b>209.4</b>	<b>18.5</b>	<b>224.4</b>	<b>15.2</b>

\*Niagara Region Transit is supported by the Niagara Region through a shared services arrangement with the Niagara Region providing support in the areas of Human Resources, Facilities, Finance, Legal, and Procurement. The Niagara Region supports Niagara Region Transit with a shared services

## Department Summaries – Corporate Services

permanent full time equivalent compliment of 12.00 as well as a temporary full time equivalent compliment of 3.33

### **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 \$4,832 gross and \$1,422 net.

**Administrative** – The increase of \$2,282 is mainly the result of an increase in the regional insurance premium of \$2,566 due to introduction of Niagara Transit Commission and other net increases of \$85. This is partially offset by savings in Consulting projects that occurred in 2022 (building condition assessments) of \$182, reduction in Third Party claim payouts of \$187.

**Occupancy and Infrastructure** – The increase of \$1,324 is mainly the result of the introduction of shared services for Niagara Transit Commission of \$2,190, an increase in grounds maintenance services of \$213, an increase in janitorial services of \$220. The is partially offset by savings in enhanced cleaning and supplies for all regional buildings related to COVID-19 of \$1,244 and security at regional facilities of \$50 and other net savings of \$5.

**Equipment, Vehicles and Technology** – The increase of \$1,041 is the result of increases in software support and licensing for the Region of \$740, the introduction of shared services for Niagara Transit Commission of \$285 and other net increases of \$16.

**Occupancy and Infrastructure** – The increase of \$1,324 is mainly the result of the introduction of shared services for Niagara Transit Commission of \$2,190, an increase in grounds maintenance services of \$213, an increase in janitorial services of \$220. The is partially offset by savings in enhanced cleaning and supplies for all regional buildings related to COVID-19 of \$1,244 and security at regional facilities of \$50 and other net savings of \$5

**Transfers from Funds** – The decrease of \$1,959 mainly relates to a decrease in COVID-19 related costs funding from 2022.

**Indirect Allocation** – The increase of \$7,598 is due to budget increases to allocated divisions as outlined above.



## Department Summaries – Corporate Services

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Labour Related Costs	20,328	22,195	24,005	1,810	8.2%
Administrative	5,080	7,493	9,776	2,283	30.5%
Operational and Supply	247	409	322	(87)	(21.3%)
Occupancy and Infrastructure	8,070	10,501	11,825	1,324	12.6%
Equipment, Vehicles, and Technology	3,205	3,841	4,882	1,041	27.1%
Financial Expenditures	0	0	0	0	0.0%
Transfers to Funds	1,254	0	340	340	0.0%
Intercompany Charges	(2,082)	138	173	35	25.4%
<b>Gross Expenditures</b>	<b>36,101</b>	<b>44,576</b>	<b>51,322</b>	<b>6,746</b>	<b>15.1%</b>
Federal and Provincial Grants	(72)	0	0	0	0.0%
By-Law Charges and Sales	(326)	(528)	(538)	(10)	1.9%
Other Revenue	(1,214)	(939)	(1,827)	(888)	94.6%
Transfers from Funds	(595)	(2,771)	(812)	1,959	(70.7%)
<b>Gross Revenue</b>	<b>(2,207)</b>	<b>(4,238)</b>	<b>(3,176)</b>	<b>1,061</b>	<b>(25.0%)</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>33,894</b>	<b>40,338</b>	<b>48,146</b>	<b>7,808</b>	<b>19.4%</b>
Program Support Allocation	(33,489)	(39,144)	(46,777)	(7,633)	19.5%
Capital Financing Allocation	6	18	53	35	194.4%
<b>Indirect Allocation</b>	<b>(33,483)</b>	<b>(39,126)</b>	<b>(46,724)</b>	<b>(7,598)</b>	<b>19.4%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>411</b>	<b>1,212</b>	<b>1,422</b>	<b>210</b>	<b>17.3%</b>

### COVID-19 Impacts

COVID-19 pressure due to enhanced facility janitorial services at the Welland Courthouse per MAG regulations and reporting requirements of the province.

Amounts in thousands (\$)

<b>Object of Expenditure</b>	<b>Amount</b>
Labour Related Costs	86
Administrative	2
Operational & Supply	0
Occupancy & Infrastructure	35
Other Revenue	0
Transfers from funds	(88)
Indirect Allocation	(35)
<b>Total</b>	<b>0</b>

<b>Full time Equivalents</b>	<b>Perm</b>	<b>Temp</b>
FTEs	0	1.0

## Department Summaries – Corporate Services

### Capital Budget Summary (in thousands)

The 2023 capital program represents 25 projects budgeted at \$11,086.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	11,086
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>11,086</b>

Major highlights of the 2023 Corporate Services capital program include IT desktop computer and laptop replacement and several IT software/hardware projects focusing on improving cyber security at the Niagara Region.

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2023 IT Application Performance Monitoring Software	100	Application performance monitoring software for all IT resources that manage/administer applications. This will facilitate better troubleshooting and problem solving when performance related issues are encountered with our application portfolio.
2023 IT Asset Discovery Software	210	Security and data asset discovery and dependency mapping solution for visibility into hardware, software, and service dependencies across multi-cloud environments.
2023 IT Adobe Acrobat Software Replacement	156	Replacement of Adobe Acrobat Software.
2023 IT Virtual Server Host Replacement	450	Replacement of virtual server hosts that support various workloads and servers across the organization due to end-of-life support from vendor.
2023 IT Secure Email Gateway Replacement	790	Replacement of current email filtering product due to end of life and increased cyber threat/risk to the Region.
2023 IT Endpoint Security Detection and Management Tool	1,100	Replacement of current antivirus solution with fully managed premium endpoint security detection and management tool (XDR MDR 24x7 threat hunting services).
2023 IT Firewall Replacements	300	Replacement of current corporate edge firewalls due to end of life and increased capacity/security requirements.



## Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
2023 IT Council Chambers Technology Upgrade	350	Replacement and modernizing of equipment no longer supported. This equipment is used to film and stream Regional Council meetings within Council Chambers.
2023 IT Desktop Computer and Laptop Replacement	2,750	Replacement of Desktops, Laptops and accessories that have reached the end of their useful life.
2023 IT LTC Patient Care iPads	80	Replace iPads used for patient care in LTC homes that have reached the end of their usable life on the network due to exceeding the vendor supported lifecycle.
2023 IT Business Unit Server Replacement	300	Replacement of servers used in the processing of daily systems backups and restore due to end-of-life support from vendor.
2023 IT Tape Library Replacement	120	Replacement of current tape backup library at primary data center due to end-of-life with no further manufacturer support.
2023 IT Storage Area Network Replacement	150	Replacement of fiber switches used in the storage area network (SAN) that houses the majority of Region's data due to end-of-life support from vendor.
2023 IT Virtual Desktop Replacement	300	Replacement of servers that support over 200 virtual desktops used across various business areas due to end-of-life support from vendor.
2023 IT iPad Replacement	110	Replacement of the iPads for Corporate Users that have reached the end of their vendor supported lifecycle.
2023 IT Cloud Based Control System	350	Cloud access controller software solution - used to control the security for all IaaS and SaaS applications that the Niagara Region currently uses.
2023 CE&FM Thorold Yard Wash Bay Structural Repair	150	Thorold wash bay structural repair, sandblasting, and epoxy coating to prevent further decay
2023 CE&FM Annual Code & Legislative Compliance	600	Funds to rectify code infractions and facility non-compliance, including AODA deficiencies.
2023 CE&FM UPS Replacement and Overhaul Program	800	Overhaul of uninterrupted power supply (UPS systems). Replacement of expired units and installation of backup units for critical infrastructure.
2023 CE&FM Remediation of Generator Fuel Storage Tanks	250	Repair or replacement of diesel fuel storage tanks at six sites.

## Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
2023 CE&FM Roof Safety - Design and Installation of Fall Prevention and Arrest Systems	300	Review, design, and installation of fall prevention and fall arrest systems on facility roofs.
2023 CE&FM Niagara Region HQ - Campbell West Chiller Replacement	750	Replacement of Campbell West Chiller that has reached end of service life.
2023 CE&FM Niagara Region HQ - High Voltage Switch Replacement	300	Replacement of the Main Electrical Switch that powers Niagara Region Headquarters
2023 CE&FM Niagara Falls SAEO Ceiling and LED Light Upgrade	200	Replacement of Ceiling Grid and Lights at the Niagara Falls SAEO and Business Licensing building.
2023 CE&FM Pelham Yard Structural and Paving	120	Excavation and repair of Pelham Yard Office building foundation. Replacement of asphalt.
<b>Total</b>	<b>\$11,086</b>	



# Department Summaries – Community 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, Social Assistance and Employment Opportunities, and Housing Services.

**Children's Services** ensures access to a coordinated diverse range of affordable quality childcare, and early years' services and supports for young children and families residing in Niagara, as directed in its role as municipal service manager. Some of the services provided include oversight of the EarlyON child and family centres, financial assistance for childcare 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 childcare centres and a home childcare program servicing the Niagara region. In addition, this division provides provincially funded operating grants to eligible service providers to support operations and staff employed in licensed childcare programs. The division is also accountable for administering the Canada-Wide Early Learning and Child Care Program (CWELCC), which aims to reduce fees for licensed childcare to an average of \$10 a day by 2026.

**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, as directed in its role as municipal service manager. 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, Nurse Practitioners, other allied health professionals 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 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 (childcare, cultural, legal). This division provides oversight and leadership to the Niagara Prosperity Initiative which provides an annual investment to support poverty reduction and



## Department Summaries – Community Services

prevention activities for Niagara residents living in poverty, as well as the development and implementation of Niagara’s Poverty Reduction Strategy. 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, as directed in its role as municipal service manager, to non-Profit and co-operative housing providers, waitlist management, and 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 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Community Housing Units	8,653	8,564	Increase
Chronically Homeless Move-Ins	284	222	Increase
Ontario Works Caseloads	10,428	9,046	Decrease
Eligible licensed childcare centre-based spaces enrolled in CWELCC	7,672	-	Maintain
Licensed childcare centre-based spaces in Niagara Region	12,564	12,158	Increase



# Department Summaries – Community Services

## Who works for Community Services?



Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Commissioner	2.0	0.0	3.0	0.0	3.0	4.0
Social Assistance and Employment Opportunities	204.6	0.0	204.6	1.5	204.6	2.0
Children's Services	91.8	6.0	91.7	6.0	96.7	6.0
Seniors Services	844.6	106.1	956.6	46.2	1,051.6	40.7
Homelessness Services and Community Engagement	13.0	7.4	12.0	17.2	14.0	12.6
Housing Services	51.0	9.0	55.0	10.0	63.0	3.0
<b>Total</b>	<b>202.9</b>	<b>12.4</b>	<b>209.4</b>	<b>18.5</b>	<b>224.4</b>	<b>15.2</b>



## Department Summaries – Community Services

### Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$385,628 gross and \$58,482 net. The Community Services budget after indirect allocations amounted to \$408,984 gross and \$81,838 net.

**Labour Related Costs** – The increase of \$12,350 is primarily related to Seniors Services staffing and includes the new legislated (and provincially funded) staffing levels program in 2023 within the long-term care (LTC) homes to support the provincial mandate of four hours per care per resident per day by March 2023 of \$7,441; and an increase of \$955 in COVID-related staffing costs within LTC. In addition, there is an increase of \$598 for the additional staffing required for the successful implementation of the Canada Wide Early Learning Child Care (CWELCC), and \$330 specific to the Building Safer Communities funding to develop community-based prevention and intervention strategies to address gun and gang activities. The remaining increase is due to base compensation increases.

**Occupancy & Infrastructure** – The increase of \$449 is primarily related to new leased space for Seniors adult day programs to operate in the community and increased utility rates in the LTC homes.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	120,120	128,429	140,779	12,350	9.6%
Administrative	2,002	1,782	2,112	330	18.5%
Operational and Supply	13,052	11,352	11,023	(329)	(2.9%)
Occupancy and Infrastructure	4,884	3,913	4,362	449	11.5%
Equipment, Vehicles, and Technology	1,666	1,941	1,880	(61)	(3.1%)
Community Assistance	162,539	213,775	221,048	7,273	3.4%
Partnership, Rebates & Exemptions	0	0	592	592	0.0%
Financial Expenditures	38	0	0	0	0.0%
Transfers to Funds	4,424	2,925	3,072	147	5.0%
Intercompany Charges	710	562	759	197	35.1%
<b>Gross Expenditures</b>	<b>309,434</b>	<b>364,679</b>	<b>385,627</b>	<b>20,948</b>	<b>5.7%</b>
Federal and Provincial Grants	(241,154)	(276,049)	(293,361)	(17,312)	6.3%
By-Law Charges and Sales	(2,928)	(4,206)	(3,418)	788	-18.7%
Other Revenue	(22,465)	(24,903)	(25,740)	(837)	3.4%
Transfers from Funds	(629)	(3,291)	(4,627)	(1,336)	40.6%
<b>Gross Revenue</b>	<b>(267,176)</b>	<b>(308,449)</b>	<b>(327,146)</b>	<b>(18,697)</b>	<b>6.1%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>42,258</b>	<b>56,230</b>	<b>58,481</b>	<b>2,251</b>	<b>4.0%</b>
Program Support Allocation	9,488	10,564	11,207	643	6.1%
Capital Financing Allocation	9,468	11,929	12,149	220	1.8%
<b>Indirect Allocation</b>	<b>18,956</b>	<b>22,493</b>	<b>23,356</b>	<b>863</b>	<b>3.8%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>61,214</b>	<b>78,723</b>	<b>81,837</b>	<b>3,114</b>	<b>4.0%</b>

## Department Summaries – Community Services

### COVID-19 Impacts

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

Amounts in thousands (\$)

Object of Expenditure	Amount
Labour Related Costs	2,943
Operational & Supply	1,005
Occupancy and Infrastructure	119
Equipment, Vehicles & Technology	0
Community Assistance	0
Federal and Provincial Grants	(60)
Transfers from funds	(4,007)
<b>Total</b>	<b>0</b>

Full time Equivalents	Perm	Temp
FTE's	0	26.9



## Department Summaries – Community Services

### Capital Budget Summary (in thousands)

The 2023 capital program represents three distinct projects budgeted at \$2,783

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	2,716
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	67
<b>Total Gross Capital Request and Funding</b>	<b>2,783</b>

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
23 LTC – Capital Improvements	388	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 are imperative to meeting legislative requirements to maintain a safe and secure environment including infection prevention and control related requirements.
23 LTC – Resident Care Equipment	652	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. This equipment outlined in this project is due for replacement based on manufacturers' equipment life cycle recommendations, maintenance life cycle as well as equipment quality / safety concerns identified through the divisional preventative maintenance program. This Project includes resident manual lift system components, wound care management devices, and associated nursing and medical equipment required in the daily provision of care.
23 LTC – Machinery and Equipment	1,743	Annual Replacement Project for 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 analysis, and manufacturer/service provider equipment lifecycle data.



## Department Summaries – Community Services

Project Name	Gross Capital Request	Project Description
		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 (LTC) Homes and maintain compliance with governing legislation.
<b>Total</b>	<b>2,783</b>	



# Department Summaries – Public Health and Emergency Services

## 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 seeks to protect and improve the health and health equity of Niagara's residents. Its work 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 use of drugs and substances including tobacco and alcohol, improving mental health, supporting healthy lifestyles including diet and physical activity, 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 (CSD)** works to prevent the spread of infectious diseases through contact tracing, case management, outbreak management and vaccination activities, and to treat infectious diseases in the community. The CSD also delivers comprehensive community mental health programs with the aim of keeping individuals out of hospital and supported in the community. Programs and services are delivered through clinic settings, home visiting, community outreach nursing services and group education. Included in CSD is all COVID related work including responding to community inquiries, managing outbreaks in long term care homes, retirement homes and congregate care settings, and delivering COVID-19 vaccinations in a variety of settings in order to meet the needs of the community.

**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 who deliver a land ambulance service and a state-of-the-art ambulance dispatch centre, as well as innovative mobile integrated health interventions. 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. Routine inspections are conducted for all food establishments, long term care homes, International agricultural worker housing, personal services establishments, regulated/nonregulated Infection prevention and control (IPAC) investigations and special events. In addition, inspection of water quality and safety 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 investigates public health concerns about environmental health hazards and supports emergency management for public health related emergencies.



## Department Summaries – Public Health and Emergency Services

The **Family Health** Division provides a variety of programs and services to ensure parents are equipped with the knowledge, skills and resources necessary for their children and families to thrive. Programs focus on pregnant individuals and expectant or new families with children from birth to 18 years. Some of the program areas include reproductive health, Healthy Babies Healthy Children, Nurse Family Partnership, child health, dental health (children and seniors), infant and child development services and school health programs providing support and resources to educators and families of school-aged children.

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. This division also supports engagement with primary care, municipal, and community partners, and works to recruit more physicians to Niagara.

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.

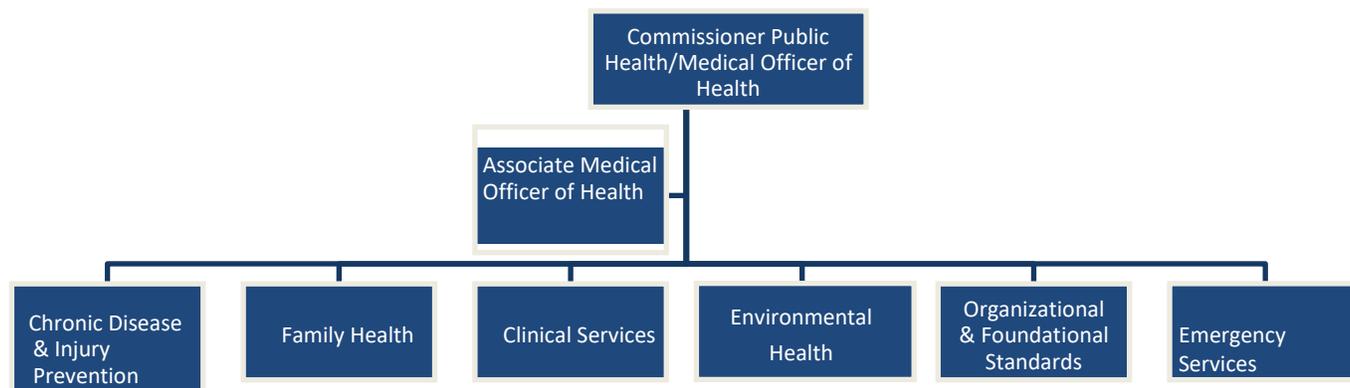
### How is Public Health and Emergency Services measured?

Please refer to [Appendix 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Canadian Triage Acuity Score	70.8%	71.0%	80.0%
Female Life Expectancy at Birth	83.5 Years	83.7 years	Increase
Male Life Expectancy at Birth	79.2 Years	79.4 years	Increase
Cancer incidence rate per 100,000 population	578.1	531.8	Decrease
Diabetes rate	9.5%	7.4%	Decrease
Suspected opioid overdoses	325	999	Decrease
Confirmed opioid-related deaths per 100,000	34.5	30.5	Decrease
Sense of belonging to local community	69.7%	68.5%	Increase
Perceived mental health as “very good” or “excellent”	61.6%	66.2%	Increase
Perceived health as “very good” or “excellent”	57.7%	57.0%	Increase
Daily smoker	10.3%	12.2%	Decrease

# Department Summaries – Public Health and Emergency Services

## Who works for Public Health and Emergency Services?



Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Medical Division	7	0.8	8	1	8	1
Chronic Disease and Injury Prevention	37.1	0	37.1	0	38.6	3
Clinical Services*	78.5	235	78.5	201.2	72.5	123.6
Environmental Health	45	0	45	2.4	46	7
Family Health	175.6	4.4	173.6	4.9	173.1	11.3
Organizational and Foundational Standards	37.3	8.2	37.3	12	40.8	9.5
Emergency Medical Services	313.9	3.6	313.7	22.6	335.7	20.5
<b>Total</b>	<b>694.3</b>	<b>252</b>	<b>693.2</b>	<b>244.2</b>	<b>714.7</b>	<b>175.8</b>

\*What was known as the Pandemic Response Division has been transitioned back into Clinical Services



## Department Summaries – Public Health and Emergency Services

### Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$125,669 gross and \$33,519 net. The Public Health and Emergency Services Budget including program support and capital financing allocations amounted to \$18,955 gross and \$52,474 net.

**Labour Related Costs** – Total labour related costs increased by \$1,455 which includes an increase in EMS by \$3,219 due to the addition of 2.5 new 24-hour ambulances that were approved as part of the 2023 budget. Public Health costs went down \$5,080 relating to COVID-19 related activities that were anticipated to decrease from 2022 to 2023, accounting for the majority of the year over year change in Public Health. Normal inflationary increase of \$3,316 make up the difference.

**Administrative Costs & Operation and Supply** – Total costs decreased by \$905 with the main decrease in Public Health due to declining needs for medical supplies, advertising, and courier expenses related to Covid-19 which will continue to decline.

**Occupancy & Infrastructure** – Majority of the \$387 increase is related to Public Health Covid-19 costs related to leasing space in the community for Immunization Clinics.

**Equipment, Vehicles, Technology** – The majority of the \$244 increase was in EMS due to increasing the existing complement of ambulances as part of the approval of 2.5 new 24-hour ambulances as well as continued price pressures for fuel.

**Federal and Provincial Grants** – The total increase is \$2,938 with the majority of this increase in EMS for increased Land Ambulance service for the population, with provincial funding expected to subsidize this in the future as determined by the Land Ambulance Service Grant calculation, which is based on 50% of the previous year's approved budget. Provincial funding for the Emergency Communications Nurse program in Dispatch has also been included as this program has been funded on a temporary, but consistent basis by the Ministry of Health.

**Transfers from Funds** – The decrease in Transfers from Funds of \$5,405 is primarily due to the decreased Covid-19 related expenditures in Public Health. The funding source is in the interim 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.

**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 \$13,683, of which \$1,000 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 until we receive confirmation from the Ministry of Health that they will cover these expenditures in 2023.



## Department Summaries – Public Health and Emergency Services

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Labour Related Costs	104,979	107,909	109,364	1,455	1.3%
Administrative	1,866	2,704	2,127	(577)	(21.3%)
Operational and Supply	8,426	8,193	7,865	(328)	(4.0%)
Occupancy and Infrastructure	1,236	782	1,169	387	49.5%
Equipment, Vehicles, and Technology	2,444	2,421	2,665	244	10.1%
Partnership, Rebates & Exemptions	3	0	0	0	0%
Community Services	16	0	0	0	0%
Financial Expenditures	(4)	0	0	0	0%
Transfers to Funds	399	93	80	(13)	(14.0%)
Intercompany Charges	1,360	2,321	2,400	79	3.4%
<b>Gross Expenditures</b>	<b>120,724</b>	<b>124,424</b>	<b>125,669</b>	<b>1,245</b>	<b>1.0%</b>
Federal and Provincial Grants	(90,268)	(73,626)	(76,564)	(2,938)	4.0%
By-Law Charges and Sales	(33)	(146)	(141)	5	(3.4%)
Other Revenue	(1,366)	(701)	(972)	(271)	38.7%
Transfers from Funds	(849)	(19,880)	(14,475)	5,405	(27.2%)
<b>Gross Revenue</b>	<b>(92,516)</b>	<b>(94,353)</b>	<b>(92,151)</b>	<b>2,202</b>	<b>(2.3%)</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>28,208</b>	<b>30,072</b>	<b>33,519</b>	<b>3,447</b>	<b>11.5%</b>
Program Support Allocation	9,094	10,615	11,270	655	6.2%
Capital Financing Allocation	6,340	7,854	7,685	(169)	(2.2%)
<b>Indirect Allocation</b>	<b>15,434</b>	<b>18,469</b>	<b>18,955</b>	<b>486</b>	<b>2.6%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>43,643</b>	<b>48,541</b>	<b>52,474</b>	<b>3,933</b>	<b>8.1%</b>

### COVID-19 Impacts

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

Amounts in thousands (\$)

<b>Object of Expenditure</b>	<b>Amount</b>
Labour Related Costs	13,266
Administrative	277
Operational & Supply	736
Occupancy & Infrastructure	377
Equipment, Vehicles & Technology	27
Federal and Provincial Grants	(1,000)
Transfers from Funds	(13,683)
<b>Total</b>	<b>(0)</b>

## Department Summaries – Public Health and Emergency Services

Full time Equivalents	Perm	Temp
FTE's	0.0	153.1

### Capital Budget Summary (in thousands)

The 2023 capital program represents four distinct projects budgeted at \$4,868.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	3,513
Debt	0
Development Charges	1,355
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>4,868</b>

Major highlights of the 2023 Public Health and Emergency Services capital program includes the annual replacement of ambulances.

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
23-Ambulance & Equipment Replacement (PY Deferral) & Regular Replacement	3,262	Deferred Ambulance Replacements from 2022 as well as replacement of ambulances reaching end- of-life in 2023.
23-New Ambulances	1,094	3 new ambulances reflecting the growth in the size and service.
23-ERV Replacement	251	Replacement of 3 emergency response vehicles
23-New ERVs	261	2 new emergency response vehicles reflecting new provincially funded services.
<b>Total</b>	<b>4,868</b>	



# Department Summaries – Planning and Development

## 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 and Development measured?

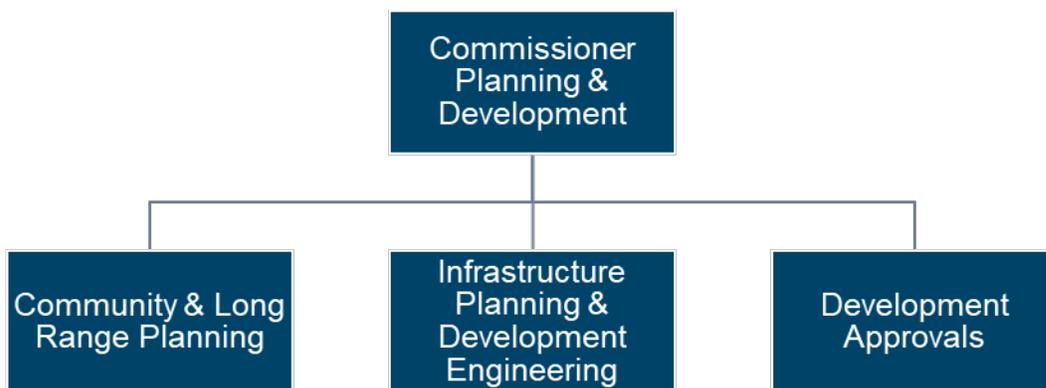
Please refer to [Appendix 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Niagara Region's Housing Units within the Regional Planning Council of Ontario Inventory	25,140	-	Increase



# Department Summaries – Planning and Development

## Who works for Planning and Development?



Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Planning and Development Administration	2.0	0.0	2.0	0.0	2.0	0.0
Community and Long-Range Planning	16.0	3.0	16.0	0.0	16.0	0.0
Development Planning	15.0	0.0	15.0	0.0	15.0	0.0
Infrastructure Planning and Engineering	13.5	0.0	13.5	0.0	13.5	0.0
<b>Total</b>	<b>46.5</b>	<b>3.0</b>	<b>46.5</b>	<b>0.0</b>	<b>46.5</b>	<b>0.0</b>

### Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$6,189 gross and \$4,129 net. The Planning and Development Services budget including program support and capital financing allocations amounted to \$7,302 gross and \$5,242 net.

**Labour Related Costs** – The increase of \$194 is related to forecasted increases of salaries, benefits, and payroll related costs.

**Administrative** – The increase of \$50 is related to external legal fees.



## Department Summaries – Planning and Development

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Labour Related Costs	5,130	5,594	5,788	194	3.5%
Administrative	966	649	699	50	7.7%
Operational and Supply	23	23	23	0	0.0%
Equipment, Vehicles, and Technology	37	36	36	0	0.0%
Partnership, Rebates & Exemptions	30	90	90	0	0.0%
Transfers to Funds	535	0	0	0	0%
Intercompany Charges	(446)	(428)	(447)	(19)	4.4%
<b>Gross Expenditures</b>	<b>6,275</b>	<b>5,964</b>	<b>6,189</b>	<b>225</b>	<b>3.8%</b>
By-Law Charges and Sales	(1,711)	(1,834)	(1,869)	(35)	1.9%
Other Revenue	(441)	(191)	(191)	0	0.0%
Transfers from Funds	(607)	0	0	0	0.0%
<b>Gross Revenue</b>	<b>(2,759)</b>	<b>(2,025)</b>	<b>(2,060)</b>	<b>(35)</b>	<b>1.7%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>3,516</b>	<b>3,939</b>	<b>4,129</b>	<b>190</b>	<b>4.8%</b>
Program Support Allocation	677	762	901	139	18.2%
Capital Financing Allocation	99	152	212	60	39.5%
<b>Indirect Allocation</b>	<b>776</b>	<b>914</b>	<b>1,113</b>	<b>199</b>	<b>21.8%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>4,293</b>	<b>4,853</b>	<b>5,242</b>	<b>389</b>	<b>8.0%</b>



# Department Summaries – Public Works

## 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, and supporting higher order transit – 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. 1,741 lane kms of Regional Roads, 130 bridges, 90 major culverts and 1,700+ minor culverts. Programs include:

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

**GO Implementation Office** leads, in partnership with local municipal partners, all of Niagara's efforts to enable two-way, all-day expansion of GO Train service. The GO Implementation Office also:

- Supports station-enabling capital works projects to improve the region's transportation corridors between GO stations;
- Leads the redevelopment of multi-modal transit hubs at the train stations in Niagara Falls and St. Catharines;
- Works with Metrolinx on the planning and design of future GO Train service and frequency to support two-way, all day GO Trains service to Niagara's four GO Station sites in St. Catharines, Niagara Falls, Grimsby, and Lincoln

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

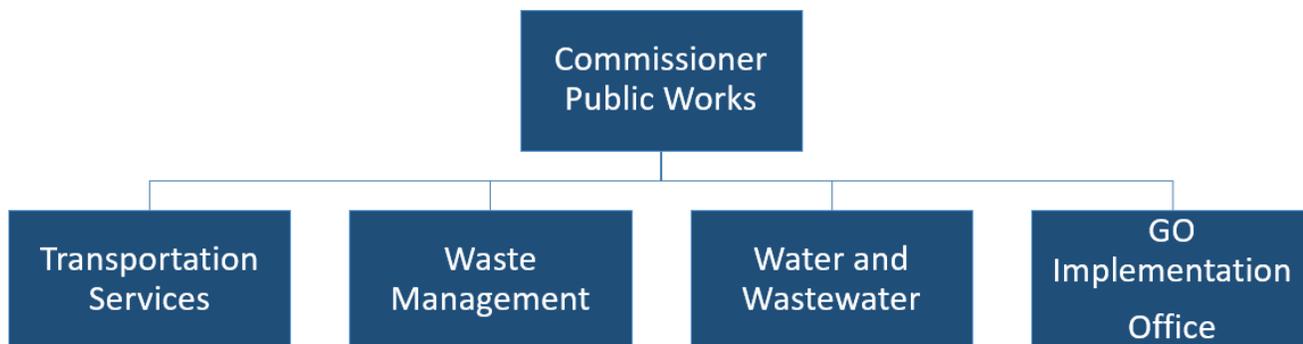
**Water and Wastewater** provides safe and reliable water and wastewater services, while practicing good resource stewardship. This division is responsible for the operation and maintenance of 6 water treatment plants, 38 water reservoirs and elevated tanks, 23 booster



## Department Summaries – Public Works

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	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Services and GO Office*	194.5	10.0	195.5	8.2*	195.0	8.2
Water and Wastewater	262.6	13.0	271.6	6.2	279.6	3.9
Waste Management	34.0	0.2	34.0	1.7	34.0	3.7
<b>Total</b>	<b>493.1</b>	<b>19.2</b>	<b>503.1</b>	<b>16.1</b>	<b>510.6</b>	<b>15.8</b>

\*In 2022, 4 temporary Transit FTE's have been removed to reset the base budget.



# Department Summaries – Public Works Transportation and GO Implementation Office

## Public Works - Transportation and GO Implementation Office

### Mission Statement:

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

### What does Transportation and GO Implementation Office do?

**Transportation Services** is responsible for the planning, design, implementation, operation, maintenance, and asset management tracking of approx. 1,741 lane kms of Regional Roads, 55 lane kms maintained with LAMs, 130 bridges, 90 major culverts and 1,700+ minor culverts. Programs include:

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

**GO Implementation Office** 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. The GO Implementation Office also:

- Supports station-enabling capital works projects to improve the region's transportation corridors between GO stations;
- Leads the redevelopment of multi-modal transit hubs at the train stations in Niagara Falls and St. Catharines;
- Works with Metrolinx on the planning and design of future GO Train service and frequency to support two-way, all day GO Trains service to Niagara's four GO Station sites in St. Catharines, Niagara Falls, Grimsby and Lincoln;
- Led the triple majority process to establish the Niagara Transit Commission, which assumed operational control of transit in Niagara as of January 1, 2023;
- Led the planning, delivery and operation of Niagara Region Transit through Dec. 31, 2022 when transit service in Niagara were uploaded to the new Niagara Transit Commission.



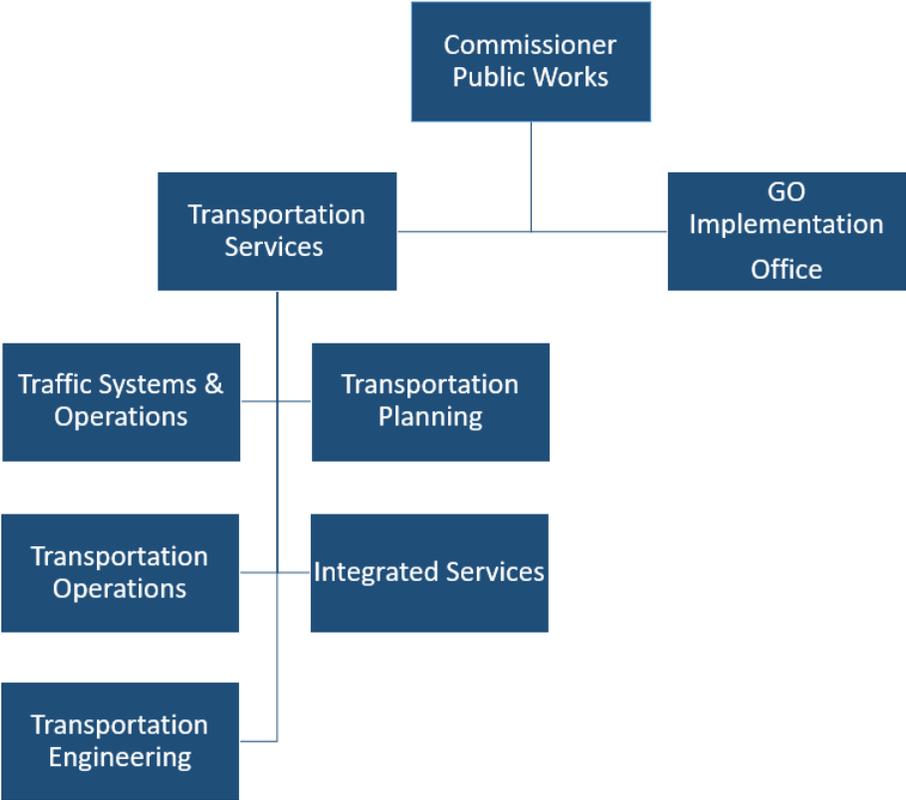
# Department Summaries – Public Works Transportation and GO Implementation Office

## How is Transportation and GO Implementation Office measured?

Please refer to [Appendix 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Pavement Condition Rating (PCI)	67.0%	68.0%	73.0%
Bridge Condition Rating (BCI)	69.0%	70.0%	75.0%

## Who works for Transportation and GO Implementation Office?



## Department Summaries – Public Works Transportation and GO Implementation Office

Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Administration	8.0	1.0	10.0	0.0	10.0	0.0
Operations	84.4	0.0	83.4	0.0	83.4	0.0
Traffic	42.6	0.0	42.6	0.0	42.6	0.0
Systems and Operations						
Engineering	18.0	0.0	18.0	0.0	18.0	0.0
Surveys	4.0	0.0	4.0	1.2	4.0	1.2
Planning	11.0	1.0	11.0	2.0	11.0	2.0
Integrated Services	26.5	0.0	26.5	1.0	26.0	1.0
GO Implementation Office*	0.0	8.0	0.0	4.0*	0.0	4.0*
Airports	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>194.5</b>	<b>10.0</b>	<b>195.2</b>	<b>8.2*</b>	<b>195.0</b>	<b>8.2</b>

\*In 2022, 4 temporary Transit FTE's have been removed to reset the base budget.

### Operating Budget Summary (in thousands)

Council approved Transportation budget before indirect allocations of \$30,441 gross and \$27,204 net. This represents a \$1,526 net increase or 5.9 percent, over the prior year's approved budget of \$25,678. The Transportation budget including program support and capital financing allocations amounted to \$76,772 gross and \$73,535 net, representing an \$8,781 net increase, or 13.6 percent over the prior year.

**Labour Related Costs** – The increase of \$781 includes \$729 in base compensation and benefits increases as well as \$52 increase in overtime costs.

