

Niagara Region 2024 Budget Summary



The 2024 Budget ensures Niagara residents continue to receive high-quality programs and services.

General tax levy operating budget

\$483 million

The operating budget for 2024 has been approved with a general tax levy of \$483 million funding the daily business of Niagara Region, its boards and agencies.

Rate operating budget

\$154.6 million

 **7.95%**

Niagara Regional Council approved rate budget increases for Water and Wastewater Services for 2024 in the amount of \$154.6 million for an increase of 7.95%. The Water and Wastewater budgets provide continuity of essential operations and allows for updates and investment to major infrastructure.

Special tax levies

Waste Management

\$45.2 million

 **0%**

Special tax levies are separate from the general tax levy and are unique for each municipality. In Niagara municipalities are billed a special tax levy for Waste Management and for the Niagara Transit Commission.

Niagara Regional Council approved a special tax levy of \$45.2 million for Waste Management which will result in an annual cost per household ranging from \$135 to \$285 per year depending on the municipality.

Transit

\$58.4 million

 **6%**

As well, Regional Council approved a special tax levy of \$58.4 million for the Niagara Transit Commission. This will result in an annual cost per household ranging from \$70 to \$344 per year depending on the municipality.

Property general tax increase



7.02%

For the average property assessed at \$298,000 the tax bill will increase by \$131 totalling \$1,989 in 2024. This is net of the Region's tax revenue from new development of 1.66% (\$7.4 million) assessment growth in 2024.

Capital budget

\$270.3 million

To help drive Council's priority for sustainability and to support the Asset Management Plan, the operating budget also supports a \$270.3 million approved capital program. This includes investments in sustainability and growth projects.



To invest in sustaining affordable housing units



To replace 19 conventional public transit buses



To build 48+ units of supportive and affordable housing units in phase one on Geneva Street



To resurface roads across Niagara



To rehabilitate the Stanley Avenue Bridge

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Section 1 – About the Niagara Region

Communities growing better together.

Niagara Region puts user fees and your property tax dollars to work, investing in the services that communities rely on now and in the future. We are ready to work together on solutions to ensure a thriving Niagara.

For every \$100,000 of residential assessment for your property, Niagara Region's services breaks down as follows:

Public Health

 **\$78.37**

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

Roads

 **\$112.70**

goes to maintaining our major roads and bridges.

Police Services

 **\$287.60**

goes to keeping our communities safe.

Community Services

 **\$142.50**

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

Niagara Peninsula Conservation Authority

 **\$10.03**

goes to protecting Niagara's natural resources.

All Other

 **\$34.91**

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

Waste Management

 **\$64.02**

average for all municipalities per annum goes to waste collection, overseeing landfill sites, and the operating of depots for household hazardous waste and material drop-off.

Transit

 **\$57.26**

average for all municipalities per annum goes to fund public transit to get you to where you are going.

Water and wastewater services are separate from the tax bill:

Water and Wastewater

 **\$646**

per average household (200 cubic metres per annum), goes to clean drinking water, maintaining infrastructure, plant operations, and wastewater removal.

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

Regional Overview

Niagara is a culturally rich and historically significant region offering its 496,059 (2022) 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

Corporate Vision, Mission, Values

Vision

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

Mission

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

Values

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.

Niagara Regional Council Strategic Priorities Plan

Each four-year term, Regional Council develops strategy priorities or a strategic plan that contributes towards achieving Niagara's long-term vision.

The 2023-2026 Council Strategic Priorities outlines the Region's vision, mission, guiding principles, focus areas, and objectives. It also identifies the actions that staff will focus on to enable the execution and implementation of projects related to Council's priorities.

Niagara Regional Council Strategic Priorities 2023-2026

Vision

Modern communities growing better together.

Mission

Niagara Region delivers service excellence through collaborative and innovative leadership.

Guiding Principles

The guiding principles form the foundation for Council's Strategic Priorities by helping to steer and influence Council decisions on how Niagara Region should deliver its services to the community.

- Strategic Lenses
 - Diversity, equity, inclusion and Indigenous reconciliation
 - Fiscal responsibility
 - Innovation
 - Sustainability and climate change
- Partnerships
- Transparency and Accountability

Council's strategic priorities for 2023-2026 can be found on our website [here](https://www.niagararegion.ca/priorities/default.aspx) (https://www.niagararegion.ca/priorities/default.aspx) and were used to guide the 2024 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 current identified priorities. Previous, current, and target results for these departmental measures can be found in [Section 4 – Department Summaries](#) and align with Council's strategic priorities.



Priority 1: Effective Region

Transforming service delivery in a way that is innovative, collaborative and fiscally-responsible.

Objectives

- **1.1** Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs.
- **1.2** Explore and implement opportunities to improve service delivery outcomes through shared services.
- **1.3** Deliver fiscally-responsible and sustainable core services.
- **1.4** Invest and support a skilled and aligned workforce at Niagara Region.



Actions

- Service, Effectiveness and Accountability Reviews
- Data Management Plan
- Transportation Sustainability
- Water and Wastewater Asset Sustainability
- Shared Services Strategy
- Annual Budget and Long-term Forecast Planning
- Human Resource Plan

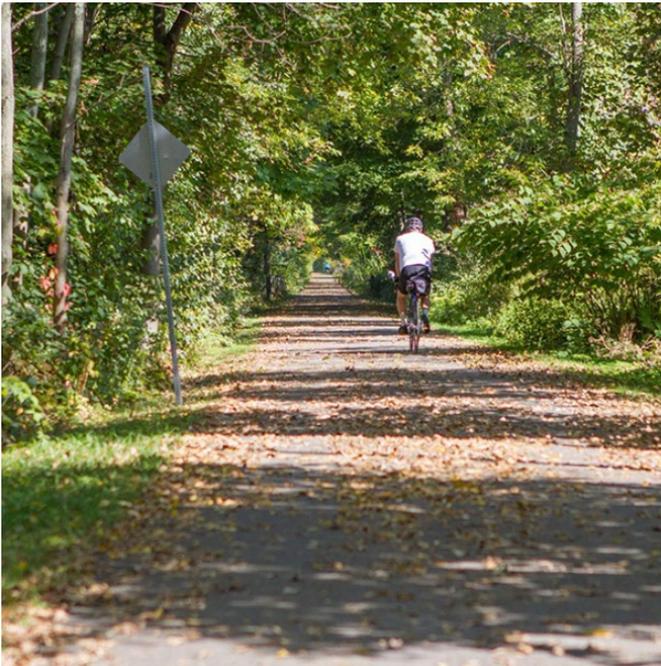


Priority 2: Green and Resilient Region

Focusing on reducing our collective carbon footprint and preparing to adapt to climate change impacts by ensuring current and future infrastructure is resilient.

Objectives

- **2.1** Deliver operations and services in alignment with the Region's greenhouse gas emission target and climate change goals.
- **2.2** Partner with the Local Area Municipalities and community organizations to advance climate change and resilience in the Region.
- **2.3** Build resiliency into our Regional infrastructure to support growth and prepare for the impacts of climate change.



Actions

- Corporate Climate Change Plan
- Green Fleet Plan and Policy
- Energy Conservation and Demand Management Plan
- Waste Management Plan
- Community Energy Plan
- Climate Adaptation Plan
- South Niagara Water Wastewater Treatment Plant
- Water, Wastewater Master Servicing Plan Implementation
- Water and Wastewater Biosolids Management Plan
- Greening Strategy



Priority 3: Equitable Region

Providing opportunities for a safe and inclusive Niagara by listening and responding to our current community needs and planning for future growth.

Objectives

- **3.1** Ensure the Region is inclusive, welcoming and free of discrimination.
- **3.2** Support growth and development post Bill 23.
- **3.3** Improve access to affordable and attainable housing.



Actions

- Diversity, Equity and Inclusion Action Plan
- Indigenous Relations Action Plan
- Health Equity Strategic Plan
- Poverty Reduction Strategy
- Community Safety and Well-being Plan
- Growth Management and Staging of Infrastructure Strategy
- Vision Zero Road Safety Implementation and Complete Streets Guidelines
- Attainable Housing Strategy
- Housing and Homelessness Action Plan/Built for Zero Homelessness Plan
- Consolidated Housing Master Plan
- Support for Affordable and Attainable Development



Priority 4: Prosperous Region

Advocating with senior governments for future growth and enhancing Niagara's transportation network to help support a diverse economy by creating a Region where new and existing businesses can thrive and grow locally, nationally and internationally.

Objectives

- **4.1** Attract and retain businesses, create jobs and support a skilled workforce in Niagara.
- **4.2** Build "Niagara" as a global brand and invest in the growth of its emerging sectors.
- **4.3** Invest and enhance access to transit, active transportation and other transportation systems in the Region.
- **4.4** Be an effective and unified voice to advocate with senior governments on behalf of Niagara.



Actions

- Economic Development Strategy
- Labour force development partnerships
- Agri-business Strategy
- Signature Site Strategy
- Core and Emerging Sector Focus
- Expansion of GO Transit
- Transportation Master Plan Update
- Niagara Region Transit Service Support and Growth
- Government Relations Strategy



Jim Bradley
Regional Chair

2022 - 2026 Regional Council

Niagara Region is one of six regional governments in Ontario. As an upper-tier municipality, 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 Chiochio
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



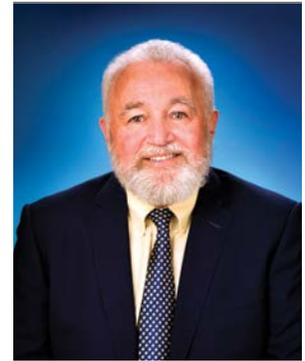
Ron Tripp

Chief Administrative Officer



Dr. Azim Kasmani

Medical Officer of Health,
Commissioner of Public Health
and Emergency Services



Dan Carnegie

Deputy Chief Administrative Officer



Adrienne Jugley

Commissioner of
Community Services



Todd Harrison

Commissioner of Corporate
Services, Treasurer



Terry Ricketts

Commissioner of
Public Works

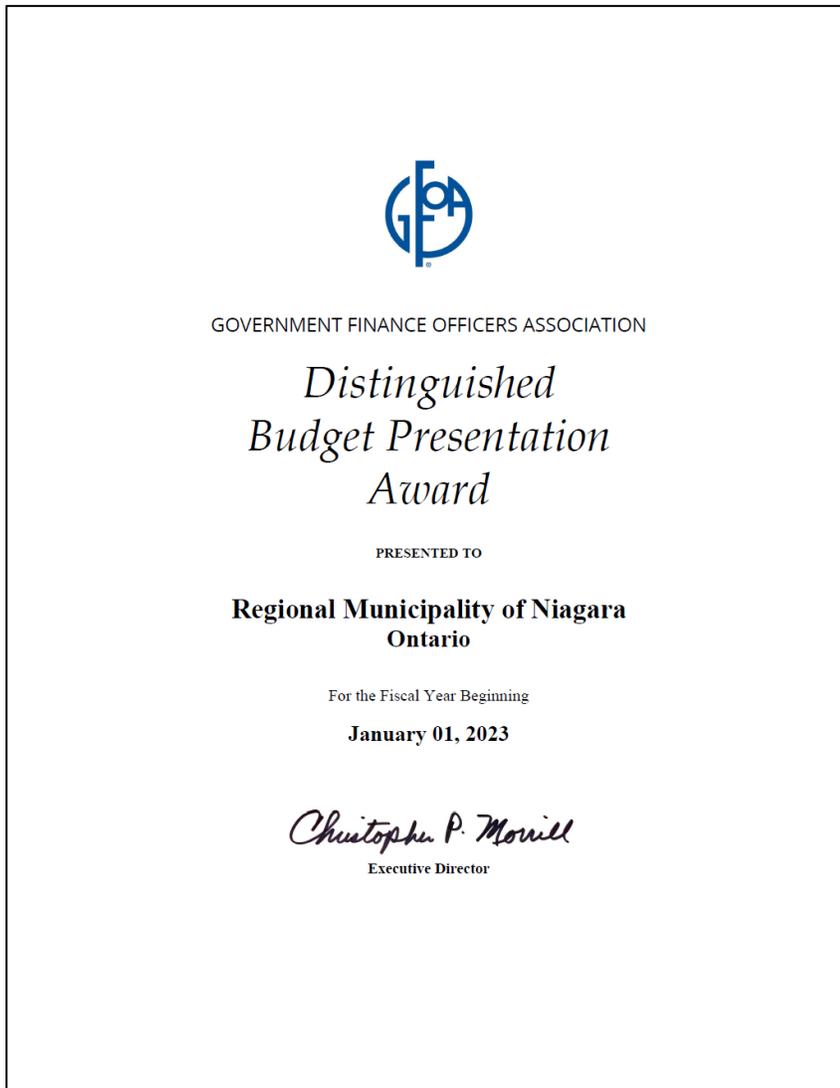


Michelle Sergi

Commissioner of Growth Strategy
and Economic Development

About the Niagara Region

Budget Presentation Award



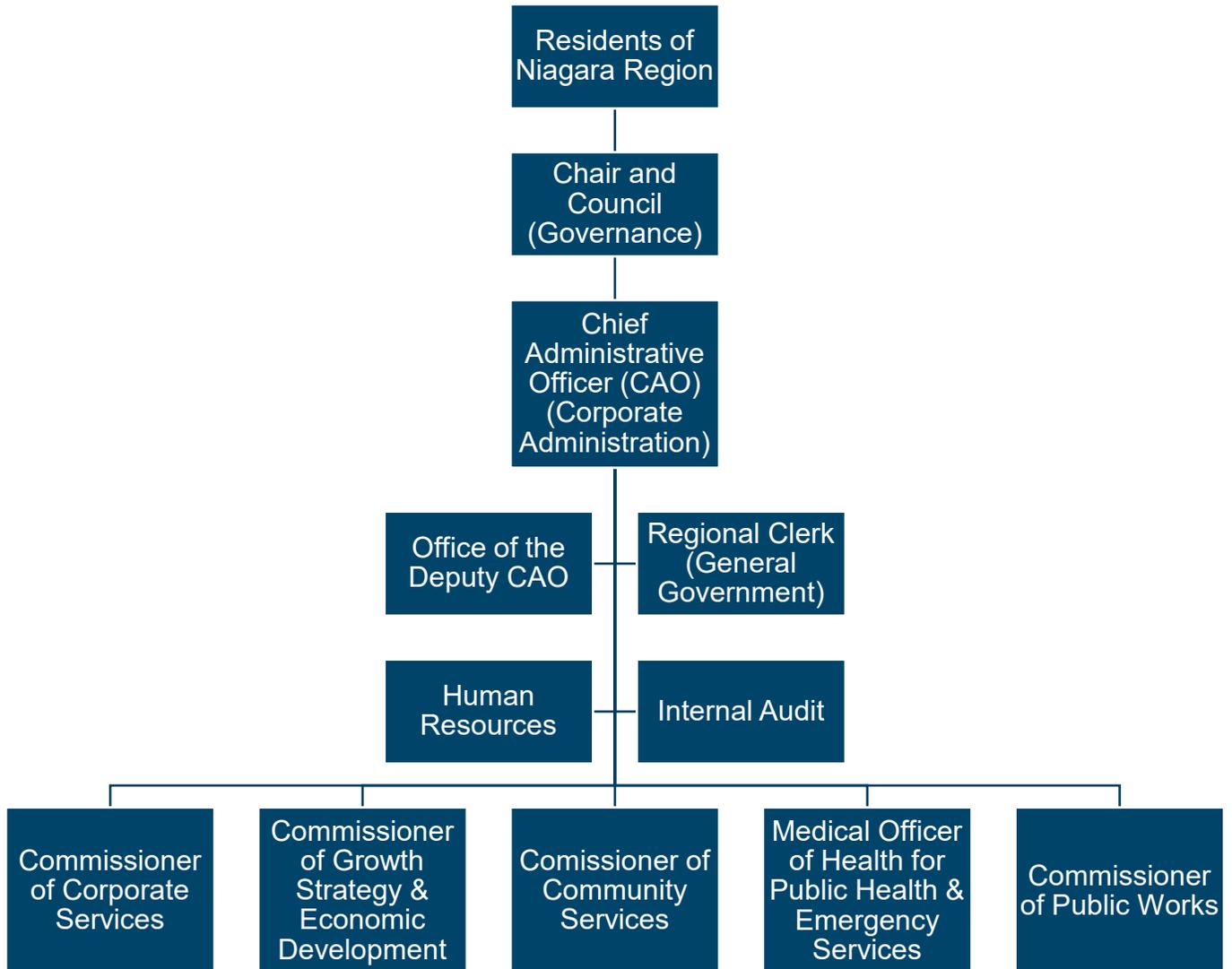
GFOA's distinguished budget presentation award presented to the Niagara Region for fiscal year 2023.

Our commitment to developing fiscally responsible budgets and presenting financial information to Niagara Region taxpayers in a clear and easy-to-understand format was recognized by the Government Finance Officers Association of the United States and Canada (GFOA).

GFOA presented Niagara Region with a Distinguished Budget Presentation Award for the 2023 Budget Plan. This award reflects the commitment of Regional Council, management and staff to meet the highest standards of government budgeting. This is the nineteenth time that Niagara Region has received the award and it represents a significant achievement.

About the Niagara Region

Niagara Region Organization Chart





Section 2 – Report from the Treasurer

2024 Budget Highlights

As Commissioner of Corporate Services and Treasurer, I am proud to present the 2024 Budget Summary on behalf of Niagara Region. On December 14, 2023, Niagara Region Council approved a budget that manages several external pressures such as provincial policy and inflation while making critical investments in infrastructure and maintaining services and programs that residents rely on.

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.

A focus on enhanced communication and education for Council was a priority for regional staff for the 2024 budget, facilitated through budget education sessions and workshops. As well, staff prioritized consultation with residents and business leaders in the region in order to understand the public's priorities for the services that the region provides. The combination of enhanced education and public engagement enabled Council to approve the budget with the best information available.

General Tax Levy Operating Budget

The operating budget for 2024 contains a general tax levy of \$483.0 million, which funds the daily business of Niagara Region, some of its boards and agencies. For the average property assessed at \$298,000 the Regional portion of the tax bill will increase by \$131, totaling \$1,989 in 2024.

Staff recognized the importance of proposing a budget with a moderate impact on the taxpayer while still incorporating the guiding principles of sustainability, transparency and while supporting council priorities. In addition, the budget needed to consider the impacts of inflation and provincial policy specifically regarding Bill 23.

Through the budget process, staff were tasked with identifying potential mitigations. A detailed review of services was conducted by regional departments including identification of opportunities for efficiency improvements, innovation, cost reductions and revenue generation. As a result of this work, Council provided direction on budget mitigations, resulting in an increase for operating services inclusive of agencies, boards and commissions of 4.9%, 1.8% for the impacts of Bill 23, and 0.5% for new programs and growth.

Capital Financing has been a Council priority to address the ongoing need to fund the asset replacement backlog at the Region. The 2024 operating budget includes an increase of 1.5% (\$6.7 million) for capital financing to support critical investments in infrastructure that have been historically underfunded.

Staff and Council utilized new taxation revenue from assessment growth (\$7.4 million or a reduction of 1.7%) 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 new capital. Assessment growth is revenue created from new properties constructed (growth) or enhanced properties in the Region.

The resulting 2024 budget approved an expenditure increase of \$38.6M which translates to 7.0% increase to the taxpayers. Highlights of the budget include:

- \$8.6 million to replace provincially regulated development charge revenue losses needed to pay for housing-enabling infrastructure (Bill 23)
- \$6.7 million to support infrastructure needs for Regional departments and agencies, boards and commissions
- \$4.1 million to stabilize the homelessness system with shelter outreach and support
- \$2.7 million to pay for development charge and tax increment grants
- \$2.2 million to subsidize housing provider operators

Special Tax Levy Operating Budgets

Waste Management

New legislation introduced in 2021 brought about important changes to the recycling program in Ontario, shifting responsibility for residential recycling collection and processing from the regional municipality to the private sector. The 2024 budget is the first under the Extended Producer Responsibility framework.

The approved budget has a zero percent increase for waste management services. As a result, most residents will see a decrease in their waste management special tax levy because some of the cost will be covered by assessment growth.

The average Niagara household can expect to pay in the range of \$135 to \$285 per year in 2024 compared to the \$130 to \$275 range paid in 2023 depending on the municipality.

Niagara Transit Commission

The Niagara Transit commission (NTC) was established by Regional Council in 2022 with its first budget in 2023 in order to connect Niagara through a single transit system. The 2024 budget required right-sizing the budget based on learnings from year one, as well as considered the impacts of inflation and diesel prices.

The approved 2024 budget is an increase of 6.0% or \$3.3 million. This will result in an annual household cost ranging from \$70 per year to \$344 per year compared to \$70 to \$359 in 2023 depending on the municipality.

Rate Operating Budgets

Water and Wastewater

A budget increase of 7.9% per cent for water and wastewater services was approved for 2024 which provides an additional \$11.4 million to address inflationary pressures and the impact of higher costs for the equipment and materials that keep drinking water safe. Of the \$11.4 million, \$5.9 million is put towards renewal needs identified in the Region's \$5 billion asset management plan.

The approved water and wastewater budgets are effective Jan. 1 of each year and billed to the local area municipalities based on water and wastewater usage. As the wholesaler of water and wastewater services in Niagara, the Region will bill the local municipalities, which will, in-turn, incorporate the new rates into resident water bills.

At an average of \$2 per household per day, the Region's share of water and wastewater total costs remain relatively at par or lower compared to similar-sized municipalities in Ontario.

Capital Budget

In July 2023, Council approved its 2023-2026 Council Strategic Priorities. Capital items in the 2024 Budget reflect Council's priorities and supports a \$270.3 million Capital budget. Seventy per cent of the \$270.3 million Capital budgets will be dedicated to renewing existing infrastructure across the Region. In addition, incremental investments are being made to enhance affordable and supportive housing options.

The 2024 Capital Budget prioritizes projects based on the 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.

Some of the major projects in 2024 include:

- \$17.2 million to invest in sustaining affordable housing units
- \$15.8 million to buy 19 new conventional public transit buses
- \$13.9 million to build 48+ units of supportive and affordable housing units in phase one on Geneva Street
- \$12 million to resurface roads across Niagara
- \$4 million to rehabilitate the Stanley Avenue Bridge

Respectfully submitted,

Todd Harrison CPA, CMA

Quotes

“As Niagara Regional Chair, I understand the concerns of our community amidst these tough financial conditions. The 2024 Regional Budget reflects Council’s need to maintain good public programs and services, while also managing several external pressures, including global inflation and changing provincial policy, both of which complicated our deliberations. I believe that the budget we passed last night navigated these difficulties collaboratively, prioritizing the well-being of our residents and ensuring a resilient future for the Niagara Region. Finally, I want to express my gratitude to Mayor Redekop for his outstanding leadership as the budget chair and commend our dedicated staff for their tireless efforts in addressing the complexities of the challenging 2024 Regional Budget.”

Jim Bradley, Regional Chair, Niagara Region

"The 2024 Budget reflects the ongoing cost pressures faced by local government in a number of respects. With this year’s budget, Council has been challenged to strike a balance between fiscal restraint, sustaining operations, continuing to position the Region for growth and affordability issues facing residents. I believe that the 2024 Budget addresses each of these and signifies Council’s commitment to its top priorities while still maintaining services for the residents of Niagara.”

Wayne Redekop, Regional Councillor and Budget Chair

“I want to congratulate our Regional team for developing a transparent budget process that allowed council to consider all the difficult choices. While the final number is reflective of several factors, the most notable items within the 7.02 per cent increase include addressing the historic underfunding of infrastructure renewal as well as accommodating for provincial policy under Bill 23.”

Todd Harrison, Commissioner of Corporate Services and Treasurer

2024 Budget Overview

A summary of the 2024 approved budget for Niagara Region is below. Detailed schedules are presented throughout the summary.

Many of the schedules have been rounded to thousands to emphasize the most important digits; making the schedules easier to read and for trends to be spotted and understood. Rounding will occasionally result in a “rounding error,” which is the difference between the result produced using exact arithmetic and the result produced using rounded arithmetic (if you were to use your calculator and add up the rounded figures in the schedules).