**Administrative** – The increase of \$106 is primarily due to a \$65 increase in professional services and \$41 increase in staff training and other administrative costs.

**Operational and Supply** – The increase of \$570 is primarily related to a \$359 increase in hired equipment costs (including a \$252 increase to Winter Maintenance contract) and \$211 increase in other program specific supplies and materials.

**Occupancy & Infrastructure** – The increase of \$91 is mainly due to increased electricity costs.

**Equipment, Vehicles, and Technology** – The increase of \$598 is primarily the result of increased costs from higher budgeted fuel prices of \$311, higher vehicle and equipment repairs on aging fleet vehicles of \$166, increased equipment lease costs of \$112 related to Vision Zero Road Safety Program, and \$9 in other equipment and technology costs.



## Department Summaries – Public Works Transportation and GO Implementation Office

**Partnership, Rebate and Exemption** – The decrease of \$300 is related to \$200 reduction in Bicycle Facilities LAM Grant Program and reclassification of \$100 to Operational and Supply incorrectly set up for Drainage Assessment LAM Grant Program.

**Transfers to Funds** – The decrease of \$231 is due to a revision from \$750 to \$519 for transfer to capital from Vision Zero Road Safety Program.

**Intercompany Charges** – The increase of \$2,725 is due to inclusion of \$2,689 allocation from Court Services to cover Transportation costs related to the Vision Zero Road Safety Program previously accounted for in Other Revenue in 2022 Budget.

**Other Revenue** – The decrease of \$2,486 is due to reclassification to Intercompany Charges in 2023 Budget for allocation from Court Services to cover Transportation costs related to the Vision Zero Road Safety Program.

**Transfers from Funds** – The decrease of \$150 is primarily due to funding for one-time consulting assignment 2022 Budget not carried forward for 2023 Budget.

**Indirect Allocation** – The \$7,256 increase is primarily the result of higher allocations of Capital Levy-Program Specific costs and Debt Charges to Transportation.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	15,132	17,224	18,005	781	4.5%
Administrative	1,356	2,336	2,442	106	4.5%
Operational and Supply	17,909	9,542	10,112	570	6.0%
Occupancy and Infrastructure	594	663	754	91	13.7%
Equipment, Vehicles, and Technology	2,348	3,087	3,685	598	19.4%
Partnership, Rebates & Exemptions	84	367	67	(300)	(81.7%)
Financial Expenditures	46	0	0	0	0.0%
Transfers to Funds	2,136	750	519	(231)	(30.8%)
Expense Allocations to Capital	(89)	(140)	(140)	0	0.0%
Intercompany Charges	(2,037)	(2,276)	(5,001)	(2,725)	119.7%
<b>Gross Expenditures</b>	<b>37,479</b>	<b>31,552</b>	<b>30,441</b>	<b>(1,111)</b>	<b>(3.5%)</b>
Federal and Provincial Grants	(180)	0	0	0	0.0%
By-Law Charges and Sales	(3,689)	(2,515)	(2,514)	1	0.0%
Other Revenue	(547)	(3,209)	(723)	2,486	(77.5%)
Transfers from Funds	(1,458)	(150)	0	150	(100.0%)
<b>Gross Revenue</b>	<b>(5,874)</b>	<b>(5,874)</b>	<b>(3,237)</b>	<b>2,637</b>	<b>(44.9%)</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>31,605</b>	<b>25,678</b>	<b>27,204</b>	<b>1,526</b>	<b>5.9%</b>
Program Support Allocation	5,506	5,591	5,651	60	1.1%
Capital Financing Allocation	35,901	33,484	40,680	7,196	21.5%
<b>Indirect Allocation</b>	<b>41,407</b>	<b>39,075</b>	<b>46,331</b>	<b>7,256</b>	<b>18.6%</b>



## Department Summaries – Public Works Transportation and GO Implementation Office

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Net Expenditure/(Revenue) After Indirect Allocations	73,011	64,754	73,535	8,781	13.6%

### Capital Budget Summary (in thousands)

The 2023 capital program represents 39 distinct projects budgeted at \$72,092.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	26,388
Debt	0
Development Charges	27,995
Federal Gas Tax	14,000
Area Municipality	3,209
Other External Sources	500
<b>Total Gross Capital Request and Funding</b>	<b>\$72,092</b>

Major highlights from the 2023 Transportation capital program include:

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	1,800	Reconstruction of RR81 Old Hwy 8 from Vinehaven Trail to 23rd St
Cpcty Imprv-New Escarpment Crossing	500	New Escarpment Crossing – Extension of RR14 Bartlett Ave
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	18,609	Reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	5,750	Reconstruction of RR81 King St from Durham Rd to Lincoln Ave
Struc Rehab - Niagara St. Bridge - Bridge Replacement	1,000	Replacement of Niagara Street Bridge Structure No. 050205
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	1,000	Reconstruction of RR81 Main St from DSBN High School to Park Rd N, Park Rd N to Baker Rd & Nelles Rd to Orchard Pkwy
Struc Rehab - 20 Mile Arch - (Str. 081210)	5,000	Replacement of 20 Mile Arch Bridge Structure No. 081210 in the Town of Lincoln
Rds Rehab - RR49	3,000	Capacity and Operational improvements on

## Department Summaries – Public Works Transportation and GO Implementation Office

Project Name	Gross Capital Request	Project Description
McLeod Rd Phase 2 - HEPC to Wilson		McLeod Rd between the Hydro Electric Power Canal (HEPC) and Wilson Cr
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,000	Reconstruction of RR43 Bridge St from Victoria Ave to Erie Ave
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	600	Reconstruction of RR72 Louth St from St. Paul West to Crestcomb
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	500	New West St. Catharines Grade Separation
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	750	Intersection Improvements at the Intersection of RR100 Four Mile Creek and York Rd
20-Struc Rehab-RR12 Mountain St Retaining Wall	150	RR12 Mountain St Retaining Wall Rehabilitation
Int Imprv - RR 49 McLeod Rd at Drummond Rd	1,500	Intersection Improvements on RR 49 McLeod Rd at Drummond Rd in the City of Niagara Falls
20-Cpcty Imprv-RR512 Livingston Ave Extension	750	RR512 Livingston Ave Extension west of Casablanca Blvd
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	4,250	Intersection Improvements at the intersections of RR 55 Niagara Stone Rd and Airport Rd and Concession 4 Rd in the Town of Niagara-on-the- Lake.
23 Ann-Misc Road Properties	200	Intersection Improvements at the intersections of RR 55 Niagara Stone Rd and Airport Rd and Concession 4 Rd in the Town of Niagara-on-the-Lake.
23 Ann-Storm Sewers & Culverts	2,500	2023 Annual Storm Sewers and Culverts Program
23 Ann-Illum Install&Upgrade	500	2023 Annual Illumination Installation and Upgrade Program
23 Ann-Traffic Signal Program	2,478	2023 Annual Traffic Signal Program
Int Imprv-RR57 TSR at Dorchester	500	Intersection Improvements at the intersections of RR 57 Thorold Stone Rd and Dorchester Rd the City of Niagara Falls
Struc Rehab - Hwy 20 Bridge – Bridge Replacement (Str. 020220)	1,000	Replacement of Hwy 20 Bridge Structure No. 020220



## Department Summaries – Public Works Transportation and GO Implementation Office

Project Name	Gross Capital Request	Project Description
Int Imprv-RR81 St Paul W at Vansickle	100	Intersection Improvement at St. Paul St W and Vansickle Rd
Struc Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	1,000	Rehabilitation of the King St Retaining Wall from Brookside Dr to Twenty Mile Creek
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	750	Bridge Rehabilitation – 12 Mile Creek Bridge Structure 077225
Cpcty Imprv - Hwy 20 Smithville Bypass	500	New Road - Smithville Bypass
23 Ann-Guide Rail Imprv	300	2023 Annual Guide Rail Program
23 Ann-Railway Crossing Imprv	210	2023 Annual Railway Crossing Improvements
23-Ann-Line Marking Vehicle and Equipment	700	2023 Annual Line Marking Vehicle and Equipment Program
23 Ann-Development Projects	500	2023 Annual Development Projects
Struc Rehab-045205-Oswego Creek Bridge	8,425	Replacement of RR45 Oswego Creek Bridge Structure 045205
Rds Rehab - RR67 Pine St Beaverdams to Hwy 58	1,150	Reconstruction of RR67 Pine St from Beaverdams Rd to Hwy 58
Struc Rehab - RR87 Lakeshore Rd Culvert (087320)	150	Replacement of Lakeshore Rd Culvert Structure No. 087320
Asset Mgmt Software - Transp	400	Transportation Asset Management Software
23-Ann-Field Inspection Devices	25	Field Inspection Devices
23 LTC - Vehicle Replacement	50	2023 Fleet LTC Vehicle Replacement
23-Three New Vehicles (W/WW)	250	Supply and Install – Procurement and preparation of three new vehicles for W-WW personnel
23 Ann-Roads Resurfacing	4,200	2023 Annual Roads Resurfacing Program
23 WM - Vehicle Replacement	45	23-WM New Vehicle
<b>Total</b>	<b>72,092</b>	



# Department Summaries – Public Works Water and Wastewater Operations

## Public Works – Water and Wastewater Operations

### Mission Statement:

To protect public health and the environment by providing drinking water and effective wastewater management for the communities we serve.

### What does Water and Wastewater Operations do?

**Water and Wastewater** provides sustainable drinking water and wastewater services with a commitment to environmental and public health protection, financial accountability, infrastructure growth and renewal, collaboration with external partners, and investment in staff. This division is responsible for the operation and maintenance of 6 water treatment plants, 27 water reservoirs or elevated tanks (some with booster or chlorine booster capabilities), 16 booster and chlorine booster stations as well as 313 km of trunk water mains. The division is also responsible for the operation and maintenance of 11 wastewater facilities, 112 pumping stations, 162 kilometer of sanitary force mains and 145 km of gravity trunk sewers.

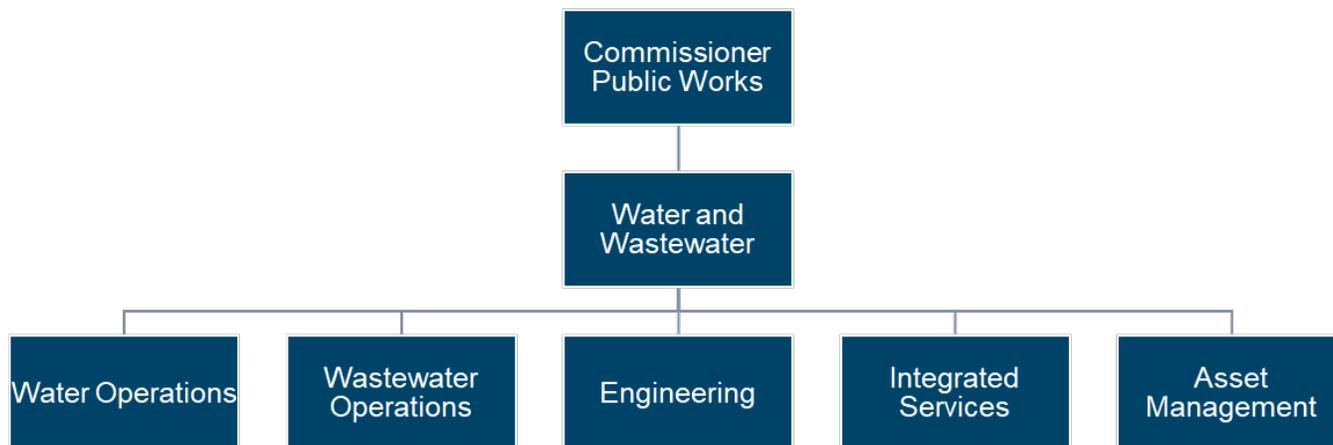
### How is Water and Wastewater Operations measured?

Amounts in milliliters (ML)

Amounts in thousands (K)

Measure	Current	Previous
Total Wastewater Treated	72.8K ML	68.4K ML
Total Water Treated	56.2K ML	54.0K ML

### Who works for Water and Wastewater Operations?



## Department Summaries – Public Works Water and Wastewater Operations

Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Water Operations and Maintenance	81.0	2.0	80.0	1.5	80.0	0.9
Wastewater Operations, Maintenance and Laboratory Services	116.6	0.0	116.6	0.0	118.6	1.0
Engineering and Support Staff	17.0	5.0	21.0	3.7	24.0	1.0
Integrated Services	31.0	3.0	34.0	1.0	37.0	1.0
Asset Management	17.0	3.0	20.0	0.0	20.0	0.0
<b>Total</b>	<b>262.6</b>	<b>13.0</b>	<b>271.6</b>	<b>6.2</b>	<b>279.6</b>	<b>3.9</b>

### Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2023 net requisition rate budget is \$143,192. [Further details of the Water and Wastewater 2023 budget can be found on our Budget Review Committee meeting agenda here](https://pub-niagararegion.escribemeetings.com) (https://pub-niagararegion.escribemeetings.com).

**Labour Related Costs** – the increase of \$1,425 is primarily driven increased salary/benefit rates along with five new FTEs to support the Water-Wastewater program.

**Administrative** – the increase of \$569 is due to additional consulting, which is offset by \$500 transfer from reserve for the one-time nature of these consulting costs in Asset management.

**Operational & Supply** – the increase of \$2,344 includes an increase of \$1,580 in chemical costs as a result of annual contract rate increases in our highest volume chemicals.

**Occupancy & Infrastructure** – the decrease of \$395 includes a reduction in electricity costs by \$1,028 due to favorable pricing for our plants along with increased optimization. This is offset with increases to repair and maintenance buildings/grounds of \$395 due to increased materials/labour and contract pricing.

**Equipment, Vehicles, and Technology** – the increase of \$650 includes an increase of \$508 to repair and maintenance equipment driven by price of materials/labour.

**Partnership, Rebates, and Exemption** – the increase of \$881 is driven from increases to the combined sewer overflow (CSO) grant program of \$900.



## Department Summaries – Public Works Water and Wastewater Operations

**Transfers to Funds** – the increase of \$7,021 is in order to support increased capital financing in adherence to the Council approved Safe Drinking Water Act Financial Plan

Amounts in thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Labour Related Costs	24,785	25,566	26,991	1,425	5.6%
Administrative	2,958	2,244	2,813	569	25.4%
Operational and Supply	13,945	15,008	17,352	2,344	15.6%
Occupancy and Infrastructure	16,213	18,422	18,027	(395)	(2.1%)
Equipment, Vehicles, and Technology	6,705	6,397	7,047	650	10.2%
Partnership, Rebates, and Exemption	2,313	3,186	4,067	881	27.7%
Financial Expenditures	88	0	0	0	0.0%
Transfers to Funds	39,660	40,655	47,676	7,021	17.3%
Intercompany Charges	631	1,983	2,163	180	9.1%
<b>Gross Expenditures</b>	<b>107,298</b>	<b>113,461</b>	<b>126,136</b>	<b>12,675</b>	<b>11.2%</b>
Taxation	(123,442)	(131,859)	(143,192)	(11,333)	8.6%
Federal and Provincial Grants	(9)	0	0	0	0.0%
By-Law Charges and Sales	(1,605)	(1,539)	(1,665)	(126)	8.2%
Other Revenue	(2,091)	(2,012)	(2,466)	(454)	22.6%
Transfers from Funds	(1,957)	(126)	(500)	(374)	296.8%
<b>Gross Revenue</b>	<b>(129,104)</b>	<b>(135,536)</b>	<b>(147,823)</b>	<b>(12,287)</b>	<b>9.1%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>(21,806)</b>	<b>(22,075)</b>	<b>(21,687)</b>	<b>388</b>	<b>(1.8%)</b>
Program Support Allocation	4,432	5,418	5,352	(66)	(1.2%)
Capital Financing Allocation	15,099	16,656	16,336	(320)	(1.9%)
<b>Indirect Allocation</b>	<b>19,531</b>	<b>22,074</b>	<b>21,688</b>	<b>(386)</b>	<b>(1.7%)</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>(2,275)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

### Capital Budget Summary (in thousands)

The 2023 capital program represents forty-seven distinct projects budgeted at \$120,034.

Amounts in thousands (\$)

<b>Funding Source</b>	<b>Funding Amount</b>
Reserves	83,231
Debt	0
Development Charges	24,996
Federal Gas Tax	4,000
Area Municipality	7,807
<b>Total Gross Capital Request and Funding</b>	<b>120,034</b>

## Department Summaries – Public Works Water and Wastewater Operations

Major highlights of the 2023 Water/Wastewater capital program include:

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
WTP Upg - DeCew Plant 3	3,600	Construction- Sustainability upgrades to Decew Falls Water Treatment Plant 3.
19-Reservoir & Storage Program (PCWTP)	1,600	Construction- Installation of an ultraviolet disinfection system in Clearwell #1 at the Port Colborne Water Treatment Plant to facilitate future rehabilitation of the reservoir.
DeCew Falls Low Lift Booster Station Upgrade	16,100	Construction - Upgrades to the low lift pumping station and appurtenances at DeCew Falls Water Treatment Plant in the City of St. Catharines.
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	2,600	Construction - Replacement of 800m of 150mm ductile iron and cast iron watermain along Victoria Avenue in the Town of Lincoln.
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	16,850	Construction - Replacement of approximately 2.55km of 400mm ductile iron watermain in the Town of Lincoln.
21-Drummond Road Valve Rehabilitation	2,200	Replacement and upgrades to playground equipment and various components. Design and Construction – Replacement and rehabilitation of valves and chambers along Drummond Road in the City of Niagara Falls.
21-Bemis Elevated Tank Replacement	1,500	Design- Replacement of the Bemis Park Elevated Tank in the City of Welland.
21-DeCew Plant 1 Mixing System	1,200	Construction - Sustainability upgrades to the mixing and settling system at Decew Falls Water Treatment Plant within Plant 1.
21-York Road Watermain Replacement	11,300	Construction - Replacement of 3.8 km of 400 mm ductile iron transmission watermain on York Road between Four Mile Creek Road and Concession 7 in the Town of Niagara-on-the- Lake.
23 - Garrison Road Watermain Replacement	500	Design – Replacement of approx. 1.4km of 300mm diameter watermain along Garrison Rd. from Pettit Rd. to east of Kraft Rd., and 25m of 300mm watermain through the Garrison Rd/Concession Rd intersection, in the Town of Fort Erie.
22- Grimsby WTP Expansion	5,000	Design - Capacity and sustainability upgrades at the Grimsby Water Treatment Plant.



## Department Summaries – Public Works Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
23-SCADA Server Refresh	207	Supply and Install – End-of-life replacement of eighteen (18) SCADA servers across all Water Treatment Plants.
23- Area 1 Water SCADA upgrades	200	Design and Construction – Upgrades to instrumentation and controls in Area 1 (Niagara Falls and Rosehill drinking water systems).
23 - Glendale Watermain Valves	1,000	Design and Construction- Installation of isolation valve(s) on 600mm Concrete Pressure Pipe watermain along Glendale Avenue in the City of St. Catharines.
23-New Smithville Trunk Main	6,563	Construction- New 5.6km transmission watermain in Smithville extending from the Smithville Elevated Tank.
PS Improve Prgm - E- side PS PC	1,000	Construction - Sustainability upgrades at the East Side Pumping Station in the City of Port Colborne.
Mewburn Pumping Station Upgrade	2,000	Construction - Sustainability upgrades to the Mewburn Pumping Station in the City of Niagara Falls.
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	1,400	Design – Upgrades to the biosolids handling system at the Anger Ave. Wastewater Treatment Plant in the Town of Fort Erie.
18-SPS & FM UPG- Laurie AVE-LN	2,500	Construction – Capacity and sustainability upgrades at the Laurie Avenue Pumping Station and forcemain installation in the Town of Lincoln.
City Hall SPS and Forcemain Upgrade	3,000	Construction - Sustainability upgrades to the City Hall Pumping Station and forcemain replacement in the City of Port Colborne.
19-Dain City Pump Station Upgrade	4,000	Construction - Sustainability upgrades at the Dain City Pumping Station in the City of Welland.
19-Renown Pump Station Upgrade	1,200	Design - Sustainability upgrades to Renown Pump Station in the City of St. Catharines.
19-Seaway WWTP Electrical Upgrade	1,000	Construction - Replacement of various Motor Control Centres and electrical components at Seaway Wastewater Treatment Plant.
19-Seaway WWTP Influent Channel Upgrade	4,300	Construction- Rehabilitation of the elevated raw sewage influent channel at the Seaway Wastewater Treatment Plant.



## Department Summaries – Public Works Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
Digester Management Program	1,200	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.
Lakeshore Road SPS Upgrade	1,500	Construction – Capacity and sustainability upgrade at the Lakeshore Road Pumping Station in the Town of Fort Erie
20- Quaker Rd Trunk Sewer	8,100	Construction - Installation of a new sanitary trunk sewer on Quaker Road in Welland/Pelham between Pelham Street and Rice Road.
20-Seaway WWTP Generator Replacement	1,500	Construction- Replacement of aging generator at the Seaway Wastewater Treatment Plant with one that is adequately sized to sustain plant demands.
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	5,600	Construction - Replacement of the Port Dalhousie Wastewater Treatment Plant Waste Gas Burner System.
23- Digester Mgmt - CB, WE, PW	4,000	Design and Construction – Cleaning, inspection, rehabilitation, and compliance approval of selected digesters and lagoons at the Crystal Beach, Welland, and Port Weller Wastewater Treatment Plants.
23- Area 2 WW SCADA Upgrades	200	Design and Construction- Upgrades to instrumentation and controls at five (5) Wastewater Pumping Stations in the Port Colborne and Welland collection systems.
23- SCADA Server Refresh	34.5	Supply and Install – End-of-life replacement of three (3) SCADA servers at the Welland Wastewater Treatment Plant.
23- New Weather Stations	65	Design and Construction – Installation of weather monitoring stations at selected Regional W-WW properties.
23- Lab Equipment Upgrade Program	100	Supply & Install – Replacement of sampling and testing equipment at Niagara Region Wastewater Treatment Plant laboratories and at the Niagara Region Environmental Laboratory.
23- NFWWTP Primary Treatment Upgrade	500	Design – Design of structural upgrades and sludge removal technology upgrades for the primary clarification process at the Niagara Falls Wastewater Treatment Plant.



## Department Summaries – Public Works Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
23- NFWWTP HVAC Upgrade	150	Design – Relocation and upgrading of heating, ventilation, and air conditioning equipment servicing the Administration Building at the Niagara Falls WWTP.
23- Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)	300	Design – Design for rehabilitation or replacement of approximately 1.3km of trunk sewer running along a hydro corridor in the Stamford Centre area of the City of Niagara Falls.
23- Anger Ave WWTP Storm Tank Rehab	350	Construction – Rehabilitation of storm treatment infrastructure at the Anger Avenue Wastewater Treatment Plant in the Town of Fort Erie.
23- Broadway Trunk Sewer	200	Design and Construction- Replacement of approximately 50 meters of sanitary sewer along Broadway in the City of Welland.
23- Towpath SPS Upgrade	500	Design - Capacity upgrades at the Towpath Pumping Station in the City of Thorold.
23- Hurricane Rd SPS Pump Replacement	500	Design - Capacity upgrades at the Hurricane Road Pumping Station in the Town of Pelham.
23- Sugarloaf FM Replacement	300	Design - Replacement of approximately 270 meters of forcemain associated with the Sugarloaf Pumping Station in the City of Port Colborne.
23- Centre St. SPS Upgrades	400	Design - Sustainability upgrades at the Centre Street Pumping Station in the City of Thorold.
23- Argyle SPS Upgrades	400	Design - Sustainability upgrades at the Argyle Pumping Station in the City of St. Catharines.
23- Baker Road WWTP Capacity Expansion	1,500	Environmental Assessment- Capacity upgrades at the Baker Road Wastewater Treatment Plant in the Town of Grimsby.
23- Garner FM Replacement	500	Design – Upsizing and extension of the existing forcemain discharging from the Garner Road Biosolids Facility.
23-Streamside SPS Upgrade	1,314	Design and Construction- Capacity upgrades at the Streamside Pumping Station in the Town of West Lincoln.
<b>Total</b>	<b>120,034</b>	



# Department Summaries – Public Works Waste Management

## 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?

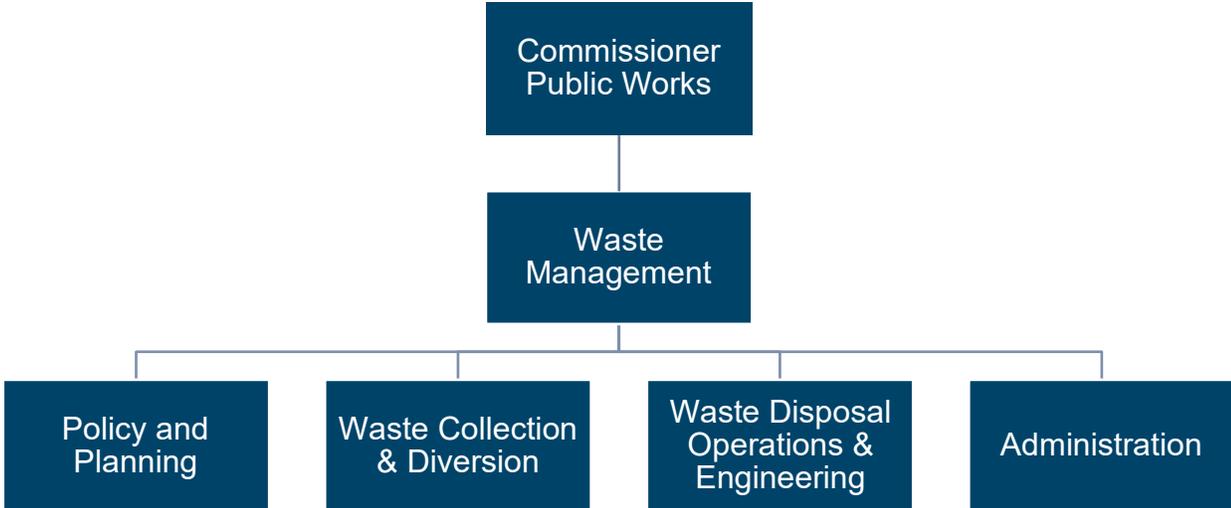
**Waste Management** is responsible for the planning and operations of residential and commercial waste management services and programs. It is also responsible for overseeing two open regional landfills, a Recycling Centre, three household hazardous waste depots and four material drop-off depots, as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

### How is Waste Management Services measured?

Please refer to [Appendix 8](#) for further details on this departmental measure.

Measure	Current	Previous	Preferred Trend
Overall Waste Diverted from Landfill	60.0%	57.6%	65.0%

### Who works for Waste Management Services?



## Department Summaries – Public Works Waste Management

Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Waste Management	34.0	0.2	34.0	1.7	34.0	3.7

### Operating Budget Summary (in thousands)

Waste Management Services' 2023 net requisition budget is \$45,168. This represents a \$2,355 increase, or 5.5 per cent, over the prior year's approved budget of \$42,813.

**Labour Related Costs** – The increase of \$232 is related primarily to the addition of temporary staff in the Corporate Services customer service area. This service was previously provided as part of the recycling processing contractor's work; however, due to the divestiture of the Material Recycling Facility and the expiration of Niagara Recycling's contract, the customer service function has been transitioned over to Corporate Services with funding coming from Waste Management in 2023.

**Administrative** – The decrease of \$233 is primarily due to the reduction in consulting services and various administrative costs associated with the divestiture of the Material Recycling Facility.

**Operational and Supply** – The decrease of \$710 reflects the reduction of \$4,672 primarily relating to operational cost savings due to the divestiture of the Material Recycling Facility. This decrease is offset by increases of \$2,299 in collection contract escalation costs, \$1,099 and \$299 in increased landfill operation/compost facility contract costs and recycling/organics container costs respectively due to increased market pricing, and other minor increases in various operational and supply costs.

**Occupancy and Infrastructure** – The decrease of \$490 is primarily due to the reduction in various building related costs associated with the divestiture of the Material Recycling Facility.

**Equipment, Vehicles, and Technology** – The decrease of \$567 is primarily due to the reduction in various equipment and vehicle related costs associated with the divestiture of the Material Recycling Facility.

**Transfer to Funds**- The decrease of \$4,136 reflects the temporary reduction to the capital reserve as part of the collection contract mitigation strategy.

**By-law Charges and Sales** – The decrease of \$8,886 is primarily due to the reduction in sales revenue as a result of the divestiture of the Material Recycling Facility.

**Transfers from Funds** – The increase of \$434 reflects the additional transfers from the Waste Management Stabilization Reserve to mitigate cost increases, as well as a transfer from the reserve to fund one-time expenditures related to the transition to extended producer responsibility. These increases are offset by the reduction in transfers for the funding of long-term strategic plan costs and COVID-19 related costs.



## Department Summaries – Public Works Waste Management

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	3,459	3,995	4,227	232	5.8%
Administrative	455	1,364	1,131	(233)	(17.1%)
Operational and Supply	51,829	54,970	54,260	(710)	(1.3%)
Occupancy and Infrastructure	1,357	1,557	1,067	(490)	(31.5%)
Equipment, Vehicles, and Technology	1,242	1,180	613	(567)	(48.1%)
Partnership, Rebates, and Exemption	207	225	245	20	8.9%
Financial Expenditures	29	0	0	0	0.0%
Transfers to Funds	5,019	4,136	0	(4,136)	(100.0%)
Intercompany Charges	(84)	154	162	8	5.2%
<b>Gross Expenditures</b>	<b>63,513</b>	<b>67,581</b>	<b>61,705</b>	<b>(5,876)</b>	<b>(8.7%)</b>
Taxation	(40,567)	(42,813)	(45,168)	(2,355)	5.5%
By-Law Charges and Sales	(19,191)	(17,051)	(8,165)	8,886	(52.1%)
Other Revenue	(6,642)	(6,510)	(6,753)	(243)	3.7%
Transfers from Funds	(4,264)	(2,932)	(3,366)	(434)	14.8%
<b>Gross Revenue</b>	<b>(70,664)</b>	<b>(69,306)</b>	<b>(63,452)</b>	<b>5,854</b>	<b>(8.4%)</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>(7,151)</b>	<b>(1,725)</b>	<b>(1,747)</b>	<b>(22)</b>	<b>1.3%</b>
Program Support Allocation	1,387	1,602	1,599	(3)	(0.2%)
Capital Financing Allocation	75	124	148	24	19.4%
<b>Indirect Allocation</b>	<b>1,462</b>	<b>1,726</b>	<b>1,747</b>	<b>21</b>	<b>1.2%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>(5,688)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

### COVID-19 Impacts

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

Amounts in thousands (\$)

Object of Expenditure	Amount
Administrative	0
Operational & Supply	6
Occupancy & Infrastructure	0
Transfers from Funds	(6)
<b>Total</b>	<b>(0)</b>

Full time Equivalents	Perm	Temp
FTE's	0	0

## Department Summaries – Public Works Waste Management

### Capital Budget Summary (in thousands)

The 2023 capital program represents eleven distinct projects budgeted at \$6,598.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	6,111
Debt	0
Development Charges	487
Federal Gas Tax	0
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>6,598</b>

Major highlights of the 2023 Waste Management capital program includes operational upgrades at the Fort Erie Drop-Off Depot and infrastructure upgrades at closed landfill sites.

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Glenridge LCS Header Replacement	140	Construction and oversight of portions of the stormwater management system, leachate collection system (LCS), including a new pumping station all to ensure assets in are a good state of repair and functioning as designed.
Quarry-Site Improvements	1,045	Construction and oversight of Leachate Management System to treat the landfill leachate in response to a successfully completed Class Environmental Assessment (EA) process.
15-Bridge-Drop-Off Depot	1,650	Operational upgrades are needed improve customer service, reduce wait times and to make operational improvements. The project design is at 90% Detailed Design Stage.
Glenridge - Passive Gas System	60	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.
16-Humber-Infra Upgrades	770	Additional budget is required to accommodate pending loss of the storage/office space at the Material Recycling Facility as the transition to Full Producer Responsibility happens.
Mtn-GW Treatment LCS upgrades	1,540	Construction and oversight of portions of the stormwater management system, leachate collection system (LCS), including pumping station upgrades, all to ensure assets in are a good state of repair and functioning as designed.
Humberstone - Paving Upgrades	450	Paving of entrance into the landfill Site as identified in our Asset Management Plan.



## Department Summaries – Public Works Waste Management

Project Name	Gross Capital Request	Project Description
Annual - Miscellaneous Enhancements and Replacements	473	Upgrades at landfill sites including monitoring well replacement, fencing, and building repairs.
Annual - Property Acquisition	155	Funds to acquire properties adjacent to the two active and twelve closed landfill sites in the Niagara Region to ensure an adequate buffer, subject to availability of the property and need.
NR-12 - Transfer Structure/ Building	150	Transfer station (subject to Environmental Compliance Approval [ECA] approval) that will allow curbside collection vehicles to drop-off material for transfer to alternative sites as a contingency measure.
Annual - Recycle – Build & Equip	165	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.
<b>Total</b>	<b>6,598</b>	



# Department Summaries – Court Services

## 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 8](#) for further details on these departmental measures.

Measure	Current	Previous	Preferred Trend
Number of Charges Filed per Court Administration Clerk	4,451	4,559	-
Total Cost of POA Services per Charge Filed	\$142.42	\$160.52	-

### Who works for Court Services?

Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Courts Services	35.0	0.0	35.0	6.0	35.0	0.0



## Department Summaries – Court Services

### Operating Budget Summary (in thousands)

The 2023 Court Services net revenue after indirect allocations is budgeted at \$87.

[The details of the Courts Services 2023 budget can be found on our Budget Review Committee meeting agenda here \(https://pub-niagararegion.escribemeetings.com\).](https://pub-niagararegion.escribemeetings.com)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	1,797	2,847	2,768	(79)	(2.8%)
Administrative	1,570	2,754	2,667	(87)	(3.2%)
Operational and Supply	629	881	420	(461)	(52.3%)
Occupancy and Infrastructure	1	1	0	(1)	100.0%
Equipment, Vehicles, and Technology	27	14	14	0	0.0%
Financial Expenditures	159	198	179	(19)	(9.6%)
Transfers to Funds	308	200	200	0	0.0%
Intercompany Charges	3	(4)	2,688	2,692	(67300%)
<b>Gross Expenditures</b>	<b>4,494</b>	<b>6,892</b>	<b>8,937</b>	<b>2,045</b>	<b>29.7%</b>
Other Revenue	(6,123)	(8,707)	(10,340)	(1,633)	18.8%
<b>Gross Revenue</b>	<b>(6,123)</b>	<b>(8,707)</b>	<b>(10,340)</b>	<b>(1,633)</b>	<b>18.8%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>(1,629)</b>	<b>(1,814)</b>	<b>(1,403)</b>	<b>411</b>	<b>(22.7%)</b>
Program Support Allocation	577	605	635	30	5.0%
Capital Financing Allocation	546	570	680	110	19.3%
<b>Indirect Allocation</b>	<b>1,123</b>	<b>1,175</b>	<b>1,315</b>	<b>140</b>	<b>11.9%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>(506)</b>	<b>(639)</b>	<b>(87)</b>	<b>552</b>	<b>(86.4%)</b>

### COVID-19 Impacts

The \$17 is related to enhanced cleaning, PPE supplies and social distancing.

Amount in thousands (\$)

Object of Expenditure	Amount
Labour Related Costs	0
Administrative	0
Operational & Supply	(18)
Occupancy & Infrastructure	0
Equipment, Vehicles, and Technology	0
Indirect Allocation	35
<b>Total</b>	<b>17</b>

Full time Equivalents	Perm	Temp
FTE's	0	0

# Department Summaries – Niagara Regional Housing

## Niagara Regional Housing

### Mission Statement:

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

### What does Niagara Regional Housing do?

Niagara Regional Housing (NRH) and its board of directors provide governance, oversight and financial management of the owned units and support future development of Niagara’s owned stock.

NRH owns and operates 3,029 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, and 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 both day-to-day 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
- Eviction prevention through on-going tenant support

### How is Niagara Regional Housing measured?

Measure	Current	Previous	Preferred Trend
NRH-Owned Housing Units	3029	2920	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.



## Department Summaries – Niagara Regional Housing

### Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$22,931 and a net budget of \$3,960 before indirect allocations.