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
General Tax Levy Budget	1,049,352,041	(566,313,628)	483,038,413
Rate Budget – Water	55,157,851	(1,851,516)	53,306,335
Rate Budget – Wastewater	106,425,133	(5,148,797)	101,276,336
Special Tax Levy Budget – Waste Management	51,534,372	(6,366,609)	45,167,763
Special Tax Levy Budget – Transit	82,537,767	(24,186,057)	58,351,710
Total Operating Budget	1,345,007,164	(603,866,607)	741,140,557
Capital Budget	270,281,846	(114,805,127)	155,476,719
Total Budget	1,615,289,010	(718,671,734)	896,617,276



Section 3 – Operating Budget

Corporate Operating Overview

2024 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 the first quarter of the following year. The 2024 budget was approved December 14, 2023, and final tax rates are scheduled to be approved in March 2024.

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 [here](https://www.niagararegion.ca/government/budget/default.aspx).
(<https://www.niagararegion.ca/government/budget/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.

When preparing the budget, Niagara Region considers its cash needs for the year to ensure it collects sufficient tax revenue to cover its obligations and execute its business plan. This includes budgeting for any principal debt repayments and considers required transfers to or from reserves. Conversely, Niagara Region does not budget for amortization and its annual impact on tangible capital assets, changes in employee future benefit liabilities, and changes in the solid waste landfill closure, contaminated site and post-closure costs liability, as these are primarily non-cash items. The budget is prepared for the purpose of setting tax rates and user fees rather than a framework for presenting annual financial results.

The following section provides a reconciliation of the cash method versus full accrual accounting method.

2024 Budget Restated to Full Accrual Accounting Method

Niagara Region is required to adjust its presentation of the financial results to be in accordance with Canada Public Sector Accounting Standards (PSAS). The chart on the follow page identifies the components that move Niagara Region from its approved balanced budget to the Canadian PSAS financial statements.

According to the Municipal Act, 2001 (the Act), municipalities may continue to prepare and present traditionally balanced budgets. However, under the Act, Ontario Regulation 284/09 (the Regulation) requires a restatement of the budget be provided to, and adopted by resolution by Council as part of the budget approval process. The restated version must be represented in full accrual accounting method format, as prescribed by the Public Sector Accounting Board.

In addition to the above, the Regulation states that municipalities may exclude from budgets, all or a portion of the estimated cost of certain expenses, but the impact of the exclusion(s) must be included in the budget report to Council. Expenses eligible for exclusion from the budget are:

1. Amortization; and
2. Post-employment benefits
3. Solid waste landfill closure and post-closure expenses

The Niagara Regions 2024 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2024 budget approval process. The restatement of the 2024 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected surplus of \$163.9 million. Details of the restated budget are shown on the next page.

2024 Budget Restated to Full Accrual Accounting Method (cont'd)

Amounts in millions (\$)

Description	2023 Budget	2024 Budget	Budget Change
Based on Budget Approach	0	0	0
General Tax Levy Surplus	0	0	0
Water and Wastewater Surplus	0	0	0
Special Tax Levy Surplus	0	0	0
Operating Surplus	0	0	0
Capital PSAS Adjustments			
Recognize amortization	(99.6)	(102.2)	(2.6)
Recognize Capital program funding earned in a year	84.8	107.6	22.8
Recognize Capital Project expenditures not resulting in tangible capital assets	(9.8)	(9.4)	0.4
Recognize Operating expenditures resulting in tangible capital assets	2.7	2.6	(0.0)
Capital Subtotal	(21.9)	(1.3)	20.6
Funded PSAS Adjustments			-
Remove Principle debt repayments	35.8	31.8	(4.0)
Remove unissued debt charges	16.7	19.1	2.4
Remove net transfers to reserves (including interest allocation)	75.6	120.8	45.3
Remove sinking fund activity	1.5	1.5	(0.0)
Funded Subtotal	129.5	173.2	43.7
Unfunded PSAS Adjustments			-
Recognize change in landfill liability	4.0	(2.7)	(6.7)
Recognize change in unfunded employee future benefits liability	(6.6)	(5.3)	1.3
Unfunded Subtotal	(2.6)	(8.0)	(5.4)
Annual Surplus with PSAS adjustments	105.0	163.9	58.9

As demonstrated by the nil net surplus, 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 2023 budget during the budget process. For the 2024 budget cycle this was presented in report CSD 55-2023 Financial Disclosure Requirements and amended for subsequent changes to the 2024 budget request. If these non-budgeted items were included in the annual operating budget, it would result in an estimated net surplus of \$163.9 million in 2024.

Budget by Taxation Fund

Amounts in thousands (\$)

Expenditure Category	General Operating Fund	Capital Fund	Water & Wastewater	Special Levy - Waste Management	Special Levy - Transit
Revenues	0	0	0	0	0
General Tax Levy	483,038	0	0	0	0
Special Tax Levy	0	0	0	45,167	58,352
Rate	0	0	154,583	0	0
Other Taxes	19,187	0	0	0	0
Federal & Provincial Grants	434,778	0	0	0	0
By-Law Charges and Sales	13,702	0	1,580	5,366	18,181
Other Revenue	87,607	0	3,466	1,001	5,903
Debt Financing	0	21,924	0	0	0
Transfers from Reserve	11,040	133,553	1,954	0	102
External Funding	0	114,805	0	0	0
Total Revenues	1,049,352	270,282	161,583	51,535	82,539
Expenses					
Labour Related Costs	515,248	0	28,416	4,314	41,318
Administrative	36,100	0	6,149	1,044	2,949
Operational & Supply	33,631	0	20,461	37,810	11,330
Occupancy & Infrastructure	39,739	0	18,911	1,038	1,239
Equipment, Vehicles, Technology	24,898	0	7,205	350	15,420
Community Assistance	251,482	0	0	0	0
Partnership, Rebate, Exemptions	40,615	0	2,092	239	0
Financial Expenditures	71,810	0	0	0	0
Income Summary	0	0	0	0	0
Intercompany Charges	(2,747)	0	2,300	438	10
Indirect Allocations	(32,334)	0	22,509	1,720	8,105
Expense Allocations to Capital	(140)	0	0	0	0
Transfers to Reserve	71,050	0	53,540	4,581	2,167
Capital Expenditures	0	270,282	0	0	0
Total Expenditures	1,049,352	270,282	161,583	51,535	82,539

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 Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,835	2,685	2,908	2,756	70	0
Corporate Administration	2,901	1,346	2,003	1,348	2,432	0.18%
Office of the Deputy CAO	3,494	2,816	3,471	2,803	(12,123)	(0.43%)
Corporate Services	3,184	515	2,733	524	9	1.66%
Community Services	436,625	82,229	462,202	85,724	3,494	4.25%
Public Health and Emergency Services	145,390	52,473	138,291	56,834	4,361	8.31%
Growth, Strategy and Economic Development	12,147	9,957	12,533	10,034	76	0.77%
Transportation Services	77,835	74,598	84,912	81,726	7,128	9.56%
Subtotal of Levy Departments	684,412	226,619	709,052	241,749	15,129	6.68%
Court Services	10,252	(87)	9,827	(82)	6	(6.33%)
Niagara Regional Housing	37,495	18,121	37,178	17,609	(513)	(2.83%)
Niagara Peninsula Conservation Authority	7,173	7,062	7,270	7,270	208	2.95%
Niagara Regional Police Services	214,528	195,006	229,314	208,558	13,552	6.95%
Subtotal of Agencies, Boards and Commissions	269,449	220,102	283,590	233,355	13,253	6.02%
Grants and Expenditures	48,308	24,417	37,213	35,219	10,802	44.24%
Net Revenue	14,302	(26,691)	19,497	(27,284)	(593)	2.22%
Subtotal of General Government	62,610	(2,274)	56,710	7,935	10,209	(448.97%)
Total of Tax Levy Supported Programs	1,016,471	444,447	1,049,352	483,038	38,591	8.68%
Assessment Growth						(1.66%)
Net General Tax Levy						7.02%

Rate Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	51,483	51,042	55,158	53,306	2,264	4.44%
Wastewater Operations	96,340	92,150	106,425	101,276	9,127	9.90%
Total of Rate Supported Programs	147,823	143,192	161,583	154,583	11,391	7.95%

Waste Management Special Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Special Tax Levy	63,452	45,168	51,534	45,168	0	0.00%

Transit Special Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Transit Special Tax Levy	77,404	56,561*	82,538	58,352	1,790	3.17%

*The 2023 Net Budget includes one-time levy for employee related costs of \$1,508 to be transferred to reserve.

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 Tax Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,430	2,280	2,497	2,345	65	2.85%
Corporate Administration	11,004	9,449	10,939	10,285	836	8.84%
Office of the Deputy CAO	4,104	3,426	4,269	3,602	176	5.14%
Corporate Services	49,933	47,264	51,963	49,754	2,490	5.27%
Community Services	413,269	58,874	437,222	60,743	1,870	3.18%
Public Health and Emergency Services	126,436	33,518	119,358	37,901	4,383	13.08%
Growth, Strategy and Economic Development	10,632	8,442	11,173	8,674	232	2.75%
Transportation Services	30,350	27,113	30,800	27,615	502	1.85%
Subtotal of Levy Departments	648,159	190,366	668,223	200,919	10,553	5.54%
Court Services	8,937	(1,403)	8,573	(1,336)	67	(4.77%)
Niagara Regional Housing	22,931	3,558	23,982	4,412	855	24.02%
Niagara Peninsula Conservation Authority	7,173	7,062	7,270	7,270	208	2.95%
Niagara Regional Police Services	197,380	177,858	209,232	188,475	10,618	5.97%
Subtotal of Agencies, Boards and Commissions	236,421	187,074	249,057	198,822	11,748	6.28%
Grants and Expenditures	149,315	125,424	144,908	142,915	17,492	13.95%
Net Revenue	14,302	(26,691)	19,497	(27,284)	(593)	2.22%
Subtotal of General Government	163,617	98,733	164,406	115,631	16,898	17.12%
Allocations to Rate Supported Programs	(21,688)	(21,688)	(22,509)	(22,509)	(821)	3.79%
Allocations to Waste Management Special Tax Levy Programs	(1,747)	(1,747)	(1,720)	(1,720)	27	(1.52%)
Allocations to Transit Special Tax Levy Programs	(8,292)	(8,292)	(8,105)	(8,105)	187	(2.26%)
Total of Tax Levy Supported Programs	1,016,471	444,447	1,049,352	483,038	38,591	8.68%
Assessment Growth						(1.66%)
Net General Tax Levy						7.02%

Rate Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	47,047	46,606	50,671	48,820	2,214	4.75%
Wastewater Operations	79,089	74,898	88,403	83,254	8,356	11.16%
Allocations from Tax Levy Supported Programs	21,688	21,688	22,509	22,509	821	3.79%
Total of Rate Supported Programs	147,823	143,192	161,583	154,583	11,391	7.95%

Waste Management Special Tax Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Operations	61,705	43,421	49,814	43,448	27	0.00%
Allocations from Tax Levy Supported Programs	1,747	1,747	1,720	1,720	(27)	0.00%
Total of Waste Management Special Tax Levy	63,452	45,168	51,534	45,168	0	0.00%

Transit Special Tax Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2023 Gross Budget	2023 Net Budget	2024 Gross Budget	2024 Net Budget	Net Change in Dollars	Net Change in Percent
Niagara Transit Commission Operations	69,112	48,270	74,433	50,247	1,977	4.10%
Allocations from Tax Levy Supported Programs	8,292	8,292	8,105	8,105	(187)	(2.26%)
Total of Transit Special Tax Levy	77,404	56,561	82,538	58,352	1,790	3.17%

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 adjustments throughout the year.

Full-time Equivalents Summary

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

Budget By Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Governance	0.0	3.0	0.0	3.0	0.0	3.0
Corporate Administration	54.0	6.8	57.0	9.3	57.0	4.0
Office of the Deputy CAO	30.0	0.5	32.0	0.5	32.0	0.5
Corporate Services	201.4	19.3	215.4	18.7	215.4	17.7
Community Services	1,322.0	88.6	1,437.1	94.8	1,520.2	75.3
Public Health and Emergency Services	693.2	244.2	717.7	176.6	713.6	37.0
Growth, Strategy and Economic Development	65.5	1.0	66.5	1.0	66.5	4.0
Transportation Services	197.0	12.2	197.0	6.2	199.0	4.2
Subtotal of Levy Departments	2,563.1	375.5	2,722.7	310.1	2,803.7	145.7
Court Services	35.0	6.0	35.0	0.0	35.0	0.0
Niagara Regional Housing	0.0	0.0	0.0	0.0	0.0	0.0
Niagara Regional Police Services	1,096.0	0.0	1,108.0	0.0	1,146.0	0.0
Subtotal of Agencies, Boards and Commissions	1,131.0	6.0	1,143.0	0.0	1,181.0	0.0
Total of General Tax Levy	3,694.1	381.5	3,860.6	310.1	3,982.7	145.7
Water Treatment	80.0	1.5	80.0	0.9	80.0	1.9
Wastewater Treatment	116.6	1.0	118.6	1.0	118.6	2.0
Water and Wastewater Shared Services	75.0	5.0	81.0	2.0	82.0	0.0
Total of Rate	271.6	7.5	279.6	3.9	280.6	3.9
Transit	0.0	0.0	419.2	2.0	429.3	1.0
Waste Management	34.0	1.7	34.0	3.7	34.0	0.7
Total of the Niagara Region	3,999.7	390.7	4,598.5	319.7	4,728.6	151.2

Operating Budget Revenue Summary

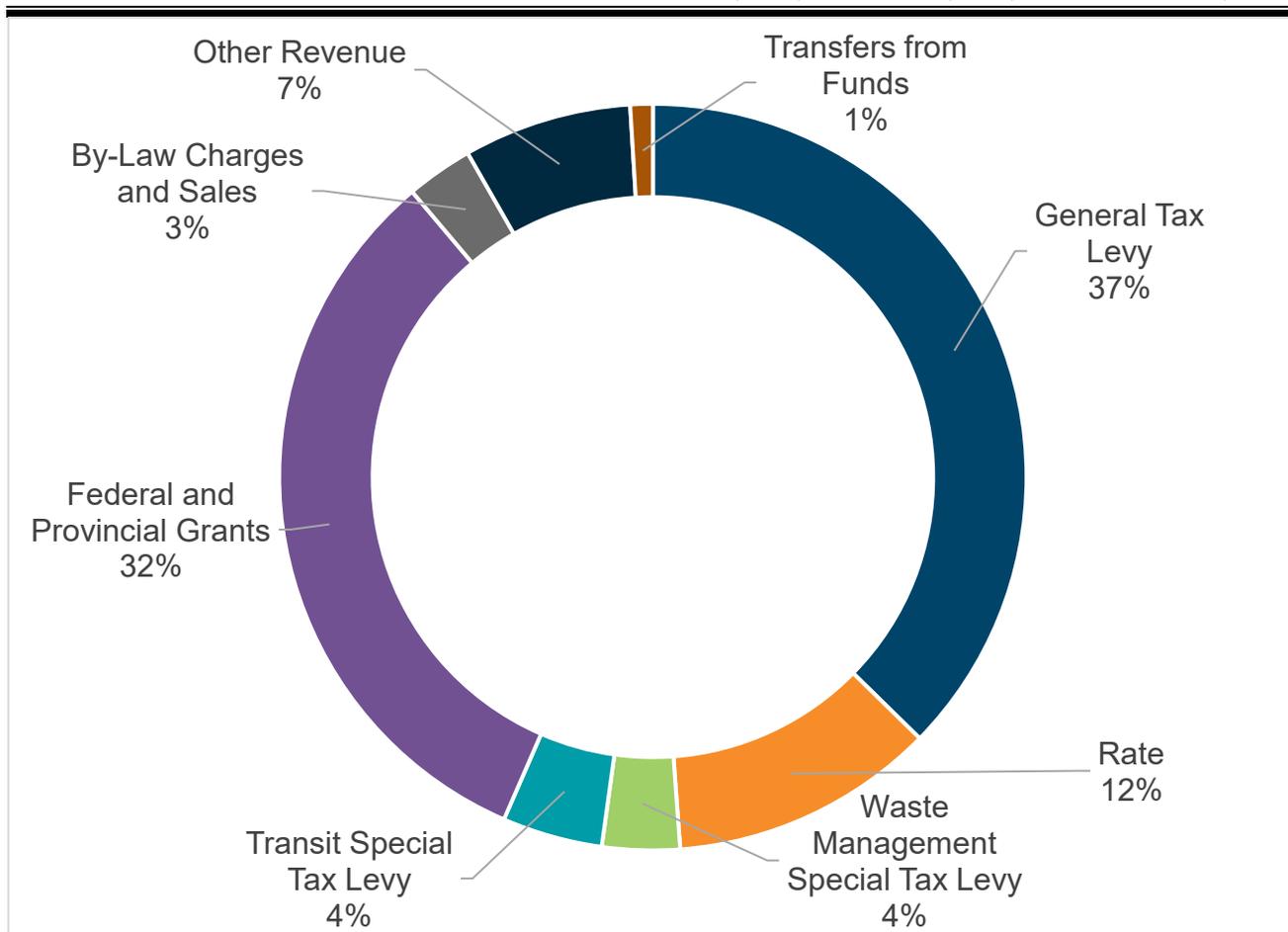
The Niagara Region funds its operating program with a variety of revenues available and is actively seeking new grants and reevaluating its cost recovery on different programs. The revenues stated below can be explained by the following:

- **General Tax Levy** – 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 plus payments in lieu of taxes plus supplemental taxes.
- **Rate** – 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 Tax Levy** – 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.

Total Operating Revenue Budget Summary

Amounts in Thousands (\$)

Budget By Division	2023 Budget	2024 Budget	Budget Change
General Tax Levy	463,149	502,225	39,076
Rate	143,192	154,583	11,391
Waste Management Special Tax Levy	45,168	45,168	0
Transit Special Tax Levy	56,561	58,352	1,790
Federal and Provincial Grants	410,223	434,778	24,555
By-Law Charges and Sales	39,001	38,830	(171)
Other Revenue	95,617	97,977	2,360
Transfers from Funds	52,240	13,095	(39,144)
Total Revenue	1,305,151	1,345,007	39,856



General Tax Levy Department Revenue Detail

Amounts in thousands (\$)

Revenue Description	2023 Budget	2024 Budget	\$ Change	% Change
Property General Tax Levy	444,447	483,038	38,591	8.68%
Payments in Lieu of Taxes	9,780	9,975	195	2.00%
Supplemental Taxes	8,922	9,211	289	3.24%
Total of Levy Taxation	463,149	502,225	39,076	8.44%
Corporate Administration	80	201	121	151.63%
Community Services	321,484	343,749	22,265	6.93%
Public Health and Emergency Services	10,112	10,374	262	2.59%
Niagara Regional Housing	77,330	80,056	2,726	3.53%
Niagara Regional Police	1,216	397	(819)	(67.35%)
Total of Federal and Provincial Grants	410,223	434,778	24,555	5.99%
General Government	13	13	0	0.00%
Corporate Administration	4	7	4	94.59%
Corporate Services	1,869	1,869	0	0.00%
Community Services	538	451	(87)	(16.17%)
Public Health and Emergency Services	3,478	3,133	(345)	(9.92%)
Growth, Strategy and Economic Development	5,793	5,740	(53)	(0.91%)
Public Works – Levy	141	96	(45)	(32.03%)
Niagara Regional Police Service	2,514	2,394	(120)	(4.77%)
Total of By-Law Charges and Sales	14,349	13,702	(646)	(4.50%)
Niagara Regional Housing	18,231	19,340	1,109	6.08%
Other Court Services	10,340	9,909	(431)	(4.16%)
Development Charges	1,063	1,063	0	0.00%
Investment Income	17,365	17,600	235	1.35%
Rebates	901	874	(27)	(3.01%)
Seniors Home Accommodations	24,524	24,888	364	1.48%
Secondments	2,317	2,902	585	25.26%
Licenses and permits	1,288	1,271	(17)	(1.32%)
Proceeds on the Disposal of Capital	715	5,816	5,101	713.23%
Telecommunications Tower	68	68	0	0.00%
Shared Service Reimbursements	534	609	75	14.05%
Event Revenue	150	150	0	0.00%
Contract Revenue	379	379	0	0.00%
Union Billings – Wages/Benefits	397	428	31	7.82%
Asset Removal Costs	(18)	(18)	0	0.00%
Other Revenue	2,303	2,330	26	1.15%
Total of Other Revenue	80,556	87,607	7,051	8.75%
Transfers from Reserve Funds	48,195	11,040	(37,155)	(77.09%)
Total of Transfers from Funds	48,195	11,040	(37,155)	(77.09%)
Total Levy Department Revenue	1,016,471	1,049,352	32,881	3.23%

Rate Department Revenue Detail

Amounts in thousands (\$)

Revenue Description	2023 Budget	2024 Budget	\$ Change	% Change
Wastewater Fixed Requisition	92,150	101,276	9,127	9.90%
Water Fixed Requisition	12,761	13,327	566	4.44%
Water Variable Rate	38,282	39,980	1,698	4.44%
Total of Rate Taxation	143,192	154,583	11,391	7.95%
Water Operations	12	12	0	0.00%
Wastewater Operations	1,653	1,568	(85)	(5.14%)
Total of By-Law Charges and Sales	1,665	1,580	(85)	(5.10%)
Development Charges	2,000	3,000	1,000	50.00%
Proceeds from Sale	4	4	0	0.00%
Telecommunications Tower	377	377	0	0.00%
Other Revenue	84	84	0	0.00%
Total of Other Revenue	2,466	3,466	1,000	40.55%
Transfers from Funds	500	1,954	1,454	100.00%
Total of Transfers from Funds	500	1,954	1,454	100.00%
Total of Rate Department Revenue	147,823	161,583	13,760	9.31%

Waste Management Special Tax Levy Revenue Detail

Amounts in thousands (\$)

Revenue Description	2023 Budget	2024 Budget	\$ Change	% Change
Waste Management Special Tax Levy	45,168	45,168	0	0.00%
Total of Special Levy Taxation	45,168	45,168	0	0.00%
Waste Management Operations	8,165	5,366	(2,799)	(34.28%)
Total of By-Law Charges and Sales	8,165	5,366	(2,799)	(34.28%)
Waste Diversion Revenue	6,200	0	(6,200)	(100.00%)
Electronic Waste Disposal	40	47	7	17.74%
Ontario Tire Stewardship Funding	0	552	552	100.00%
Hazardous Waste Disposal	417	372	(46)	(10.91%)
Development Charges	30	30	0	0.00%
Recycling Rebate - Haldimand	66	0	(66)	100.00%
Total of Other Revenue	6,753	1,001	(5,753)	(85.18%)
Transfers from Funds	3,366	0	(3,366)	100.00%
Total of Transfers from Funds	3,366	0	(3,366)	100.00%
Total of Waste Management Department Revenue	63,452	51,534	(11,918)	(18.78%)

Transit Special Tax Levy Revenue Detail

Amounts in thousands (\$)

Revenue Description	2023 Budget	2024 Budget	\$ Change	% Change
Niagara Transit Commission Special Tax Levy	56,561	58,352	1,790	3.17%
Total of Special Levy Taxation	56,561	58,352	1,790	3.17%
Transit Operations	14,822	18,181	3,359	22.66%
Total of By-Law Charges and Sales	14,822	18,181	3,359	22.66%
Contract Revenue	2,879	0	(2,879)	(100.00%)
Rental Revenue	29	29	0	(0.01%)
Metrolinx/GO Fuel Chargeback	460	892	431	93.67%
WEGO Chargeback	0	1,836	1,836	100.00%
Commission Revenue	0	200	200	100.00%
Advertising Revenue	377	170	(207)	(54.86%)
City of Niagara Falls Chargebacks	0	921	921	100.00%
Provincial Gas Tax	1,615	1,615	0	0.00%
Other Revenue	482	241	(241)	(50.00%)
Total of Other Revenue	5,842	5,903	61	1.05%
Transfers from Funds	179	102	(77)	(43.02%)
Total of Transfers from Funds	179	102	(77)	(43.02%)
Total of Transit Commission Revenue	77,404	82,538	5,133	6.63%