[The details of the Niagara Regional Housing 2023 budget can be found on our Budget Review Committee meeting agenda here \(https://pub-niagararegion.ca/subscribe/committees/committees-agenda\)](https://pub-niagararegion.ca/subscribe/committees/committees-agenda)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	2,452	335	365	30	9.0%
Administrative	481	776	436	(340)	(43.8%)
Operational and Supply	150	58	60	2	3.4%
Occupancy and Infrastructure	16,710	17,361	18,289	928	5.3%
Equipment, Vehicles, and Technology	163	138	174	36	26.1%
Community Assistance	12,338	0	0	0	0.0%
Financial Expenditures	1,683	1,377	1,377	0	0.0%
Transfers to Funds	3,469	2,589	2,589	0	0.0%
Intercompany Charges	(314)	(173)	(359)	(186)	107.5%
<b>Gross Expenditures</b>	<b>37,131</b>	<b>22,461</b>	<b>22,931</b>	<b>470</b>	<b>2.1%</b>
Federal and Provincial Grants	(6,230)	(814)	(814)	0	0.0%
Other Revenue	(16,192)	(16,948)	(18,157)	(1,209)	7.1%
Transfers from Funds	(968)	(817)	0	817	(100.0%)
<b>Gross Revenue</b>	<b>(23,390)</b>	<b>(18,579)</b>	<b>(18,971)</b>	<b>(392)</b>	<b>2.1%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>13,741</b>	<b>3,882</b>	<b>3,960</b>	<b>78</b>	<b>2.0%</b>
Program Support Allocation	3,258	4,542	5,034	492	10.8%
Capital Financing Allocation	6,421	6,735	10,463	3,728	55.4%
<b>Indirect Allocation</b>	<b>9,679</b>	<b>11,277</b>	<b>15,497</b>	<b>4,220</b>	<b>37.4%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>23,419</b>	<b>15,159</b>	<b>19,457</b>	<b>4,298</b>	<b>28.4%</b>

### Capital Budget Summary (in thousands)

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	10,000
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	4,200
<b>Total Gross Capital Request and Funding</b>	<b>14,200</b>

## Department Summaries – Niagara Regional Housing

The 2023 capital program represents 9 distinct projects budgeted at \$14,200.

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
NRH Annual Accessibility	200	Upgrading accessibility to existing buildings at various sites across the Region.
NRH Annual Safety & Security	441	Replacement of building generators, fire alarm systems, fire protection systems at various sites across the Region.
NRH Annual Roof Systems	988	Replacement of roof systems at various sites across the Region.
NRH Annual Asphalt & Concrete	1,504	Replacement of driveways, parking lots, sidewalks and non-code compliant concrete steps/curbs, along with associated components, at various sites across the Region.
NRH Annual Playground Replacement	150	Replacement and upgrades to playground equipment and various components.
NRH Annual New Development Planning	200	Front-end planning work on prospective development sites for multi-residential projects that are identified to increase affordable housing supply, such as consultant and preliminary design fees. This work supports getting the land ready for redevelopment in order to demonstrate shovel-ready projects that strengthen business cases for external funding.
NRH Emergency Capital	200	Emergency capital work, outside of the current year NRH asset management strategic plan, requiring immediate attention.
NRH Annual Structural and Foundation Wall Repairs	1,717	Structural repairs and foundation damp proofing at various sites across the Region.
NRH CMHC Repair Funding Capital	8,800	Upgrading and repairs to NRH-owned unit buildings at various sites across the Region.
<b>Total</b>	<b>14,200</b>	



# Department Summaries – Niagara Peninsula Conservation Authority

## 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))



# Department Summaries – 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 \$7,101.

[The details of the Niagara Peninsula Conservation Authority 2023 budget can be found on our Budget Review Committee meeting agenda here. \( https://pub-niagararegion.escribemeetings.com\)](https://pub-niagararegion.escribemeetings.com)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Partnership, Rebates, and Exemption	6,035	6,384	7,212	828	13.0%
<b>Gross Expenditures</b>	<b>6,035</b>	<b>6,384</b>	<b>7,212</b>	<b>828</b>	<b>13.0%</b>
Transfers from Funds	0	(110)	(111)	(1)	0.9%
<b>Gross Revenue</b>	<b>0</b>	<b>(110)</b>	<b>(111)</b>	<b>(1)</b>	<b>0.9%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>6,035</b>	<b>6,273</b>	<b>7,101</b>	<b>828</b>	<b>13.2%</b>
Program Support Allocation	(109)	0	0	0	0.0%
<b>Indirect Allocation</b>	<b>(109)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>5,926</b>	<b>6,273</b>	<b>7,101</b>	<b>828</b>	<b>13.2%</b>

## COVID-19 Impacts

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

Amounts in thousands (\$)

Object of Expenditure	Amount
Partnership, Rebate, and Exemption	111
Transfers from Funds	(111)
<b>Total</b>	<b>0</b>

Full time Equivalent	Perm	Temp
FTE's	0	0



# Department Summaries – Niagara Regional Police Services

## 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;
- a waterfront shoreline that surrounds the Region on three sides;

To address all 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 8](#) for further details on this departmental measure.

Measure	Current	Previous	Preferred Trend
Crime Severity Index	66.2	56.6	Decrease

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

Full Time Equivalents by Division	2021 Permanent	2021 Temporary	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary
Niagara Regional Police Services	1,082.0	0.0	1,096.0	0.0	1,108.0	0.0



## Department Summaries – Niagara Regional Police Services

### Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a gross expenditure budget of \$197,284 and a net budget of \$177,858 before indirect allocations.

[The details of the Niagara Regional Police Services 2023 budget can be found on our Budget Review Committee meeting agenda here. \(https://pub-niagararegion.escrimemeetings.com\)](https://pub-niagararegion.escrimemeetings.com)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2021 Actuals	2022 Budget	2023 Budget	\$ Change	% Change
Labour Related Costs	165,712	170,916	178,861	7,945	4.6%
Administrative	3,381	4,037	4,259	222	5.5%
Operational and Supply	2,514	2,448	2,610	162	6.6%
Occupancy and Infrastructure	183	298	375	77	25.8%
Equipment, Vehicles, and Technology	6,836	7,506	9,263	1,757	23.4%
Financial Expenditures	(4)	0	0	0	0.0%
Transfers to Funds	3,275	3,835	4,155	320	8.3%
Intercompany Charges	(5,185)	(2,018)	(2,239)	(221)	11.0%
<b>Gross Expenditures</b>	<b>176,712</b>	<b>187,021</b>	<b>197,284</b>	<b>10,263</b>	<b>5.5%</b>
Federal and Provincial Grants	(9,406)	(9,335)	(10,016)	(681)	7.3%
By-Law Charges and Sales	(2,829)	(5,941)	(5,793)	148	(2.5%)
Other Revenue	(2,757)	(3,076)	(3,417)	(341)	11.1%
Transfers from Funds	(365)	(365)	(200)	165	(45.2%)
<b>Gross Revenue</b>	<b>(15,357)</b>	<b>(18,717)</b>	<b>(19,426)</b>	<b>(709)</b>	<b>3.8%</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>161,355</b>	<b>168,304</b>	<b>177,858</b>	<b>9,554</b>	<b>5.7%</b>
Indirect Allocation	6,127	7,249	7,508	259	3.6%
Capital Financing Allocation	9,790	9,810	10,073	263	2.7%
<b>Indirect Allocation</b>	<b>15,917</b>	<b>17,059</b>	<b>17,581</b>	<b>522</b>	<b>3.1%</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>177,272</b>	<b>185,363</b>	<b>195,439</b>	<b>10,076</b>	<b>5.4%</b>

### Capital Budget Summary (in thousands)

The 2023 capital program represents thirteen distinct projects budgeted at \$5,299.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	4,891
Debt	0
Development Charges	408
Other External Sources	0
<b>Total Gross Capital Request and Funding</b>	<b>5,299</b>

## Department Summaries – Niagara Regional Police Services

Major highlights of the 2023 Niagara Regional Police capital program includes the annual capital asset replacement programs.

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	140	CEW Replacement
23 - NRPS - Records Management System	400	
Increase Quantity of Fleet Vehicles	408	Increase quantity of fleet vehicles.
23 - NRPS - Vehicles (Patrol)	2,000	
23- Drone	21	
Multi Use Tactical Robot	475	Multi Use Tactical Robot
23 - NRPS - Diving Helmet	20	
23 - Range Target System	110	
23 - NRPS - Applicant Tracking System	220	
Extreme Network Switch Replacement	700	Extreme Network Switches Replacement
23 - IT & Network Servers	235	
23 - NRPS - IT CCTV Cameras	200	
23 - NRPS - IT Connected Officer	370	
<b>Total</b>	<b>5,299</b>	



# Department Summaries – Niagara Region Transit

## Niagara Region Transit

### Mission Statement:

To provide safe, reliable, and cost-effective transit services within the Niagara Region.

### What does Niagara Region Transit Services do?

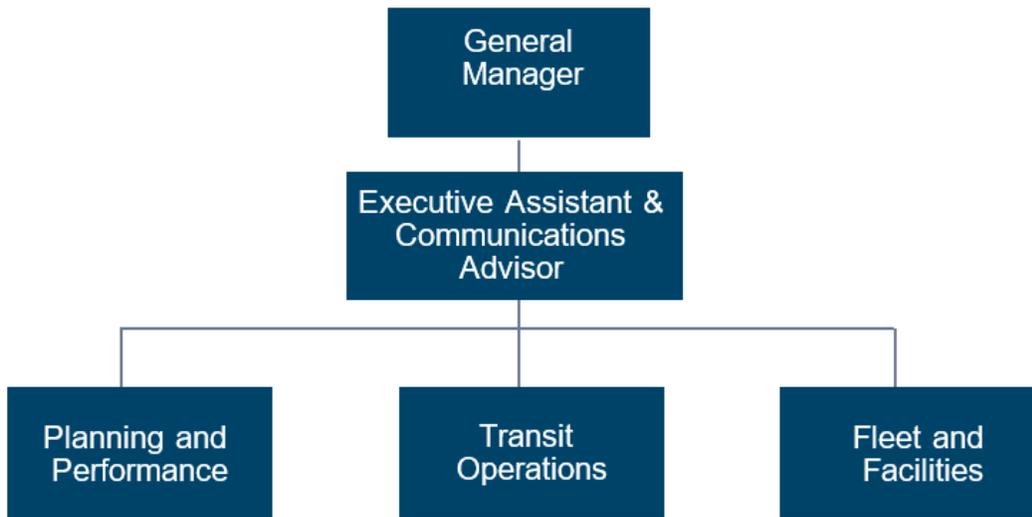
**Niagara Region Transit** is responsible for the operation, management, and maintenance of Niagara’s comprehensive regional transit system. Effective January 1, 2023, the Niagara Transit Commission (NTC) will have the sole responsibility for transit operations within the Niagara Region and will oversee the consolidation of all previously existing transit systems into the amalgamated Niagara Region Transit system.

### How is Niagara Region Transit measured?

Niagara Region Transit is measured by the following key metrics. Since this is the first year of the NTC’s operations, only target benchmark indicators are noted below. In future years reporting targets will be compared against actual results.

Measure	Benchmark Target
Ridership	Annual Increase
Average Bus Age	6 Years
Revenue / Cost Ratio	35%

### Who works for Niagara Region Transit?



## Department Summaries – Niagara Region Transit

Full Time Equivalents by Division	2023 Permanent	2023 Temporary
Corporate	2.0	
Fleet and Facilities	63.9	
Operations	316.3	
Planning and Performance	27.0	2.0
<b>Total NTC</b>	<b>409.2</b>	<b>2.0</b>
<b>FTEs</b>		
Shared Services*	12.00	3.3
<b>Totals</b>	<b>421.2</b>	<b>5.3</b>

\*Niagara Region Transit is supported by the Niagara Region through a shared services arrangement with the Niagara Region providing support in the areas of Human Resources, Facilities, Finance, Legal, and Procurement. The Niagara Region supports Niagara Region Transit with a shared services permanent full time equivalent compliment of 12.00 as well as a temporary full time equivalent compliment of 3.33.

### Operating Budget Summary (in thousands)

Niagara Region Transits' first ever special levy is \$56,561. Inclusive within this special levy is a one-time levy amount for employee related costs of \$1,508 to be transferred to reserve.

**Labour Related Costs** – Costs of \$36,763 are attributable to 348.18 unionized full time equivalents of \$30,269 plus 63 non unionized full time equivalents of \$6,494. The most significant component of the NTC's total 2023 labour related costs budget is from the operations division, which includes a total full time equivalent compliment of 316.29 or \$27,217.

**Administrative** – The total administrative budget of \$2,569 consists primarily of consulting and advertising related expenditures of \$2,108, with the balance related to office supplies and education and training.

**Operational and Supply** – The budget of \$16,169 is primarily due to contracted transit services for NRT On Demand and specialized transit services of \$10,173. The balance of the total operational and supply budget is to fund uniforms, licenses, fare media and other direct program related costs.

**Equipment, Vehicles, and Technology** – The budget of \$9,182 consist primarily of fuel costs of \$6,155 with the balance to support repairs and maintenance and vehicle and equipment parts supplies.

**Transfers to funds** – Transfers to funds consist of \$1,508 of one-time transfers to fund employee future benefits associated with the upload of staff to the NTC plus a transfer to capital reserve of \$2,167 to fund the NTC's capital program.



## Department Summaries – Niagara Region Transit

**By-law Charges and Sales** – By-law charges and sales of (\$14,067) are comprised of fare revenues of (\$9,287) and contractual revenues from the Brock University Students Union association of (\$4,780).

**Other Revenue** – Other revenue of (\$5,842) consists of (\$2,879) in cost recoveries associated with the WEGO transit service, (\$1,615) in provincial gas tax operating revenue, plus the balance of (\$1,348) in advertising and other miscellaneous revenues.

**Transfers from Funds** – Transfers from funds of (\$179) are one-time transfers to fund two temporary employees to support with transitional related matters in 2023.

**Indirect Allocation** – Indirect allocations of \$6,095 represent shared services costs allocated from the Niagara Region.

**Capital Financing Allocation** – Capital financing of \$2,197 consists of debt servicing costs associated with the upload of all debt to the NTC.

Amounts In thousands (\$)

<b>Budget with Comparators by Object of Expenditure</b>	<b>2023 Budget</b>
Labour Related Costs	36,763
Administrative	2,569
Operational and Supply	16,169
Equipment, Vehicles, and Technology	9,182
Transfers to Funds	3,675
Intercompany Charges	-
<b>Gross Expenditures</b>	<b>68,358</b>
Taxation	(56,561)
By-Law Charges and Sales	(14,067)
Other Revenue	(5,842)
Transfers from Funds	(179)
<b>Gross Revenue</b>	<b>(76,649)</b>
<b>Net Direct Expenditure before Indirect Allocations</b>	<b>(8,291)</b>
Indirect Allocation	6,095
Capital Financing Allocation	2,197
<b>Indirect Allocation</b>	<b>8,292</b>
<b>Net Expenditure/(Revenue) After Indirect Allocations</b>	<b>0</b>



## Department Summaries – Niagara Region Transit

### Capital Budget Summary (in thousands)

Amounts in thousands (\$)

Funding Source	Funding Amount
Provincial Gas Tax	13,495
Reserves	4,168
Development Charges	3,683
Debt	1,454
ICIP Funding	45,657
<b>Total Gross Capital Request and Funding</b>	<b>68,457</b>

The NTC's total capital program associated with "in flight" projects uploaded from the St. Catharines Transit Commission, Welland Transit, Niagara Falls Transit, and Niagara Regional Transit totals \$68,457. These projects will be reviewed, prioritized, and initiated by the NTC along with support from local transit agencies and are fully funded from previously approved capital budgets. Major highlights of the in flight transit capital program include the following:

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
New Welland Transit Facility	15,000	Brand new Welland Transit facility to replace existing facility.
St. Catharines Facility Upgrades	9,832	Three phase project to upgrade the St. Catharines Transit facility. Phase 1 consists of an upgrade to the administrative part of the facility. Phase 2 will consist of an upgrade to storage. Phase 3 will involve an upgrade to the transit bus bays.
Fare Payment Technology Project	7,296	New fare payment technology will be implemented on all NRT fleet allowing users to utilize the same payment platform through a single application. In addition, this project also involves replacing all of Niagara Falls' fareboxes so that they are compatible with all of NRT's existing fareboxes.
Purchase of 7 Hybrid Buses	7,000	Acquisition of 7 hybrid buses to support transit operations within St. Catharines. To replace fleet nearing retirement.
Purchase of 8 Conventional Diesel Buses	6,400	Acquisition of 8 conventional diesel buses to support transit operations within St. Catharines. To replace fleet nearing retirement.
Niagara Falls Transit Facility Parking and Storage Extension	3,850	This project includes the expansion of 2,185 square meters to indoor parking facility and an additional 10 outdoor parking spots at the Niagara Falls transit facility.

## Department Summaries – Niagara Region Transit

Project Name	Gross Capital Request	Project Description
Purchase of 3 Conventional Diesel Buses	2,250	Acquisition of 3 conventional diesel buses to support intermunicipal transit operations. To replace fleet nearing retirement.
Purchase of 3 Conventional Diesel Buses	2,020	Acquisition of 3 conventional diesel buses to support transit operations within Niagara Falls. To replace fleet nearing retirement.
Vehicle Hoist Replacements	2,006	To replace vehicle hoists at St. Catharines Transit facility.
<b>Total</b>	<b>55,654</b>	





# **Section 5 – Capital Budget**

Corporate Capital Overview



# Capital Budget

## 2023 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:

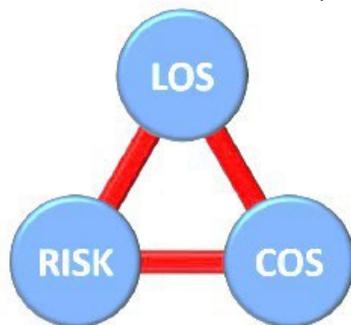
- Vehicles
- Roads and Bridges
- Water lines
- Equipment and Software systems

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

Asset management involves the coordination of all service areas of an organization to effectively manage existing assets and to plan for the acquisition and management of new assets for the delivery services to customers at the lowest possible cost.

For the Region, the approach to asset management is using consistent AM policies, procedures and practices across the Region's departments, boards and commissions, which will result in the most effective use of the Region's resources. This approach will ensure capital decisions balance the effective management of infrastructure risks (Risk), the lowest cost of service (COS) and providing the desired levels of service (LOS), as per the below image.



As part of the annual capital budget process, the Region prioritizes capital project requests from all divisions using a corporate prioritization model called Corporate Asset Management Resource Allocation (CAMRA). CAMRA measures the risk of a project and its level of alignment with corporate priorities and objectives. The risk model uses a triple bottom line (social, environment and economic) approach with a consistent set of criteria to determine the consequence of an asset failure, then incorporates the project cost and probability of failure (before and after project completion) to generate a risk-based return on investment (R-ROI). The corporate priority model determines the level of alignment with corporate priorities, including Council's priorities.

## Capital Budget

Results from the model allow the Region to rank proposed projects by providing a consistent basis to compare and evaluate projects from different divisions with objective, evidence based information. Project prioritization is informed by the model outputs in the following order:

- R-ROI value
- Risk (consequence \* probability of failure)
- Corporate priority alignment
- Factors identified through staff professional judgement in addition to those incorporated in the models

Results are vetted with departments and the Corporate Leadership Team for sensitivity before being presented to Council for approval.

### Regulatory Requirements

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. The Region’s current status on the primary requirements are summarized in the following table:

O.Reg. 588/17	Summary of Requirement	Deadline	Status
s.3.(1)	Strategic AM policy, approved and publicly available	July 1, 2019	Completed April 25, 2019
s.5.(1)	Asset Management Plan – core infrastructure, approved and publicly available	July 1, 2022	Completed June 22, 2022
s.9	Annual review of AM progress	July 1, 2023	In progress
s.5.(1)	Asset Management Plan – all infrastructure, approved and publicly available	July 1, 2024	In progress
s.6.(1)	Asset Management Plan – update to include proposed level of service and financing strategy, approved and publicly available	July 1, 2025	Not started

### 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, as part of council’s priority of 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 (HIA) process in relation to capital projects is an ongoing project.



# Capital Budget



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

## Capital Budget

Debt financing is proposed in an extremely conservative manner, with the 2023 projection calling for no more than 8.7 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 \$236.9 million capital budget, including 151 distinct projects. The capital budget was created with consideration of the prioritized projects from CAMRA and with consideration of council's priorities.

## Capital Budget Recommendation & Approval

On January 5, 2023 Budget Review Committee of the Whole (BRCOTW), the 2023 Capital Budget was approved as recommended.



# Capital Budget

## Capital Revenue Summary by Department

The following table summarizes departmental 2023 capital requests of \$237 million by revenue funding source.

Amounts In thousands (\$)

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External
Community Services	2,783	2,716	0	0	0	0
Corporate Administration	0	0	0	0	0	0
Corporate Services	11,086	11,086	0	0	0	0
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	4,868	3,513	0	1,355	0	0
Transportation Services	72,092	26,388	0	27,995	14,000	3,709
<b>Subtotal of Levy Departments</b>	<b>90,829</b>	<b>43,703</b>	<b>0</b>	<b>29,350</b>	<b>14,000</b>	<b>3,776</b>
Niagara Regional Housing	14,200	10,000	0	0	0	4,200
Niagara Regional Police	5,299	4,891	0	408	0	0
<b>Subtotal of Agency Boards and Commissions</b>	<b>19,499</b>	<b>14,891</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>4,200</b>
<b>Subtotal of Levy Programs</b>	<b>110,328</b>	<b>58,594</b>	<b>0</b>	<b>29,758</b>	<b>14,000</b>	<b>7,976</b>
Waste Management	6,598	6,111	0	487	0	0
Wastewater Operations	49,613	28,467	0	13,339	4,000	3,807
Water Operations	70,420	54,763	0	11,657	0	4,000
<b>Subtotal of Rate Programs</b>	<b>126,631</b>	<b>89,341</b>	<b>0</b>	<b>25,483</b>	<b>4,000</b>	<b>7,807</b>
<b>Grand Total</b>	<b>236,959</b>	<b>147,935</b>	<b>0</b>	<b>55,241</b>	<b>18,000</b>	<b>15,783</b>



# Capital Budget

## Capital Revenue Detail by Project

Regional council approved 151 Capital projects in the 2023 Capital Budget totaling \$237 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 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.

Amounts in thousands (\$)

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
LTC – Capital Improvements	A	388	388	0	0	0	0
LTC - Resident Care Equip	A	652	652	0	0	0	0
LTC - Machinery and Equip	A	1,743	1,676	0	0	0	67
<b>Subtotal of Community Services</b>		<b>2,783</b>	<b>2,716</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>
IT Application Performance Monitoring Software	S	100	100	0	0	0	0
IT Asset Discovery Software	S	210	210	0	0	0	0
IT Adobe Acrobat Software Replacement	A	156	156	0	0	0	0
IT Virtual Server Host Replacement	A	450	450	0	0	0	0
IT Secure Email Gateway Replacement	A	790	790	0	0	0	0
IT Endpoint Security Detection and Management Tool	A,S	1,100	1,100	0	0	0	0



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
IT Firewall Replacements	A	300	300	0	0	0	0
IT Council Chambers Technology Upgrade	A,S	350	350	0	0	0	0
IT Desktop Computer and Laptop Replacement	A	2,750	2,750	0	0	0	0
IT LTC Patient Care iPads	A	80	80	0	0	0	0
IT Business Unit Server Replacements	A	300	300	0	0	0	0
IT Tape Library Replacement	A	120	120	0	0	0	0
IT Storage Area Network Replacement	A	150	150	0	0	0	0
IT Virtual Desktop Replacement	A	300	300	0	0	0	0
IT iPad Replacement	A	110	110	0	0	0	0
IT Cloud Based Control System	S	350	350	0	0	0	0
CE&FM Annual Code & Legislative Compliance	A	600	600	0	0	0	0
CE&FM UPS Replacement and Overhaul Program	A	800	800	0	0	0	0
CE&FM Remediation of Generator Fuel Storage Tanks	A	250	250	0	0	0	0
CE&FM Roof Safety - Design and Installation of Fall Prevention and Arrest Systems	S	300	300	0	0	0	0
CE&FM Niagara Region HQ - Campbell West Chiller Replacement	A	750	750	0	0	0	0
CE&FM Niagara Region HQ - High Voltage Switch Replacement	A	300	300	0	0	0	0
CE&FM Niagara Falls SAEO Ceiling and LED Light Upgrade	A	200	200	0	0	0	0
CE&FM Pelham Yard Structural and Paving	A	120	120	0	0	0	0



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
CE&FM Thorold Yard Wash Bay Structural Repair	A	150	150	0	0	0	0
<b>Subtotal of Corporate Services</b>		<b>11,086</b>	<b>11,086</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ambulance & Equipment Replacement (PY Deferral) & Regular Repl	A	3,262	3,262	0	0	0	0
New Ambulances	G	1,094	0	0	1,094	0	0
ERV Replacement	A	251	251	0	0	0	0
New ERVs	G	261	0	0	261	0	0
<b>Subtotal of Public Health and Emergency Services</b>		<b>4,868</b>	<b>3,513</b>	<b>0</b>	<b>1,355</b>	<b>0</b>	<b>0</b>
Ann-Storm Sewers & Culverts	A	2,500	2,500	0	0	0	0
Ann-Guide Rail Imprv	A	300	300	0	0	0	0
Annual Railway Crossing Improvement	A	210	210	0	0	0	0
Ann-Illum Install&Upgrade	A,G	500	450	0	50	0	0
Annual Traffic Signal Program	A,G	2,478	2,231	0	247	0	0
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	A,G	1,800	1,350	0	450	0	0
Cpcty Imprv-New Escarpment Crossing	A,G,S	500	0	0	500	0	0
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	A,G	18,609	2,702	0	6,160	6,538	3,209
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	A,G	5,750	0	0	1,438	4,312	0
Struc Rehab - Niagara St. Bridge - Bridge Replacement	A	1,000	1,000	0	0	0	0
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	A,G	1,000	750	0	250	0	0

## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Struc Rehab - 20 Mile Arch - (Str. 081210)	A,G	5,000	0	0	1,850	3,150	0
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	A,G	3,000	450	0	2,550	0	0
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	A,G	1,000	750	0	250	0	0
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	A,G	600	360	0	240	0	0
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	A,G,S	500	50	0	450	0	0
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	A,G	750	0	0	750	0	0
Structural Rehab-RR12 Mountain St Retaining Wall	A	150	150	0	0	0	0
Int Imprv - RR 49 McLeod Rd at Drummond Rd	A,G	1,500	0	0	1,500	0	0
Capacity Improvement - RR512 Livingston Ave Extension	A,G,S	750	0	0	750	0	0
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	A,G	4,250	0	0	4,250	0	0
Ann-Miscellaneous Road Properties	A,G	200	30	0	170	0	0
Int Imprv-RR57 TSR at Dorchester	A,G	500	0	0	500	0	0
Structural Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	G	1,000	880	0	120	0	0
Int Imprv-RR81 St Paul W at Vansickle	A,G	100	0	0	100	0	0
Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	A	1,000	1,000	0	0	0	0



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Structural Rehab - 12 Mile Creek Bridge	A	750	750	0	0	0	0
Capacity Improvement - Hwy 20 Smithville Bypass	A,G,S	500	0	0	500	0	0
Ann-Development Projects	A	500	0	0	0	0	500
Structural Rehab-045205-Oswego Creek Bridge	A,G	8,425	4,212	0	4,213	0	0
Roads Rehab - RR67 Pine St Beaverdams to Hwy 58	A,G	1,150	863	0	287	0	0
Structural Rehab - RR87 Lakeshore Rd Culvert (087320)	A	150	150	0	0	0	0
Ann-Roads Resurfacing	A,G	4,200	3,780	0	420	0	0
Asset Management Software	S	400	400	0	0	0	0
Ann-Field Inspection Devices	A,S	25	25	0	0	0	0
Ann-Line Marking Vehicle and Equipment	A	700	700	0	0	0	0
LTC - Vehicle Replacement	A	50	50	0	0	0	0
Three New Vehicles (W/WW)	A,S	250	250	0	0	0	0
WM - Vehicle Replacement	A	45	45	0	0	0	0
<b>Subtotal of Transportation</b>		<b>72,092</b>	<b>26,388</b>	<b>0</b>	<b>27,995</b>	<b>14,000</b>	<b>3,709</b>
<b>Subtotal of Levy Departments</b>		<b>90,829</b>	<b>43,703</b>	<b>0</b>	<b>29,350</b>	<b>14,000</b>	<b>3,776</b>
NRH Annual Accessibility	A	200	140	0	0	0	60
NRH Ann Safety & Security	A	441	309	0	0	0	132
NRH Annual Roof Systems	A	988	691	0	0	0	297
NRH Ann Asphalt & Concrete	A	1,504	1,053	0	0	0	451
NRH Annual Playground Equip	A	150	105	0	0	0	45
NRH Annual New Development Planning/Housing Venture Capital	A,S	200	200	0	0	0	0
NRH Emergency Capital	A	200	140	0	0	0	60
NRH Annual Structural and Foundation Wall Repairs	A	1,717	1,202	0	0	0	515



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NRH CMHC Capital Repairs	A	8,800	6,160	0	0	0	2,640
<b>Subtotal of Niagara Regional Housing</b>		<b>14,200</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200</b>
NRPS - Records Management System	S	400	400	0	0	0	0
Increase Quantity of Fleet Vehicles	G	408	0	0	408	0	0
NRPS - Vehicles (Patrol)	A	2,000	2,000	0	0	0	0
Drone	A,S	21	21	0	0	0	0
Multi Use Tactical Robot	A,S	475	475	0	0	0	0
NRPS - Diving Helmet	A	20	20	0	0	0	0
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	A	140	140	0	0	0	0
Range Target System	A	110	110	0	0	0	0
NRPS - Applicant Tracking System	A,S	220	220	0	0	0	0
Extreme Network Switch Replacement	A	700	700	0	0	0	0
IT & Network Servers	A	235	235	0	0	0	0
NRPS - IT CCTV Cameras	A,S	200	200	0	0	0	0
NRPS - IT Connected Officer	A,S	370	370	0	0	0	0
<b>Subtotal of Niagara Regional Police Services</b>		<b>5,299</b>	<b>4,891</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>0</b>
<b>Subtotal of Agency Boards Programs</b>		<b>19,499</b>	<b>14,891</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>4,200</b>
<b>Subtotal of Levy Programs</b>		<b>110,328</b>	<b>58,594</b>	<b>0</b>	<b>29,758</b>	<b>14,000</b>	<b>7,976</b>
Annual – Miscellaneous Enhancements and Replacements	A	473	473	0	0	0	0
Annual - Property Acquisition	A,S	155	155	0	0	0	0
Bridge-Drop-Off Depot	A,G	1,650	1,238	0	412	0	0
Humber-Infra Upgrades	A,S	770	770	0	0	0	0
Humberstone - Paving Upgrades	A	450	450	0	0	0	0



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
NR-12 - Transfer Structure/ Building	G	150	75	0	75	0	0
Glenridge LCS Header Replacement	A	140	140	0	0	0	0
Glenridge - Passive Gas System	A,S	60	60	0	0	0	0
Quarry-Site Improvements	A,S	1,045	1,045	0	0	0	0
Mtn-GW Treatment LCS upgrades	A	1,540	1,540	0	0	0	0
Annual - Recycle - Build & Equip	A	165	165	0	0	0	0
<b>Subtotal of Waste Management</b>		<b>6,598</b>	<b>6,111</b>	<b>0</b>	<b>487</b>	<b>0</b>	<b>0</b>
Digester Management Program	A	1,200	1,200	0	0	0	0
Digester Mgmt - CB, WE, PW	A	4,000	4,000	0	0	0	0
Area 2 WW SCADA Upgrades	A,S	200	200	0	0	0	0
SCADA Server Refresh	A	34	34	0	0	0	0
New Weather Stations	A	65	65	0	0	0	0
Lab Equipment Upgrade Program	A	100	100	0	0	0	0
Streamside SPS Upgrade	G	1,314	263	0	1,051	0	0
Mewburn Pumping Station Upgrade	A,S	2,000	2,000	0	0	0	0
NFWWTP Primary Treatment Upgrade	A,S	500	500	0	0	0	0
NFWWTP HVAC Upgrade	A,S	150	150	0	0	0	0
Portage Trunk Sewer Rehab/Replacement (Kalar- Stamford)	A	300	300	0	0	0	0
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	A	1,400	1,400	0	0	0	0
Lakeshore Road SPS Upgrade	G,S	1,500	750	0	750	0	0
Anger Ave WWTP Storm Tank Rehab	A	350	350	0	0	0	0
Dain City Pump Station Upgrade	G,S	4,000	880	0	3,120	0	0

## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Quaker Rd Trunk Sewer	G	8,100	0	0	4,293	0	3,807
Broadway Trunk Sewer	A	200	200	0	0	0	0
Towpath SPS Upgrade	G	500	110	0	390	0	0
Hurricane Rd SPS Pump Replacement	A,G	500	100	0	400	0	0
PS Improve Prgm - E-side PS PC	A,S	1,000	1,000	0	0	0	0
City Hall SPS and Forcemain Upgrade	A,S	3,000	3,000	0	0	0	0
Seaway WWTP Electrical Upgrade	A	1,000	1,000	0	0	0	0
Seaway WWTP Influent Channel Upgrade	A	4,300	4,300	0	0	0	0
Seaway WWTP Generator Replacement	A	1,500	1,500	0	0	0	0
Sugarloaf FM Replacement	A	300	300	0	0	0	0
Centre St. SPS Upgrades	A,S	400	400	0	0	0	0
Renown Pump Station Upgrade	A,S	1,200	1,200	0	0	0	0
Port Dalhousie WWTP Waste Gas Burner Upgrades	A	5,600	1,600	0	0	4,000	0
Argyle SPS Upgrades	A,S	400	400	0	0	0	0
SPS & FM UPG- Laurie AVE-LN	G,S	2,500	500	0	2,000	0	0
Baker Road WWTP Capacity Expansion	A,G	1,500	165	0	1,335	0	0
Garner FM Replacement	A	500	500	0	0	0	0
<b>Subtotal of Wastewater Operations</b>		<b>49,613</b>	<b>28,467</b>	<b>0</b>	<b>13,339</b>	<b>4,000</b>	<b>3,807</b>
Reservoir & Storage Program (PCWTP)	A,S	1,600	1,600	0	0	0	0
SCADA Server Refresh	A	207	207	0	0	0	0
New Smithville Trunk Main	G	6,563	656	0	5,907	0	0
Drummond Road Valve Rehab	A	2,200	2,200	0	0	0	0
Area 1 Water SCADA upgrades	A,S	200	200	0	0	0	0



## Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External*
Garrison Road Watermain Replacement	A	500	500	0	0	0	0
Bemis Elevated Tank Replacement	A,G	1,500	750	0	750	0	0
WTP Upg - DeCew Plant 3	A,S	3,600	3,600	0	0	0	0
DeCew Falls Low Lift Booster Station Upgrade	A,S	16,100	16,100	0	0	0	0
Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	A	2,600	2,600	0	0	0	0
DeCew Plant 1 Mixing System	A,S	1,200	1,200	0	0	0	0
York Road Watermain Replacement	A	11,300	11,300	0	0	0	0
Glendale Watermain Valves	A	1,000	1,000	0	0	0	0
Watermain Replacement Ontario St in the Town of Lincoln	A	16,850	12,850	0	0	0	4,000
Grimsby WTP Expansion	G,S	5,000	0	0	5,000	0	0
<b>Subtotal of Water Operations</b>		<b>70,420</b>	<b>54,763</b>	<b>0</b>	<b>11,657</b>	<b>0</b>	<b>4,000</b>
<b>Subtotal of Rate</b>		<b>126,631</b>	<b>89,341</b>	<b>0</b>	<b>25,483</b>	<b>4,000</b>	<b>7,807</b>
<b>Grand Total</b>		<b>236,959</b>	<b>147,935</b>	<b>0</b>	<b>55,241</b>	<b>18,000</b>	<b>15,783</b>

\*Other External financing is comprised of \$11,016 municipal cost share, \$4,267 federal/provincial funding, and \$500 developer contribution related to the annual development project.



## Capital Budget

### Capital Expenditure Summary by Department

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.