Operating Budgets by Object of Expenditure

General Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2023 Budget	2024 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	501,582	515,248	13,666	2.72%
Administrative	34,837	36,100	1,263	3.62%
Operational and Supply	33,955	33,631	(324)	(0.96%)
Occupancy and Infrastructure	37,901	39,739	1,838	4.85%
Equipment, Vehicle, and Technology	23,392	24,898	1,506	6.44%
Community Assistance	233,990	251,482	17,492	7.48%
Partnership, Rebate, and Exemption	49,917	40,615	(9,302)	(18.64%)
Financial Expenditures	74,014	71,810	(2,203)	(2.98%)
Transfers to Funds	61,265	71,050	9,784	15.97%
Expense Allocations to Capital	(140)	(140)	0	0.00%
Intercompany Charges	(2,517)	(2,747)	(230)	9.14%
Gross Expenditure	1,048,197	1,081,686	33,488	3.19%
Taxation	(18,702)	(19,187)	(485)	2.59%
Federal and Provincial Grants	(410,223)	(434,778)	(24,555)	5.99%
By-Law Charges and Sales	(14,349)	(13,702)	646	(4.50%)
Other Revenue	(80,556)	(87,607)	(7,051)	8.75%
Transfers from Funds	(48,195)	(11,040)	37,155	(77.09%)
Gross Revenue	(572,024)	(566,314)	5,711	(1.00%)
Net Direct Expenditure Before Indirect Allocations	476,173	515,372	39,199	8.23%
Indirect Allocation	(13,045)	(13,464)	(419)	3.21%
Capital Financing Allocation	(18,681)	(18,869)	(188)	1.01%
Indirect Allocation	(31,726)	(32,334)	(607)	1.91%
Net Expenditure/(Revenue) After Indirect Allocations	444,447	483,038	38,591	8.68%

Rate Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2023 Budget	2024 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	26,991	28,416	1,425	5.28%
Administrative	2,813	6,149	3,336	118.59%
Operational and Supply	17,352	20,461	3,109	17.92%
Occupancy and Infrastructure	18,027	18,911	883	4.90%
Equipment, Vehicle, and Technology	7,047	7,205	158	2.25%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	4,067	2,092	(1,975)	(48.56%)
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	47,676	53,540	5,864	0.00%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	2,163	2,300	137	6.32%
Gross Expenditure	126,136	139,074	12,939	10.26%
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(1,665)	(1,580)	85	(5.10%)
Other Revenue	(2,466)	(3,466)	(1,000)	40.55%
Transfers from Funds	(500)	(1,954)	(1,454)	290.80%
Gross Revenue	(4,631)	(7,000)	(2,369)	51.15%
Net Direct Expenditure Before Indirect Allocations	121,504	132,074	10,570	8.70%
Indirect Allocation	5,352	5,943	591	11.05%
Capital Financing Allocation	16,336	16,566	230	1.41%
Indirect Allocation	21,688	22,509	821	3.79%
Net Expenditure/(Revenue) After Indirect Allocations	143,192	154,583	11,391	7.95%

Waste Management Special Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2023 Budget	2024 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	4,035	4,315	279	6.93%
Administrative	1,131	1,044	(87)	(7.74%)
Operational and Supply	54,260	37,810	(16,449)	(30.32%)
Occupancy and Infrastructure	1,067	1,038	(29)	(2.73%)
Equipment, Vehicle, and Technology	613	350	(263)	(42.94%)
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	245	239	(6)	(2.48%)
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	0	4,581	4,581	0.00%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	354	438	84	23.58%
Gross Expenditure	61,705	49,814	(11,891)	(19.27%)
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(8,165)	(5,366)	2,799	(34.28%)
Other Revenue	(6,753)	(1,001)	5,753	(85.18%)
Transfers from Funds	(3,366)	0	3,366	(100.00%)
Gross Revenue	(18,284)	(6,367)	11,918	(65.18%)
Net Direct Expenditure Before Indirect Allocations	43,421	43,448	27	0.06%
Indirect Allocation	1,599	1,609	10	0.63%
Capital Financing Allocation	148	111	(37)	(24.76%)
Indirect Allocation	1,747	1,720	(27)	(1.52%)
Net Expenditure/(Revenue) After Indirect Allocations	45,168	45,168	0	0.00%

Transit Special Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2023 Budget	2024 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	38,029	41,318	3,289	8.65%
Administrative	2,858	2,949	91	3.17%
Operational and Supply	11,215	11,331	115	1.03%
Occupancy and Infrastructure	481	1,239	758	157.59%
Equipment, Vehicle, and Technology	12,854	15,420	2,566	19.96%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	0	0	0	0.00%
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	3,675	2,167	(1,508)	(41.04%)
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	0	10	10	100.00%
Gross Expenditure	69,112	74,433	5,320	7.70%
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(14,822)	(18,181)	(3,359)	22.66%
Other Revenue	(5,842)	(5,903)	(61)	1.05%
Transfers from Funds	(179)	(102)	77	(43.17%)
Gross Revenue	(20,843)	(24,186)	(3,343)	16.04%
Net Direct Expenditure Before Indirect Allocations	48,270	50,247	1,977	4.10%
Indirect Allocation	6,095	5,913	(182)	(2.99%)
Capital Financing Allocation	2,197	2,192	(5)	(0.23%)
Indirect Allocation	8,292	8,105	(187)	(2.26%)
Net Expenditure/(Revenue) After Indirect Allocations	56,561	58,352	1,790	3.17%

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 General Tax Levy Forecasted Budget

Category	2024 Budget	2025 Forecast	2026 Forecast
Departments	2.2%	2.1%	1.6%
Agencies, Boards and Commissions	2.7%	2.7%	2.8%
2022 Tax Deferral	0.0%	0.4%	0.4%
Bill 23 Impacts per CSD 14-2023	1.8%	0.0%	0.0%
Tax Increment Grants / New Programs	0.5%	0.5%	0.2%
Capital Financing	1.5%	2.5%	2.5%
Total Before Assessment Growth	8.7%	8.2%	7.5%
Assessment Growth	(1.7%)	(1.7%)	(1.7%)
Total	7.0%	6.5%	5.8%

Pressures and opportunities impacting the multi-year forecast include:

- Continuation of budget strategy for capital financing
- 2022 tax deferral to reduce use of taxpayer relief reserve
- Pressures include increasing rates of inflation and known departmental pressures such as staffing costs and benefits increases
- Opportunities are present in the multi-year to do business differently by way of shared services, revenue opportunities, and facilities rationalization
- Bill 23 impacts are also embedded in the base budgets for 2025 and 2026

Multi-year Rate Forecasted Budget

Category	2024 Budget	2025 Forecast	2026 Forecast
Base Pressures	3.85%	2.00%	2.00%
Capital Financing	4.10%	5.15%	5.15%
Annual Increase	7.95%	7.15%	7.15%

Pressures and opportunities impacting the multi-year forecast include:

- Base pressures include current union contracts, chemical cost escalations, increased repair and maintenance costs due to aging infrastructure and inflation, biosolid haulage and disposal increases and utilities
- Capital financing increases to support the 2021 Asset management plan, water and wastewater master servicing plan, and Safe Drinking Water Act financial plan

Multi-year Waste Management Special Tax Levy Forecasted Budget

Category	2024 Budget	2025 Forecast	2026 Forecast
Base Change	(15.1%)	2.90%	10.50%
Reserve Transfer Change	0.6%	0.00%	0.00%
Mitigation Change	13.7%	0.00%	(3.90%)
Replenishment Change	0.8%	3.30%	(4.20%)
Total Before Assessment Growth	0.0%	6.20%	2.40%

Pressures and opportunities impacting the multi-year forecast include:

- Base pressures include inflationary pressures, contract increases and fuel price increases
- Program change impacts on the multi-year budget include the end of the transition period for End Producer Responsibility (EPR) on December 31, 2025 and estimated new contract costs for continuation of collection of non-eligible recycling material
- Full replenishment of the contribution to the Landfill Liability Reserve that was not made in 2023
- Sustain base operating transfers to the Capital Reserve and Landfill Liability Reserve
- One time reduction in the base operating transfer to the Capital Reserve in 2026 mitigated by the 2023 contribution to Capital Reserve from the sale of the Material Recycling Facility

Multi-year Transit Special Tax Levy Forecasted Budget

Category	2024 Budget	2025 Forecast	2026 Forecast
Base Pressures	3.17%	4.97%	1.72%
Annual Contribution to Capital	0.00%	3.71%	3.71%
Phase out Provincial Gas Tax	0.00%	0.51%	0.51%
Total	3.17%	9.19%	5.94%

Pressures and Opportunities in the multi-year forecast include:

- Increased base pressures due to staffing costs related to contract increases and benefits, increased specialty service costs, incremental fuel, facility and vehicle repair and maintenance
- Annual Contribution to Capital (3-year capital strategy)
- Phase out of provincial gas tax funding used for operating



Section 4 – Department Summaries

Governance

Mission Statement:

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

What does Governance do?

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

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

Regional 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	2022		2023		2024	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Office of the Regional Chair	0.0	3.0	0.0	3.0	0.0	3.0
Members of Council	0.0	0.0	0.0	0.0	0.0	0.0
Total	0.0	3.0	0.0	3.0	0.0	3.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	0.0

There was no change to FTE in the 2024 budget.

Department Summaries

– Governance

Operating Budget Summary

Council approved Governance budget before indirect allocations of \$2,347 gross and \$2,345 net. The Governance budget including program support and capital financing allocations amounted to \$2,758 gross (Gross Expenditure plus Indirect Allocation) and \$2,756 net.

Labour Related Costs – The increase of \$63 relates to forecasted increases of salaries, benefits, and payroll related costs.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	1,941	2,119	2,183	63	3.0%
Administrative	44	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	(1)	3	3	0	0.0%
Intercompany Charges	5	1	5	4	404.0%
Gross Expenditure	1,990	2,280	2,347	67	2.9%
Transfers from Funds	0	0	(2)	(2)	0.0%
Gross Revenue	0	0	(2)	(2)	0.0%
Net Direct Expenditure Before Indirect Allocations	1,990	2,280	2,345	65	2.9%
Program Support Allocation	368	353	388	35	9.9%
Capital Financing Allocation	81	53	23	(30)	(56.5%)
Indirect Allocation	449	406	411	5	1.3%
Net Expenditure/(Revenue) After Indirect Allocations	2,439	2,685	2,756	70	2.6%

General Government – Grants and Expenditure

What does General Government – Grants and Expenditure do?

General Government is responsible for all corporate grants not related to specific department service delivery and capital financing administration.

The Region contributes funding to partners within the community, including the Niagara Health System’s cancer centre, Wainfleet beach, research centres, and funding for the local hospital and hospices. Economic Incentive grants are also provided to fund Regional development charge reductions or exemptions tax increment grants, and other Niagara Region Incentives Policy grants.

Capital funding from the Region’s consists of reserves and debt budgeted as reserve contributions and debt charges. Debt charges are budgeted based on a combination of scheduled payments of issued debts and estimated payments on all Council approved unissued debt. Any excess budget from unissued debt is allocated back to reserves to invest in the capital program or reduce future 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.

Department Summaries – General Government (Grants and Expenditures)

Operating Budget Summary

Council approved General Government budget before indirect allocations of \$144,909 gross and \$142,915 net. The General Government budget after capital financing allocations amounted to \$37,213 gross (Gross Expenditure plus Indirect Allocation) and \$35,220 net.

Partnership, Rebates, and Exemptions – The decrease of \$9,692 is as a result of the anticipated impacts of the Province of Ontario Bill 23, More Homes Faster Act being lower in 2024 due to revised assumptions on permit activity.

Financial Expenditures – The decrease of \$1,381 is as a result of maturing debt charges and offsetting increased interest rate assumptions.

Transfers to Funds – The increase of \$6,667 relates to the approval of 1.5% capital financing in alignment with the 2021 Asset Management Plan.

Transfers from Funds – The decrease of \$21,898 is primarily in relation to transfers from the Taxpayer Relief Reserve that were funding anticipated impacts in Partnership, Rebates, and Exemptions of the Province of Ontario Bill 23, More Homes Faster Act in 2023. In 2024, the impacts of Bill 23 will be funded from the tax levy.

Capital Financing Allocation – The increase of \$6,689 primarily relates to increases of \$6,667 to recover transfers to reserve for capital financing.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Occupancy and Infrastructure	57	61	61	0	0.0%
Partnership, Rebates, and Exemptions	24,919	41,359	31,666	(9,692)	(23.4%)
Financial Expenditures	46,998	65,776	64,395	(1,381)	(2.1%)
Transfers to Funds	62,905	42,119	48,786	6,667	15.8%
Gross Expenditure	134,880	149,314	144,909	(4,405)	(3.0%)
Other Revenue	(6,007)	(883)	(883)	0	0.0%
Transfers from Funds	(8,507)	(23,009)	(1,111)	21,898	(95.2%)
Gross Revenue	(14,514)	(23,892)	(1,994)	21,898	(91.7%)
Net Direct Expenditure Before Indirect Allocations	120,366	125,422	142,915	17,493	13.9%
Capital Financing Allocation	(89,685)	(101,007)	(107,696)	(6,689)	6.6%
Net Expenditure/(Revenue) After Indirect Allocations	30,681	24,415	35,220	10,804	44.3%

Department Summaries – |

General Government (Grants and Expenditures)

Capital Budget Summary (in thousands)

The 2024 capital program represents 1 project budgeted at \$500.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	500
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	500

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2024 Wainfleet Beach Shoring	500	Restoration and repair of retaining wall on beach that has deteriorated after years of extreme weather.
Total	500	

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 division in Corporate Services.