Amounts in thousands (\$)

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Community Services	2,783	0	0	2,783	0	0
Corporate Administration	0	0	0	0	0	0
Corporate Services	11,086	521	2,665	7,526	85	289
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	4,868	0	0	4,868	0	0
Transportation Services	72,092	5,600	64,622	1,470	250	150
<b>Subtotal of Levy Departments</b>	<b>90,829</b>	<b>6,121</b>	<b>67,287</b>	<b>16,647</b>	<b>335</b>	<b>439</b>
Niagara Regional Housing	14,200	200	13,313	345	342	0
Niagara Regional Police Services	5,299	0	0	5,299	0	0
<b>Subtotal of Agencies, Boards, and Commissions</b>	<b>19,499</b>	<b>200</b>	<b>13,313</b>	<b>5,644</b>	<b>342</b>	<b>0</b>
<b>Subtotal of Levy Programs</b>	<b>110,328</b>	<b>6,321</b>	<b>80,600</b>	<b>22,291</b>	<b>677</b>	<b>439</b>
Waste Management	6,598	0	5,903	165	265	265
Wastewater Operations	49,613	6,098	34,167	162	3,185	6,001
Water Operations	70,420	5,560	53,700	0	3,768	7,392



## Capital Budget

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
<b>Subtotal of Rate Programs</b>	<b>126,631</b>	<b>11,658</b>	<b>93,770</b>	<b>327</b>	<b>7,218</b>	<b>13,658</b>
<b>Grand Total</b>	<b>236,959</b>	<b>17,979</b>	<b>174,370</b>	<b>22,618</b>	<b>7,895</b>	<b>14,097</b>

### Capital Expense Detail by Project

Amounts in thousands (\$)

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
LTC - Capital Improvements	388	0	0	388	0	0
LTC - Resident Care Equip	652	0	0	652	0	0
LTC - Machinery and Equip	1,743	0	0	1,743	0	0
<b>Subtotal of Community Services</b>	<b>2,783</b>	<b>0</b>	<b>0</b>	<b>2,783</b>	<b>0</b>	<b>0</b>
IT Application Performance Monitoring Software	100	0	0	100	0	0
IT Asset Discovery Software	210	0	0	210	0	0
IT Adobe Acrobat Software Replacement	156	0	0	156	0	0
IT Virtual Server Host Replacement	450	0	0	450	0	0
IT Secure Email Gateway Replacement	790	0	0	790	0	0
IT Endpoint Security Detection and Management Tool	1,100	0	0	1,100	0	0
IT Firewall Replacements	300	0	0	300	0	0
IT Council Chambers Technology Upgrade	350	0	0	350	0	0
IT Desktop Computer and Laptop Replacement	2,750	0	0	2,750	0	0
IT LTC Patient Care iPads	80	0	0	80	0	0



## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
IT Business Unit Server Replacements	300	0	0	300	0	0
IT Tape Library Replacement	120	0	0	120	0	0
IT Storage Area Network Replacement	150	0	0	150	0	0
IT Virtual Desktop Replacement	300	0	0	300	0	0
IT iPad Replacement	110	0	0	110	0	0
IT Cloud Based Control System	350	90	0	260	0	0
CE&FM Annual Code & Legislative Compliance	600	150	400	0	10	40
CE&FM UPS Replacement and Overhaul Program	800	62	655	0	18	65
CE&FM Remediation of Generator Fuel Storage Tanks	250	0	220	0	6	24
CE&FM Roof Safety - Design and Installation of Fall Prevention and Arrest Systems	300	50	200	0	12	38
CE&FM Niagara Region HQ - Campbell West Chiller Replacement	750	70	600	0	15	65
CE&FM Niagara Region HQ - High Voltage Switch Replacement	300	55	220	0	5	20
CE&FM Niagara Falls SAEO Ceiling and LED Light Upgrade	200	25	155	0	5	15
CE&FM Pelham Yard Structural and Paving	120	9	95	0	6	10
CE&FM Thorold Yard Wash Bay Structural Repair	150	10	120	0	8	12
<b>Subtotal of Corporate Services</b>	<b>11,086</b>	<b>521</b>	<b>2,665</b>	<b>7,526</b>	<b>85</b>	<b>289</b>
Ambulance & Equipment Replacement (PY Deferral) & Regular Repl	3,262	0	0	3,262	0	0



## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
New Ambulances	1,094	0	0	1,094	0	0
ERV Replacement	251	0	0	251	0	0
New ERVs	261	0	0	261	0	0
<b>Subtotal of Public Health Emergency Services</b>	<b>4,868</b>	<b>0</b>	<b>0</b>	<b>4,868</b>	<b>0</b>	<b>0</b>
Ann-Storm Sewers & Culverts	2,500	0	2,500	0	0	0
Ann-Guide Rail Imprv	300	0	300	0	0	0
Ann-Railway Crossing Imprv	210	0	210	0	0	0
Ann-Illum Install&Upgrade	500	0	500	0	0	0
Ann-Traffic Signal Program	2,478	0	2,478	0	0	0
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	1,800	500	1,300	0	0	0
Cpcty Imprv-New Escarpment Crossing	500	500	0	0	0	0
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	18,609	0	18,609	0	0	0
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	5,750	0	5,750	0	0	0
Struc Rehab - Niagara St. Bridge - Bridge Replacement	1,000	0	1,000	0	0	0
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	1,000	0	1,000	0	0	0
Struc Rehab - 20 Mile Arch - (Str. 081210)	5,000	0	5,000	0	0	0
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	3,000	0	3,000	0	0	0
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,000	0	1,000	0	0	0

## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	600	600	0	0	0	0
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	500	500	0	0	0	0
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	750	750	0	0	0	0
Struc Rehab-RR12 Mountain St Retaining Wall	150	0	150	0	0	0
Int Imprv - RR 49 McLeod Rd at Drummond Rd	1,500	0	1,500	0	0	0
Cpcty Imprv-RR512 Livingston Ave Extension	750	750	0	0	0	0
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	4,250	0	4,250	0	0	0
Ann-Misc Road Properties	200	0	200	0	0	0
Int Imprv-RR57 TSR at Dorchester	500	500	0	0	0	0
Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	1,000	0	1,000	0	0	0
Int Imprv-RR81 St Paul W at Vansickle	100	100	0	0	0	0
Struc Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	1,000	0	1,000	0	0	0
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	750	750	0	0	0	0
Cpcty Imprv - Hwy 20 Smithville Bypass	500	500	0	0	0	0
Ann-Development Projects	500	0	500	0	0	0
Struc Rehab-045205-Oswego Creek Bridge	8,425	0	8,425	0	0	0



## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Rds Rehab - RR67 Pine St Beaverdams to Hwy 58	1,150	0	1,150	0	0	0
Struc Rehab - RR87 Lakeshore Rd Culvert (087320)	150	150	0	0	0	0
Ann-Roads Resurfacing	4,200	0	3,800	0	250	150
Asset Mgmt Software - Transp	400	0	0	400	0	0
Ann-Field Inspection Devices	25	0	0	25	0	0
Ann-Line Marking Vehicle and Equipment	700	0	0	700	0	0
LTC - Vehicle Replacement	50	0	0	50	0	0
Three New Vehicles (W/WW)	250	0	0	250	0	0
WM - Vehicle Replacement	45	0	0	45	0	0
<b>Subtotal of Transportation Services</b>	<b>72,092</b>	<b>5,600</b>	<b>64,622</b>	<b>1,470</b>	<b>250</b>	<b>150</b>
<b>Subtotal of Levy Departments</b>	<b>90,829</b>	<b>6,121</b>	<b>67,287</b>	<b>16,647</b>	<b>335</b>	<b>439</b>
NRH Annual Accessibility	200	0	194	0	6	0
NRH Ann Safety & Security	441	0	428	0	13	0
NRH Annual Roof Systems	988	0	958	0	30	0
NRH Ann Asphalt & Concrete	1,504	0	1,459	0	45	0
NRH Annual Playground Equip	150	0	0	145	5	0
NRH Annual New Development Planning/Housing Venture Capital	200	200	0	0	0	0
NRH Emergency Capital	200	0	0	200	0	0
NRH Annual Structural and Foundation Wall Repairs	1,717	0	1,674	0	43	0
NRH CMHC Capital Repairs	8,800	0	8,600	0	200	0
<b>Subtotal of Niagara Regional Housing</b>	<b>14,200</b>	<b>200</b>	<b>13,313</b>	<b>345</b>	<b>342</b>	<b>0</b>
NRPS - Records Management System	400	0	0	400	0	0
Increase Quantity of Fleet Vehicles	408	0	0	408	0	0

## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
NRPS - Vehicles (Patrol)	2,000	0	0	2,000	0	0
Drone	21	0	0	21	0	0
Multi Use Tactical Robot	475	0	0	475	0	0
NRPS - Diving Helmet	20	0	0	20	0	0
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	140	0	0	140	0	0
Range Target System	110	0	0	110	0	0
NRPS - Applicant Tracking System	220	0	0	220	0	0
Extreme Network Switch Replacement	700	0	0	700	0	0
IT & Network Servers	235	0	0	235	0	0
NRPS - IT CCTV Cameras	200	0	0	200	0	0
NRPS - IT Connected Officer	370	0	0	370	0	0
<b>Subtotal of Niagara Regional Police Services</b>	<b>5,299</b>	<b>0</b>	<b>0</b>	<b>5,299</b>	<b>0</b>	<b>0</b>
<b>Subtotal of Agency Boards Programs</b>	<b>19,499</b>	<b>200</b>	<b>13,313</b>	<b>5,644</b>	<b>342</b>	<b>0</b>
<b>Subtotal of Levy Programs</b>	<b>110,328</b>	<b>6,321</b>	<b>80,600</b>	<b>22,291</b>	<b>677</b>	<b>439</b>
Annual – Miscellaneous Enhancements and Replacements	473	0	430	0	21	22
Annual - Property Acquisition	155	0	155	0	0	0
Bridge-Drop-Off Depot	1,650	0	1,500	0	75	75
Humber-Infra Upgrades	770	0	700	0	35	35
Humberstone - Paving Upgrades	450	0	450	0	0	0
NR-12 - Transfer Structure/ Building	150	0	136	0	7	7
Glenridge LCS Header Replacement	140	0	127	0	6	7
Glenridge - Passive Gas System	60	0	55	0	3	2
Quarry-Site Improvements	1,045	0	950	0	48	47
Mtn-GW Treatment LCS upgrades	1,540	0	1,400	0	70	70
Annual - Recycle - Build & Equip	165	0	0	165	0	0

## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
<b>Subtotal of Waste Management</b>	<b>6,598</b>	<b>0</b>	<b>5,903</b>	<b>165</b>	<b>265</b>	<b>265</b>
Digester Management Program	1,200	0	972	0	84	144
Digester Mgmt - CB, WE, PW	4,000	0	3,240	0	280	480
Area 2 WW SCADA Upgrades	200	0	162	0	14	24
SCADA Server Refresh	34	0	0	28	2	4
New Weather Stations	65	0	0	53	4	8
Lab Equipment Upgrade Program	100	0	0	81	7	12
Streamside SPS Upgrade	1,314	131	1,183	0	0	0
Mewburn Pumping Station Upgrade	2,000	0	1,620	0	140	240
NFWWTP Primary Treatment Upgrade	500	390	0	0	35	75
NFWWTP HVAC Upgrade	150	117	0	0	11	22
Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)	300	234	0	0	21	45
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	1,400	1,092	0	0	98	210
Lakeshore Road SPS Upgrade	1,500	0	1,215	0	105	180
Anger Ave WWTP Storm Tank Rehab	350	0	283	0	25	42
Dain City Pump Station Upgrade	4,000	0	3,240	0	280	480
Quaker Rd Trunk Sewer	8,100	0	6,561	0	567	972
Broadway Trunk Sewer	200	156	0	0	14	30
Towpath SPS Upgrade	500	390	0	0	35	75
Hurricane Rd SPS Pump Replacement	500	390	0	0	35	75
PS Improve Prgm - E-side PS PC	1,000	0	830	0	50	120
City Hall SPS and Forcemain Upgrade	3,000	0	2,430	0	210	360
Seaway WWTP Electrical Upgrade	1,000	0	810	0	70	120



## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Seaway WWTP Influent Channel Upgrade	4,300	0	3,483	0	301	516
Seaway WWTP Generator Replacement	1,500	0	1,215	0	105	180
Sugarloaf FM Replacement	300	234	0	0	21	45
Centre St. SPS Upgrades	400	312	0	0	28	60
Renown Pump Station Upgrade	1,200	780	200	0	70	150
Port Dalhousie WWTP Waste Gas Burner Upgrades	5,600	0	4,648	0	280	672
Argyle SPS Upgrades	400	312	0	0	28	60
SPS & FM UPG- Laurie AVE-LN	2,500	0	2,075	0	125	300
Baker Road WWTP Capacity Expansion	1,500	1,170	0	0	105	225
Garner FM Replacement	500	390	0	0	35	75
<b>Subtotal of Wastewater Operations</b>	<b>49,613</b>	<b>6,098</b>	<b>34,167</b>	<b>162</b>	<b>3,185</b>	<b>6,001</b>
Reservoir & Storage Program (PCWTP)	1,600	0	1,296	0	112	192
SCADA Server Refresh	207	0	168	0	14	25
New Smithville Trunk Main	6,563	0	6,563	0	0	0
Drummond Road Valve Rehab	2,200	0	1,782	0	154	264
Area 1 Water SCADA upgrades	200	0	162	0	14	24
Garrison Road Watermain Replacement	500	390	0	0	35	75
Bemis Elevated Tank Replacement	1,500	1,170	0	0	105	225
WTP Upg - DeCew Plant 3	3,600	0	2,916	0	252	432
DeCew Falls Low Lift Booster Station Upgrade	16,100	0	13,363	0	805	1,932
Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	2,600	0	2,106	0	182	312



## Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
DeCew Plant 1 Mixing System	1,200	0	972	0	84	144
York Road Watermain Replacement	11,300	0	9,153	0	791	1,356
Glendale Watermain Valves	1,000	0	810	0	70	120
Watermain Replacement Ontario St in the Town of Lincoln	16,850	0	14,409	0	900	1,541
Grimsby WTP Expansion	5,000	4,000	0	0	250	750
<b>Subtotal of Water Operations</b>	<b>70,420</b>	<b>5,560</b>	<b>53,700</b>	<b>0</b>	<b>3,768</b>	<b>7,392</b>
<b>Subtotal of Rate</b>	<b>126,631</b>	<b>11,658</b>	<b>93,770</b>	<b>327</b>	<b>7,218</b>	<b>13,658</b>
<b>Grand Total</b>	<b>236,959</b>	<b>17,979</b>	<b>174,370</b>	<b>22,618</b>	<b>7,895</b>	<b>14,097</b>



# Capital Budget

## Capital Budget Development Process

### Capital Business Cases

In 2023, 151 Capital Projects were approved with the Capital Budget. All projects approved by council are 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 the 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 2023 Capital Budget, the Asset Management Office supported the use of the internally-developed prioritization model referred to as the Corporate Asset Management Resource Allocation (CAMRA). CAMRA is deployed Region-wide and allows for a consistent evaluation of capital projects from all departments through a single model. The purpose of CAMRA is as follows:

- Facilitate the allocation of resources across the organization (prioritizing capital projects)
- Provide a transparent and 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

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 2023 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 to help the region 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 2021, The Region's Asset Management Plan identified the following

- Replacement value of assets are \$4.3 billion for levy and \$5.5 billion for rate
- Asset backlog as of 2021 was \$2.5 billion
- 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. In report [CSD 7-2022](#) 2021 Asset Management Plan, it was identified that an estimated 3.82% for Levy and 7.22% for Water and Wastewater was required annually for 10 years to eliminate the infrastructure deficit. Understanding significant budget pressures, the 2023 budget recommended a 2.50% increase for Levy and 5.00% increase for Water and Wastewater to address the asset backlog over 50 years.



# Capital Budget

## Top Ten Capital Business Cases

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. These 10 projects make up 45% of the total 2023 Capital Budget. The operating impacts of these projects were reviewed along with the rest of the projects in the capital budget. The 10 largest projects do not have incremental operating costs as these costs were already budgeted when the original asset was constructed.

### 2023 Capital Data Sheet - Project ID: J 10RC1562

Roads Rehabilitation - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell

#### Project Description

Reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Transportation
Project Initiation	Concurrent with Budget Approval
Partners	City of St. Catharines
DC Study Reference	2022 Study, 5-26,78 (0.4)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

#### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	18,609
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>18,609</b>

#### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	2,703
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	6,160
Federal Gas Tax	6,537
Area Municipality	0
Municipal Cost Sharing	3,209
Other External	0
<b>Total Funding</b>	<b>18,609</b>



# Capital Budget

## Cash Flows

Amounts In thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	0	3,800	3,800	3,800	11,400
2024	2,500	2,500	2,209	0	7,209
2025	0	0	0	0	0

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	100	0	0	0	0	0	0	100
Design	400	0	0	0	0	0	0	400
Pre-Construction	2,160	0	0	0	0	0	0	2,160
Construction	0	18,609	0	0	0	0	0	18,609
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	200	0	0	0	0	0	0	200
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>2,860</b>	<b>18,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,469</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
Total Operating Impact	0	0	0

## Project Need, Justification of Timing and Costs

The reconstruction of RR42 Ontario St from Lakeshore Rd to Linwell Rd will implement the recommendations of the EA study report completed November 2016. These improvements address deteriorating road conditions, drainage, capacity concerns, streetscaping, roadway lighting and active transportation. The Region has collaborated with the City of St. Catharines through the process to ensure their requirements are considered as part of the project. Timing is critical to address the deteriorating pavement condition and to align with stakeholders. The reconstruction of this corridor has been scheduled to be completed in time for the World Rowing Championships in August 2024. This project must also be coordinated with the reconstruction project on Main St in Port Dalhousie to provide sufficient access to drivers. This will also complete the recommendations from the Municipal Class EA for this road corridor. The 2023 Budget request is \$18,609,242 to proceed with construction. Prior approved funding of \$2,860,000 was for the EA, detailed design, property acquisitions and utility relocations. The

## Capital Budget

total cost of the project is estimated at \$21,469,242 based on 75% detailed design. Cost sharing will be finalized with the City of St. Catharines at the time of tender.

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

High - Ontario St is an arterial road with access to many residential and commercial areas. This road section is in poor condition and has a PCI of 35. Delaying the project will lend to further deterioration and increased maintenance costs. Public Health impacts are not applicable to this project.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001175

20- Watermain Replacement Ontario St in the Town of Lincoln

### Project Description

Construction - Replacement of approximately 2.55km of 400mm ductile iron watermain in the Town of Lincoln.

Project Details	Description
Municipality	Lincoln
Operating Unit-Division	Water
Project Initiation	Concurrent with Budget Approval
Partners	Town of Lincoln
DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	14,409
Internal Compensation	514
Internal Costs	385
Contingency	1,285
Warranty	257
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>16,850</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	12,850
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	4,000
<b>Total Funding</b>	<b>16,850</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	500	500	1,500	3,500	6,000
2024	5,000	4,000	1,000	850	10,850
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	419	0	0	0	0	0	0	419
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	14,409	0	4,000	0	0	0	18,409
Internal Compensation	9	514	0	0	0	0	0	523
Internal Costs	7	385	0	0	0	0	0	392
Contingency	65	1,285	0	0	0	0	0	1,350
Warranty	0	257	0	0	0	0	0	257
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>500</b>	<b>16,850</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,350</b>

## Operating Impact

Amounts In thousands (\$)

Object of Expenditure	2023	2024	2025
Total Operating Impact	0	0	0

## Project Need, Justification of Timing and Costs

The community of Beamsville is located in the Town of Lincoln. A single regional transmission watermain services the community; this watermain is a 400mm ductile iron pipe that was installed in 1984. In May 2019, this Regional watermain experienced a major break, and water service to the community of Beamsville was significantly disrupted as a result. Once the watermain was exposed for repair, it was found to be in very poor condition. There are concerns that other sections of the watermain are similarly compromised, increasing the likelihood of breaks in the future.

The scope of work for this assignment will be completed in two (2) phases. Phase One of construction will take place in 2023 and includes replacement of the ductile iron pipe on Ontario Street from Greenlane to King Street (1.7km). Phase Two of construction will include replacement of the watermain on Greenlane from Ontario Street to Lincoln Avenue (850m).

Phase One of construction is budgeted in 2023 at a cost of \$16,850,000, while Phase Two is forecasted in 2025 at a cost of \$4,000,000. Design was previously approved in 2020 at a cost of \$500,000. The construction cost estimate for Phase 1 is based on the Consultant's 40% design estimate.

This project will be led by W-WW Engineering in conjunction with Regional Water Operations and Maintenance and the Town of Lincoln.



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

High – The Town of Lincoln requires security of its water supply. The condition of the current watermain is poor, placing Beamsville residents at risk for more service disruptions in the future. If the watermain fails, there will be an impact to Public Health due to lack of supply and/or compromised water quality.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20000851

DeCew Falls Low Lift Booster Station Upgrade

### Project Description

Construction - Upgrades to the low lift pumping station and appurtenances at DeCew Falls Water Treatment Plant in the City of St. Catharines.

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

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	13,363
Internal Compensation	483
Internal Costs	322
Contingency	1,610
Warranty	322
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>16,100</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	16,100
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>16,100</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	100	1,000	5,000	5,000	11,100
2024	2,500	2,500	0	0	5,000
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	300	0	0	0	0	0	0	300
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	13,363	0	0	0	0	0	13,363
Internal Compensation	6	483	0	0	0	0	0	489
Internal Costs	5	322	0	0	0	0	0	327
Contingency	45	1,610	0	0	0	0	0	1,655
Warranty	6	322	0	0	0	0	0	328
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>362</b>	<b>16,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,462</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
Total Operating Impact	0	0	0

## Project Need, Justification of Timing and Costs

The DeCew Falls Water Treatment Plant (WTP) is located at 2700 DeCew Road in the City of St. Catharines. The WTP's low lift pumping station was built in 1979 and has not been upgraded or improved since that time. The station has operated continuously for more than 40 years and requires a complete upgrade. There are 5 low lift and 2 wash water pumps ranging in size from 45.5 MLD to 90.9 MLD, along with Motor Control Centres (MCCs), conduits/cabling, and piping, all of which need to be replaced. Typical life expectancy for this type of electrical equipment is 30 years. Replacement is needed to continue to meet level of service expectations and future demands.

The scope of this upgrade includes electrical, mechanical, building envelope, and instrumentation systems.

The 2023 budget request is \$16,100,000 to proceed with construction, with plans to tender in conjunction with the Decew WTP Plant 3 Phase 2 Upgrade. The budget estimate is based on the consultant's 40% design estimate. Funding of \$361,500 was previously approved in 2019 for design. This project will be led by W-WW Engineering in cooperation with Water Operations and Maintenance.



## Capital Budget

### **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/or failure to meet water demand for over 170,000 residents.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001388

### 21- York Road Watermain Replacement

#### Project Description

Construction - Replacement of 3.8 km of 400 mm ductile iron transmission watermain on York Road between Four Mile Creek Road and Concession 7 in the Town of Niagara-on-the-Lake.

Project Details	Description
Municipality	Niagara-on-the-Lake
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 Break Down

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	9,153
Internal Compensation	452
Internal Costs	339
Contingency	1,130
Warranty	226
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>11,300</b>

#### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	11,300
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>11,300</b>

#### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	500	500	5,000	5,000	11,000
2024	100	100	100	0	300
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	420	0	0	0	0	0	0	420
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	9,153	0	0	0	0	0	9,153
Internal Compensation	9	452	0	0	0	0	0	461
Internal Costs	11	339	0	0	0	0	0	350
Contingency	60	1,130	0	0	0	0	0	1,190
Warranty	0	226	0	0	0	0	0	226
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>500</b>	<b>11,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,800</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
Total Operating Impact	0	0	0

## Project Need, Justification of Timing and Costs

The primary supply of water to St. David's, within the Town of Niagara-on-the-Lake, is provided by the DeCew Falls Water Treatment Plant (WTP) via a 400mm diameter ductile iron trunk watermain installed along York Road. The trunk watermain was installed in 1993 and is 3.8km in length, running along York Road between Four Mile Creek Road and Concession 7.

The watermain is in poor condition. There have been four breaks along this section of main within the past two years as a result of pipe corrosion and deterioration. Providing safe, reliable drinking water is a primary objective at Niagara Region; future failures of this watermain will be problematic as they will negatively impact the community of St. David's. This project will involve the full replacement of the 3.8 km York Road trunk watermain.

The 2023 budget request is \$11,300,000 to proceed with construction; this budget estimate is based on the consultant's 40% design estimate. A design budget of \$500,000 was previously approved in 2021.

This project will be led by W-WW Engineering in cooperation with Regional Water Operations & Maintenance and the Town of Niagara-on-the-Lake.



# Capital Budget

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

High - Security of water supply will be impacted. Public Health could be affected by future failures of the watermain thus resulting in the inability to deliver water to the local community.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001874

23 – Niagara Regional Housing (NRH) CMHC Capital Repairs

### Project Description

Upgrading and repairs to NRH-owned unit buildings at various sites across the Region.

Project Details	Description
Municipality	Region Wide
Operating Unit-Division	Niagara Regional Housing
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	No

### Budget Breakdown

Amount in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	8,600
Internal Compensation	200
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>8,800</b>

### Funding Sources

Amount in thousands (\$)

Funding Source	Amount
Levy Reserves	6,160
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>8,800</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	0	1,100	2,200	2,200	5,500
2024	1,100	2,200	0	0	3,300
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	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	8,600	0	0	0	0	0	8,600
Internal Compensation	0	200	0	0	0	0	0	200
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

Leveraging CMHC capital funding for upgrades and rehabilitation of existing housing stock related to reductions in greenhouse gas emissions, energy efficiency and accessibility, per report NRH 11-2022/ BRC-C 1-2023.]

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

High - Deferring “essential” projects create the potential for risk related to further deterioration, increased capital replacement costs, increased legal liability/litigation related to health and safety concerns, and non-compliance with legislation. The costs are based on the Building Condition Assessment study done in 2017 on NRH-owned units. If the projects are delayed, the costs will continue to increase in the following years. Delay could also impact the safety of the residents. Public Health impacts: This project ensures that the health and safety of the tenants living in and around the owned- unit properties are protected through providing the appropriate capital repairs to the owned units.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001772

Structural Rehabilitation-045205-Oswego Creek Bridge

### Project Description

Replacement of RR45 Oswego Creek Bridge Structure 045205.

Project Details	Description
Municipality	Wainfleet
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study, 5-34,140(0.5)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	1,000
Construction	7,425
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>8,425</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	4,213
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	4,212
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>8,425</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	0	2,000	2,000	1,000	5,000
2024	685	1,370	1,370	0	3,425
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	1,000	0	0	0	0	0	1,000
Construction	0	7,425	0	0	0	0	0	7,425
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>8,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,425</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

This project will address the replacement of the Oswego Creek Bridge and implement the recommendations of the Municipal Class EA study report. The new structure will replace the existing single lane structure with a two-lane structure facilitating active transportation. The 2019 Biennial Inspection Report identified this structure for replacement as the service life has expired and the bridge currently has a triple load restriction. Emergency repairs were completed on the structure in 2016 and 2018.

Timing of this project is critical. The structure has reached the end of its service life and has been closed to the travelling public since January 2022 severing the connection of RR45 Creek Rd in Wainfleet.

The 2023 budget request is \$8,425,000 for detailed design, property acquisition and construction. The total project cost is estimated at \$8,425,000 based on the EA and the Bridge Management System.

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

High - This structure is in poor condition with a BCI of 45 and requires immediate replacement. Public Health impacts are not applicable to this project.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001149

20-Quaker Rd Trunk Sewer

### Project Description

Construction -Installation of a new sanitary trunk sewer on Quaker Road in Welland/Pelham between Pelham Street and Rice Road.

Project Details	Description
Municipality	Welland
Operating Unit-Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	Welland; Pelham
DC Study Reference	2022 Study, 5-51,WW-SS-002,(1)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	No

### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	6,561
Internal Compensation	324
Internal Costs	243
Contingency	810
Warranty	162
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>8,100</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	4,293
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	3,807
Other External	0
<b>Total Funding</b>	<b>8,100</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	100	250	500	2,000	2,850
2024	3,000	1,750	500	0	5,250
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	252	0	0	0	0	0	0	252
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	6,561	0	0	0	0	0	6,561
Internal Compensation	5	324	0	0	0	0	0	329
Internal Costs	4	243	0	0	0	0	0	247
Contingency	39	810	0	0	0	0	0	849
Warranty	0	162	0	0	0	0	0	162
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	58	0	0	0	0	0	0	58
Cost Share	58	0	0	0	0	0	0	58
<b>Total Expenditure</b>	<b>416</b>	<b>8,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,516</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

The Town of Pelham has been identified as a growth area in the most recent Water and Wastewater Master Servicing Plan (WWWMSP). As such, additional trunk capacity on Quaker Road has been recommended. The addition of this new sanitary gravity sewer will support existing and future growth flows from the Pelham system.

The scope of work will include the installation of a new 600mm diameter gravity sewer on Quaker Road between Pelham Street and Rice Road, extending approximately 1.25km in length. This project will be led by W&WW Engineering in conjunction with the Town of Pelham and the City of Welland.

Funding of \$358,344 was previously approved in 2020 to begin detailed design. The 2023 budget request is \$8,100,000 to proceed with construction; the Region's share of this budget is \$4,300,000. This project is cost-shared with both City of Welland and Town of Pelham, and is 100% DC Recoverable. This cost estimate is based on the Consultant's 40% detailed design estimate.

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

Medium – This area is a growth area, the capacity will be required in the system prior to meeting the growth flows. The Public Health could be impacted if we cannot pump and convey sewage flows we risk environmental spills and possible basement flooding.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001816

23-New Smithville Trunk Main

### Project Description

Construction- New 5.6km transmission watermain in Smithville extending from the Smithville Elevated Tank.

Project Details	Description
Municipality	West Lincoln
Operating Unit-Division	Water
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study, 5-58,W-M-006,(0.9)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	No

### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	6,563
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>6,563</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	656
Operating Reserves	0
Debt	0
Development Charges	5,907
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>6,563</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	0	0	0	0	0
2024	0	0	0	0	0
2025	0	0	0	6,563	6,563



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	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	6,563	0	0	0	0	0	6,563
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>6,563</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,563</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

The most recent Water and Wastewater Master Servicing Plan (WWWMSP) recommends the construction of a new 400mm transmission watermain within the Town of Smithville to accommodate growth. The WWWMSP suggests the alignment of the new watermain will span approximately 5.6km in length and run South on Industrial Park Road from the Smithville/London Road Elevated Tank (ET), west on Townline Road, north along Wade Street/South Grimsby Road and east on Spring Creek Road until it connects with an existing Regional watermain. However, it is possible an alternative alignment may be proposed by the Developer associated with the project.

The project will be led by the Developer in coordination with W&WW Engineering and the Town of West Lincoln. The 2023 budget request is \$6,563,000 to proceed with construction. This cost estimate is based on WWWMSP and Developer projections. This project is 90% DC recoverable.

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

High - Current Smithville transmission main system requires security of supply improvements as identified by the WWWMSP. Public Health could be impacted if the current watermain failed thus resulting in the inability to deliver water to the local community.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 10RC1564

Roads Rehabilitation-RR81 King St Reconstruction -Durham Rd to Lincoln Ave

### Project Description

Reconstruction of RR81 King St from Durham Rd to Lincoln Ave

Project Details	Description
Municipality	Lincoln
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	Town of Lincoln
DC Study Reference	2022 Study, 5-28,96,(0.25)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

### Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	5,750
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>5,750</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	1,438
Federal Gas Tax	4,312
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>5,750</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	0	2,300	2,300	1,150	5,750
2024	0	0	0	0	0
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	375	0	0	0	0	0	0	375
Pre-Construction	1,500	0	0	0	0	0	0	1,500
Construction	0	5,750	0	0	0	0	0	5,750
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	100	0	0	0	0	0	0	100
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	20	0	0	0	0	0	0	20
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>1,995</b>	<b>5,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,745</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

This project involves the reconstruction of RR 81 King St to address the poor pavement condition, drainage, roadway and intersection safety as well as active transportation. The Region has collaborated with the Town of Lincoln to incorporate their infrastructure improvements into the project.

Timing is critical to align with stakeholders and address the pavement that is in poor condition PCI 35.

The 2023 Budget request is \$5,750,000 to proceed with construction. Prior approved funding of \$1,995,000 was for detailed design, geotechnical studies, property acquisitions and utility relocations. The total cost of the project is estimated at \$7,745,000 based on 60% design and condition/financial analysis. Cost sharing will be finalized with the Town of Lincoln during the tender process.



## Capital Budget

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

High - King St is a major arterial road connecting the Town of Lincoln and the Town of Grimsby with access to many residential and commercial areas. This road section is a maintenance concern and delaying the project may put the Region at risk for damage claims. The condition of the existing road will further deteriorate and increase maintenance costs.

Public Health impacts are not applicable to this project.



# Capital Budget

## 2023 Capital Data Sheet - Project ID: J 20001365

21-Port Dalhousie Wastewater Treatment Plant (WWTP) Waste Gas Burner Upgrades

### Project Description

Construction - Replacement of the Port Dalhousie Wastewater Treatment Plant Waste Gas Burner System.

Project Details	Description
Municipality	St. Catharines
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

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	4,648
Internal Compensation	168
Internal Costs	112
Contingency	560
Warranty	112
Property	0
Equipment	0
Uninitiated	0
<b>Total Expenditure</b>	<b>5,600</b>

### Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	1,600
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	4,000
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
<b>Total Funding</b>	<b>5,600</b>

### Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2023	100	200	1,500	2,500	4,300
2024	1,000	100	100	100	1,300
2025	0	0	0	0	0



# Capital Budget

## Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2023	2024	2025	2026	2027	2028-2032	Total
Planning	0	0	0	0	0	0	0	0
Design	252	0	0	0	0	0	0	252
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	4,648	0	0	0	0	0	4,648
Internal Compensation	5	168	0	0	0	0	0	173
Internal Costs	4	112	0	0	0	0	0	116
Contingency	39	560	0	0	0	0	0	599
Warranty	0	112	0	0	0	0	0	112
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>300</b>	<b>5,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,900</b>

## Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2023	2024	2025
<b>Total Operating Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Project Need, Justification of Timing and Costs

The Port Dalhousie Wastewater Treatment Plant (WWTP) is located at 40 Lighthouse Rd. in St. Catharines and services approximately 71,500 people. The Waste Gas Burner (WGB) system at the plant was installed prior to 1972 and is causing significant operational issues. Biogas is produced as a by-product of the anaerobic digestion process when microorganisms convert volatile fatty acids into methane and carbon dioxide. Release of methane and carbon dioxide to the environment has negative impacts on the earth's atmosphere and contributes to climate change. As a result, biogas produced during anaerobic digestion is captured and stored either for reuse as an alternative fuel source or burned via the waste gas burner.

The plant receives significant volumes of hauled winery wastewater generated by wineries within Niagara Region. This high-strength wastewater is directed to the digester to avoid upsetting normal aerobic plant processes. Due to limitations of the current WGB system, it is unable to effectively flare off the excess methane gas, resulting in an excessive amount of gas build up within the digesters that must be released by bypassing the WGB. As this is outside the normal operation of the digester, the gas release must be reported.

Repairing or replacing parts on the WGB system is complicated because of the age of the existing components and the scarcity of replacement parts. The current WGB is "grandfathered" but does not meet current TSSA guidelines; once modified, it must be recertified. In addition, the



## Capital Budget

WGB system no longer conforms to Ministry of Environment, Conservation and Parks guidelines so a full replacement is required to meet regulatory standards.

The 2023 budget request is \$5,600,000 to complete construction. Funding of \$300,000 was approved for design in 2021. This estimate is based on the Consultant's 40% design estimate.

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

High - The waste gas burner system is currently experiencing major operational issues. Any delays will increase the likelihood of spills, air pollution, and compliance issues. There is a risk to Public Health because of spills to the environment and air pollution.



# Capital Budget

## Operating Costs of Capital Projects

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 2023 and multi-year operating budgets as a result of council approving the following capital projects.

Amounts in thousands (\$)

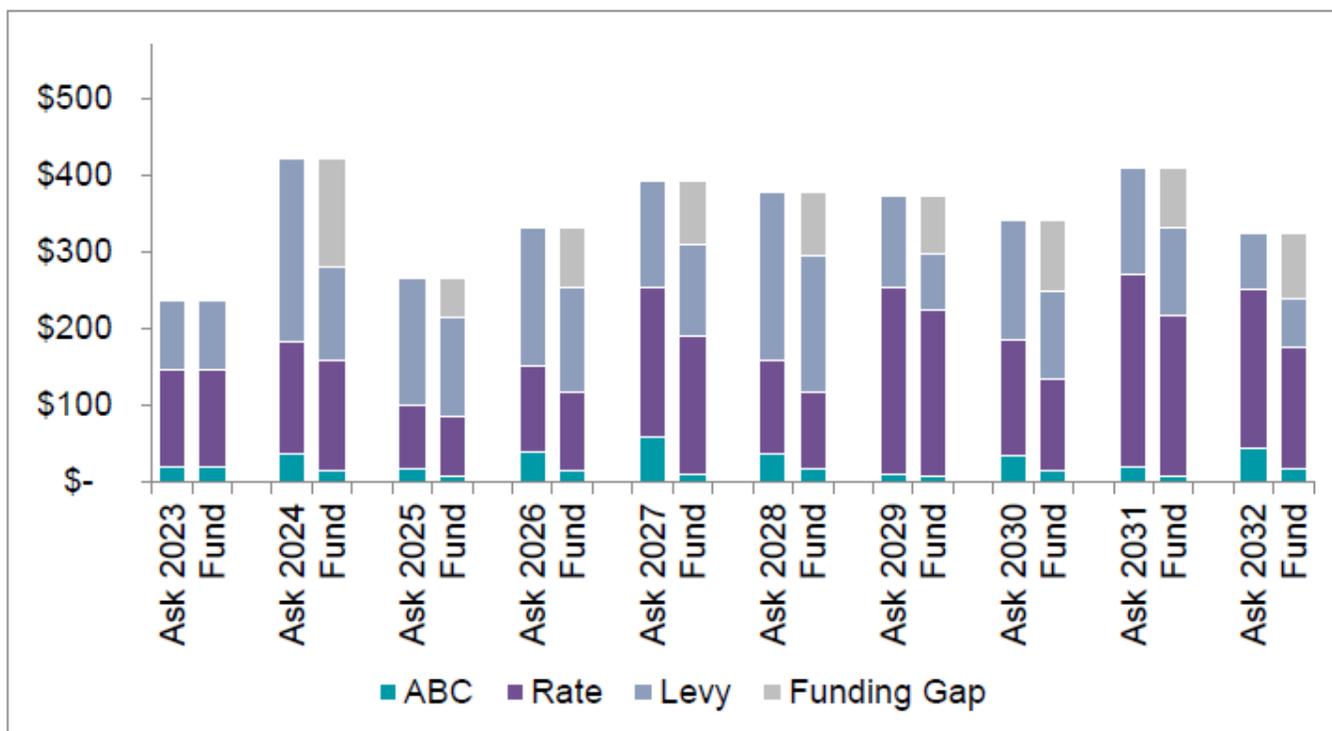
Project Description	Nature of Operating Costs	2023 Costs	2024 Costs	2025 Costs
23-IT-App Perform Monitor SW	Licenses & Operational Support	50	50	50
23-IT Asset Discovery Software	Licenses & Operational Support	25	25	25
23-IT-Council Chambers Tech Up	Hardware, Licenses & Operational Support	15	15	15
23-IT Cloud-Based Control Syst	Licenses & Operational Support	250	250	250
<b>Subtotal of Corporate Services</b>		<b>340</b>	<b>340</b>	<b>340</b>
23-New Ambulances	Operation Support	37.5	40	42.5
23-New ERVs	Maintenance & Operational Support	18.3	20	22
<b>Subtotal of Public Health and Emergency Services</b>		<b>55.8</b>	<b>60</b>	<b>64.5</b>
23 LTC – Vehicle Replacement	Program Specific Cost	0	1.6	1.6
<b>Subtotal of Transportation Services</b>		<b>0</b>	<b>1.6</b>	<b>1.6</b>
<b>Subtotal of Levy Departments</b>		<b>395.8</b>	<b>401.6</b>	<b>406.1</b>
23-Three New Vehicles (W/WW)	Program Specific Cost	0	4.8	4.8
<b>Subtotal of Water/Wastewater</b>		<b>0</b>	<b>4.8</b>	<b>4.8</b>
23 WM – Vehicle Replacement	Program Specific Cost	0	1.6	1.6
<b>Subtotal of Waste Management</b>		<b>0</b>	<b>1.6</b>	<b>1.6</b>
<b>Subtotal of Rate Programs</b>		<b>0</b>	<b>6.4</b>	<b>6.4</b>
<b>Total of Operating Costs</b>		<b>395.8</b>	<b>414.4</b>	<b>412.5</b>



# Capital Budget

## 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 funding 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 \$0.77 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 borrowing 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 3.25% for 5-year debt to 4.50% for 30-year debt. The rate is variable depending on term and year of issuance.



# Capital Budget

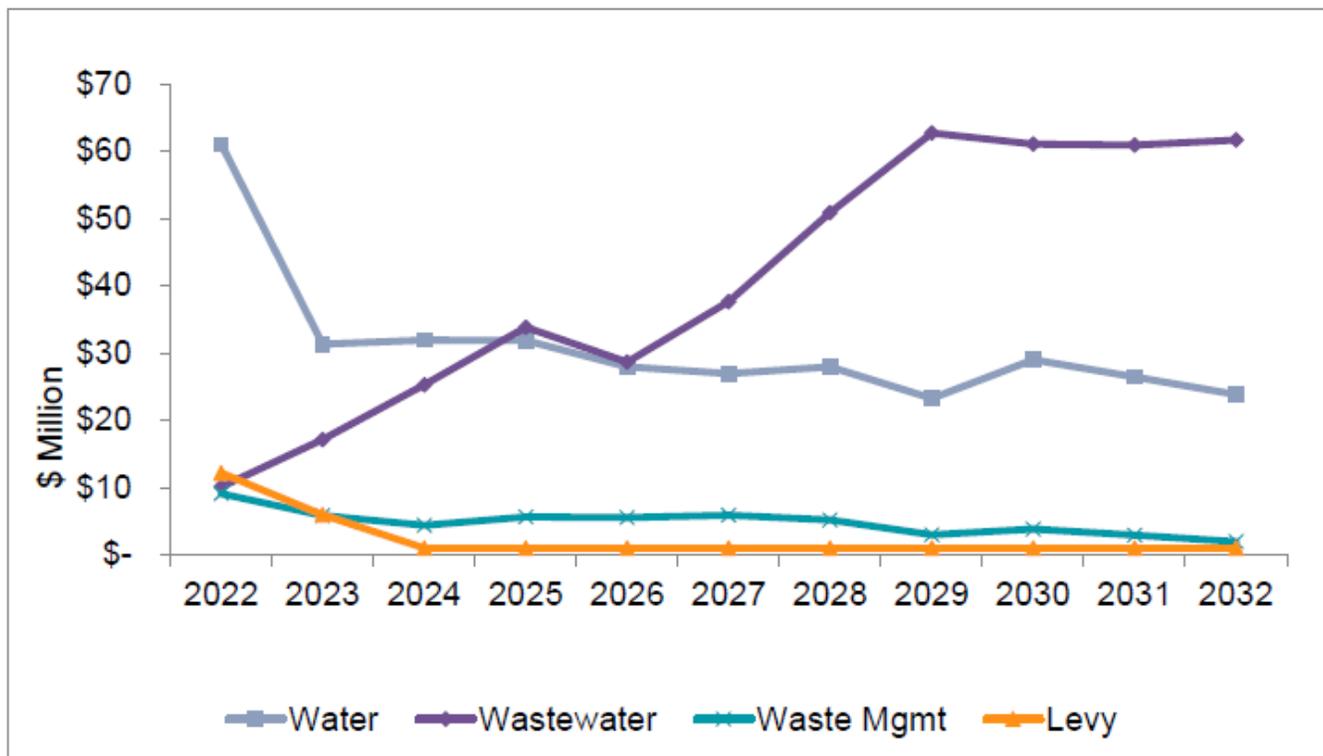
## Ten Year Capital Budget Revenue Summary by Year

Amounts in thousands (\$)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Other External	Funding Gap
2023	236,959	147,935	0	55,241	18,000	15,783	0
2024	421,288	88,683	74,937	98,261	14,000	3,720	141,687
2025	266,134	99,165	42,491	57,155	14,800	500	52,023
2026	332,241	118,804	38,262	82,207	14,800	500	77,668
2027	391,863	112,177	31,087	120,032	15,300	30,500	82,767
2028	378,168	117,032	9,628	151,985	15,300	500	83,723
2029	372,386	136,087	13,348	130,991	15,900	500	75,560
2030	342,300	148,763	31,394	51,842	15,900	500	93,901
2031	409,250	172,212	17,986	124,775	15,900	500	77,877
2032	324,218	187,165	14,947	21,089	15,900	500	84,617
<b>Total</b>	<b>3,474,807</b>	<b>1,328,023</b>	<b>274,080</b>	<b>893,578</b>	<b>155,800</b>	<b>53,503</b>	<b>769,823</b>

## Ten Year Capital Reserve Forecast

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



# Capital Budget

## Ten Year Capital Expenditure Request by Department Summary

The following table summarizes departmental 10 year capital requests. The detail of this information can be found on the next page (Ten Year Capital Budget Project Detail).

Amounts in thousands (\$)

Department	2023	2024	2025	2026	2027	2028-2032	Total
Community Services	2,783	2,595	1,801	2,036	2,971	10,700	22,887
Corporate Services	11,086	20,470	9,700	9,950	9,800	149,850	210,856
Corporate Administration	0	1,520	0	150	0	1,325	2,995
Planning	0	0	0	0	0	0	0
Public Health and Emergency Services	4,868	6,677	3,884	6,086	3,099	23,549	28,163
Transportation	72,092	207,448	150,960	162,873	122,582	521,842	1,237,796
<b>Subtotal of Levy Departments</b>	<b>90,829</b>	<b>238,710</b>	<b>166,345</b>	<b>181,095</b>	<b>138,452</b>	<b>707,267</b>	<b>1,522,698</b>
Niagara Regional Housing	14,200	31,473	10,883	33,153	12,914	111,684	214,289
Niagara Regional Police	5,299	5,740	4,920	5,170	45,480	32,600	99,209
<b>Subtotal of Agency Board and Commissions</b>	<b>19,499</b>	<b>37,213</b>	<b>15,803</b>	<b>38,305</b>	<b>58,394</b>	<b>144,284</b>	<b>313,498</b>
<b>Subtotal of Levy Programs</b>	<b>110,328</b>	<b>275,923</b>	<b>182,148</b>	<b>219,400</b>	<b>196,846</b>	<b>851,551</b>	<b>1,836,196</b>
Waste Management	6,598	2,589	619	1,980	1,501	13,223	26,510
Wastewater Operations	49,613	64,310	54,259	61,180	71,617	632,651	933,630
Water Operations	70,420	78,466	29,108	49,681	121,899	328,897	678,471
<b>Subtotal of Rate Programs</b>	<b>126,631</b>	<b>145,365</b>	<b>83,986</b>	<b>112,841</b>	<b>195,017</b>	<b>974,771</b>	<b>1,638,611</b>
<b>Grand Total</b>	<b>236,959</b>	<b>421,288</b>	<b>266,134</b>	<b>332,241</b>	<b>391,863</b>	<b>1,826,322</b>	<b>3,474,807</b>



# Capital Budget

## Ten Year Capital Budget Project Detail

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 2023 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.

Amounts in thousands (\$)

Project Name	2023	2024	2025	2026	2027-2032	Total
LTC Homes – Annual Capital Improvements/Replacements	0	384	89	432	3,349	4,254
LTC Homes – Annual Machinery/Equipment	0	674	854	496	4,966	6,990
LTC Homes – Annual Resident Care Equipment	0	837	858	1,108	3,895	6,698
LTC Homes – Annual Roof Replacement	0	701	0	0	1,461	2,162
23 LTC – Capital Improvements	388	0	0	0	0	388
23 LTC – Resident Care Equip	652	0	0	0	0	652
23 LTC – Machinery and Equip	1,743	0	0	0	0	1,743
<b>Subtotal of Community Services</b>	<b>2,783</b>	<b>2,596</b>	<b>1,801</b>	<b>2,036</b>	<b>13,671</b>	<b>22,887</b>
23-HRIS Development	0	300	0	0	0	300
23-Printer Replacement	0	120	0	0	0	120
Communications Master Plan	0	800	0	0	0	800
MY – HRIS Development	0	300	0	150	1,325	1,775



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
<b>Subtotal of Corporate Administration</b>	<b>0</b>	<b>1,520</b>	<b>0</b>	<b>150</b>	<b>1,325</b>	<b>2,995</b>
2023 IT Data Centre Cage	0	100	0	0	0	100
2023 IT Hybrid Work Improvements – Meeting Room Equipment	0	100	0	0	0	100
21-NRPS 68 Church Demolition	0	2,970	0	0	0	2,970
22-Ener-NRHQ CE Lighting Retro	0	1,140	0	0	0	1,140
22-NRHQ – Campbell East Windows	0	1,670	0	0	0	1,670
22-NRHQ – Campbell West Window Replacement	0	450	0	0	0	450
22-Welland NPCA-Kitchen+Office	0	450	0	0	0	450
23-NRHQ CE Rooftop HVAC	0	1,130	0	0	0	1,130
23-NRHQ CW Roof Replacement	0	1,450	0	0	0	1,450
23-Region Staff Accommodations	0	150	0	0	0	150
23-StCath EMS HVAC Replacement	0	230	0	0	0	230
23-WellChild-Foundation Repair	0	280	0	0	0	280
Aerial Photography Acquisition	0	0	0	250	250	500
Annual - Application Lifecycle Replacement	0	300	300	300	1,800	2,700
Annual - Building Life Cycle Renewal	0	4,500	4,500	4,500	27,000	40,500
Annual - Code and Legislative Compliance Program	0	200	200	200	1,200	1,800
Annual - Energy Conservation Program	0	300	300	300	1,800	2,700
Annual - IT Asset Replacement	0	2,700	2,800	2,800	18,000	26,300
Annual - IT In-Year External Dept Projects	0	200	200	200	1,200	1,800
Annual - Strategic Property Acquisitions	0	500	500	500	3,000	4,500
Annual-Accessibility Program	0	500	500	500	3,000	4,500
CE+FM - Niagara Region HQ Parking Lot	0	500	0	0	0	500
ERP Improvements and Upgrades	0	400	400	400	2,400	3,600
Long Term Care Future Campus	0	0	0	0	100,000	100,000
Multiple Sites-Security Upgrades	0	250	0	0	0	250
2023 IT Application Performance Monitoring Software	100	0	0	0	0	100
2023 IT Asset Discovery Software	210	0	0	0	0	210



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
2023 IT Adobe Acrobat Software Replacement	156	0	0	0	0	156
2023 IT Virtual Server Host Replacement	450	0	0	0	0	450
2023 IT Secure Email Gateway Replacement	790	0	0	0	0	790
2023 IT Endpoint Security Detection and Management Tool	1,100	0	0	0	0	1,100
2023 IT Firewall Replacements	300	0	0	0	0	300
2023 IT Council Chambers Technology Upgrade	350	0	0	0	0	350
2023 IT Desktop Computer and Laptop Replacement	2,750	0	0	0	0	2,750
2023 IT LTC Patient Care iPads	80	0	0	0	0	80
2023 IT Business Unit Server Replacements	300	0	0	0	0	300
2023 IT Tape Library Replacement	120	0	0	0	0	120
2023 IT Storage Area Network Replacement	150	0	0	0	0	150
2023 IT Virtual Desktop Replacement	300	0	0	0	0	300
2023 IT iPad Replacement	110	0	0	0	0	110
2023 IT Cloud Based Control System	350	0	0	0	0	350
2023 CE&FM Annual Code & Legislative Compliance	600	0	0	0	0	600
2023 CE&FM UPS Replacement and Overhaul Program	800	0	0	0	0	800
2023 CE&FM Remediation of Generator Fuel Storage Tanks	250	0	0	0	0	250
2023 CE&FM Roof Safety - Design and Installation of Fall Prevention and Arrest Systems	300	0	0	0	0	300
2023 CE&FM Niagara Region HQ - Campbell West Chiller Replacement	750	0	0	0	0	750
2023 CE&FM Niagara Region HQ - High Voltage Switch Replacement	300	0	0	0	0	300
2023 CE&FM Niagara Falls SAEO Ceiling and LED Light Upgrade	200	0	0	0	0	200
2023 CE&FM Pelham Yard Structural and Paving	120	0	0	0	0	120
2023 CE&FM Thorold Yard Wash Bay Structural Repair	150	0	0	0	0	150



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
<b>Subtotal of Corporate Services</b>	<b>11,086</b>	<b>20,470</b>	<b>9,700</b>	<b>9,950</b>	<b>159,650</b>	<b>210,856</b>
23-NRH Annual Structural and Foundation Wall Repairs	1,717	0	0	0	0	1,717
NRH Annual Accessibility	0	299	329	484	1,013	2,125
NRH Annual Asphalt, Paving and Concrete Replacement	0	1,072	1,081	1,716	4,074	7,943
NRH Annual Doors and Windows	0	395	435	475	4,190	5,495
NRH Annual Electrical Systems	0	781	1,078	1,106	4,863	7,828
NRH Annual Elevators	0	800	750	230	2,225	4,005
NRH Annual Emergency Capital	0	200	200	200	1,200	1,800
NRH Annual Exterior Wall Systems	0	427	701	741	3,270	5,139
NRH Annual Interior Components	0	290	242	100	4,850	5,482
NRH Annual Kitchen and Bathroom Replacements	0	2,022	2,172	1,820	9,992	16,006
NRH Annual Life Safety and Security Systems	0	278	369	464	1,279	2,390
NRH Annual Mechanical Systems	0	1,196	1,363	1,339	6,865	10,763
NRH Annual New Development	0	200	200	200	1,200	1,800
NRH Annual Playground Equipment Replacement	0	45	44	72	164	325
NRH Annual Roof Systems	0	139	228	242	1,228	1,837
NRH Annual Structural and Foundation Wall Repairs	0	2,031	1,690	1,788	6,624	12,133
NRH New Build Construction	0	21,298	0	22,158	71,561	115,017
23-NRH Annual Accessibility	200	0	0	0	0	200
23-NRH Ann Safety & Security	441	0	0	0	0	441
23-NRH Annual Roof Systems	988	0	0	0	0	988
23-NRH Ann Asphalt & Concrete	1,504	0	0	0	0	1,504
23-NRH Annual Playground Equip	150	0	0	0	0	150
23-NRH Annual New Development Planning/Housing Venture Capital	200	0	0	0	0	200
23-NRH Emergency Capital	200	0	0	0	0	200
23-NRH CMHC Capital Repairs	8,800	0	0	0	0	8,800
<b>Subtotal of Niagara Regional Housing</b>	<b>14,200</b>	<b>31,473</b>	<b>10,882</b>	<b>33,135</b>	<b>124,598</b>	<b>214,288</b>



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2023 - 2031)	0	2,100	2,180	2,180	13,430	19,890
NRPS - Body Worn Video/Camera Implementation	0	1,000	0	0	0	1,000
NRPS - Capital Asset Acquisitions - Annual Forecast (2023 - 2031)	0	1,150	1,150	1,300	12,000	15,600
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	0	0	40,000	40,000
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	140	140	140	140	950	1,510
NRPS - Explosive Tactical Robot	0	0	0	0	300	300
NRPS - IT & Network Equipment Replacement - Annual Forecast (2023 - 2031)	0	700	800	900	6,700	9,100
NRPS - Marine Vessel	0	0	0	0	500	500
NRPS - P25 System Upgrade	0	0	0	0	3,000	3,000
NRPS - Voice Radio System	0	650	650	650	1,200	3,150
23 - NRPS - Records Management System	400	0	0	0	0	400
Increase Quantity of Fleet Vehicles	408	0	0	0	0	408
23 - NRPS - Vehicles (Patrol)	2,000	0	0	0	0	2,000
23- Drone	21	0	0	0	0	21
Multi Use Tactical Robot	475	0	0	0	0	475
23 - NRPS - Diving Helmet	20	0	0	0	0	20
23 - Range Target System	110	0	0	0	0	110
23 - NRPS - Applicant Tracking System	220	0	0	0	0	220
Extreme Network Switch Replacement	700	0	0	0	0	700
23 - IT & Network Servers	235	0	0	0	0	235
23 - NRPS - IT CCTV Cameras	200	0	0	0	0	200
23 - NRPS - IT Connected Officer	370	0	0	0	0	370
<b>Subtotal of Niagara Regional Police Service</b>	<b>5,299</b>	<b>5,740</b>	<b>4,920</b>	<b>5,170</b>	<b>78,080</b>	<b>99,209</b>
21-EMS - Defibrillator Replacement	0	0	0	2,765	3,133	5,898
21-EMS Intraosseous Needles	0	0	0	0	129	129



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
22-EMS Fleet Vehicles	0	139	141	144	765	1,189
22-EMS Specialty Transport Units	0	0	0	0	494	494
23-ePCR/iMedic Replacement	0	1,730	0	0	0	1,730
23-Fleet Replacement Vehicles	0	318	0	0	0	318
23-Specialty Response Equipment	0	146	0	0	0	146
Annual Ambulance & Eqpt Replacement	0	3,944	3,334	2,760	16,634	26,672
Annual EMS ERV Replacement	0	400	409	417	2,213	3,439
EMS - Stryker Stretcher and Load Systems	0	0	0	0	3,280	3,280
23-Ambulance & Equipment Replacement (PY Deferral) & Regular Repl	3,262	0	0	0	0	3,262
23-New Ambulances	1,093	0	0	0	0	1,093
23-ERV Replacement	251	0	0	0	0	251
23-New ERVs	261	0	0	0	0	261
<b>Subtotal of Public Health Emergency Services</b>	<b>4,867</b>	<b>6,677</b>	<b>3,884</b>	<b>6,086</b>	<b>26,648</b>	<b>48,162</b>
20-Cpcty Imprv - Upgrades from Municipal TMP	0	0	0	3,500	0	3,500
20-Cpcty Imprv-RR512 Livingston Ave Extension	0	0	2,000	7,000	0	9,000
20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold	0	500	0	2,000	12,000	14,500
20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Canadian	0	1,500	0	10,000	0	11,500
20-Rds Rehab-RR48 Niagara St-Scott to Linwell	0	0	250	0	6,000	6,250
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	0	500	0	0	4,000	4,500
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	0	200	1,500	0	0	1,700
20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	0	0	0	0	5,000	5,000
21- Vision Zero	0	500	500	0	0	1,000
21-GO Transit - Vehicle For GO Maintainer	0	65	0	0	0	65
21-NRHQ - Vehicle For Facilities Supervisor	0	40	0	0	0	40
22-Rds Rehab Caistorville Rd from Boundary to Conc 1	0	3,800	0	0	0	3,800



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
22-Rds Rehab Woodlawn Rd from Rice to South Pelham	0	500	1,000	5,000	0	6,500
23 - Fleet CEFM maintenance NRPS Facilities	0	65	0	0	0	65
23 Ann-Fleet Snowplow Replacement	0	3,680	0	0	0	3,680
23 Ann-Line Marking Durable Walk-behind Equipment	0	200	0	0	0	200
23 Ann-RWIS Enhancement Program / Pavement Sensors	0	151	75	11	40	277
23 Ann-Storm Sewer Asset Mangement Program	0	500	500	500	0	1,500
23 Ann-Traffic Radio System Upgrades	0	600	0	0	0	600
23-Ann-Field Inspection Devices	0	26	27	28	0	81
23-Fleet Service Centre Floater	0	65	0	0	0	65
23-Fleet Transportation Operations	0	120	0	0	0	120
Ann-Rds Rehab-Misc Road Construction	0	1,000	1,000	1,000	6,000	9,000
Ann-Struc Rehab-Eng & Constr	0	2,000	2,000	2,000	12,000	18,000
Annual - Development Projects	0	500	500	500	3,000	4,500
Annual - Engineering for Future Projects	0	500	500	500	3,000	4,500
Annual - Fleet Vehicle & Equipment Replacement Program	0	2,375	1,611	1,764	10,883	16,633
Annual - Guide Rail Improvement Program	0	280	290	300	2,010	2,880
Annual - Illumination Installation & Upgrade Program	0	1,000	1,100	1,200	9,300	12,600
Annual - Miscellaneous Road Properties	0	200	200	200	1,200	1,800
Annual - Railway Crossing Improvement Program	0	220	230	240	1,650	2,340
Annual - Storm Sewers & Culvert Program	0	1,500	1,600	1,700	12,300	17,100
Annual - Traffic Signal Program	0	3,000	2,000	3,000	18,000	27,000
Annual-Fleet Snowplow Replacement	0	0	2,024	1,670	0	3,694
Annual-Intelligent Transportation System	0	500	500	500	3,000	4,500
Asset Mgmt Software - Transp	0	150	0	0	0	150
AssetWorks M5 Upgrade & CAM Module	0	275	0	0	0	275
Cityworks Upgrade	0	300	0	125	375	800



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
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
Cpcty Imprv - 42 Ontario St QEW to Linwell Rd (south)	0	250	0	0	0	250
Cpcty Imprv - 47 Lyon's Creek Rd Stanley Ave to Sodom Rd	0	500	0	0	24,500	25,000
Cpcty Imprv - 54 Rice Rd Quaker Rd to Thorold Rd	0	500	0	0	11,000	11,500
Cpcty Imprv - 55 Niagara Stone Rd Airport Rd to Conc 6	0	0	500	0	9,000	9,500
Cpcty Imprv - 90 Airport Rd Niagara Stone Rd to York Rd	0	0	0	500	9,300	9,800
Cpcty Imprv - 98 Montrose Rd McLeod to Canadian Dr (north)	0	500	0	0	0	500
Cpcty Imprv - Hwy 20 Smithville Bypass	500	0	0	1,000	1,500	3,000
Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	500	1,500	0	15,000	0	17,000
Cpcty Imprv - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	500	2,000	5,000	7,750
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	1,000	0	0	7,000	8,000
Cpcty Imprv - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	250	0	2,000	6,000	8,250
Cpcty Imprv - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	1,700	0	3,200	5,200
Cpcty Imprv-New Escarpment Crossing	500	1,000	500	0	0	2,000
Cpcty Imprv-Recon RR 57 Thorold Stone Rd ext east of Stanley Ave	0	6,120	0	0	0	6,120
Fuel Site Facility Program	0	500	0	0	0	500
GIS Roads Data Maintenance Program	0	50	75	0	0	125
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	750	2,000	4,500	0	0	7,250
Int Impr - RR77 Fourth Ave at First St Louth, SC	0	0	500	1,000	4,000	5,500



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Int Imprv-RR57 TSR at Dorchester	500	1,000	3,000	0	4,500	9,000
Int Imprv-RR57 TSR@Montrose	0	500	1,000	1,000	3,000	5,500
Int Imprv-RR81 St Paul W at Vansickle	100	1,000	0	0	0	1,100
LTC Homes - 2022 Capital Vehicles Replacement	0	110	0	0	0	110
Physical Id of Asset Registry - Trans	0	150	75	75	75	375
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
Rds Fac Prog-Traf Cntrl Cntr	0	2,000	0	0	0	2,000
Rds Rehab - 18 Ontario St King St to QEW	0	0	1,000	0	22,000	23,000
Rds Rehab - 669 Eighth Ave Twenty First St to Seventeenth St	0	500	0	0	4,000	4,500
Rds Rehab - Lakeshore Rd West Recon from Third St to Seventh St	0	10,622	0	0	0	10,622
Rds Rehab - Roads Reconstruction	0	0	0	0	80,000	80,000
Rds Rehab - Roads Resurfacing	0	16,000	16,000	16,000	96,000	144,000
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	0	3,000	2,000	14,000	0	19,000
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	1,000	12,000	0	0	0	13,000
Rds Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	1,100	11,500	0	0	12,600
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	1,100	0	6,300	0	7,400
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	500	0	4,500	0	5,000
Rds Rehab - RR 69 Twenty Mile - RR 24 Victoria Ave to Mountain Rd	0	6,500	0	6,500	0	13,000
Rds Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	500	500	0	6,000	7,000
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	600	1,500	3,700	0	0	5,800
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	3,350	6,000	0	0	9,350



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
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 81 York Rd Reconstruction - RR 89 Glendale to Canal	0	11,320	11	0	0	11,331
Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St	0	1,000	17,722	0	0	18,722
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	4,500	0	0	0	4,500
Rds Rehab - RR20 Lundy's Lane Kalar to Montrose	0	500	0	1,000	7,500	9,000
Rds Rehab - RR21 Bowen Rd Ridgemount to QEW	0	0	500	0	3,000	3,500
Rds Rehab - RR34 Seventh St N Service Rd to Lakeshore	0	500	1,000	0	1,500	3,000
Rds Rehab - RR42 Ontario St Carlton to QEW	0	1,000	7,800	0	0	8,800
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	0	9,000	0	0	0	9,000
Rds Rehab - RR61 Townline Rd Stanley to Four Mile Creek	0	1,600	0	0	0	1,600
Rds Rehab - RR83 Carlton Rd Extension	0	1,500	0	0	0	1,500
Rds Rehab - RR98 Niagara Square Dr Montrose to McLeod	0	0	500	0	1,300	1,800
Rds Rehab RR20 - South Grimsby Rd5 to Wade Rd	0	8,263	3,650	0	0	11,913
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	1,800	15,000	0	0	0	16,800
Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	0	0	1,000	0	8,000	9,000
Rds Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	0	0	2,000	0	0	2,000
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	0	500	4,000	0	0	4,500
Rds Rehab-RR20 Hwy 20 Canborough to Station	0	400	0	0	5,500	5,900
Rds Rehab-RR21 Bowen Rd-QEW to Thompson	0	0	0	500	7,500	8,000
Rds Rehab-RR24 Victoria SSR to Culp	0	0	500	0	14,000	14,500
Rds Rehab-RR3 Garrison Rosehill to Concession	0	0	0	0	36,000	36,000



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Rds Rehab-RR3A Main St W to Mellanby	0	500	1,500	0	0	2,000
Rds Rehab-RR3A Welland Mellanby to Main St E	0	500	1,500	0	0	2,000
Rds Rehab-RR529 River O'Reilly's to Airport	0	200	0	1,600	0	1,800
Rds Rehab-RR67 Beaverdams Merrittville to Hwy 406	0	500	0	1,000	0	1,500
Rds Rehab-RR81 King Nineteenth to John	0	300	1,000	0	5,000	6,300
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	1,000	7,800	0	2,750	3,750	15,300
Rds Rehab-RR81 Main St W Kerman to Elm	0	750	1,000	0	3,000	4,750
Rds Rehab-RR81 York Rd FMC to Queenston	0	1,500	5,545	0	0	7,045
RR84 Miller Rd Reconstruction from Forks Rd to Third Concession	0	0	500	0	4,000	4,500
South Niag East West Arterial	0	0	500	0	0	500
Struc Rehab - Seventh St Bridge (034205)	0	2,500	0	0	0	2,500
Struc Rehab - 116 Stevensville Rd Culvert Replacemtn (116315)	0	0	0	0	1,550	1,550
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	750	0	3,500	0	0	4,250
Struc Rehab - 15 Mile Creek Bridge (040220)	0	200	0	1,400	0	1,600
Struc Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	300	0	6,000	0	6,300
Struc Rehab - 21 Bowen Rd Culvert Replacement (021305)	0	0	0	0	850	850
Struc Rehab - 24 Forks Rd Twin Culvert Replacement (024320)	0	0	0	0	2,000	2,000
Struc Rehab - 25 Netherby Rd Culvert (025310)	0	100	0	650	0	750
Struc Rehab - 36 South Pelham St Culvert Replacement (036305)	0	100	0	600	0	700
Struc Rehab - 40 Sixteen Mile Creek Bridge Rehab (040215)	0	150	0	1,000	0	1,150
Struc Rehab - 73 Fly Rd Underpass Replacement (073305)	0	0	0	0	4,250	4,250



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Struc Rehab - 73 Mud St Culvert Replacment (073215)	0	0	0	0	700	700
Struc Rehab - 77 Fourth Ave CNR Bridge Rehab (077210)	0	0	0	0	1,550	1,550
Struc Rehab - 83 Carlton St Culvert Replacement (083300)	0	0	0	0	1,080	1,080
Struc Rehab - 87 Lakeshore Rd Bridge Replacement (087215)	0	0	0	0	875	875
Struc Rehab - 98 Humberstone Marsh Bridge Replacement (098200)	0	0	0	0	675	675
Struc Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	0	250	4,036	4,286
Struc Rehab - Canborough Road Bridge Replacement (063220)	0	0	0	0	675	675
Struc Rehab - Dominion Rd Bridge Replacement (001205)	0	0	0	200	1,500	1,700
Struc Rehab - Engineering Studies for Future Bridge Projects	0	300	300	300	1,800	2,700
Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	0	9,000	0	0	0	9,000
Struc Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	100	0	1,500	0	1,600
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	0	7,000	0	0	0	7,000
Struc Rehab - Lakeport Road (087210) and Frank Weir (087205)	0	1,500	0	11,410	0	12,910
Struc Rehab - Lakeshore Rd Culvert Replacement (087225)	0	1,000	0	0	0	1,000
Struc Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	300	0	3,900	0	4,200
Struc Rehab - Line 4 Bridge Replacement (083215)	0	0	75	600	0	675
Struc Rehab – Niagara St Bridge (Str. 048205)	0	1,000	0	0	0	1,000



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Struc Rehab - Niagara St. Bridge - Bridge Replacement	1,000	5,750	0	0	0	6,750
Struc Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	0	200	0	1,700	1,900
Struc Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	100	0	2,000	0	2,100
Struc Rehab - RR20 Hwy 20 Culvert (020315)	0	0	0	0	1,650	1,650
Struc Rehab - RR49 Marineland Parkway Culvert (049310)	0	0	0	0	2,250	2,250
Struc Rehab - RR54 Prince Charles Dr Bridge (054210)	0	0	0	0	2,950	2,950
Struc Rehab - RR81 King St Culvert (081320)	0	0	0	0	2,750	2,750
Struc Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	1,000	0	4,000	0	0	5,000
Struc Rehab - RR87 Lakeshore Rd Culvert (087320)	150	0	1,500	0	0	1,650
Struc Rehab - RR98 White Pigeon Bridge (098220)	0	100	900	0	0	1,000
Struc Rehab - St. Paul W CNR Bridge Replacement	0	4,000	0	0	0	4,000
Struc Rehab - Stanley Ave Bridge (102205)	0	300	0	2,700	0	3,000
Struc Rehab - Stevensville Bridge (116215)	0	400	2,000	0	0	2,400
Struc Rehab - Structural Rehabilitation Program - Engineering & Construction	0	0	0	0	65,000	65,000
Struc Rehab - Thirty Rd Bridge Replacement (014235)	0	0	0	0	950	950
Struc Rehab - Townline Rd Bridge at Miller Rd (084205)	0	0	100	0	1,200	1,300
Struc Rehab - Virgil Creek Bridge Rehab (055205)	0	0	0	0	900	900
Struc Rehab - Warner Bridge (014205)	0	250	2,500	0	0	2,750
Struc Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	150	1,300	0	0	1,450
Struc Rehab -009305-York Rd Culvert	0	0	0	100	800	900
Struc Rehab -025210 Netherby Rd Bridge	0	750	0	0	0	750
Struc Rehab -054205-Prince Charles Dr Bridge	0	0	0	0	1,500	1,500



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Struc Rehab -098305-Montrose Rd Culvert	0	0	0	100	650	750
Thorold Yard Upgrades	0	0	500	2,500	0	3,000
23 Ann-Storm Sewers & Culverts	2,500	0	0	0	0	2,500
23 Ann-Guide Rail Imprv	300	0	0	0	0	300
23 Ann-Railway Crossing Imprv	210	0	0	0	0	210
23 Ann-Illum Install&Upgrade	500	0	0	0	0	500
23 Ann-Traffic Signal Program	2,478	0	0	0	0	2,478
Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	18,609	0	0	0	0	18,609
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	5,750	0	0	0	0	5,750
Struc Rehab - 20 Mile Arch - (Str. 081210)	5,000	0	0	0	0	5,000
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	3,000	0	0	0	0	3,000
20-Struc Rehab-RR12 Mountain St Retaining Wall	150	0	0	0	0	150
Int Imprv - RR 49 McLeod Rd at Drummond Rd	1,500	0	0	0	0	1,500
20-Cpcty Imprv-RR512 Livingston Ave Extension	750	0	0	0	0	750
Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	4,250	0	0	0	0	4,250
23 Ann-Misc Road Properties	200	0	0	0	0	200
Struc Rehab - Hwy 20 Bridge - Bridge Replacement (Str. 020220)	1,000	0	0	0	0	1,000
23 Ann-Development Projects	500	0	0	0	0	500
Struc Rehab-045205-Oswego Creek Bridge	8,425	0	0	0	0	8,425
Rds Rehab - RR67 Pine St Beaverdams to Hwy 58	1,150	0	0	0	0	1,150
23 Ann-Roads Resurfacing	4,200	0	0	0	0	4,200
Asset Mgmt Software - Transp	400	0	0	0	0	400
23-Ann-Field Inspection Devices	25	0	0	0	0	25
23-Ann-Line Marking Vehicle and Equipment	700	0	0	0	0	700
23 LTC - Vehicle Replacement	50	0	0	0	0	50
23-Three New Vehicles (W/WW)	250	0	0	0	0	250

## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
23 WM - Vehicle Replacement	45	0	0	0	0	45
<b>Subtotal of Transportation and Transit</b>	<b>72,092</b>	<b>207,447</b>	<b>150,960</b>	<b>162,873</b>	<b>644,424</b>	<b>1,237,796</b>
Annual - Miscellaneous Enhancements and Replacements	473	226	165	226	1,171	2,261
Annual - Property Acquisition	155	154	154	154	924	1,541
Bridge Asphalt Work	0	309	0	0	0	309
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
Glenridge - Boardwalk Structure	0	0	0	0	405	405
Humberstone - Leachate Collection System Manholes	0	0	0	0	3,300	3,300
Humberstone - LGCCS (Future Phases)	0	0	0	1,500	0	1,500
Humberstone - New Scales	0	0	0	0	390	390
Humberstone - Paving Upgrades	0	0	0	0	330	330
Humberstone - Pump Station Upgrades	0	0	0	0	1,394	1,394
Humberstone - Site Improvements and Enhancements	0	100	0	100	200	400
Mountain Road - End Use Works	0	1,000	0	0	0	1,000
NR12 - Manhole Repair	0	0	300	0	0	300
NR-12 - New Cell #5	0	0	0	0	4,180	4,180
NR-12 - Transfer Structure/ Building	150	800	0	0	0	950
RW Planning - Long-Term Disposal Technology	0	0	0	0	1,600	1,600
15-Bridge-Drop-Off Depot	1,650	0	0	0	0	1,650
16-Humber-Infra Upgrades	770	0	0	0	0	770
Humberstone - Paving Upgrades	450	0	0	0	0	450
Glenridge LCS Header Replacement	140	0	0	0	0	140
Glenridge - Passive Gas System	60	0	0	0	0	60
Quarry-Site Improvements	1,045	0	0	0	0	1,045
Mtn-GW Treatment LCS upgrades	1,540	0	0	0	0	1,540