Department Summaries – General Government (Net Revenue)

Operating Budget Summary (in thousands)

The General Government Net Revenue budget is \$19,496 gross and (\$27,285) net.

Transfers to Funds – The increase of \$5,118 is mainly as a result of additional transfers to the capital reserve as a result of proceeds of sales anticipated in 2024 as shown in Other Revenue.

Taxation – The increase of \$484 is the result of an increased estimate for supplemental taxes and payments in lieu of taxes to match historical trends.

Other Revenue – The increase of \$5,336 is the result of anticipated sales of surplus property in 2024; this surplus is transferred to capital reserves as shown in Transfers to Funds.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Administrative	5,204	6,352	6,426	74	1.2%
Occupancy and Infrastructure	56	90	90	0	0.0%
Partnership, Rebates, and Exemptions	104	236	237	0	0.0%
Financial Expenditures	3,830	6,681	6,682	1	0.0%
Transfers to Funds	1,599	1,038	6,156	5,118	493.3%
Intercompany Charges	978	(95)	(93)	2	(2.1%)
Gross Expenditure	11,771	14,302	19,496	5,195	36.3%
Taxation	(14,256)	(18,703)	(19,187)	(484)	2.6%
Federal and Provincial Grants	(1,076)	0	0	0	0.0%
By-Law Charges and Sales	(16)	(13)	(13)	0	0.0%
Other Revenue	(23,269)	(17,893)	(23,229)	(5,336)	29.8%
Transfers from Funds	(6,632)	(4,384)	(4,352)	32	(0.7%)
Gross Revenue	(45,249)	(40,993)	(46,781)	(5,788)	14.1%
Net Expenditure/(Revenue) After Indirect Allocations	(33,478)	(26,691)	(27,285)	(593)	2.2%

Office of the Deputy CAO

What does the Office of the Deputy CAO do?

Reporting to the Chief Administrative Officer, the Deputy CAO provides a high level of strategic leadership in the delivery of a portfolio of programs and services focused on delivering and fulfilling legislative duties, government stakeholder relations and strategic communications for the Niagara Region, ensuring that the department is able to respond to the strategic priorities, objectives, and initiatives of the Region. This position also provides strategic advice to the Chief Administrative Officer (CAO), acts as a liaison on behalf of the CAO between the Office of the Regional Chair and the Corporation and works in partnership to resolve a wide range of issues that are often highly sensitive and confidential in nature.

The Deputy CAO is designated to act as the CAO in the CAO's absence, or as otherwise designated by the CAO.

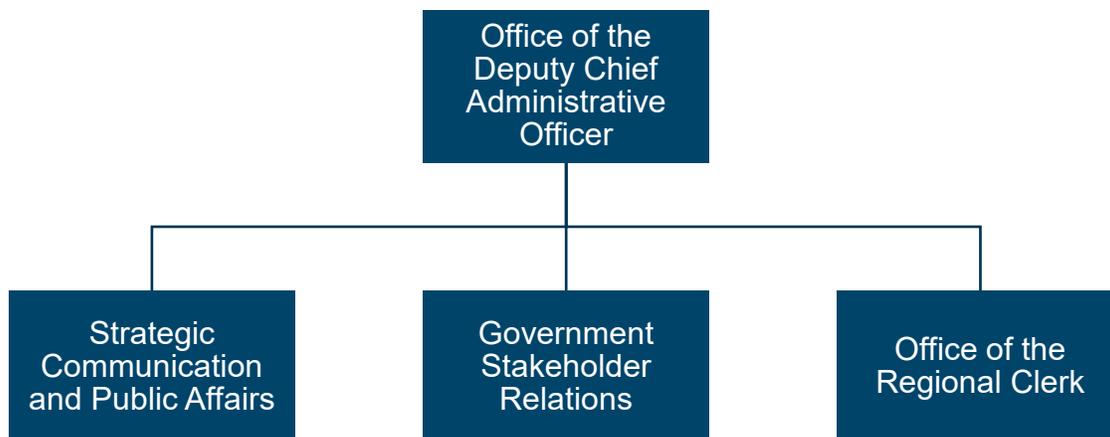
The Office of the Deputy CAO directly oversees the following divisions:

The **Strategic Communication and Public Affairs** and **Government Stakeholder Relations** divisions play a key role in how members of the public, staff and other levels of government perceive and interact with the Niagara Region. The teams are 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. Strategic Communication and Public Affairs also oversees Print Services which offers internal printing services for the corporation.

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; 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 Business Licensing. Niagara Region moved administration of Business Licensing 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.

Department Summaries – Office of the Deputy CAO

Who works for the Office of the Deputy CAO?



Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Office of the Deputy Chief Administrative Officer	0.0	0.0	3.0	0.0	3.0	0.0
Strategic Communication and Public Affairs	9.0	0.0	9.0	0.0	9.0	0.0
Government Stakeholder Relations	0.0	0.0	1.0	0.0	1.0	0.0
Regional Clerk	21.0	0.5	19.0	0.5	19.0	0.5
Total	30.0	0.5	32.0	0.5	32.0	0.5

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	0.0

There was no change to FTE in the 2024 budget.

Department Summaries – Office of the Deputy CAO

Operating Budget Summary (in thousands)

Council approved Office of the Deputy CAO budget before indirect allocations of \$4,269 gross and \$3,602 net. The budget including program support and capital financing allocations amounted to \$3,471 gross (Gross Expenditure plus Indirect Allocation) and \$2,803 net.

Labour Related Costs – The increase of \$181 is mainly due to base compensation increases.

Indirect Allocations – The decrease of \$188 is mainly due to budget increases to allocated divisions.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	2,885	3,403	3,584	181	5.3%
Administrative	336	611	598	(13)	(2.1%)
Operational and Supply	38	67	74	7	10.4%
Occupancy and Infrastructure	5	1	1	0	0.0%
Equipment, Vehicles, and Technology	157	175	194	19	10.9%
Partnership, Rebates, and Exemptions	3	5	5	0	0.0%
Transfers to Funds	176	0	0	0	0.0%
Intercompany Charges	(232)	(156)	(185)	(29)	18.6%
Gross Expenditure	3,368	4,104	4,269	165	4.0%
Federal and Provincial Grants	(1)	0	0	0	0.0%
By-Law Charges and Sales	(3)	(4)	(7)	(4)	100.0%
Other Revenue	(487)	(653)	(646)	6	(0.9%)
Transfers from Funds	(404)	(23)	(14)	8	(34.8%)
Gross Revenue	(895)	(679)	(667)	11	(1.7%)
Net Direct Expenditure before Indirect Allocations	2,473	3,426	3,602	176	5.1%
Program Support Allocation	(723)	(747)	(869)	(122)	16.3%
Capital Financing Allocation	14	137	71	(66)	(48.2%)
Indirect Allocation	(709)	(610)	(798)	(188)	30.9%
Net Expenditure/(Revenue) After Indirect Allocations	1,764	2,816	2,803	(12)	(0.4%)

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:

Human Resources provides value-added client and staff 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, HR technology applications and analysis, 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.

Internal Audit reports quarterly to the Audit Committee. It performs operational, compliance, value-for-money, and financial audits with the assistance of external audit/consulting firms. They provide recommendations that focus on continuous improvement, control gaps and maximizing efficiencies. They also preform follow-up audits and updates on the status of implementation annually to Audit Committee.

Department Summaries – Corporate Administration

How is Corporate Administration measured?

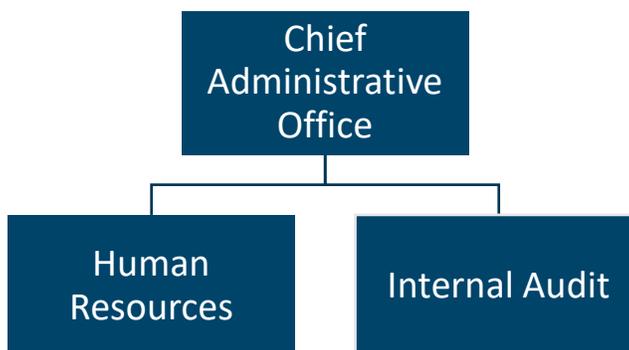
Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 1.3	Cost for HR Admin per T4 supported	\$907.39	\$829.37	\$1,241.32*
Objective 1.3	Number of T4/T4As issued per payroll FTE	1372	1441	1210*
Objective 1.3	Number of payroll deposits and cheques per payroll FTE	25,512	27,306	23,053*
Objective 1.3	Operating cost per payroll deposit or cheque	\$5.01	\$4.12	\$5.85*

*Average. Continue to remain better than comparators

Department Summaries – Corporate Administration

Who works for Corporate Administration?



Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	2.0	0.0
Human Resources*	51.0	6.8	54.0	9.3	54.0	4.0
Internal Audit	1.0	0.0	1.0	0.0	1.0	0.0
Total	54.0	6.8	57.0	9.3	57.0	4.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	(5.3)

Changes to temporary FTE in the 2024 budget include reductions due to:

- COVID positions (6)
- Total Rewards Advisor (1)
- Niagara Transit Commission – ADP conversion (1.3)

Offset by increases as follows:

- Organizational Development & Learning Advisor (1)
- Talent Acquisition Representative (1)
- Employee Services Representative (1)

Department Summaries – Corporate Administration

Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$10,940 gross and \$10,285 net. The Corporate Administration budget including program support and capital financing allocations amounted to \$2,003 gross (Gross Expenditure plus Indirect Allocation) and \$1,348 net.

Labour Related Costs – The decrease of \$49 mainly to reduction in temporary staff related to COVID-19 functions, partially offset due to base compensation increases.

Administrative – The decrease of \$222 is mainly due to one-time costs associated with the initial implementation and amalgamation of NTC in 2023.

Operational and Supply – The increase of \$190 is mainly due to the implementation of the People Plan in 2024.

Transfer from Funds – The decrease of \$909 is mainly due to ceased funding for COVID and one time funded positions (\$936) offset by the extra working day \$27.

Indirect Allocation – The increase of \$835 is mainly due to budget increases to allocated divisions as outlined above.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	7,691	8,504	8,455	(49)	(0.6%)
Administrative	2,263	2,283	2,061	(222)	(9.7%)
Operational and Supply	85	147	337	190	129.3%
Occupancy and Infrastructure	60	0	0	0	0.0%
Equipment, Vehicles, and Technology	41	58	73	15	25.9%
Transfers to Funds	448	0	0	0	0.0%
Intercompany Charges	(365)	12	13	1	8.3%
Gross Expenditure	10,223	11,004	10,940	(65)	(0.6%)
Federal and Provincial Grants	0	0	0	0	0.0%
Other Revenue	(165)	(118)	(127)	(9)	7.6%
Transfers from Funds	(1,366)	(1,437)	(528)	909	(63.3%)
Gross Revenue	(1,531)	(1,555)	(655)	900	(57.9%)
Net Direct Expenditure Before Indirect Allocations	8,692	9,449	10,285	836	8.8%
Program Support Allocation	(7,727)	(8,225)	(9,032)	(807)	9.8%
Capital Financing Allocation	117	122	95	(27)	(22.1%)
Indirect Allocation	(7,610)	(8,103)	(8,937)	(835)	10.3%
Net Expenditure/(Revenue) After Indirect Allocations	1,082	1,346	1,348	2	0.2%

Department Summaries – Corporate Administration

Capital Budget Summary (in thousands)

The 2024 capital program represents 2 projects budgeted at \$1,021.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	1,021
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	1,021

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2024 Kronos - Time and Attendance	721	This Project will upgrade Kronos -Time and Attendance.
2024 HRIS Development People Tools Upgrade 30 to PT 46+	300	This project will update Peoplesoft Tools to 8.60.04.
Total	1,021	

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.

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.

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.

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.

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**

Department Summaries – Corporate Services

Administration division which provides advice, opinions and information on risk and insurance, and handles insurable and non-insurable claims by and against the Region.