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Annual - Recycle - Build & Equip	165	0	0	0	0	165
<b>Subtotal of Waste Management</b>	<b>6,598</b>	<b>2,589</b>	<b>619</b>	<b>1,980</b>	<b>14,724</b>	<b>26,510</b>
19-Garner Rd W&WW Storage Facility Upgrade	0	0	0	0	2,000	2,000
19-Lake Street PS Upgrade	0	3,800	0	0	0	3,800
19-Renown Pump Station Upgrade	0	0	0	0	20,000	20,000
19-Welland WWTP Upgrade - Phase 2	0	18,000	0	0	0	18,000
20- Niagara Falls WWTP Maintenance Building Replacement	0	0	0	0	3,000	3,000
2017-Stevensville-Douglastown Lagoon Upgrade	0	0	0	0	2,500	2,500
20-Anger Ave WWTP Grit Upgrade	0	0	0	0	2,000	2,000
20-Bal Harbor Pumping Station Electrical Upgrade	0	750	0	0	0	750
20-Biggar Lagoon Pumping Station Upgrade	0	3,500	0	0	0	3,500
20-Crystal Beach Wastewater Treatment Plant Upgrade	0	0	0	0	16,000	16,000
20-Four Mile Creek Sewer Rehabilitation	0	0	0	0	4,750	4,750
20-Lakewood Garden Pumping Station Upgrades	0	1,000	0	0	0	1,000
20-New Queenston/ St.Davids Wastewater Servicing	0	500	0	0	7,000	7,500
20-Oxford Pump Station Upgrades	0	1,000	0	0	0	1,000
20-Seaway WWTP Ferric System Upgrade	0	400	0	0	0	400
20-Victoria Avenue Pumping Station Upgrades	0	0	3,500	0	0	3,500
21 - Ontario St Pumping Station Upgrades	0	0	3,800	0	0	3,800
21- Arena Pumping Station Upgrades	0	0	0	0	2,500	2,500
21- Rolling Acres PS Upgrades and Forcemain Replacement	0	0	0	0	2,500	2,500
21- Spring Gardens Pumping Station Upgrades and Forcemain Replacement	0	0	0	0	6,000	6,000
21-Lyons Creek CSO Decommissioning	0	0	0	0	1,100	1,100
22 - Nickel St Pumping Station Upgrades	0	0	0	0	2,500	2,500
22- Erie Rd Pumping Station Upgrades	0	0	0	0	2,000	2,000
22- Niagara-on-the-Lake WWTP Maintenance Building	0	0	0	0	1,500	1,500



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
22- Nigh Rd Pumping Station Upgrade	0	0	2,500	0	0	2,500
22- Port Weller Primary Upgrades	0	0	0	0	1,000	1,000
22- Royal Manor Pump Station Upgrades and Forcemain Replacement	0	0	0	0	2,000	2,000
22- South Side Low Lift Forcemain Replacement	0	0	0	0	2,000	2,000
22- Union PS Upgrades	0	0	3,000	0	0	3,000
22-Fares St Pumping Station Upgrades	0	0	0	0	2,500	2,500
23- Argyle SPS Upgrades	0	0	0	2,000	0	2,000
23- Baker Road WWTP Capacity Expansion	1,500	0	5,000	0	60,000	66,500
23- Centre St. SPS Upgrades	400	0	0	2,500	0	2,900
23- Clarke St FM Replacement	0	0	0	0	1,300	1,300
23- Garner FM Replacement	0	2,000	0	0	0	2,000
23- Hurricane Rd SPS Pump Replacement	500	0	0	2,500	0	3,000
23- Lab Equipment Upgrade Program	100	0	0	0	0	100
23- NFWWTP HVAC Upgrade	0	0	1,000	0	0	1,000
23- NFWWTP Primary Treatment Upgrade	0	0	2,000	0	0	2,000
23- Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)	300	0	1,000	0	0	1,300
23- Rosemount South PS and FM	0	0	0	0	3,600	3,600
23- Sugarloaf FM Replacement	0	0	0	1,000	0	1,000
23- Towpath SPS Upgrade	500	0	0	3,200	0	3,700
Alliston Ave SPS Pump Replacement	0	500	0	0	5,500	6,000
Anger Ave WWTP Aeration Upgrades	0	0	0	0	10,400	10,400
Anger Ave WWTP Laneway Upgrades	0	0	0	0	2,500	2,500
Bender Hill Pump Station Upgrade	0	7,550	750	0	0	8,300
Boiler Replacement/ Refurbishment WW Program	0	0	0	0	3,000	3,000
Catherine Street Pumping Station Upgrades	0	0	0	0	6,600	6,600
Central SPS/HRT Upgrades	0	250	0	0	1,000	1,250
Crystal Beach Laneway Upgrades	0	0	0	0	2,300	2,300
Daimler Woods PS & FM Upgrade	0	0	0	0	3,300	3,300



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Digester & Sludge Management Program	0	0	0	0	6,000	6,000
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	0	0	4,750	4,750
Drummond Road SPS Upgrades	0	0	0	0	2,250	2,250
East Side Pump Station Forcemain Replacement	0	0	0	13,000	0	13,000
Elm St S SPS Upgrade	0	0	0	0	2,800	2,800
Forcemain Replacement Program	0	0	0	0	21,500	21,500
Foss Rd SPS Upgrade	0	0	0	250	6,000	6,250
Foss Road Forcemain Upsizing	0	0	0	750	4,500	5,250
Fretz FM Replacement	0	0	0	0	1,250	1,250
Garrison Village Pumping Station Upgrades	0	0	0	0	3,300	3,300
Generator Replacement Program	0	0	0	0	1,000	1,000
Jordan Valley Pumping Station Upgrade and Forcemain Replacement	0	6,900	0	0	0	6,900
Lab Equipment Upgrade Program	0	0	0	0	100	100
Lakeshore Rd Pumping Station Upgrades NOTL	0	0	0	0	3,300	3,300
Main St SPS Upgrades	0	0	0	0	2,300	2,300
Neighbourhood of St. David's SPS Upgrade	0	0	0	0	2,250	2,250
NFWWTP Raw Sewage Valve Replacements	0	0	250	0	3,500	3,750
NFWWTP Screening Upgrade	0	300	0	0	3,750	4,050
Niagara Falls WWTP Secondary Treatment Upgrade	0	0	26,000	0	0	26,000
Niagara Stone Rd Pumping Station Upgrades	0	0	0	0	3,300	3,300
October Village PS Upgrade	0	0	0	0	2,800	2,800
Omer Ave SPS Upgrade	0	0	0	0	2,800	2,800
Port Dalhousie WWTP Upgrade	0	0	0	0	16,000	16,000
Port Robinson Lagoon Decommissioning	0	0	0	0	3,000	3,000
Port Weller Secondary Upgrades	0	0	0	0	1,400	1,400
Port Weller WWTP Chemical System Upgrade	0	0	0	0	1,000	1,000
Port Weller WWTP Laneway Upgrades	0	0	0	0	2,300	2,300
Port Weller WWTP Upgrades	0	0	0	0	40,000	40,000



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
Pumping Station Upgrade Program	0	0	0	0	35,000	35,000
Queenston WWTP Decommissioning	0	0	0	0	4,300	4,300
Seaway Heights PS Upgrade	0	0	0	0	2,800	2,800
Seaway WWTP Upgrade	0	0	0	0	41,000	41,000
Smithville Forcemain Twinning	0	0	0	0	23,000	23,000
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	0	29,000	29,000
Smithville Lagoon Decommissioning	0	0	0	0	3,500	3,500
Smithville SPS Upgrade	0	500	0	0	7,000	7,500
South St. SPS Upgrade	0	0	0	0	2,800	2,800
St. George's Point PS Upgrade	0	0	0	0	2,800	2,800
Steele St Pumping Station Upgrades	0	0	0	0	2,800	2,800
Stevensville SPS Upgrade	0	0	500	0	3,400	3,900
Thompson SPS Upgrade	0	0	0	0	500	500
Trunk Sewer Replacement Program	0	0	0	0	19,900	19,900
Wastewater Remote SCADA Upgrades- Area 3	0	50	0	0	0	50
Welland WWTP Upgrades Ph 3	0	0	0	0	1,500	1,500
WWTP Capacity - Seaway (Biosolids and Digestion)	0	15,000	0	0	0	15,000
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	1,400	0	0	28,000	0	29,400
WWTP Upgrade - Plant Sustainability Program	0	0	0	0	63,500	63,500
Digester Management Program	1,200	0	0	0	0	1,200
23- Digester Mgmt - CB, WE, PW	4,000	0	0	0	0	4,000
23- Area 2 WW SCADA Upgrades	200	0	0	0	0	200
23- SCADA Server Refresh	35	0	0	0	0	35
23- New Weather Stations	65	0	0	0	0	65
23-Streamside SPS Upgrade	1,314	0	0	0	0	1,314
Mewburn Pumping Station Upgrade	2,000	0	0	0	0	2,000
23- NFWWTP Primary Treatment Upgrade	500	0	0	0	0	500
23- NFWWTP HVAC Upgrade	150	0	0	0	0	150
Lakeshore Road SPS Upgrade	1,500	0	0	0	0	1,500

## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
23- Anger Ave WWTP Storm Tank Rehab	350	0	0	0	0	350
19-Dain City Pump Station Upgrade	4,000	0	0	0	0	4,000
20- Quaker Rd Trunk Sewer	8,100	0	0	0	0	8,100
23- Broadway Trunk Sewer	200	0	0	0	0	200
PS Improve Prgm - E-side PS PC	1,000	0	0	0	0	1,000
City Hall SPS and Forcemain Upgrade	3,000	0	0	0	0	3,000
19-Seaway WWTP Electrical Upgrade	1,000	0	0	0	0	1,000
19-Seaway WWTP Influent Channel Upgrade	4,300	0	0	0	0	4,300
20-Seaway WWTP Generator Replacement	1,500	0	0	0	0	1,500
23- Sugarloaf FM Replacement	300	0	0	0	0	300
19-Renown Pump Station Upgrade	1,200	0	0	0	0	1,200
21-Port Dalhousie WWTP Waste Gas Burner Upgrades	5,600	0	0	0	0	5,600
23- Argyle SPS Upgrades	400	0	0	0	0	400
18-SPS & FM UPG- Laurie AVE-LN	2,500	0	0	0	0	2,500
23- Garner FM Replacement	500	0	0	0	0	500
<b>Subtotal of Wastewater Operations</b>	<b>49,613</b>	<b>64,310</b>	<b>54,259</b>	<b>61,180</b>	<b>704,268</b>	<b>933,630</b>
19-DeCew UV Upgrade	0	0	0	0	10,000	10,000
2017-NF WTP Intake Relocation	0	0	0	0	30,000	30,000
20-DeCew WTP Plant 2 Upgrades	0	0	0	0	20,000	20,000
20-Decommissioning Carlton St. Reservoir	0	0	0	0	500	500
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	0	0	0	0	13,000	13,000
20-St.Davids Chlorination Facility Upgrade	0	0	0	0	500	500
20-Watermain Interconnection from Decew WTP to Townline Rd E	0	0	1,500	0	10,000	11,500
20-Watermain Replacement Ontario St in the Town of Lincoln	16,850	0	4,000	0	0	20,850
21- Grimsby WTP New Outfall	0	0	0	2,500	0	2,500
21- New Niagara Falls Elevated Tank	0	0	0	0	25,000	25,000



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
21- Roof Replacement Program	0	0	0	0	5,000	5,000
21- Rosehill WTP New Outfall	0	0	0	0	2,000	2,000
21- Watermain Replacement Martindale Rd – JR Stork Bridge	0	0	0	3,100	0	3,100
21-Bemis Elevated Tank Replacement	1,500	0	0	18,000	0	19,500
22- Brock High Lift PS Upgrades and Valve Replacement	0	0	0	0	2,000	2,000
22- Decew WTP - Interconnect 38ML Reservoir to the Gravity Shaft	0	0	800	0	0	800
22- Grimsby WTP Expansion	5,000	0	0	0	46,000	51,000
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	2,500	0	0	35,000	37,500
23 - Garrison Road Watermain Replacement	500	0	0	3,000	0	3,500
Boiler Replacement Program	0	0	0	0	2,000	2,000
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	0	0	0	1,750	1,750
Decommissioning of Central Ave (Fort Erie South) ET	0	0	0	0	750	750
Decommissioning of Lundy's Lane ET	0	0	0	0	1,200	1,200
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	0	0	2,250	2,250
Decommissioning of Pelham ET	0	0	0	200	1,000	1,200
Decommissioning of the Stevensville Reservoir and Pump Station	0	0	0	1,450	0	1,450
GAC Replacement Program at WTP	0	0	0	0	3,000	3,000
Grimsby WTP Process to Waste System	0	0	0	0	6,000	6,000
Grimsby/Lincoln Booster Pumping Station Upgrad	0	0	0	0	200	200
New Barrick Road Watermain	0	0	0	18,000	0	18,000
New Fort Erie Elevated Tank	0	28,000	0	0	0	28,000
New High Lift Pump Servicing Grimsby Reservoir	0	0	0	0	13,000	13,000
New High Lift Pumps at Welland WTP	0	0	0	0	10,400	10,400



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
New NF South trunk main to New ET	0	0	300	0	2,500	2,800
New NF South WM (Dorchester-Lyons Creek)	0	0	0	0	3,700	3,700
New NF South WM (Stanley Ave)	0	0	0	0	2,400	2,400
New Pelham Elevated Tank	0	0	0	0	13,500	13,500
New Thorold South ET	0	0	0	0	3,000	3,000
New Trunk Main (Grimsby Res - Hixon Res)	0	0	0	0	27,000	27,000
New trunk main from Welland WTP to North	0	0	0	0	1,200	1,200
New Trunk Main in Central Fort Erie	0	0	0	0	9,160	9,160
New Trunk Main SW Welland	0	0	0	0	500	500
Rosehill WTP New Intake	0	0	0	0	9,500	9,500
Trunk main from South NOTL to Virgil ET	0	0	0	0	10,400	10,400
Water - Chemical System Upgrade Program	0	0	0	0	500	500
Water - Reservoir & Storage Program	0	0	0	0	1,000	1,000
Water - Valve Replacement Program	0	0	0	0	5,000	5,000
Water Treatment Plant Sustainability Program	0	0	0	0	33,550	33,550
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	0	0	300	1,800	2,100
Watermain Replacement Program	0	0	0	0	10,000	10,000
Welland WTP Decommissioning of Old Plant	0	0	0	0	3,500	3,500
WTP Upgrade - Grimsby Upgrade	0	0	0	0	19,500	19,500
WTP Upgrade - Welland Upgrade - Phase 2	0	47,000	20,500	0	0	67,500
WTP Upgrade Prgm - DeCew WTP Waste Optimization	0	0	0	0	5,000	5,000
19-Reservoir & Storage Program (PCWTP)	1,600	0	0	0	0	1,600
23-SCADA Server Refresh	207	0	0	0	0	207
23-New Smithville Trunk Main	6,563	0	0	0	0	6,563
21-Drummond Road Valve Rehabi	2,200	0	0	0	0	2,200
23- Area 1 Water SCADA upgrades	200	0	0	0	0	200
WTP Upg - DeCew Plant 3	3,600	0	0	0	0	3,600
DeCew Falls Low Lift Booster Station Upgrade	16,100	0	0	0	0	16,100



## Capital Budget

Project Name	2023	2024	2025	2026	2027-2032	Total
20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	2,600	0	0	0	0	2,600
21-DeCew Plant 1 Mixing System	1,200	0	0	0	0	1,200
21-York Road Watermain Replacement	11,300	0	0	0	0	11,300
23 - Glendale Watermain Valves	1,000	0	0	0	0	1,000
<b>Subtotal of Water Operations</b>	<b>70,420</b>	<b>78,466</b>	<b>29,108</b>	<b>49,681</b>	<b>450,796</b>	<b>678,471</b>
<b>Grand Total</b>	<b>236,959</b>	<b>421,288</b>	<b>266,134</b>	<b>332,241</b>	<b>2,218,185</b>	<b>3,474,807</b>





# **Section 6 – Financing Sources**

Long-Term Debt, Reserves, Deferred Revenues

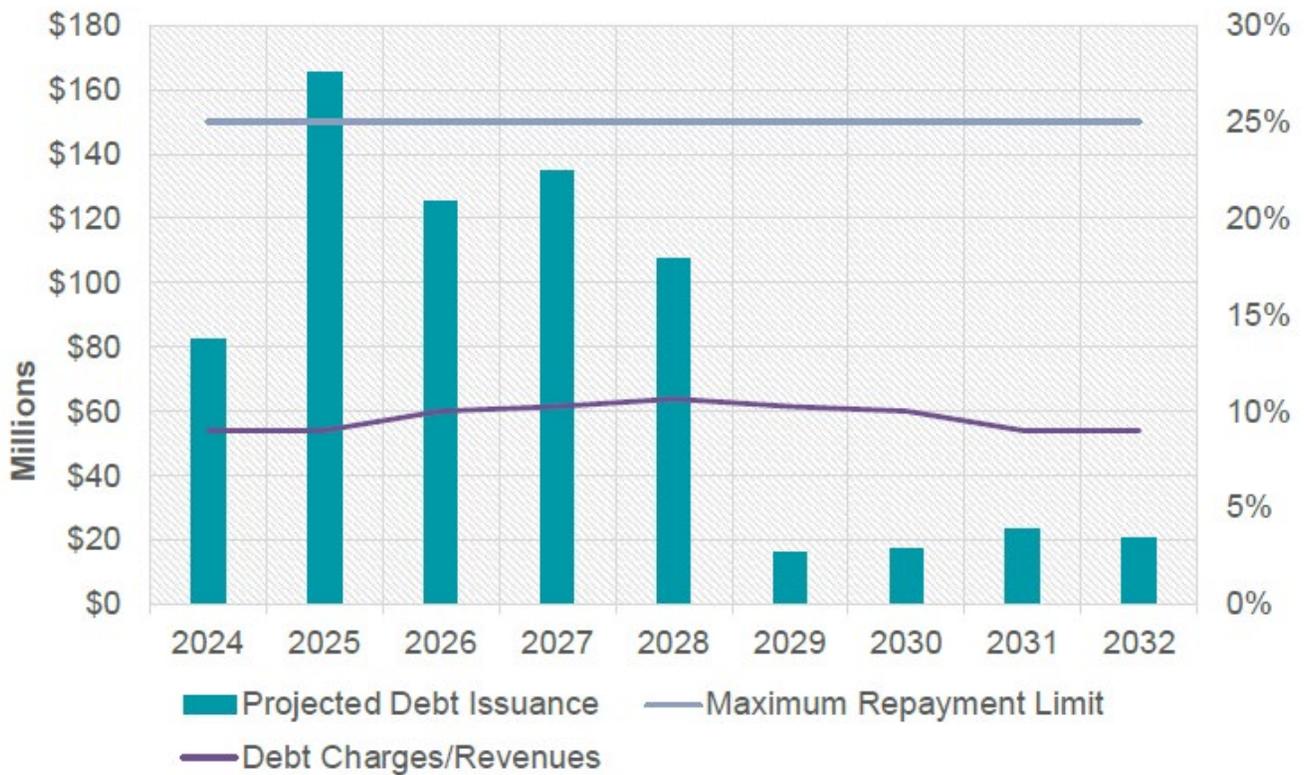


# Financing Sources

## 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 26, 2022 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 2023 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



# Financing Sources

## 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 2023 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.

The total authorized long-term debt will rise to \$742 million in 2023. The Annual Repayment Limit (ARL) is not expected to go above 11 per cent (related debt charges as a percentage of own source revenue) over the next ten years, meaning that no more than 11 cents per every own source revenue dollar will be spent on debt charges (principal and interest). Staff works diligently throughout the year to ensure that available funds are used to reduce the amount of long-term outstanding debt; through capital project close-outs reports and budget reductions. The capital program funding model, as outlined above, has been designed to support a strong and stable S&P rating.



# Financing Sources

## Issued Debt Forecast

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

Amounts in thousands (\$)

Department	2021 Year-end Balance	2022 Year-end Balance	2023 Forecasted Issuance*	2023 Principal Payments	2023 Year-end Balance	2023 Interest Payments
General Government	5,758	5,159	0	(601)	4,558	(71)
Corporate Services	8,857	7,688	0	(1,200)	6,488	(383)
Community Services	28,941	25,506	135,183	(2,644)	158,046	(748)
Public Health and Emergency Services	11,158	10,030	0	(1,155)	8,874	(316)
Planning and Development	0	0	0	0	0	0
Transportation Services	128,104	122,401	0	(13,734)	108,667	(3,637)
<b>Subtotal of Levy Departments</b>	<b>182,818</b>	<b>170,784</b>	<b>135,183</b>	<b>(19,334)</b>	<b>286,633</b>	<b>(5,155)</b>
Niagara Transit Commission	15,606	14,798	0	(1,864)	12,934	(343)
Waste Management	0	0	0	0	0	0
<b>Subtotal of Special Levy Departments</b>	<b>15,606</b>	<b>14,798</b>	<b>0</b>	<b>(1,864)</b>	<b>12,934</b>	<b>(343)</b>
Courts Services	8,267	7,965	0	(308)	7,656	(225)
Niagara Regional Housing	41,875	38,763	0	(5,509)	33,254	(925)
Niagara Regional Police Service	79,934	80,992	0	(5,052)	75,940	(3,044)
<b>Subtotal of Agencies and Boards</b>	<b>130,076</b>	<b>127,720</b>	<b>0</b>	<b>(10,869)</b>	<b>116,850</b>	<b>(4,195)</b>
<b>Total of Levy Programs</b>	<b>328,500</b>	<b>313,302</b>	<b>135,183</b>	<b>(32,067)</b>	<b>416,417</b>	<b>(9,693)</b>
Water	24,197	23,324	0	(773)	22,550	(926)
Wastewater	69,843	66,382	0	(3,116)	63,266	(3,394)
<b>Subtotal of Rate Programs</b>	<b>94,040</b>	<b>89,705</b>	<b>0</b>	<b>(3,889)</b>	<b>85,816</b>	<b>(4,320)</b>



## Financing Sources

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<b>Total Regional Debt</b>	<b>422,540</b>	<b>403,007</b>	<b>135,183</b>	<b>(35,956)</b>	<b>502,233</b>	<b>(14,012)</b>
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\*2023 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 2023.



## Financing Sources

### 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	2022 Year-end Balance	2023 Principal Payments	2023 Year-end Balance	2023 Interest Payments
General Government	10	2020	6,350	5,159	(601)	4,558	(71)
<b>Subtotal of General Government</b>			<b>6,350</b>	<b>5,159</b>	<b>(601)</b>	<b>4,558</b>	<b>(71)</b>
Corporate Services	10	2013	485	53	(53)	0	(2)
Corporate Services	10	2016	3,590	417	(101)	316	(9)
Corporate Services	10	2019	458	330	(44)	286	(7)
Corporate Services	20	2006	7,357	2,148	(495)	1,653	(108)
Corporate Services	20	2007	6,777	2,408	(432)	1,976	(123)
Corporate Services	25	2017	1,016	858	(33)	825	(24)
Corporate Services	30	2010	2,090	1,473	(40)	1,433	(109)
<b>Subtotal of Corporate Services</b>			<b>21,773</b>	<b>7,688</b>	<b>(1,200)</b>	<b>6,488</b>	<b>(383)</b>
Community Services	20	2003	13,219	1,075	(1,075)	0	(47)
Community Services	20	2004	7,489	1,171	(569)	602	(58)
Community Services	25	2014	6,794	5,185	(227)	4,957	(205)
Community Services	25	2017	3,900	3,293	(128)	3,165	(93)
Community Services	25	2020	15,335	14,108	(613)	13,495	(320)
Community Services	30	2014	940	675	(31)	644	(27)
<b>Subtotal of Community Services</b>			<b>47,677</b>	<b>25,506</b>	<b>(2,644)</b>	<b>22,862</b>	<b>(748)</b>
Public Health and Emergency Services	5	2018	3,293	691	(691)	0	(19)
Public Health and Emergency Services	10	2018	1,228	776	(120)	656	(23)
Public Health and Emergency Services	20	2006	400	117	(27)	90	(6)
Public Health and Emergency Services	25	2017	2,000	1,689	(65)	1,623	(48)
Public Health and Emergency Services	25	2018	3,735	3,306	(114)	3,192	(108)
Public Health and Emergency Services	30	2014	1,500	1,075	(50)	1,025	(43)
Public Health and Emergency Services	30	2019	2,640	2,376	(88)	2,288	(68)
<b>Subtotal of Public Health and Emergency Services</b>			<b>14,796</b>	<b>10,030</b>	<b>(1,155)</b>	<b>8,874</b>	<b>(316)</b>
Transportation	10	2013	8,625	951	(951)	0	(36)
Transportation	10	2014	17,054	3,752	(1,847)	1,905	(121)



## Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2022 Year-end Balance	2023 Principal Payments	2023 Year-end Balance	2023 Interest Payments
Transportation	10	2015	24,292	7,798	(2,534)	5,264	(209)
Transportation	10	2016	12,213	5,133	(1,244)	3,890	(112)
Transportation	10	2017	8,799	4,600	(882)	3,719	(104)
Transportation	10	2018	8,970	5,663	(879)	4,784	(171)
Transportation	10	2019	4,375	3,156	(420)	2,736	(71)
Transportation	10	2020	8,011	6,610	(709)	5,901	(84)
Transportation	10	2021	7,762	7,022	(744)	6,278	(105)
Transportation	10	2022	7,235	7,235	(626)	6,610	(276)
Transportation	15	2010	900	220	(71)	149	(8)
Transportation	20	2006	4,343	1,268	(292)	976	(64)
Transportation	20	2010	1,167	588	(63)	525	(26)
Transportation	25	2017	28,611	24,158	(935)	23,222	(683)
Transportation	25	2018	10,774	9,536	(328)	9,208	(313)
Transportation	30	2010	14,245	10,208	(323)	9,885	(629)
Transportation	30	2019	9,850	8,865	(328)	8,537	(256)
Transportation	30	2020	16,754	15,637	(558)	15,079	(370)
<b>Subtotal of Transportation</b>			<b>193,980</b>	<b>122,401</b>	<b>(13,734)</b>	<b>108,667</b>	<b>(3,637)</b>
<b>Subtotal of Levy Departments</b>			<b>284,576</b>	<b>170,784</b>	<b>(19,334)</b>	<b>151,450</b>	<b>(5,155)</b>
Niagara Transit Commission	5	2019	200	83	(41)	42	(1)
Niagara Transit Commission	10	2017	1,270	664	(127)	537	(14)
Niagara Transit Commission	10	2019	12,460	8,991	(1,197)	7,794	(202)
Niagara Transit Commission	10	2021	4,527	4,115	(420)	3,695	(88)
Niagara Transit Commission	10	2022	945	945	(79)	866	(38)
<b>Subtotal of Niagara Transit Commission</b>			<b>19,402</b>	<b>14,798</b>	<b>(1,864)</b>	<b>12,934</b>	<b>(343)</b>
<b>Subtotal of Special Levy Departments</b>			<b>19,402</b>	<b>14,798</b>	<b>(1,864)</b>	<b>12,934</b>	<b>(343)</b>
Court Services	25	2017	9,433	7,965	(308)	7,656	(225)
<b>Subtotal of Courts Services</b>			<b>9,433</b>	<b>7,965</b>	<b>(308)</b>	<b>7,656</b>	<b>(225)</b>
Niagara Regional Housing	5	2020	2,759	2,256	(309)	1,946	(56)
Niagara Regional Housing	10	2013	2,259	249	(249)	0	(9)
Niagara Regional Housing	10	2014	2,517	554	(273)	281	(18)
Niagara Regional Housing	10	2015	4,020	1,293	(420)	873	(33)
Niagara Regional Housing	10	2016	5,603	2,355	(570)	1,784	(52)



## Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2022 Year-end Balance	2023 Principal Payments	2023 Year-end Balance	2023 Interest Payments
Niagara Regional Housing	10	2017	1,706	892	(171)	721	(20)
Niagara Regional Housing	10	2018	6,769	4,274	(663)	3,611	(129)
Niagara Regional Housing	10	2019	15,171	10,947	(1,457)	9,489	(245)
Niagara Regional Housing	10	2020	3,300	2,715	(291)	2,424	(34)
Niagara Regional Housing	10	2021	8,197	7,415	(785)	6,630	(111)
Niagara Regional Housing	10	2022	2,303	2,303	(199)	2,103	(88)
Niagara Regional Housing	30	2012	4,500	3,510	(121)	3,390	(130)
<b>Subtotal of Niagara Regional Housing</b>			<b>59,104</b>	<b>38,763</b>	<b>(5,509)</b>	<b>33,254</b>	<b>(925)</b>
Niagara Regional Police Services	5	2018	1,675	351	(351)	0	(10)
Niagara Regional Police Services	5	2020	1,214	733	(242)	491	(7)
Niagara Regional Police Services	10	2015	13,670	4,387	(1425)	2,962	(118)
Niagara Regional Police Services	10	2016	4,500	1,891	(458)	1,433	(41)
Niagara Regional Police Services	10	2019	608	439	(58)	380	(10)
Niagara Regional Police Services	10	2022	5,600	5,600	(484)	5,116	(213)
Niagara Regional Police Services	30	2010	7,800	5,497	(151)	5,346	(406)
Niagara Regional Police Services	30	2014	35,950	29,719	(907)	28,812	(1,091)
Niagara Regional Police Services	30	2015	28,610	24,485	(683)	23,802	(922)
Niagara Regional Police Services	30	2019	8,767	7,890	(292)	7,598	(227)
<b>Subtotal of Niagara Regional Police Services</b>			<b>108,394</b>	<b>80,992</b>	<b>(5,052)</b>	<b>75,940</b>	<b>(3,044)</b>
<b>Subtotal of Agencies and Boards</b>			<b>176,931</b>	<b>127,720</b>	<b>(10,869)</b>	<b>116,850</b>	<b>(4,195)</b>
<b>Total of Levy Programs</b>			<b>480,909</b>	<b>313,302</b>	<b>(32,067)</b>	<b>281,233</b>	<b>(9,693)</b>
Water Operations	25	2018	2,555	2,262	(78)	2,184	(74)
Water Operations	30	2010	9,931	6,998	(192)	6,806	(516)
Water Operations	30	2019	480	432	(16)	416	(12)
Water Operations	30	2020	14,605	13,631	(487)	13,144	(323)
<b>Subtotal of Water Operations</b>			<b>27,571</b>	<b>23,324</b>	<b>(773)</b>	<b>22,550</b>	<b>(926)</b>
Wastewater Operations	20	2010	27,333	13,764	(1,475)	12,289	(599)
Wastewater Operations	30	2021	15,000	14,500	(500)	14,000	(424)



## Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2022 Year-end Balance	2023 Principal Payments	2023 Year-end Balance	2023 Interest Payments
Wastewater Operations	30	2010	42,919	30,344	(858)	29,485	(2,168)
Wastewater Operations	30	2019	4,080	3,672	(136)	3,536	(106)
Wastewater Operations	30	2020	4,395	4,102	(147)	3,956	(97)
<b>Subtotal of Wastewater Operations</b>			<b>93,728</b>	<b>66,382</b>	<b>(3,116)</b>	<b>63,266</b>	<b>(3,394)</b>
<b>Subtotal of Rate Programs</b>			<b>121,299</b>	<b>89,705</b>	<b>(3,889)</b>	<b>85,816</b>	<b>(4,320)</b>
<b>Total Regional Debt</b>			<b>602,208</b>	<b>403,007</b>	<b>(35,956)</b>	<b>367,050</b>	<b>(14,012)</b>



## Financing Sources

### Unissued Debt Forecast

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 2023, impacted by the 2023 Capital Budget and forecasted issuances.

Amounts in thousands (\$)

Department	2021 Year-end Balance	2022 Year-end Balance	2023 Capital Debt Budget	2023 Forecasted Issuance*	2023 Year-end Balance
General Government	0	0	0	0	0
Community Services	135,183	135,183	0	(135,183)	0
Public Health and Emergency Services	3,037	3,037	0	0	3,037
Transportation	30,049	30,509	0	0	30,509
<b>Subtotal – Levy Departments</b>	<b>168,269</b>	<b>168,729</b>	<b>0</b>	<b>(135,183)</b>	<b>33,546</b>
Niagara Regional Housing	0	0	0	0	0
Niagara Regional Police Service	14,610	9,010	0	0	9,010
<b>Subtotal – Agencies and Boards</b>	<b>14,610</b>	<b>9,010</b>	<b>0</b>	<b>0</b>	<b>9,010</b>
<b>Total – Levy Funded Programs</b>	<b>182,879</b>	<b>177,739</b>	<b>0</b>	<b>(135,183)</b>	<b>42,556</b>
Water	6,746	6,746	0	0	6,746
Wastewater	229,798	300,659	0	0	300,659
<b>Subtotal – Rate Programs</b>	<b>236,544</b>	<b>307,405</b>	<b>0</b>	<b>0</b>	<b>307,405</b>
<b>Total – Regional Debt</b>	<b>419,423</b>	<b>485,144</b>	<b>0</b>	<b>(135,183)</b>	<b>349,961</b>

\*2023 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 2023.