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

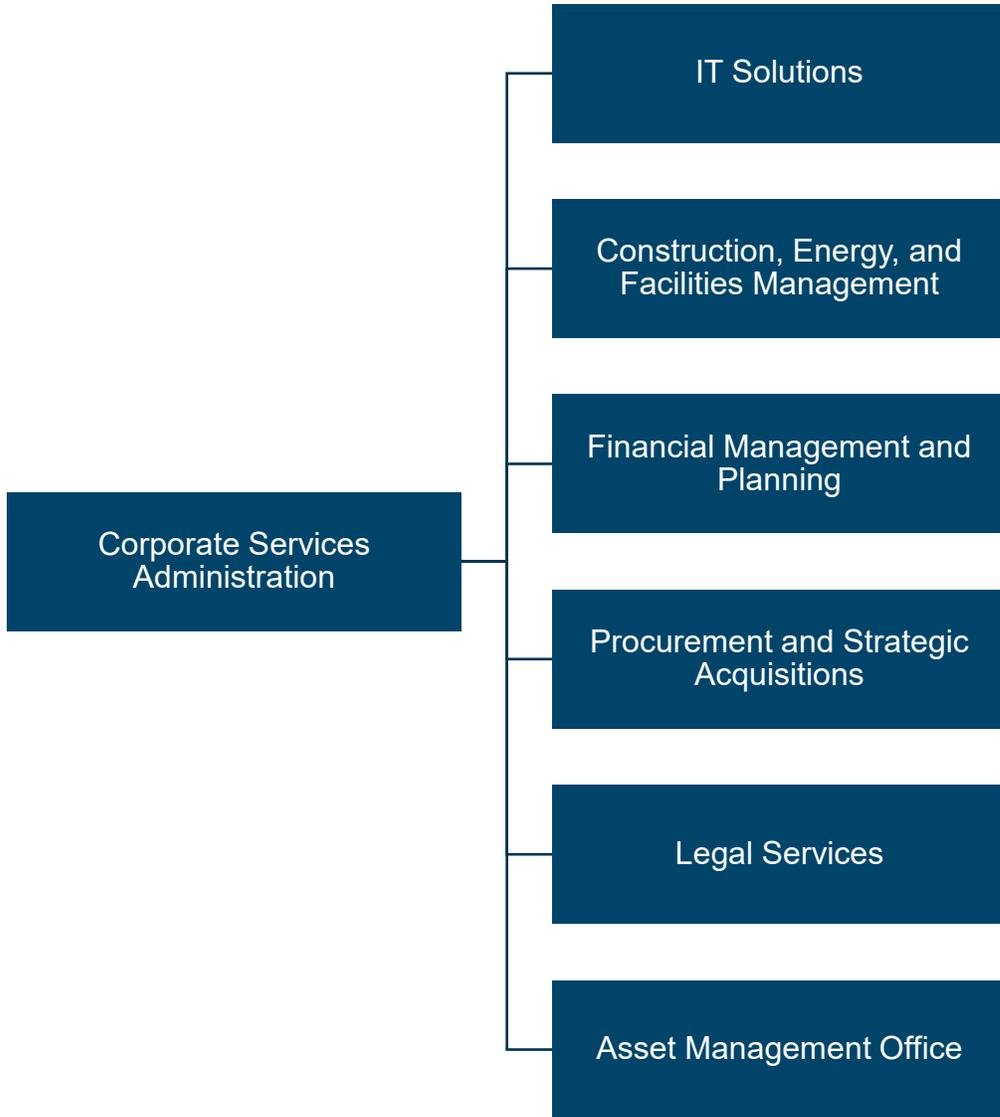
How is Corporate Services measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 1.3	Attainment of GFOA Award for Distinguished Budget Presentation	Achieved	Achieved	Achieved
Objective 1.3	S&P Credit Rating	AA+ Stable	AA+ Stable	AA+
Objective 1.3	Annual Repayment Limit	6.6%	6.7%	Less than 25%
Objective 1.3	Operating costs for centralized purchasing per 1,000 goods and services	\$3.84	\$2.60	\$4.92
Objective 1.3	In house legal operating cost per 1,000 municipal operating and capital expenditures	\$1.45	\$1.39	\$2.76
Objective 1.3	IT costs per supported municipal FTE	\$2,655.02	\$2,960.08	\$3,466.98
Objective 1.3	Accounts payable operating cost per invoice	\$5.75	\$5.84	\$6.19
Objective 1.3	Accounts payable operating cost per FTE	\$73,102.01	\$74,293.14	\$87,958
Objective 1.3	Operating cost of accounts receivable per invoice	\$6.67	\$7.37	\$26.05
Objective 1.3	% of invoices paid within 30 days	81.6%	NA	71.2%
Objective 1.3	% of billings outstanding over 90 days at year end	6.1%	NA	26.2%
Objective 1.3	% of electronic payments	88.2%	NA	59.6%
Objective 1.3	Facilities management cost per square foot	\$8.15	\$7.28	\$9.12

Department Summaries – Corporate Services

Who works for Corporate Services?



Department Summaries – Corporate Services

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Corporate Services Administration	3.0	0.0	2.0	0.0	2.0	0.0
IT Solutions	51.0	7.0	51.0	7.0	51.0	6.0
Construction, Energy, and Facilities Management*	48.4	10.3	52.4	9.7	52.4	9.7
Financial Management and Planning*	62.0	2.0	70.0	2.0	70.0	2.0
Procurement and Strategic Acquisitions*	18.0	0.0	19.0	0.0	19.0	0.0
Legal Services*	13.0	0.0	14.0	0.0	14.0	0.0
Asset Management Office	9.0	0.0	7.0	0.0	7.0	0.0
Total	204.4	19.3	215.4	18.7	215.4	17.7

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	(1.0)

Changes to FTE in the 2024 budget include (1.0) Temporary staff reduction in IT Solutions related to project work.

Department Summaries – Corporate Services

Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$51,963 gross and \$49,754 net. The Corporate Services budget after indirect allocations amounted to \$2,733 gross (Gross Expenditure plus Indirect Allocation) and \$524 net.

Labour Related Costs – The increase of \$1,077 is due to base compensation increases.

Occupancy and Infrastructure – The increase of \$273 is mainly the result of grounds maintenance and natural gas costs.

Equipment, Vehicles and Technology – The increase of \$459 is the result of increases in software support and licensing for the Region.

Transfers to Funds – The increase of \$353 mainly relates to future operating costs related to Customer Relationship Management software being transferred to capital reserve until the software is purchased.

Transfers from Funds – The increase of \$400 mainly relates to one-time costs related to vacant 68 Church police building (\$118), consulting related to social procurement (\$100), small facility energy-related projects (\$100) and the extra working day (\$82).

Indirect Allocation – The increase of \$2,481 is due to budget increases to allocated divisions as outlined above.

Department Summaries – Corporate Services

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	20,582	23,425	24,502	1,077	4.6%
Administrative	7,728	9,300	9,352	52	0.6%
Operational and Supply	210	283	228	(55)	(19.4%)
Occupancy and Infrastructure	8,323	11,824	12,097	273	2.3%
Equipment, Vehicles, and Technology	3,464	4,842	5,301	459	9.5%
Financial Expenditures	11	0	0	0	0.0%
Transfers to Funds	3,515	340	693	353	103.8%
Intercompany Charges	(730)	(81)	(209)	(128)	158.0%
Gross Expenditures	43,102	49,933	51,963	2,030	4.1%
Federal and Provincial Grants	(78)	0	0	0	0.0%
By-Law Charges and Sales	(332)	(538)	(451)	87	(16.2%)
Other Revenue	(961)	(1,319)	(1,346)	(27)	2.0%
Transfers from Funds	(3,099)	(812)	(412)	400	(49.3%)
Gross Revenue	(4,470)	(2,669)	(2,209)	460	(17.2%)
Net Direct Expenditure before Indirect Allocations	38,632	47,264	49,754	2,490	5.3%
Program Support Allocation	(38,006)	(46,749)	(49,230)	(2,481)	5.3%
Capital Financing Allocation	8	0	0	0	0.0%
Indirect Allocation	(37,998)	(46,749)	(49,230)	(2,481)	5.3%
Net Expenditure/(Revenue) After Indirect Allocations	634	515	524	9	1.7%

Department Summaries – Corporate Services

Capital Budget Summary (in thousands)

The 2024 capital program represents 24 projects budgeted at \$10,746.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	10,746
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	10,746

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Cust Service Strategic Priority	950	Purchase a Customer Relationship Management (CRM) software solution that combines all current customer service applications across the Region into one solution.
2024 Oracle People Tool Upgrade	75	Upgrade Oracle People Tools to a supported version.
2024 Corp Secure Password Util	60	Corporate password vault/safe application to store business critical passcodes and passphrases securely.
2024 Automatic SW Patching	50	Implement a solution to patch 3rd party software.
2024 Meet Rm Equip EOL Replace	200	Replace equipment at end of life (EOL) used in 20 meeting rooms throughout the Region and additional capacity for more meeting rooms.
2024 WiFi Access Point Replace	150	Replace 65 wireless access points that are now at the end of their support life.
2024 SAN Storage Size and Perform	155	Addition of disk space to our Enterprise Storage Solution.
2024 SQL Virtual Host Replace	450	Replacement of End of Life and End of Support Servers that currently run our Virtual SQL Server Environment.
2024 IT Security Monit and Res Syst	650	Replacement of current centrally managed security event correlation device for both internal and cloud applications.
2024 Main Firewall Replacements	1,100	Replacement of current Corporate headquarters and disaster recovery site firewalls due to end of life and increased capacity/security requirements.
2024 IT Hardware Inventory	100	Purchase additional inventory of hardware required to support the Region.

Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
2024 Cloud Based Acc Ctrl Tool	150	Cloud access controller software solution license addition - used to control the security for all IaaS and SaaS applications that the Niagara Region currently uses.
2024 Data Cent Protect Fencing	120	Security fencing to be erected around the main demarcation wall in the data center.
2024 Corp Security Tools	96	Additional Corporate Security Awareness Learning Management System (LMS) modules and content, including a lightweight Security Orchestration Automation and Response (SOAR) platform to orchestrate our threat response and to manage the high volume of potentially malicious email messages reported by Niagara Region users.
2021 NRPS 68 Church Demolition	3,000	Demolish 68 Church Street building (former site of 1 District Police Facility), remediate the soil, and rough grade the site in preparation of disposing of the surplus land.
2024 Building Entry Security	400	Replace swipe access units with swipe+pin code units at all exterior door access points, and to assess and patch vulnerabilities to Region infrastructure, including HVAC systems, building automation, lighting systems.
2024 Ann Code & Leg Compliance	1,000	Annual capital expenditures required to modify Region facilities and services to align with changes in legislation, building codes and due to aging infrastructure. Included in this project are multiple AODA renovation projects that are expected upon completion of the 2022 AODA Audit of Region Facilities.
2024 Childcare Video Surveil	250	Four childcare centres are in need of video surveillance systems and Aiphone systems (used to control/permit access into the building). The requested funds will be used to perform a detailed risk assessment, and install the necessary surveillance and Aiphone equipment.
2024 Childcare Centers Millwork	200	Replace failed countertops/cabinets with more durable units, and address any non-conformance items at the St. Catharines and Welland Childcare Centres.
2024 Childcare Interior Paint	100	Repaint and address small state of good repair items at Welland and Branscombe Childcare Centres.
2024 Child Well Toddler Yard	140	Replace play equipment, improve drainage, and install soft exterior surface in the Toddler yard at the Welland Childcare Centre.
2024 EMS Base Card Access Repla	350	Replace all obsolete controllers across EMS building portfolio, install First Access software, and rectify access control and known security vulnerabilities.

Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
2024 St Catharines EMS HVAC Replace	500	Replace obsolete HVAC system at Ontario St. EMS station in St. Catharines.
2024 Region Staff Accommodation	500	Annual fund to enable the densification of work spaces, including roll out of touchdown stations, share work spaces, and improvement of meeting room spaces at all Regional facilities.
Total	10,746	

Community Services

Mission Statement:

We envision a strong community as one where individuals are 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 into the following divisions: Children's Services, Homelessness Services and Community Engagement, Seniors Services, Social Assistance and Employment Opportunities, and Housing Services.

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 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.

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 within Niagara's childcare and early years services, 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 accountable for administering the Canada-Wide Early Learning and Child Care Program (CWELCC), which aims to expand access to licensed childcare and reduce fees for licensed childcare to an average of \$10 a day by 2026.