## Financing Sources

### 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

Amounts in thousands (\$)

Reserve Description	2021 Year-end Balance	2022 Year-end Balance	2023 Committed	2023 Transfers From Operating	2023 Transfers To Operating	2023 Transfers To Capital	2023 Interest Earnings	2023 Year-end Balance
Wastewater Capital	16,517	13,805	0	24,484	0	(28,467)	361	10,183
Water Capital	70,908	62,239	0	23,192	0	(55,013)	1,449	31,866
Waste Management Capital	11,573	7,914	0	0	0	(3,371)	236	4,780
General Capital Levy	18,632	21,711	(150)	36,414	(1,909)	(44,757)	0	11,309
Infrastructure Deficit*	574	327	0	4,053	0	(2,825)	0	1,555
Court Services Facility Renewal	3,701	3,901	0	200	0	0	0	4,101
Niagara Regional Housing Owned Units	8,598	9,344	0	2,886	0	(2,400)	0	9,830
NRPS LTA Financing	0	0	0	0	0	0	0	0
Police Ontario Police Video Training Alliance	112	101	0	0	0	0	0	101
Police Capital Levy	330	419	0	1,705	0	(1,716)	0	409
Police Vehicle and Equipment Replacement	24	31	0	2,000	0	(2,000)	0	31



## Financing Sources

Reserve Description	2021 Year-end Balance	2022 Year-end Balance	2023 Committed	2023 Transfers From Operating	2023 Transfers To Operating	2023 Transfers To Capital	2023 Interest Earnings	2023 Year-end Balance
Transit Capital	0	0	0	2,167	0	0	0	2,167
<b>Total Capital Reserves</b>	<b>130,969</b>	<b>119,793</b>	<b>(150)</b>	<b>97,101</b>	<b>(1,909)</b>	<b>(140,549)</b>	<b>2,405</b>	<b>76,331</b>
Wastewater Stabilization	5,326	5,717	0	0	(316)	0	73	5,474
Water Stabilization	3,530	3,691	0	0	(184)	0	77	3,583
Waste Management Stabilization	8,607	7,280	0	0	(3,360)	0	123	4,043
Encumbrance	17,096	21,202	0	0	(1,014)	0	0	20,189
Taxpayer Relief	61,600	47,345	0	0	(43,153)	0	0	4,192
NRH Rent Supplements	0	0	0	0	(20)	0	0	(20)
Police Contingency	954	954	0	250	0	0	0	1,204
Police Services Board Contingency	242	242	0	0	0	0	0	242
<b>Total Corporate Stabilization Reserves</b>	<b>97,356</b>	<b>86,432</b>	<b>0</b>	<b>250</b>	<b>(48,046)</b>	<b>0</b>	<b>272</b>	<b>38,908</b>
Ambulance Communication	0	0	0	0	0	0	0	0
Circle Route Initiatives	1,333	1,333	0	0	0	0	0	1,133
Hospital Contribution	8100	10535	0	3,612	(368)	0	0	13,779
Housing Services	7,871	8,639	0	946	(2,175)	0	0	7,410
<b>Total Specified Contribution Reserves</b>	<b>17,103</b>	<b>20,307</b>	<b>0</b>	<b>4,558</b>	<b>(2,543)</b>	<b>0</b>	<b>0</b>	<b>22,322</b>
Future Benefit Costs	25,149	24,954	0	0	(250)	0	0	24,704
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	201	225	0	0	(225)	0	0	0
Landfill Liability	10,163	8,183	0	0	0	(2,785)	223	5,621
NRH Employee Future Benefits	0	0	0	0	0	0	0	0
Police Accumulated Sick Leave	995	630	0	0	(200)	0	0	430



## Financing Sources

Reserve Description	2021 Year-end Balance	2022 Year-end Balance	2023 Committed	2023 Transfers From Operating	2023 Transfers To Operating	2023 Transfers To Capital	2023 Interest Earnings	2023 Year-end Balance
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	3,670	3,870	0	200	0	0	0	4,070
Transit Future Benefit	0	0	0	1,508	0	0	0	1,508
<b>Total Future Liability Reserves</b>	<b>46,600</b>	<b>44,284</b>	<b>0</b>	<b>1,708</b>	<b>(675)</b>	<b>(2,785)</b>	<b>223</b>	<b>42,756</b>
<b>Total Reserves</b>	<b>292,029</b>	<b>270,815</b>	<b>(150)</b>	<b>103,617</b>	<b>(53,173)</b>	<b>(143,334)</b>	<b>2,540</b>	<b>180,316</b>



# Financing Sources

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## Financing Sources

### Reserve Contributions from Operating

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	24,484	To fund the Water capital program
Water Capital	Water Operations	23,192	To fund the Water capital program
General Capital Levy	General Government	34,105	To fund the departmental levy supported capital program
General Capital Levy	General Government	400	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	80	To fund the debt costs of subsidized Emergency Medical Services capital assets
<b>Subtotal of General Capital Levy</b>		<b>36,414</b>	
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
Transit Capital Levy	Niagara Transit Commission	2,167	To fund Niagara Transit Commission capital program
Niagara Regional Housing Capital	Niagara Regional Housing	946	To fund the Niagara Regional Housing capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	297	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
<b>Subtotal of Niagara Regional Housing Owned Units</b>		<b>2,886</b>	
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	2,000	To fund the Niagara Regional Police Service capital program
Police Capital Levy	Niagara Regional Police Service	1,705	To fund the Niagara Regional Police Service capital program
Police WSIB	Niagara Regional Police Service	200	To fund postretirement benefit costs of Police employees and retirees



## Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Police Contingency	Niagara Regional Police Service	250	To fund the Niagara Regional Police Service capital program
Hospital Contribution	General Government	3,612	To fund contribution for approved hospital funding requests
Transit Future Benefit	Niagara Transit Commission	1,508	To fund Niagara Transit Commission capital program
<b>Total Transfers to Reserves from Operating</b>		<b>103,617</b>	



# Financing Sources

## Operating Funding from Reserves

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

Amounts in thousands (\$)

Reserve Description	Department	Amount of Transfer	Description of Purpose
General Capital Levy	General Government	1,909	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
<b>Subtotal of General Capital Levy</b>		<b>1,909</b>	
Housing Services	Community Services	2,175	To fund housing provider capital grant
Taxpayer Relief	General Government	4,000	To reduce the 2023 net levy operating budget to 7.59%
	General Government	19,300	To fund the DC Grant and Exemption Impacts of Bill 23
Taxpayer Relief	Corporate Administration	50	To fund community engagement for Council's strategic plan 2023-2026
Taxpayer Relief	Corporate Services	100	To fund consulting services related to Asset Retirement Obligations
Taxpayer Relief	Corporate Services	269	To fund the operating costs for vacant facility at 68 Church Street
Taxpayer Relief	Public Health & Emergency Service	763	Land Ambulance funding
Taxpayer Relief	Corporate	18,671	To fund costs of programs to respond to, and revenue reductions as a result of, the COVID-19 pandemic
<b>Subtotal of Taxpayer Relief</b>		<b>43,153</b>	
Niagara Regional Housing Rent Supplements	Community Services	20	For rent subsidies under Niagara Regional Housing rent supplement program
Waste Management Stabilization	Waste Management	3,360	To reduce the 2023 Waste Management budget
Wastewater Stabilization	Wastewater Operations	316	To reduce the 2023 Wastewater budget
Water Stabilization	Water Operations	184	To reduce the 2023 Water budget
Encumbrance	Niagara Transit Commission	1,014	To fund NTC-related encumbrances
Future Benefit Costs	Corporate Services	250	To fund grandfathered sick leave payouts for retiring employees
Smart Growth	General Government	225	For Smart Growth grant payments



## Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Police Future Benefit Cost	Niagara Regional Police Service	200	To fund postretirement benefit costs of police employees and retirees
<b>Total Transfers from Reserves to Operating</b>		<b>53,173</b>	



## Financing Sources

### Capital Funding from Reserves

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

Amounts in thousands (\$)

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Niagara Regional Police Services	475	Multi Use Tac Robot
General Capital Levy	Niagara Regional Police Services	700	Ex Network Switch Replacement
General Capital Levy	Niagara Regional Housing	1,030	NRH Annual Structure & Foundation
General Capital Levy	Corporate Services	100	IT-App Perform Monitor SW
General Capital Levy	Corporate Services	210	IT Asset Discovery Software
General Capital Levy	Corporate Services	156	IT-Adobe Acrobat Software
General Capital Levy	Corporate Services	450	IT-Virtual Server Host Repl
General Capital Levy	Corporate Services	790	IT-Secure Email Gateway Rep
General Capital Levy	Corporate Services	1,100	IT-XDR_MDR_Threat Tool
General Capital Levy	Corporate Services	300	IT-Firewall Replacements
General Capital Levy	Corporate Services	350	IT-Council Chambers Tech Up
General Capital Levy	Corporate Services	2,750	IT-Desktop+Laptop Replace
General Capital Levy	Corporate Services	80	IT-LTC Patient Care iPads
General Capital Levy	Corporate Services	300	IT-Server Replacements
General Capital Levy	Corporate Services	120	IT-Tape Library Replacement
General Capital Levy	Corporate Services	150	IT-Storage Area Network Rep
General Capital Levy	Corporate Services	300	IT-Virtual Desktop Repl
General Capital Levy	Corporate Services	110	iPad Replacement
General Capital Levy	Corporate Services	350	IT Cloud-Based Control Syst
General Capital Levy	Facilities Mgmt. & Construction	600	Annual Code & Leg Compliance
General Capital Levy	Facilities Mgmt. & Construction	800	UPS Replace+Overhaul Program
General Capital Levy	Facilities Mgmt. & Construction	250	Generator Fuel Store Tanks
General Capital Levy	Facilities Mgmt. & Construction	300	Roof Safety Systems
General Capital Levy	Facilities Mgmt. & Construction	750	NRHQ-CW Chiller Replacement
General Capital Levy	Facilities Mgmt. & Construction	300	NRHQ-High Volt Switch Replacement



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Facilities Mgmt. & Construction	200	NF SAEO-Ceiling+LED Light
General Capital Levy	Facilities Mgmt. & Construction	120	Pelham Yard Structural+Paving
General Capital Levy	Facilities Mgmt. & Construction	150	Building Extension-PW Thorold Wash Bay
General Capital Levy	Senior Services	388	Annual LTC Homes - Cap Imprv
General Capital Levy	Senior Services	652	LTC - Resident Care Equip
General Capital Levy	Senior Services	1,676	Machinery and Equipment
General Capital Levy	Public Health & Emergency Services	3,262	Ambulance & Equipment Replacement (PY Def.)
General Capital Levy	Public Health & Emergency Services	251	ERV Replacement
General Capital Levy	Transportation Operations	2,500	Ann-Storm Sewers & Culverts
General Capital Levy	Transportation Operations	300	Ann-Guide Rail Improvement
General Capital Levy	Transportation Operations	210	Ann-Railway Crossing Improvement
General Capital Levy	Transportation Operations	450	Ann-Illum Install & Upgrade
General Capital Levy	Transportation Operations	2,230	Ann-Traffic Signal Program
General Capital Levy	Transportation Operations	1,350	81-Vinhaven/23rd-LN
General Capital Levy	Transportation Operations	2,703	Roads Rehab-RR42 Ontario St
General Capital Levy	Transportation Operations	1,000	50-Niagara St Bridge-WE
General Capital Levy	Transportation Operations	750	Capacity Improvement - RR 81 Main St
General Capital Levy	Transportation Operations	450	18- Rehab 49-HEPC to Wil P2-NF
General Capital Levy	Transportation Operations	750	19-Rds Rehab - RR 43 Bridge St
General Capital Levy	Transportation Operations	360	19-Rds Rehab - RR 72 Louth St
General Capital Levy	Transportation Operations	50	19-Cpcty Improvement -New West St. Catharines
General Capital Levy	Transportation Operations	150	Structural Rehab-RR12 Mountain S



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	30	Ann-Misc Road Properties
General Capital Levy	Transportation Operations	880	Structural Rehab-020220 Hwy20 Br
General Capital Levy	Transportation Operations	1,000	Structural Rehab-RR81 Retaining Wall 20
General Capital Levy	Transportation Operations	750	Structural Rehab - 12 Mile Creek Bridge
General Capital Levy	Transportation Operations	4,212	Structural Rehab-045205-Oswego Creek
General Capital Levy	Transportation Operations	862	Roads Rehab - RR67 Pine St Beave
General Capital Levy	Transportation Operations	150	Structural Rehab -RR87 Lakeshore Road
General Capital Levy	Transportation Operations	2,925	Ann Roads Resurfacing
General Capital Levy	Transportation Operations	400	Asset Management Software - Transportation
General Capital Levy	Transportation Operations	25	Ann-Field Inspection Device
General Capital Levy	Transportation Operations	700	Ann-Line Marking Vehicle
General Capital Levy	Transportation Operations	50	LTC - Vehicle Replacement
<b>Subtotal of General Capital Levy</b>		<b>44,757</b>	
Niagara Regional Housing Owned Units	Niagara Regional Housing	20	23-NRH Annual Unit Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	44	23-NRH Annual Mech-Electrical
Niagara Regional Housing Owned Units	Niagara Regional Housing	99	23-NRH Annual Building Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	150	23-NRH Annual Grounds Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	15	23-NRH Annual Playground Equipment
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	23-NRH Annual New Development
Niagara Regional Housing Owned Units	Niagara Regional Housing	140	23-NRH Annual Emergency Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	172	23-NRH Annual Structure & Fndn



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Niagara Regional Housing Owned Units	Niagara Regional Housing	6,160	CMHC Repair Funding Capital
<b>Subtotal of Niagara Regional Housing Owned Units</b>		<b>7,000</b>	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	2,000	23-NRPS-Vehicles(Patrol)
<b>Subtotal of Police Vehicle and Equipment Replacement</b>		<b>2,000</b>	
Police Capital Levy	Niagara Regional Police Services	140	23-NRPS-CEW Repl Ann Forecast
Police Capital Levy	Niagara Regional Police Services	400	23-NRPS-Records MGMT System
Police Capital Levy	Niagara Regional Police Services	21	23-NRPS-Drone
Police Capital Levy	Niagara Regional Police Services	20	23-NRPS-Diving Helmet
Police Capital Levy	Niagara Regional Police Services	110	23-NRPS-Range Target System
Police Capital Levy	Niagara Regional Police Services	220	23-NRPS-Applicant Track System
Police Capital Levy	Niagara Regional Police Services	235	23-NRPS-IT and Network Servers
Police Capital Levy	Niagara Regional Police Services	200	23-NRPS-IT CCTV Cameras
Police Capital Levy	Niagara Regional Police Services	370	23-NRPS-IT Connected Officer
<b>Subtotal of Police Capital Levy</b>		<b>1,716</b>	
Infrastructure Deficit	Niagara Regional Housing	120	23-NRH Annual Unit Capital
Infrastructure Deficit	Niagara Regional Housing	265	23-NRH Annual Mech-Electrical
Infrastructure Deficit	Niagara Regional Housing	593	23-NRH Annual Building Capital
Infrastructure Deficit	Niagara Regional Housing	902	23-NRH Annual Grounds Capital
Infrastructure Deficit	Niagara Regional Housing	90	23-NRH Annual Playground Equipment



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Infrastructure Deficit	Transportation Operations	855	Ann Roads Resurfacing
<b>Subtotal of Infrastructure Deficit</b>		<b>2,825</b>	
Water Capital	Transportation Services	250	Three New Vehicles (W/WW)
Water Capital	Water Operations	1,600	19-Reservoir & Storage Program
Water Capital	Water Operations	207	23-SCADA Server Refresh
Water Capital	Water Operations	656	23-New Smithville Trunk Main
Water Capital	Water Operations	2,200	21-Drummond Road Valve Rehabilitation
Water Capital	Water Operations	200	23- Area 1 Water SCADA upgrade
Water Capital	Water Operations	500	22- Garrison Road WM Replace
Water Capital	Water Operations	750	21-Bemis ET Replacement
Water Capital	Water Operations	3,600	WTP Upg - DeCew Plant 3
Water Capital	Water Operations	16,100	19-DeCew Low Lift Booster
Water Capital	Water Operations	2,600	20-WM Rep Victoria Ave King
Water Capital	Water Operations	1,200	21-DeCew Plant 1 Mixing System
Water Capital	Water Operations	11,300	21-York Road Watermain Replace
Water Capital	Water Operations	1,000	23 - Glendale Watermain Valves
Water Capital	Water Operations	12,850	20-WM Replc Ontario St Lincoln
<b>Subtotal of Water Capital</b>		<b>55,013</b>	
Wastewater Capital	Wastewater Operations	1,200	20-Digest and Sludge Man Program
Wastewater Capital	Wastewater Operations	4,000	23- Digester Management - CB, WE, PW
Wastewater Capital	Wastewater Operations	200	23- Area 2 WW SCADA Upgrades
Wastewater Capital	Wastewater Operations	34	23- SCADA Server Refresh
Wastewater Capital	Wastewater Operations	65	23- New Weather Stations
Wastewater Capital	Wastewater Operations	100	23- Lab Equipment Upgrade Program
Wastewater Capital	Wastewater Operations	263	23-Streamside SPS Upgrade
Wastewater Capital	Wastewater Operations	2,000	18-SPS UPG-Mewburn-NF



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	500	23-NFWWTP Primary Treatment
Wastewater Capital	Wastewater Operations	150	23-NFWWTP HVAC Upgrade
Wastewater Capital	Wastewater Operations	300	23- Portage Trunk Sewer Rehabilitation
Wastewater Capital	Wastewater Operations	1,400	18-WWTP UPG-Anger AVE Digester
Wastewater Capital	Wastewater Operations	750	20-Lakeshore Rd SPS Upgrade
Wastewater Capital	Wastewater Operations	350	23- FEWWTP Storm Tank Rehab
Wastewater Capital	Wastewater Operations	880	19-Dain City SPS Upgrade
Wastewater Capital	Wastewater Operations	200	23-Broadway Trunk Sewer
Wastewater Capital	Wastewater Operations	110	23- Towpath SPS Upgrade
Wastewater Capital	Wastewater Operations	100	23- Hurricane Rd SPS Pump Replacement
Wastewater Capital	Wastewater Operations	1,000	PS Improve Prgm - E-side PS PC
Wastewater Capital	Wastewater Operations	3,000	18-SPS & FM UPG-City Hall-PC
Wastewater Capital	Wastewater Operations	1,000	19-Seaway WWTP Electr. Upgrade
Wastewater Capital	Wastewater Operations	4,300	19-Seaway WWTP Infl. Channel
Wastewater Capital	Wastewater Operations	1,500	20-Seaway WWTP Generator Replacement
Wastewater Capital	Wastewater Operations	300	23- Sugarloaf FM Replacement
Wastewater Capital	Wastewater Operations	400	23- Centre St. SPS Upgrades
Wastewater Capital	Wastewater Operations	1,200	19-Renown SPS Upgrade
Wastewater Capital	Wastewater Operations	1,600	21-Port Dal WWTP WGB Upgrades
Wastewater Capital	Wastewater Operations	400	23- Argyle SPS Upgrades
Wastewater Capital	Wastewater Operations	500	18-SPS & FM UPG-Laurie AVE-LN



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	165	23-Baker Road WWTP Capacity Expansion
Wastewater Capital	Wastewater Operations	500	23- Garner FM Replacement
<b>Subtotal of Wastewater Capital</b>		<b>28,467</b>	
Waste Management Capital	Waste Management	45	23 WM - Vehicle Replacement
Waste Management Capital	Waste Management	473	23-Ann-Misc Enhance/Replace
Waste Management Capital	Waste Management	155	23-Ann-Property Acquisition
Waste Management Capital	Waste Management	1,238	15-Bridge-Drop-Off Depot
Waste Management Capital	Waste Management	770	16-Humber-Infrastructure Upgrades
Waste Management Capital	Waste Management	450	23-Humberstone Paving Upgrade
Waste Management Capital	Waste Management	75	23-NR-12-Transfer Structr/Bldg
Waste Management Capital	Waste Management	165	23-Ann-Recycle-Build & Equip
<b>Subtotal of Waste Management Capital</b>		<b>3,371</b>	
Landfill Liability	Waste Management	140	12-Glenridge-LCS
Landfill Liability	Waste Management	60	16-Glenridge-Passive Gas System
Landfill Liability	Waste Management	1,045	13-Quarry-Site Improvement
Landfill Liability	Waste Management	1,540	19-Mtn-GW Treatment LCS Upgrade
<b>Subtotal of Landfill Liability</b>		<b>2,785</b>	
<b>Total Transfers from Reserves to Capital</b>		<b>143,334</b>	



# Financing Sources

## Deferred Revenues

### Development Charges

Development Charges are collected by the Region for the purpose of financing the construction of new capital infrastructure, as a result of the growth. Niagara Regional Council passed the new Development Charges By-law on August 25, 2022 and the Development Charges By-law for Transit on September 29, 2022. 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).

In 2022, Bill 23 received Royal Assent, which made further changes to the Development Charges Act. Among these changes were discounts for purpose-built rentals, mandating a phase-in of Development Charge rates and eliminating a municipality's ability to collect for Social Housing.



## Financing Sources

### **Federal and Provincial Gas Tax**

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

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



## Financing Sources

### Deferred Revenues Forecast

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.

Amounts in thousands (\$)

Deferred Revenue Description	2021 Year-end Balance	2022 Year-end Balance	2023 Committed To Capital	2023 Transfers From External	2023 Transfers To Operating	2023 Transfers To Capital	2023 Interest Earnings	2023 Year-end Balance
General Government DCs	1,905	2,304	0	267	(180)	0	91	2,482
Police Services DCs	5,274	1,159	0	1,003	(883)	(408)	28	899
Roads DCs	80,957	97,345	(68,852)	31,343	0	(27,996)	996	32,836
Sewer DCs	72,806	89,016	(26,181)	21,598	(2,000)	(13,339)	1,940	71,034
Water DCs	36,435	46,608	(16,754)	11,726	0	(11,657)	886	30,809
Emergency Medical DCs	2,284	3,054	(281)	799	0	(1,355)	74	2,291
Long-Term Care DCs*	9,228	6,513	(14,094)	3,704	0	0	120	(3,757)
Courts Services DCs	146	364	0	0	0	0	13	377
Health DCs	1,603	2,168	0	0	0	0	73	2,241
Social Housing DCs*	(2,308)	(264)	(3,901)	0	3,575	0	48	(542)
Waste Diversion DCs	3,938	5,650	(208)	488	0	(488)	176	5,618
Public Works (Facilities & Fleet) DCs	0	219	0	965	0	0	9	1,193
Transit Services DCs	0	0	0	1,732	0	0	19	1,751
<b>Total Development Charges</b>	<b>212,268</b>	<b>254,137</b>	<b>(130,271)</b>	<b>73,625</b>	<b>512</b>	<b>(55,243)</b>	<b>4,473</b>	<b>147,233</b>
Federal Gas Tax	44,251	46,773	(40,812)	14,822	0	(18,000)	500	3,283
Provincial Gas Tax	2,574	3,780	0	2,456	0	0	115	6,351
<b>Total Gas Tax</b>	<b>46,825</b>	<b>50,553</b>	<b>(40,812)</b>	<b>17,278</b>	<b>0</b>	<b>(18,000)</b>	<b>615</b>	<b>9,634</b>
<b>Total Deferred Revenues</b>	<b>259,093</b>	<b>304,690</b>	<b>(171,083)</b>	<b>90,903</b>	<b>512</b>	<b>(73,243)</b>	<b>5,088</b>	<b>156,867</b>



## Financing Sources

\*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.



## Financing Sources

### Operating funding from Deferred Revenue

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

Amounts in thousands (\$)

Deferred Revenue Description	Department	Amount of Transfer	Description of Purpose
General Government DCs	Planning and Development	180	Secondary Plans
Police DCs	Niagara Regional Police Services	883	New police equipment
Sewer DCs	Wastewater	2,000	Combined Sewer Outflow program
Waste Diversion DCs	Waste Management	30	Collections contract
<b>Total use of Deferred Revenue for Operating</b>		<b>3,093</b>	



# Financing Sources

## 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 2023 development charge collections.

### Residential Development Charge Rates

Service	Single Detached and Semi-Detached	2+ Bedroom Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
General Government	97	66	40	69	37
Police Services	331	224	138	236	124
Roads	343	234	142	245	129
Emergency Medical	11,425	7,766	4,735	8,164	4,291
Long-Term Care	307	209	127	220	116
Courts Services	1,435	976	594	1,025	539
Health	-	-	-	-	-
Social Housing	-	-	-	-	-
Waste Diversion	-	-	-	-	-
Facilities & Fleet	203	139	84	146	76
Transit	585	398	243	418	220
<b>Region Wide Services</b>	<b>14,726</b>	<b>10,012</b>	<b>6,103</b>	<b>10,523</b>	<b>5,532</b>
Sewer	8,654	5,883	3,587	6,183	3,250
Water	4,655	3,164	1,929	3,327	1,748
<b>Urban Services</b>	<b>13,309</b>	<b>9,047</b>	<b>5,516</b>	<b>9,510</b>	<b>4,998</b>
<b>Rural Area Services</b>	<b>14,726</b>	<b>10,012</b>	<b>6,103</b>	<b>10,523</b>	<b>5,532</b>
<b>Urban Area Services</b>	<b>28,035</b>	<b>19,059</b>	<b>11,619</b>	<b>20,033</b>	<b>10,530</b>

### Forecasted Residential Development Charge Collections

Service	Single Detached and Semi-Detached	2+ Bedroom Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
Rural Area Rate	14,726	10,012	6,103	10,523	5,532
Estimated Rural Units	84	0	0	224	0
<b>Rural Charges*</b>	<b>1242</b>	<b>0</b>	<b>0</b>	<b>2,354</b>	<b>0</b>
Urban Area Rate	28,035	19,059	11,619	20,033	10,530
Estimated Urban Units	1,242	301	287	588	0
<b>Urban Charges*</b>	<b>34,805</b>	<b>5,736</b>	<b>3,330</b>	<b>11,771</b>	<b>0</b>



## Financing Sources

Service	Single Detached and Semi-Detached	2+ Bedroom Apartment	Bachelor and 1 Bedroom Apartment	Other Multiples	Special Care/Special Dwelling Units/Rooms
<b>Estimated Collections*</b>	<b>36,047</b>	<b>5,736</b>	<b>3,330</b>	<b>14,125</b>	<b>0</b>

\*in thousands

### Non-Residential Development Charge Rates

Service	Commercial (per square foot)	Industrial (per square foot)	Institutional (per square foot)	Wind Turbines (per unit)
General Government	0.07	0.02	0.05	97.00
Police Services	0.30	0.10	0.24	331.00
Roads	0.32	0.10	0.24	343.00
Emergency Medical	7.84	2.58	5.87	11,425.00
Long-Term Care	0.16	0.05	0.09	307.00
Courts Services	0.69	0.23	0.44	-
Health	-	-	-	-
Social Housing	-	-	-	-
Waste Diversion	-	-	-	-
Facilities & Fleet	0.05	0.01	0.03	-
Transit	0.59	0.19	0.36	-
<b>Region Wide Services</b>	<b>10.02</b>	<b>3.28</b>	<b>7.32</b>	<b>12,503</b>
Sewer	6.06	2.55	4.47	-
Water	3.41	1.43	2.51	-
<b>Urban Services</b>	<b>9.47</b>	<b>3.98</b>	<b>6.98</b>	-
<b>Rural Area Services</b>	<b>10.02</b>	<b>3.28</b>	<b>7.32</b>	<b>12,503</b>
<b>Urban Area Services</b>	<b>19.49</b>	<b>7.26</b>	<b>14.30</b>	<b>12,503</b>

### Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Rate	10.02	3.28	7.32	12,503
Estimated Rural Units	19,170	50,300	5,090	0
<b>Estimated Rural Charges*</b>	<b>192</b>	<b>165</b>	<b>37</b>	<b>0</b>
Urban Area Rate	19.49	7.26	14.30	12,503
Estimated Urban Units	513,700	232,550	160,280	0
<b>Estimated Urban Charges*</b>	<b>10,012</b>	<b>1,688</b>	<b>2,292</b>	<b>0</b>
<b>Total Estimated Collections*</b>	<b>10,204</b>	<b>1,853</b>	<b>2,329</b>	<b>0</b>

\*in thousands



## Financing Sources

### Capital Funding from Deferred Revenue

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

Amounts in thousands (\$)

Reserve Description	Department	Amount of Transfer	Project Name
DC – Police Services	Niagara Regional Police Services	408	NRPS-Increase Fleet Quantity
<b>Subtotal of DC – Police Services</b>		<b>408</b>	
DC – Roads	Transportation Services	50	Annual-Illum Installation & Upgrade
DC – Roads	Transportation Services	248	Annual-Traffic Signal Program
DC – Roads	Transportation Services	450	81-Vinhaven/23rd-LN
DC – Roads	Transportation Services	500	New Escarpment Crossing
DC – Roads	Transportation Services	6,160	Roads Rehab-RR42 Ontario St
DC – Roads	Transportation Services	1,438	81-Durham/Lincoln-LI
DC – Roads	Transportation Services	250	Capacity Improvement – RR 81 Main St
DC – Roads	Transportation Services	1,850	18-Struc Rpl-20 Arch 081210-SC
DC – Roads	Transportation Services	2,550	18-Rehab 49-HEPC to Wil P2-NF
DC – Roads	Transportation Services	250	19-Rds Rehab - RR 43 Bridge St
DC – Roads	Transportation Services	240	19-Rds Rehab - RR 72 Louth St
DC – Roads	Transportation Services	450	19-Cpcty Improvement -New West St. Catharines
DC – Roads	Transportation Services	750	19-Int Impr-RR100 Four MileCrk
DC – Roads	Transportation Services	1,500	20-Int Improvement - RR 49 McLeodRd
DC – Roads	Transportation Services	750	20-Cpcty Imprv-RR512 Livingston
DC – Roads	Transportation Services	4,250	20-Int Imprv - RR 55 Niagara S
DC – Roads	Transportation Services	170	23 Ann-Misc Road Properties

## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
DC – Roads	Transportation Services	500	21-Int Imprv-RR57 Thorold Stone Rd@ Dorchester Rd
DC – Roads	Transportation Services	120	21-Struc Rehab-020220 Hwy20 Br
DC – Roads	Transportation Services	100	21-Int Imprv-RR81 St Paul W @ Vansicle
DC – Roads	Transportation Services	500	Capacity Improvement - 20 Hwy 20 Smithville
DC – Roads	Transportation Services	4,213	Struc Rehab-045205-Oswego Creek
DC – Roads	Transportation Services	288	Rds Rehab -RR67 Pine St Beaverdams
DC – Roads	Transportation Services	420	Ann Roads Resurfacing
<b>Subtotal of DC – Roads</b>		<b>27,996</b>	
DC – Sewer	Wastewater Operations	1,051	Streamside SPS Upgrade
DC – Sewer	Wastewater Operations	750	20-Lakeshore Rd SPS Upgrade
DC – Sewer	Wastewater Operations	3,120	19-Dain City SPS Upgrade
DC – Sewer	Wastewater Operations	4,293	20-Quaker Rd Trunk Sewer
DC – Sewer	Wastewater Operations	390	23- Towpath SPS Upgrade
DC – Sewer	Wastewater Operations	400	23- Hurricane Rd SPS Pump Replacement
DC – Sewer	Wastewater Operations	2,000	18-SPS & FM UPG-Laurie AVE-LN
DC – Sewer	Wastewater Operations	1,335	23-Baker Road WWTP Capacity Ex
<b>Subtotal of DC – Sewer</b>		<b>13,339</b>	
DC – Water	Wastewater Operations	5,907	23-New Smithville Trunk Main
DC – Water	Wastewater Operations	750	21-Bemis ET Replacement
DC – Water	Wastewater Operations	5,000	22- Grimsby WTP Expansion
<b>Subtotal of DC – Water</b>		<b>11,657</b>	



## Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
DC – EMS	Emergency Medical Services	1,094	23-New Ambulances
DC – EMS	Emergency Medical Services	261	23-New ERVs
<b>Subtotal of DC – EMS</b>		<b>1,355</b>	
DC Debt – Waste Diversion	Waste Management	413	15-Bridge-Drop-Off Depot
DC Debt – Sewer	Wastewater Operations	75	23-NR-12-Transfer Structr/Bldg
<b>Subtotal of DC Debt – Sewer</b>		<b>488</b>	
<b>Total of Development Charges</b>		<b>85,355</b>	
Federal Gas Tax	Transportation Services	6,537	Rds Rehab-RR42 Ontario St
Federal Gas Tax	Transportation Services	4,313	81-Durham/Lincoln-LI
Federal Gas Tax	Transportation Services	3,150	18-Struc Rpl-20 Arch 081210-SC
Federal Gas Tax	Transportation Services	4,000	21-Port Dal WWTP WGB Upgrades
<b>Total of Federal Gas Tax</b>		<b>18,000</b>	
<b>Total use of Deferred Revenues for Capital</b>		<b>73,242</b>	



# Financing Sources

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## **Section 7 – Appendices**



## Appendix 1 – Explanation of Objects of Expenditure

**Labor Related Costs** – 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.



## Appendix – 1

**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.

#### Tangible Capital Assets Policy:

Policy Number: C-F-003

Amendment Date: September 22, 2022

In Compliance: Yes

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

#### Cost Allocation Policy:

Policy Number: C-F-004

Amendment Date: January 1, 2013

In Compliance: Yes

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

#### Donations – Charitable:

Policy Number: C-F-006



## Appendix – 2

Amendment Date: May 20, 1999

In Compliance: Yes

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

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

Policy Number: C-F-008

Amendment Date: December 11, 2002

In Compliance: Yes

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

### **Investment Policy:**

Policy Number: C-F-009

Amendment Date: February 17, 2012

In Compliance: Yes

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

### **Petty Cash:**

Policy Number: C-F-010

Approval Date: May 20, 1999

In Compliance: Yes

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



## Appendix – 2

### 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: September 22, 2022

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.



## Appendix – 2

### **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 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.



## Appendix – 2

### 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 26, 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.

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.



## Appendix – 2

### Regional Development Charges Payment Deferral Policy:

Policy Number: C-F-025

Approval Date: October 17, 2019

In Compliance: Yes

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

### Employee Travel and Expense Policy:

Policy Number: C-F-026

Approval Date: November 14, 2019

In Compliance: Yes

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

### Capital Financing Policy:

Policy Number: C-F-027

Approval Date: October 10, 2019

In Compliance: Yes

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

## By-Laws

### Budget Control By-Law:

By-Law Number: 2017-63

Approval Date: July 20, 2017

In Compliance: Yes



## Appendix – 2

The Purpose of this By-Law is to:

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

### **Budget Planning By-Law:**

By-Law Number: 2019-79

Approval Date: October 17, 2019

In Compliance: Yes

The Purpose of this By-Law is to:

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

### **Procurement By-Law:**

By-Law Number: 2019-06

Approval Date: November 12, 2015

In Compliance: Yes

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

1. to encourage competitive bidding;
2. to ensure objectivity and integrity in the Purchasing process;
3. to ensure fairness between bidders;



## Appendix – 2

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
ICIP	Investing in Canada Infrastructure Program
IO	Infrastructure Ontario
KPI	Key Performance Indicator
LTC	Long Term Care
MPAC	Municipal Property Assessment Corporation
MTO	Ministry of Transportation
MY	Multi-year
NPCA	Niagara Peninsula Conservation Authority
NRH	Niagara Regional Housing
NRPS	Niagara Regional Police Service
NTC	Niagara Transit Commission
PFA	Program Financial Analyst



## Appendix – 3

Acronym	Description
PGT	Provincial Gas Tax
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
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 Plant
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"> <li>• New construction</li> <li>• Major renovations</li> <li>• Demolitions</li> <li>• Property value appeals</li> </ul>
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"> <li>• Roads</li> <li>• Water treatment plants</li> <li>• Sewers</li> <li>• Buildings</li> <li>• Machinery and equipment</li> </ul> The Region updates a 10-year capital budget and plan each year to ensure that we have enough funds to maintain our aging infrastructure.



## Appendix – 4

Term	Description
	Additionally, we plan for higher replacement cost of assets and new projects that will support community growth.
Claw Back	When MPAC re-assesses all properties in Ontario, some commercial, industrial or multi-residential properties decline in value. Ordinarily, this decline would decrease property tax. However, the capping program uses a "clawback" to fund revenue shortfall resulting from lower assessment values by withholding some or all of the reduction to property owners.
Credit Rating	A credit rating is an estimate of the organization's ability to meet their financial commitments based on previous transactions. Niagara Region's credit rating is evaluated by Standard and Poor's bond agency each year. The Region has maintained its "AA" credit rating with a stable outlook.
Credit Risk	The potential that an organization or person who borrows money from a bank will fail to meet its required payment terms.
Debentures	A marketable security (type of investment) issued by a business or other organization to raise money for long-term activities and growth.
Debt	Annual principal and interest costs included in the operating budget to pay for the construction of new capital projects (i.e. roads, bridges, buildings, water plants). Debt differs greatly from a deficit as it is often used to pay for significant capital projects, while a deficit refers to not having enough money to pay for operating expenses.
Deferred Revenue	Products or services that have not yet been provided to the customer. As the product or service is delivered over time, it is recognized as revenue on the income statement. An example of this would be development charges, gas tax and government grants.
Deficit	A deficit would occur if the Region's actual net operating expenses exceeded its budgeted net operating expenses. Deficit differs greatly from debt in that a deficit refers to not having enough funds to pay for operational expenses like salaries, utilities or fuel. Debt, on the other hand, pays for significant infrastructure projects where you have an asset (i.e. new roads, bridges, water plants). It's important to note that the province does not allow Niagara Region to run a deficit.
Depreciation	A reduction in the value of an asset with the passage of time, due in particular to wear and tear.
Development Charges	Fees collected from new property developments and redevelopments in order to pay for growth related costs such as roads, water, wastewater and planning costs. These are required to provide service and accommodate growth.
Financial Forecast	A projection of Niagara Region's year-end financial results. The forecast is used as guidance for financial decisions and recommendations.
Fixed Cost	Fixed costs are fees that do not change based on the amount of services you use. The cost to operate the Region's water system is 90 per cent fixed.



## Appendix – 4

Term	Description
Fund	A pool of money set aside for a specific purpose.
Grants	All funds received from the provincial and federal governments to help pay for programs and services delivered by the Region.
Gross Operating Budget	The total cost to deliver programs and services. This is before funding and subsidies for cost-shared services are applied.
Investments	A monetary asset purchased with the intent that the asset will provide income in the future.
Levy	Includes all revenue received from area municipalities (on behalf of residents), including Regional property taxes, payment-in-lieu and supplemental.
Liquidity	The ability of an organization to obtain funds to meet immediate or short-term financial obligations.
Mandated Services	Under provincial and federal regulations, Niagara Region is required to provide a variety of programs and services for residents, businesses, organizations and municipalities.
Municipal Property Assessment Corporation (MPAC)	A non-profit corporation responsible for assessing the value of homes and businesses across the province.
Net Operating Budget	Pays for the daily business of the Niagara Region and its boards and agencies. This budget pays for programs and services, including the staff to deliver those services, supplies and repayment of debt for major projects. This is the amount of the operating budget that is paid for by your Regional property taxes.
Property Assessment	The process of establishing a dollar value for your home or business for property tax purposes.
Property Class	MPAC assigns all properties and/or land in Ontario to one of seven classes according to its primary use: <ul style="list-style-type: none"> <li>• Residential</li> <li>• Multi-residential</li> <li>• Commercial</li> <li>• Industrial</li> <li>• Pipeline</li> <li>• Farm</li> <li>• Forest</li> <li>• Landfill</li> </ul>
Property Reassessment	Every four years MPAC reevaluates the current value of your property or home. Depending on the value of your home (increase value or decrease), you may pay more or less property taxes.
Property Taxes	Taxes charged to property owners according to the assessed value of each property. Property taxes are collected and administered by the local area municipality in which the property is located. The local municipality



## Appendix – 4

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



## Appendix – 4

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



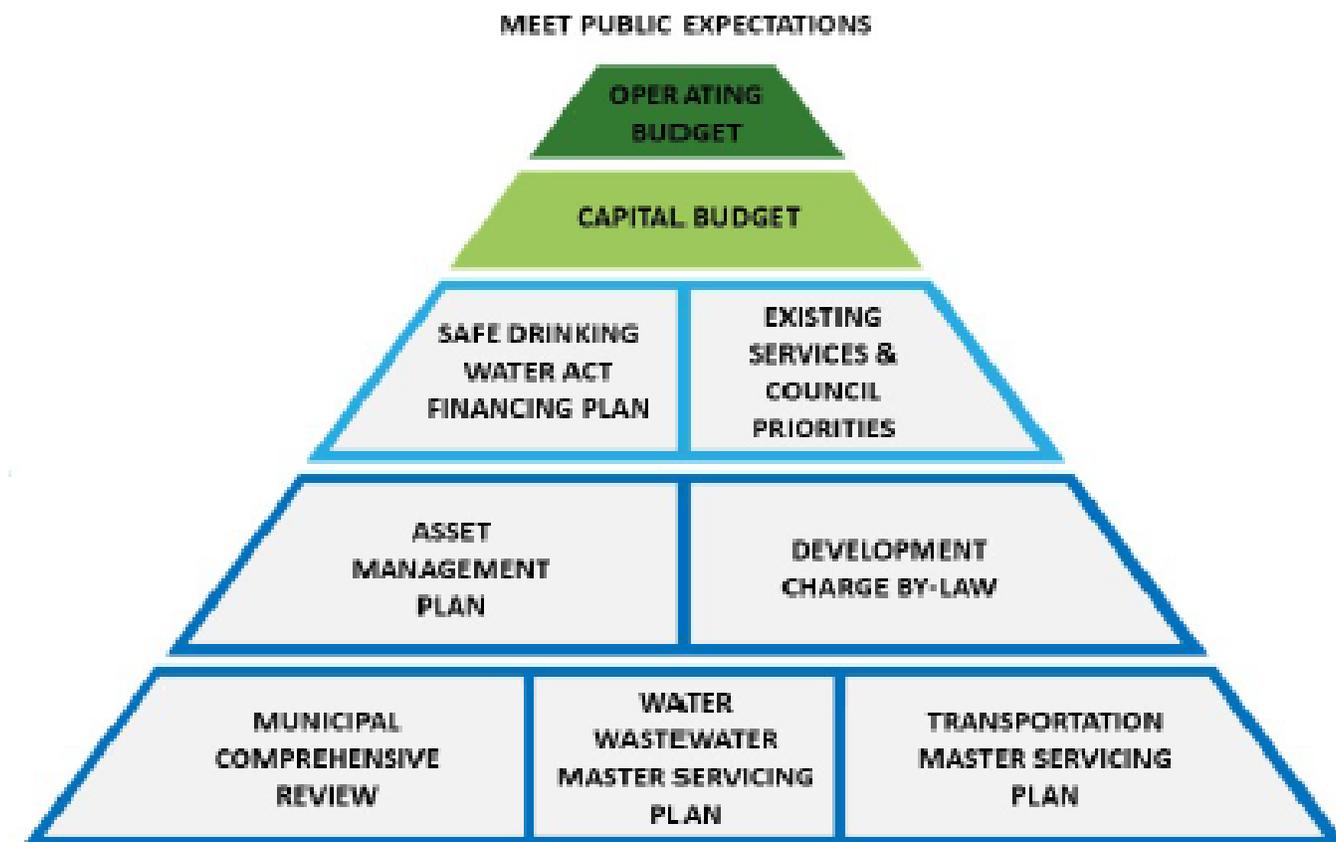
## Appendix 5 – Basis of Accounting and Financial Reporting

### 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 of if costs are incurred in more than one fiscal year.

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



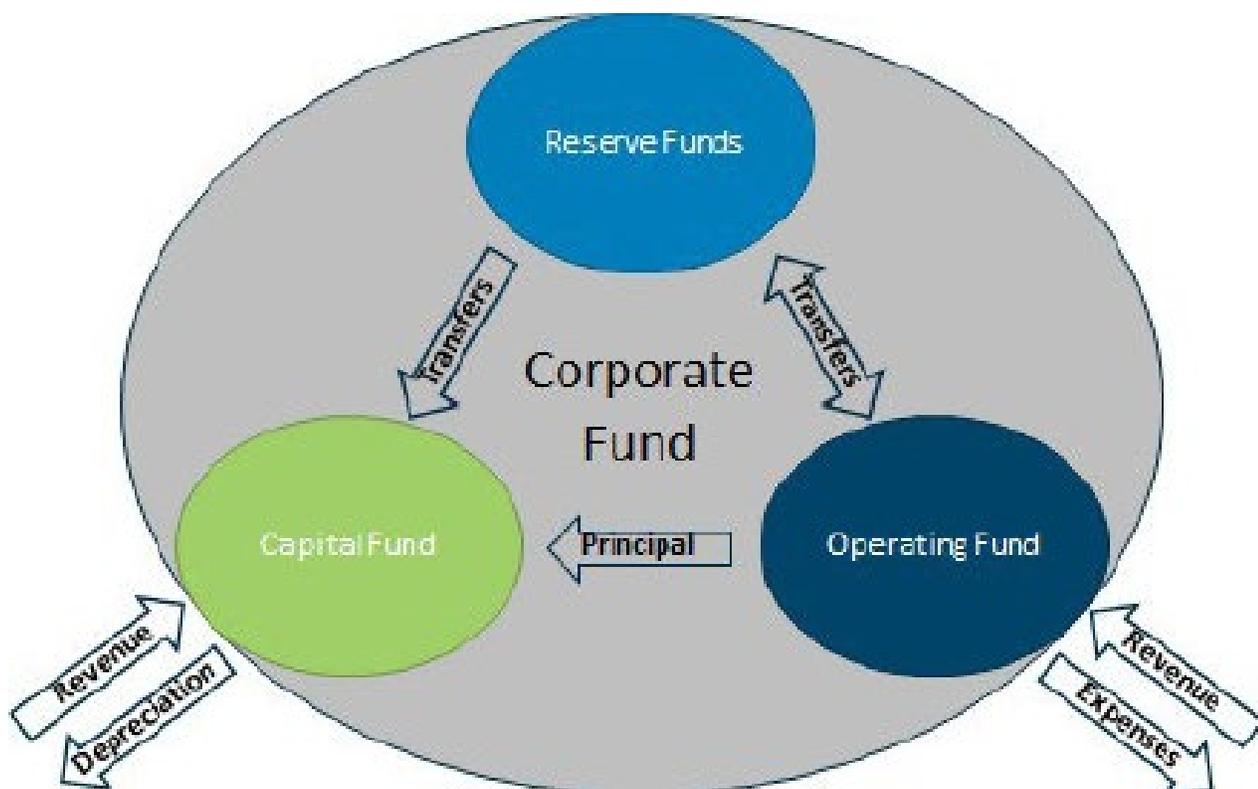
## Appendix – 5

### 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



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.

## Appendix – 5

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.

### 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	Waste Water	Waste Management	Niagara Transit Commission
General Capital Levy	X	X	X	X				



## Appendix – 5

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Waste Water	Waste Manage- ment	Niagara Transit Com- mission
Infrastructure Deficit	X							
Waste Management Capital							X	
Wastewater Capital						X		
Water Capital					X			
Encumbrance	X	X	X	X	X	X	X	X
Tax Payer Relief	X	X	X	X				
Waste Management Stabilization							X	
Wastewater Stabilization						X		
Water Stabilization					X			
Future Benefit Costs	X							
Smart Growth	X							
Self Insurance	X							
Landfill Liability							X	
Circle Route Initiatives	X							
Hospital Contribution	X							
Court Services Facility Renewal		X						
Police Vehicle and Equipment Replacement				X				
Police Capital Levy				X				
Ontario Police Video Training Alliance				X				
NRH Owned Units			X					
Housing Services			X					



## Appendix – 5

Fund Name (Reserve Type)	General Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Waste Water	Waste Manage- ment	Niagara Transit Com- mission
Police Services Board Contingency				X				
Police Contingency				X				
Police Accumulated Sick Leave				X				
Police Future Benefit Cost				X				
Police WSIB				X				
Transit Capital								X
Transit Stabilization								X
Transit Future Benefit Costs								X



## 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	2022 Budget	2023 Budget	Budget Change
Total Revenue	\$(1,120,574)	\$(1,275,519)	\$(154,945)
Total Expense	1,120,574	1,275,519	154,945
<b>Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Program Funding earned in a year	128,581	84,825	(43,756)
Transfers to Capital from Reserves	118,447	136,240	17,793
Operating Expenditures Resulting in Capital Assets	2,608	2,656	48
Capital Projects not Resulting in Tangible Capital Assets	(11,664)	(9,798)	1,866
Issued Debt Principal Repayment	30,742	35,776	5,034
Unissued Debt Payments	19,580	16,661	(2,919)
Sinking Fund Payment	1,512	1,512	-
Amortization	(101,940)	(99,577)	2,363
<b>Capital Fund Surplus/(Deficit)</b>	<b>187,866</b>	<b>168,295</b>	<b>(19,571)</b>
Transfers to Reserves from Operating	87,240	102,943	15,703
Transfers from Reserves to Operating	(34,612)	(30,361)	4,251
Transfers from Reserves to Capital	(118,447)	(136,240)	(17,793)
Interest Attributed to Reserves	569	2,540	1,971
<b>Reserve Fund Surplus/(Deficit)</b>	<b>(65,250)</b>	<b>(61,118)</b>	<b>4,132</b>
Transfer to Niagara Health System loan	797	797	-
Interest Transferred from Niagara Health System loan	(382)	(368)	14
Landfill Liability decrease	2,286	3,999	1,713
Employee future benefits increase	(3,668)	(6,641)	(2,973)
<b>Operating Fund Surplus/(Deficit)</b>	<b>(967)</b>	<b>(2,213)</b>	<b>(1,246)</b>
<b>Net PSAB Surplus</b>	<b>\$121,649</b>	<b>\$104,964</b>	<b>\$(16,685)</b>

As demonstrated by the nil net surplus/(deficit) the operating budget prepared and presented includes all cash required by the Niagara Region to fulfill its in year obligations and provide service in-year. In accordance with O. Reg. 284/09 the Niagara Region must report to Council the impact of non-budgeted items on the 2022 budget during the budget process. For the 2023 budget cycle this was presented in report CSD 15-2023 Financial Disclosure Requirements and amended for subsequent changes to the 2023 budget request. If these non-budgeted items were included in the annual operating budget, it would result in an estimated net surplus of \$105.0 million in 2023.

## Appendix 6 – Reconciliations to 2022 Budget Summary

### Budget Reconciliation – 2022 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 2022. These adjustments show the changes from the Council approved budget for 2022 to the adjusted budget that is being used as the starting point for the 2023 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
<b>Unadjusted Budget</b>	<b>1,119,989</b>	<b>4,005.21</b>	<b>2022 Council Approved Budget</b>
Governance	150		To record the movement of the Chair's Golf tournament into Niagara Region's Operating Financial Reporting. Tournament has a net zero effect on the budget and actuals. This change will support ensuring HST compliance.
Community Services	85		The purpose of this adjustment is to include the temp Advisor role in the 2022 budget which has been funded through COVID funding in the past and will now be funded through additional Reaching home funding that has been included as part of our 5 year contract and is expected to remain. Reaching Home has a 5 year contract which ends March 2024 but a new contract will be signed at that time. The Advisor role will be funded through Federal Reaching Home Funding which is included in DEPTID 31150. Budget adjustment was already completed for the Reaching Home funding but only for 2022 so the in year adjustment will come from a reduction in the NEEF budget which was a program originally identified to be funded with the Reaching Home funding) for 2022. And federal revenue for 2023.
Community Services	16,020		To record an adjustment to the previously adopted 2022 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of \$16,020,176, to be fully funded



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Department	Gross Budget	Permanent FTEs	Reason for Adjustment
Community Services	4,194		through Ministry of Education (MEDU), under the Canada Wide Early Learning and Child Care (CWELLC). COM 19-2022. To record additional funding from the Ministry of Long-Term Care for the 2022 year of \$8,377,020. Budget Adjustment is greater than \$1M. Council approved report COM 23-2022
Public Works – Levy	45	-0.5	To formally reflect in 2022 Base and Ledger Operating Budget the roles repurposed and restructured per documents approved by Commissioner of Public Works. FTEs are actually with this restructure. By doing this Operating Budget Adjustment, 2022 Operating Budget will formally reflect Fleet & Integrated Services division Re-Org with related FTEs to allow for correct comparability in 2023 Base Budget.
Public Works – Rate	82		To record the movement of the The Andy Koschok from fund 600 (non – consolidated) to fund 100 (operating fund). A budget adjustment is therefore required to add the appropriate forecast expenses and revenues so that the amounts won't affect the operating results from Water Operations where this Dept ID costed.
Public Health & Emergency Services	379		To record Additional expenses will make this a bottom neutral impact in 2022. A portion will be increased with a full year amount in 2023.
Public Health & Emergency Services	-285	-2	To reduce funding revenue in Case Management, and shift expenses from Telemedicine to Early Intervention per funding amendment dated June 27, 2022.
Public Works – Levy*	-23,169		To amend the 2022 budget to remove old Inter-municipal Transit and Niagara Specialized transit costs for better comparability to the 2023 Operating budget containing the newly formed Niagara Transit Commission.
<b>Subtotal Adjustments</b>	<b>-2,501</b>	<b>-2.5</b>	
<b>Total</b>	<b>1,117,488</b>	<b>4,002.71</b>	<b>2022 Adjusted Budget, as presented throughout this summary</b>



## Appendix 7 – Example Operating Business Case

### Continuation of 2.5 Ambulances and Ancillary Support Staff Business Case

#### Growth

Department: EMS – Land Ambulance

Committee Report:

Start Date: January 1, 2023

#### Description of Growth:

As a consequence of rising call volumes and even more rapidly rising offload delays, Council approved the temporary addition of in-year ambulance resources in 2022. Since the implementation of additional resources in May 2022, call volumes have continued to increase as predicted, and trended 5% higher than seasonal summer patterns. Offload delays have decreased slightly but remain substantial and much higher than historically. These factors, combined with ongoing health system related pressures, are challenging EMS resources in unprecedented ways.

The 2022 in-year addition of resources has improved the availability of ambulances for residents, and decreased 'status alerts' and instances of public waiting prolonged periods for ambulance response. For example, the additional ambulance resources from May 2022 has resulted in a 56% decrease in residents waiting longer than 2 hours for an ambulance, and a 36% decrease in status alerts. Unfortunately, significant health care pressures currently being experienced are not likely to improve in the short term, and may worsen. In order to mitigate for worsening pressures and to stabilize response time reliability so that Niagara residents and visitors can receive the timely emergency care they deserve, permanently funding the two 24-hour ambulances and one 12-hour ambulance resources implemented in 2022 is required for 2023.

Due to these system pressures, NEMS has seen an exponential increase in sick time and scheduling pressures. One fulltime scheduler currently manages the schedule for over 400 front line resources including completing payroll, monitoring availability requirements, replacement staffing and schedule related questions Monday thru Friday during the day. Despite a 42% increase in the size of the service, no additional scheduling support has been added to manage these additional 42% of ambulance hours.

Currently when the lone scheduler is off duty, evenings and weekends, the Paramedic Superintendents replace staff when sick calls come in. The time on task for Superintendents to address sick calls and replace staff after hours decreases their ability to provide support to front line staff and assist with ensuring paramedics receive timely meal breaks and are offloaded at hospital at end of shift. The addition of one more scheduler will provide much needed relief to the current scheduler, allow EMS to expand the hours to provide this support



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and subsequently allow Superintendents to better support front line staff rather than perform administrative tasks.

Similarly, despite a 42% increase in the size of the service, EMS has not added supervisors to oversee the growing number of paramedics. In order to provide supervisory support, EMS is also requesting the addition of one full time Superintendent thereby ensuring there is adequate span of control for an increasing workforce. This additional Superintendent may then be used in a variety of ways, which could include assisting training, offload delay management, or even management of end of shift overrun and lunch breaks ensuring the human needs of our already stressed front line paramedics are addressed.

### **Business Reasons for Growth:**

As of September 30, 2022, all previous yearly counts of status levels 0-2 had been surpassed. However, since the additional resources were added, alert status instances have decreased 36%, with only two occurrences of alert level 0. This has had a small positive impact on low acuity 911 responses delayed due to low car count; in the first 18 weeks (May 24 to September 24) after the temporary resources were added, 186 waited longer than two hours for an EMS response. This is an improvement over the preceding 18 weeks (419), but still significantly higher than same period last year (122). The resources have therefore helped with patient service, but have not eliminated pressures with offload delays continuing to worsen.

Superintendents have spent an average of 1 hour of every evening and weekend shift performing the administrative task of scheduling when there is no scheduler on duty. Beginning in May of 2022, EMS has asked the current scheduler and any other administrative staff member who has scheduling training to volunteer to provide after hours scheduling support when possible to the Superintendents allowing them to better support front line resources with tasks such as ensuring staff have meal breaks, providing decompression time after traumatic incidents and ensuring staff are able to offload patients at hospitals.

Niagara has increased the number of front line paramedics by 42% from 2014 to 2021. The current span of control for the ratio of superintendent to paramedics is 1:28. This is significantly higher than other services in the province who have ratios between 1:22 to 1:25 paramedic superintendents to paramedics. Various schedules for front line supervision have been attempted however with only 14 positions, it is increasingly difficult to ensure that paramedics receive the support and supervision that is required. The need is compounded when a large portion of the Paramedic Superintendent's shift includes managing crews on offload delay. The addition of another Superintendent will significantly help in ensuring the human needs of our paramedics are met; monitoring meal breaks and end of shift, offering decompression time and mental health supports and providing one on one training as required.

Additionally with the increase in front line paramedics by 42% to over 400 front line paramedics and system status controllers, there has been no increase in schedulers. The one full time scheduler, in addition to scheduling shifts and replacing staff, must also complete payroll. As a comparator, Long Term Care employs 15 schedulers which includes 10 part time positions and 5 full time positions in addition to 1 scheduling supervisor in order to schedule



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for 1400 staff. This equates to a ratio of 1 full time scheduler for approximately 280 full time staff in addition to 10 part time and 1 supervisor. The addition of another full time scheduler to assist with the demand on evenings and weekends will further assist in decreasing administrative duties for front line superintendents and provide additional support to the current scheduler who must also complete payroll.

### Alignment to Council’s Strategic Priorities:

The addition of the new resources directly supports Council’s strategic priority of a Healthy and Vibrant Community. Specifically, ensuring our ability to have enough front line ambulance resources to respond to 911 calls given the increasing pressures of increased call volumes and the impact of the record high offload delay in addition to ensuring the supports are in place to address the human aspects of supporting these staff with an additional Paramedic Superintendent and another scheduler.

### Risk Assessment: Urgent

The short term risks to not continuing to provide these additional front line paramedic resources is an increase to wait times for ambulances and increased risks of code zeros where there are no front line ambulances available to respond to 911 calls.

The short term risks to not providing another superintendent is the decreased ability of the current superintendents to adequately support the growing number of front line staff. Similarly, the work of the scheduler is overwhelming on it’s own with the increased administrative burden placed onto the current Paramedic Superintendent pool. The long term impact is not being responsive to the growing needs of the community that we service and providing adequate supports to those front line resources. With increases in sick time, finding replacement staff to staff frontline resources is paramount and requires an additional scheduler.

### Financial and Staffing Impacts:

Line	2023	Future Years*	Duration
Labour Related Costs	\$3,218,900	\$3,283,278	Perm
Vehicles, Equipment & Technology	\$37,500	\$38,250	Perm
<b>Gross Expenditure</b>	<b>\$3,256,400</b>	<b>\$3,321,528</b>	<b>Perm</b>
MoH LASG Funding	\$864,701	\$1,628,200	Perm
Tsf from Reserves	\$763,499	\$0	Perm
<b>Gross Revenue</b>	<b>\$1,628,200</b>	<b>\$1,628,200</b>	<b>Perm</b>
<b>Net Impact</b>	<b>\$1,628,200</b>	<b>\$1,693,328</b>	<b>Perm</b>
Permanent FTEs	22.0	22.0	Perm
Temporary FTEs	0.0	0.0	

*\*total annual budget impact*

The above costs include the addition of 20 paramedics, 1 supervisor, and 1 scheduler. The Region will receive the \$864,701 of LASG funding indicated above for 2023, whether this business case is approved, or not. This is because the incremental cost to staff the temporary



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ambulances approved by Council in 2022 was added to the previously approved 2022 budget amount when submitting the 2023 LASG Planning Document. A further transfer from the Region's Taxpayer Relief Reserve of \$763,499 would be required to normalize 1-year funding lag that is part of the LASG funding model.

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**Approved by:**

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Medical Officer of Health &  
Commissioner (Acting)



## Appendix 8 – Departmental Summaries Definitions

Department	Measure	Definition
Corporate Administration	Employment Rate	Change in employment, in thousands.
Corporate Administration	Housing starts	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.
Corporate Administration	Freedom of Information Requests	Number of Freedom of Information Requests completed in the budget year.
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.
Community Services	Community Housing Units	Total number of non-profit and co-operative housing provider units, public housing (owned) units and rent supplement units in the Niagara Region Housing Services portfolio. They are a mix of Rent-Geared-to-Income, low-end of market and affordable rents.
Community Services	Chronically Homeless Move-ins	Number of individuals experiencing chronic homelessness (180 or more days of homelessness cumulatively in the past year or 546 or more days of homelessness cumulatively in the past three years) who moved in to transitional or permanent housing.
Community Services	Ontario Works Caseload	The total number of Ontario Works and Temporary Care cases receiving Social Assistance.



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Department	Measure	Definition
Community Services	Eligible licensed child care centre based spaces enrolled in CWELCC	Number of licensed spaces available for access to children ages zero to six, where the centre based agency has a CWELCC contract with the Niagara Region.
Community Services	Licensed child care centre based spaces in Niagara Region	Number of licensed spaces available for access to children ages zero to twelve.
Public Health and Emergency Services	Canadian Triage Acuity Score (CTAS)	This measure reflects the actual percentage of time an ambulance crew has arrived on scene to provide ambulance services to sudden cardiac arrest patients or other patients categorized as CTAS 1, within eight minutes of the time notice is received respecting such services. The Canadian Triage & Acuity Scale is a standardized tool that enables emergency departments and Paramedic services to prioritize care requirements according to the type and severity of the presenting signs and symptoms. Patients are assigned a CTAS level between 1 – more severe, life threatening; and 5 – least severe. The response time is calculated based on the crew notified (T2) time of the first vehicle being notified of the call and the arrived scene (T4) time of the first vehicle to reach the scene.
Public Health and Emergency Services	Female life expectancy at birth	Life expectancy at birth is the number of years, on average, a person is expected to live, starting from birth. This indicator shows the number of years for females in Niagara.
Public Health and Emergency Services	Male life expectancy at birth	Life expectancy at birth is the number of years, on average, a male is expected to live, starting from birth. This indicator shows the number of years for males in Niagara.



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Department	Measure	Definition
Public Health and Emergency Services	Cancer incidence rate per 100,000 population	Cancer is a group of diseases that happen when abnormal cells in the body divide and spread without control. The rate at which new cancers are diagnosed (incidence rate) per 100,000 of the Niagara population.
Public Health and Emergency Services	Diabetes rate	This indicator outlines the diabetes rate for those aged 12 or older, who reported that they have been diagnosed by a health professional as having Type 1 or Type 2 diabetes, including females 15 and over who reported that they have been diagnosed with gestational diabetes.
Public Health and Emergency Services	Suspected opioid overdoses	Suspected opioid overdoses means that an overdose may have been caused by consumed substance(s), where one or more of the substances was an opioid. The number of suspected opioid overdoses are limited to those that are responded to by Niagara Region Emergency Medical Services.
Public Health and Emergency Services	Confirmed opioid-related deaths per 100,000	Confirmed opioid-related deaths means that the death was caused by consumed substance(s), where one or more of the substances was an opioid.
Public Health and Emergency Services	Sense of belonging to local community:	This indicator outlines the (self-reported) sense of belonging to local community of those aged 12 or older. This indicator reflects perceived (self-reported) mental health of those aged 12+ as very good or excellent.
Public Health and Emergency Services	Perceived mental health as "very good" or "excellent":	Perceived mental health refers to the perception of a person's mental health in general and provides a general indication of the population suffering from some form of mental disorder, mental or emotional problems, or distress, not necessarily reflected in perceived health.



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Department	Measure	Definition
Public Health and Emergency Services	Perceived health as "very good" or "excellent"	This indicator reflects the perceived (self-reported) health of those aged 12 or older as very good or excellent. Perceived health refers to the perception of a person's health in general, either by the person himself or herself or, in the case of a proxy response, by the person responding. Health means not only the absence of disease or injury but also physical, mental and social well-being.
Public Health and Emergency Services	Daily smoker	This indicator shows the percentage of Niagara residents aged 12 and older who reported smoking cigarettes every day, which doesn't take into account the number of cigarettes smoked.
Planning and Development	Niagara Region's Housing Units within the RPCO Inventory	Housing Units currently within the Planning and Development Niagara Region's Housing Units within the RPCO Inventory development pipeline, as defined by RPCO (Regional Planning Council of Ontario Inventory) categories, in the Niagara Region.
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.
Water/Wastewater	Total Wastewater Treated	Total Volume of Wastewater treated.
Water/Wastewater	Total Drinking Water Treated	Volume of drinking water treated in a given year
Waste Management	Overall Waste Diverted from Landfill	Percentage of residential waste diverted from landfills by mass of all waste of Niagara.
Court Services	Number of Charges Filed per Court Administration Clerk	Total Charges divided by # of Court Admin Clerks.
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.
Niagara Regional Housing	NRH-Owned Housing Units	Number of Public Housing units owned and operated by Niagara Regional Housing.



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Department	Measure	Definition
Niagara Regional Police Services	Crime Severity Index (CSI)	The Crime Severity Index (CSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. To calculate the CSI, those weights are then multiplied by the volume of each offence from the UCR survey and then divided by the population. As a final step, in order to make the Index easier to interpret, the Index is standardized to “100” at the Canada level using 2022 as a base year.”
Niagara Transit Commission	Ridership	Number of rides taken on Conventional, Specialized and On-Demand Vehicles.
Niagara Transit Commission	Average Bus Age	Average age of a conventional bus.
Niagara Transit Commission	Revenue / Cost Ratio	Total transit revenue divided by total costs.



## Appendix 9 – Economic Profile

### Employment Jobs by Industry Sector, 2022

Description	2015 Jobs	2022 Jobs	\$ Change	% Change
Agriculture, forestry, fishing and hunting	2,700	2,700	0	0.00%
Mining, quarrying, and oil and gas extraction	1,500	X	X	X
Utilities	1,700	1,500	(200)	-11.76%
Construction	17,300	19,400	2,100	12.14%
Manufacturing	19,100	23,300	4,200	21.99%
Wholesale and Retail trade	35,300	30,800	(4,500)	-12.75%
Transportation and warehousing	7,400	10,400	3,000	40.54%
Finance and insurance, Real estate, Rental and Leasing	7,600	14,100	6,500	85.53%
Professional, scientific and technical services	9,500	14,900	5,400	56.84%
Business, building and other support services	14,500	9,700	(4,800)	-33.10%
Educational services	14,800	16,000	1,200	8.11%
Health care and social assistance	24,100	28,400	4,300	17.84%
Information, culture and recreation	9,200	9,900	700	7.61%
Accommodation and food services	25,500	18,700	(6,800)	-26.67%
Other services (except public administration)	7,900	9,900	2,000	25.32%
Public administration	7,400	11,200	3,800	51.35%

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



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### Business

#### Niagara Business Counts

Business Category	2019	2020	2021	2022
Businesses with Employees	13,641	13,806	13,418	13,850
Businesses without Employees	28,153	27,665	28,910	29,513
<b>Total Businesses</b>	<b>41,794</b>	<b>41,471</b>	<b>42,328</b>	<b>43,363</b>

Source: Statistics Canada, Canadian Business Counts, 2022

#### Business Size Range

Employees	Businesses	% of Total
1 to 4	7,268	52.48%
5 to 9	2,813	20.31%
10 to 19	1,785	12.89%
20 to 49	1,252	9.04%
50 to 99	463	3.34%
100 to 199	168	1.21%
200 to 499	76	0.55%
More than 499	25	0.18%
<b>Total with Employees</b>	<b>13,850</b>	<b>100%</b>

Source: Statistics Canada, Canadian Business Counts, 2022



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## Transportation Infrastructure



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



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### Retail Sales in Niagara

Amounts in billions (\$)

2019	2020	2021	2022
6.030	5.841	6.426	7.443

Source: The Conference Board of Canada, Key Economic Indicators, Dec. 2022

### Income

#### Total Household Disposable Income

Amounts in billions (\$)

Year	Value
2019	13.585
2020	15.013
2021	15.568
2022	16.911

Source: The Conference Board of Canada, Key Economic Indicators, Dec. 2022

#### Total Household Income

Amounts in billions (\$)

Year	Value
2019	19.591
2020	21.092
2021	22.297
2022	24.240

Source: The Conference Board of Canada, Key Economic Indicators, Dec. 2022

### Investment in Building Construction

#### Investment in Residential and Non-Residential Building Construction

2012 Constant Dollars

Type	2019	2020	2021	2022
Residential	1,324,904,313	1,130,892,554	1,116,953,931	1,052,285,329
Non-Residential	481,551,616	536,916,550	503,310,070	451,244,602
Total	1,806,455,931	1,667,809,106	1,620,264,001	1,503,529,932

Source: Statistics Canada, Table: 34-10-0175-01



## Appendix 10 – 2023 Budget Process & Schedule

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

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) section of the Region's website. (<https://www.niagararegion.ca/government/budget/default.aspx>)

The Budget Planning By-law sets out the strategy to build the annual budget and multiyear plan, as well as the timing for approvals. The budget process kicks off with a Budget Review Committee of the Whole meeting where Council is presented with a signal of next year's budget pressures and opportunities using year-to-date financial information, prior year's multi-year budget and other strategic documents. At this meeting Council approves the budget strategy and schedule.

The Budget Planning By-law also sets out the schedule in which the budgetary reports are presented to the Budget Review Committee of the Whole (BRCOTW). Budgets are presented in the following order:

- a) Consolidated Capital program
- b) Water and Wastewater Operating Budget
- c) Special Levy Operating Budget; Waste Management and Niagara Transit Commission
- d) Agencies, Boards and Committees (ABCs)
- e) General Levy Operating Budget

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.

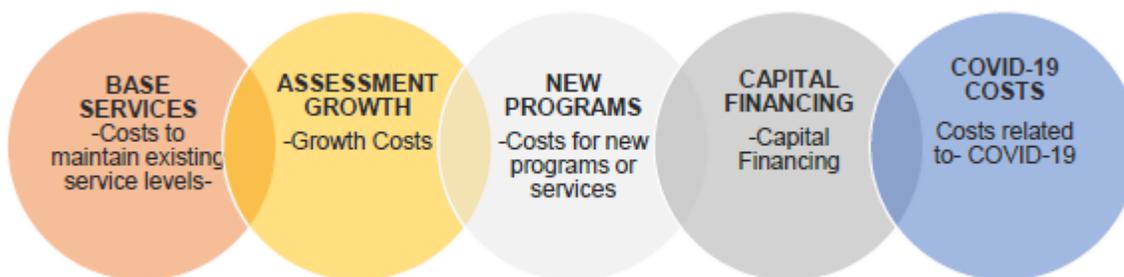
As 2022 was an election year, budget approvals occurred in 2023. The schedule for the 2023 budget is as follows:



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Date	Meeting Type	Subject / Topic
July 21, 2022	Budget Review Committee of the Whole (BRCOTW)	Budget Planning direction
December 8, 2022	Budget Workshop	Budget 101
January 5, 2023	BRCOTW	Capital
January 12, 2023	BRCOTW	Rate
January 19, 2023	BRCOTW	Transit Commission
January 19, 2022	Council	Rate By-Laws
January 26, 2022	BRCOTW	Agencies, Boards, and Commissions (ABCs)
February 9, 2023	BRCOTW	Levy
February 16, 2023	BRCOTW	Levy and ABCs
February 23, 2023	Council	Levy, Capital, and User Fees By-Laws

The major components of the 2023 budget included the following:



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.

The Budget Planning and Budget Control By-laws can be found under the most requested by-laws here:

<https://www.niagararegion.ca/government/bylaws/most-requested-by-laws.aspx>



## Appendix 11 – Program Change Summary

The following list includes programs, service enhancements, and costs related to COVID-19 included in the 2023 budget.

### New Programs

Amounts in thousands (\$)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
General Government	Incremental Transfer to Capital Reserves	10,558	10,558	0.0
General Government	Tax Increment Grants	890	890	0.0
<b>Subtotal of General Government</b>		<b>11,448</b>	<b>11,448</b>	<b>0.0</b>
Corporate Services	Strategic Planning Software Licensing	43	43	0.0
Corporate Services	Job Marketing	50	50	0.0
Corporate Services	ERP Implementation for St. Catharines	675	0	4.0
Corporate Services	Operating Costs of Capital for IT	340	340	0.0
<b>Subtotal of Corporate Services</b>		<b>1,148</b>	<b>473</b>	<b>4.0</b>
Community Services	Legislated Staffing Levels for Long Term Care Homes	7,441	0	95.0
Community Services	Canada Wide Early Learning Child Care implementation	525	0	5.0
Community Services	Port Colborne Child Care Staffing	83	0	1.0
Community Services	Building Safer Communities	1,090	0	0.0
Community Services	Pro-Kids	250	250	0.0
<b>Subtotal of Community Services</b>		<b>9,390</b>	<b>250</b>	<b>101.0</b>
Public Health and Emergency Services	New Ambulance FTE	3,219	1,591	22.0
Public Health and Emergency Services	Mental Health Levy Funding	507	507	0.0
Public Health and Emergency Services	Operating Costs of Capital	56	56	0.0
Public Health and Emergency Services	Infection Prevention and Control Satellite Hub	305	0	0.0
<b>Subtotal of Public Health and Emergency Services</b>		<b>4,086</b>	<b>2,153</b>	<b>22.0</b>
Planning & Development	External Legal Claims	50	50	0.0



## Appendix – 11

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
<b>Subtotal of Levy Departments</b>		<b>26,122</b>	<b>14,374</b>	<b>127.0</b>
Niagara Regional Police Services	One Detective Constable to 3 District Street Crime	83	83	1.0
Niagara Regional Police Services	Three Detective Constable to Technological Crimes Unit	249	249	3.0
Niagara Regional Police Services	One Detective Constable to Internet Child Exploitation Crimes Unit	83	83	1.0
Niagara Regional Police Services	Central Holding restructuring	(103)	(103)	0.0
Niagara Regional Police Services	One Disability Management Specialist	81	81	1.0
Niagara Regional Police Services	One Psychotherapist Clinician to Member Support Unit	92	92	1.0
Niagara Regional Police Services	One Uniform Crime Reporting Clerk to Records Unit	75	75	1.0
Niagara Regional Police Services	One Civilian Manager to create the new Strategic Planning & Innovation Unit	150	150	1.0
Niagara Regional Police Services	Two Civilian Specialists to create the new Digital Evidence Management Unit	178	178	2.0
Niagara Regional Police Services	Cell phone data line and eNotes software for the Connected Officer program	109	109	0.0
Niagara Regional Police Services	One Detective Constable to 3 District Street Crime	83	83	1.0
<b>Subtotal of Niagara Regional Police</b>		<b>997</b>	<b>997</b>	<b>11.0</b>
Water & Wastewater	CSO Program	900	450	0.0
Water & Wastewater	Capital Financing	6,593	6,593	0.0
Water & Wastewater	Growth Costs – Health & Safety Manager	112	112	1.0
Water & Wastewater	Growth Costs – Instrumentation Technicians	191	191	2.0
Water & Wastewater	Growth Costs – Vehicle Rental – Instrumentation Technicians	29	29	0.0
Water & Wastewater	Growth Costs – Pump Station Attendants/Linear Infrastructure Technicians	172	172	2.0



## Appendix – 11

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Water & Wastewater	Growth Costs – Vehicle Rental – Pump Station Attendants/Linear Infrastructure Technicians	17	17	0.0
<b>Subtotal of Water &amp; Wastewater</b>		<b>8,014</b>	<b>7,564</b>	<b>5.0</b>
Waste Management	MRF Divestiture – reduction in expenditures as a result of April 21st divestiture	(7,308)	(7,308)	N/A
Waste Management	MRF Divestiture – reduction in revenue as a result of April 21st divestiture	7,831	7,831	N/A
Waste Management	Additional 3 Temp FTE's for WM Info Line	174	0	0.0
<b>Subtotal of Waste Management</b>		<b>697</b>	<b>523</b>	<b>0.0</b>
<b>Subtotal of Rate Supported Programs</b>		<b>8,711</b>	<b>8,087</b>	<b>5.0</b>
<b>Total Program Changes</b>		<b>\$35,830</b>	<b>\$23,458</b>	<b>143.0</b>



## Appendix – 11

### Covid-19 Costs

Amounts in thousands (\$)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Corporate Administration	Human Resource Support	493	0	0.0
Corporate Services	Financial Reporting Support	88	0	0.0
Community Services	Homelessness Services	475	0	0.0
Community Services	Seniors Services	3,592	0	0.0
<b>Subtotal of Community Services</b>		<b>4,067</b>	<b>0</b>	<b>0.0</b>
Public Health and Emergency Services	Increased Staffing, PPE & Cleaning Supplies	552	0	0.0
Public Health and Emergency Services	Case and Contact management, Outbreak Management & Mass Immunization & Service Recovery	14,132	0	0.0
<b>Subtotal of Public Health and Emergency Services</b>		<b>14,464</b>	<b>0</b>	<b>0.0</b>
<b>Subtotal of Levy Departments</b>		<b>19,332</b>		
Court Services	Enhanced cleaning	18	0	0.0
Niagara Peninsula Conservation Authority	Enhanced cleaning & PPE	111	0	0.0
<b>Subtotal of Agencies, Boards and Commissions</b>		<b>129</b>	<b>0</b>	<b>0.0</b>
Waste Management	PPE	6	12	0.0
<b>Subtotal of Rate Supported Programs</b>		<b>6</b>	<b>12</b>	<b>0.0</b>
<b>Total Program</b>		<b>\$19,467</b>	<b>\$12</b>	<b>0.0</b>