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

Department Summaries – Community Services

access recreational activities, on-site physiotherapy, rehabilitation, counselling as well as pastoral care.

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. In addition, the division is currently in direct operations at three sites for over 120 beds of shelter, bridge housing and recuperative care beds. 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.

Housing Services administers community housing programs across Niagara Region and is dedicated to improving lives and building healthy communities through a combination of programs and services, such as: providing subsidies and legislative oversight to non-profit and co-operative housing providers as directed in its role as municipal service manager; housing waitlist management; rent supplement and temporary housing allowances to low income households; and supporting investments in a number of other program areas including Housing First, Niagara Renovates, and the Welcome Home Niagara Homeownership Program.

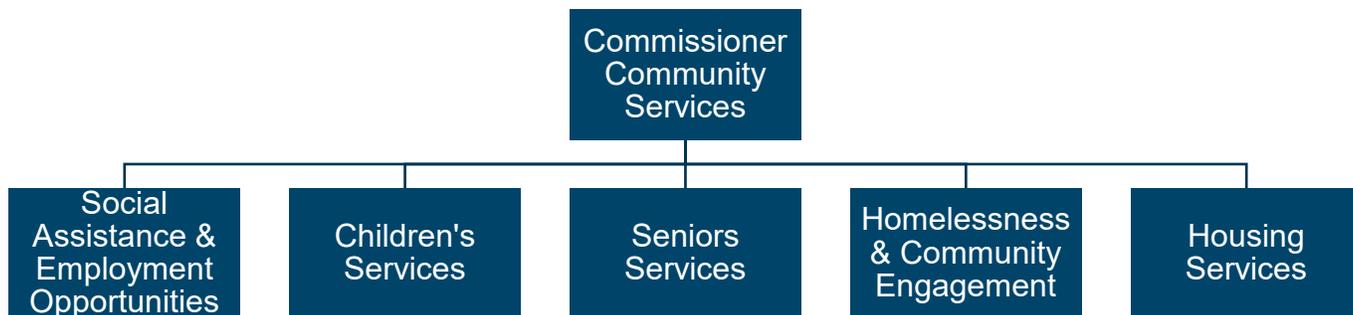
How is Community Services measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 3.3	Community Housing Units	9,047	8,653	Increase
Objective 3.3	Chronically Homeless Move-Ins (into housing)	336	298	Increase
Objective 3.1	Ontario Works Caseloads	12,400	10,428	Decrease
Objective 1.3	Eligible licensed childcare centre-based spaces enrolled in CWELCC	7,735	7,672	Increase
Objective 1.3	Licensed childcare centre-based spaces in Niagara Region	12,688	12,564	Increase
Objective 1.3	Cost per case (SAEO)	\$1,316	\$1,567	Decrease

Department Summaries – Community Services

Who works for Community Services?



Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Commissioner	3.0	1.0	3.0	4.0	3.0	4.0
Social Assistance and Employment Opportunities	204.6	2.0	204.6	2.0	204.6	2.0
Children's Services	90.7	11.0	98.9	6.0	98.9	1.0
Seniors Services	956.6	46.2	1,051.6	42.7	1,131.7	15.2
Homelessness Services and Community Engagement	12.0	17.4	16.0	34.1	17.0	49.1
Housing Services	55.0	11.0	63.0	6.0	65.0	4.0
Total	1,322.0	88.6	1,437.1	94.8	1,520.2	75.3

Department Summaries – Community Services

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	83.1	(19.5)

Changes to FTE in the 2024 budget include:

- Increase of 80.1 permanent FTEs in Seniors Services for fully-funded positions under the Ministry of Long-Term Care’s four hours of care staffing program
- Conversion of 3 temporary FTEs to 3 permanent FTEs within Housing Services and Homelessness Services and Community Engagement
- Increase of 16 fully-funded temporary FTEs in Homelessness Services for the direct operation of the recuperative care and emergency shelter programs
- Decrease of 27.5 temporary FTEs in Seniors Services related to pandemic-related pressures for infection prevention and control management and screening in homes
- Decrease of 5 temporary FTEs in Children’s Services due to elimination of the Early Childcare Assistant pilot program

Department Summaries – Community Services

Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$437,222 gross and \$60,743 net. The Community Services budget after indirect allocations amounted to \$462,202 gross (Gross Expenditure plus Indirect Allocation) and \$85,724 net.

Labour Related Costs – The increase of \$7,518 is primarily related to Seniors Services staffing and includes the new legislated (and provincially funded) staffing levels program in 2024 within the long-term care (LTC) homes to support the provincial mandate of four hours per care per resident per day of \$4,648. In addition, there is an increase of \$1,274 related to provincially funded staffing in Homelessness Services for the direct operation of the recuperative care and emergency shelter programs. The remaining increase is due to base compensation increases.

Community Assistance – The increase of \$17,492 is primarily related to an increase in funded programs, which are made up of the Canada-Wide Early Learning and Child Care Program (\$13,147), reductions from the Ministry of Education and Early Years Workforce (-\$2,834), Social Assistance right-sizing of benefits based on caseload (\$4,312), provincial Housing funding increases (\$1,678) and increases to non-profit housing providers (\$1,018). Cost pressures included inflationary increases in Homelessness programming to run shelters including provider wages, food costs, change to full day, all year emergency shelters which were previously seasonal, and South Niagara shelter expansion (\$678).

Federal and Provincial Grants – The increase of \$22,265 is primarily related to additional funding associated with the programs referenced above in Labour Related Costs and Community Assistance, including the Canada-Wide Early Learning and Child Care initiative, Social Assistance rightsizing of benefits based on caseload, Housing program increases, and Seniors legislated staffing levels. These increases are offset by Housing provider mortgage funding expiring (\$1,219).

Department Summaries – Community Services

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	133,732	145,740	153,258	7,518	5.2%
Administrative	2,358	2,288	3,496	1,208	52.8%
Operational and Supply	14,797	12,048	11,596	(452)	(3.8%)
Occupancy and Infrastructure	6,001	5,294	5,188	(106)	(2.0%)
Equipment, Vehicles, and Technology	2,544	2,332	2,491	159	6.8%
Community Assistance	210,073	233,990	251,482	17,492	7.5%
Partnership, Rebates & Exemptions	0	592	900	308	52.0%
Financial Expenditures	(14)	0	0	0	0.0%
Transfers to Funds	6,899	10,226	7,923	(2,303)	(22.5%)
Intercompany Charges	1,030	759	889	130	17.1%
Gross Expenditures	377,419	413,269	437,222	23,953	5.8%
Federal and Provincial Grants	(289,364)	(321,484)	(343,749)	(22,265)	6.9%
By-Law Charges and Sales	(3,588)	(3,478)	(3,133)	345	(9.9%)
Other Revenue	(23,630)	(25,740)	(26,254)	(514)	2.0%
Transfers from Funds	(5,645)	(3,694)	(3,343)	351	(9.5%)
Gross Revenue	(322,226)	(354,396)	(376,479)	(22,083)	6.2%
Net Direct Expenditure before Indirect Allocations	55,193	58,874	60,743	1,870	3.2%
Program Support Allocation	9,552	11,207	12,746	1,539	13.7%
Capital Financing Allocation	11,930	12,149	12,234	85	0.7%
Indirect Allocation	21,482	23,356	24,980	1,625	7.0%
Net Expenditure/(Revenue) After Indirect Allocations	76,675	82,229	85,724	3,494	4.2%

Department Summaries – Community Services

Capital Budget Summary (in thousands)

The 2024 capital program represents 4 distinct projects budgeted at \$2,181.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	2,181
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	2,181

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
LTC Homes Annual Resident Care Equipment	243	Annual replacement program for resident care equipment that is at the end of its estimated useful life.
LTC Homes Annual Roof Replacement	658	Annual replacement program of roofing systems at the long-term care homes that are in poor condition and in need of replacement.
LTC Homes Annual Machinery/Equipment	489	Annual program for replacement of machinery and equipment across the 8 LTC homes.
LTC Homes Annual Capital Improvements/ Replacements	792	Annual program for several capital improvement projects at the 8 LTC homes through the Region.
Total	2,181	

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:

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

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 to meet the needs of the community.

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, planning and evaluation, knowledge sharing and staff education, population health assessment, data analysis, research, evaluation, medical informatics, and customer service at each Public Health Office. This division also supports engagement with primary care, municipal, and community partners, indigenous organizations, and works to recruit more physicians to Niagara.

The **Mental Health** program provides intensive community-based mental health treatment and support for adults and youth experiencing serious and persistent mental illness. Six interdisciplinary teams provide a range of specialized services that include Assertive Community Treatment (two teams), Flexible Assertive Community Treatment, Psychogeriatric Case Management, Early Intervention and Early Psychosis Intervention. The Mental Health program also partners with Community Services to provide mental health services within the Home for Good program (homelessness) and the Supported Independent Living program (seniors). Our teams are comprised of nurses, social workers, mental health case workers, peer specialists, occupational therapists, program assistants and psychiatrists who work together to meet clients where they are at in the community and tailoring the interventions to the needs of the clients.

Emergency Services division is responsible for providing 24-hour emergency out-of-hospital medical care. It includes a team of paramedics, emergency medical dispatchers, and allied medical professionals (nurses and occupational therapists) 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 coordination for Chemical, Biological, Radiological, and Nuclear (CBRN) emergency response planning.

Department Summaries – Public Health and Emergency Services

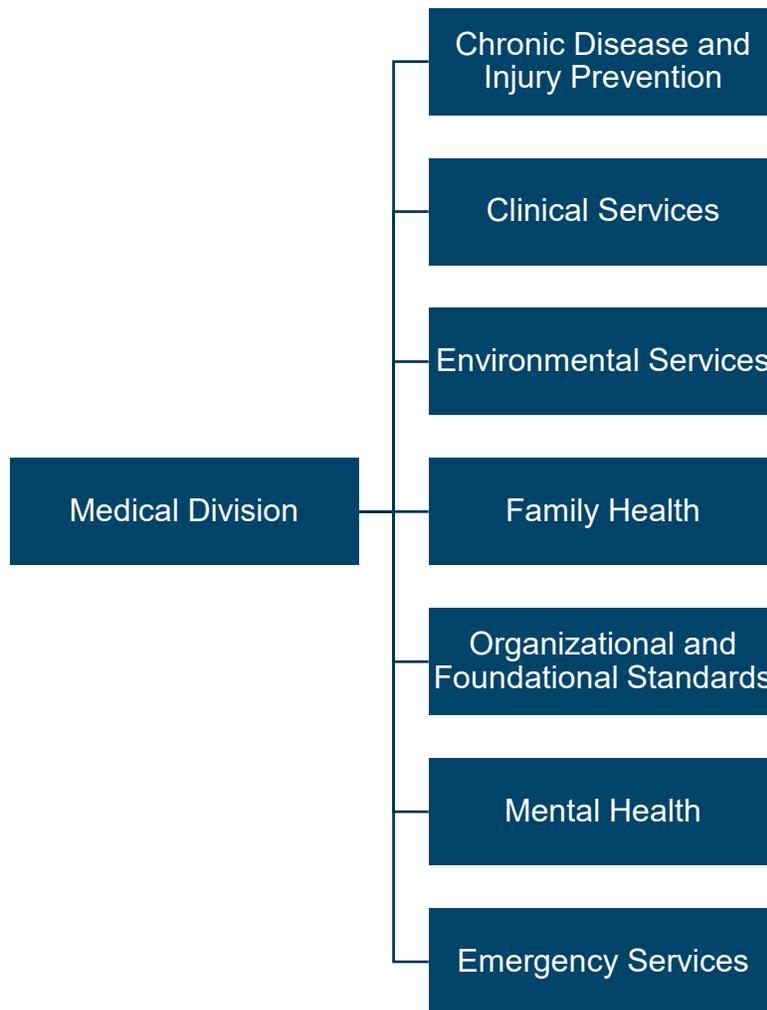
How is Public Health and Emergency Services measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 1.3	Canadian Triage Acuity Score	71.6%	69.2%	80.0%
Objective 1.3	Female Life Expectancy at Birth	83.5 Years	83.7 years	Increase
Objective 1.3	Male Life Expectancy at Birth	79.2 Years	79.4 years	Increase
Objective 1.3	Cancer incidence rate per 100,000 population	578.1	531.8	Decrease
Objective 1.3	Diabetes rate	9.5%	7.4%	Decrease
Objective 1.3	Suspected opioid overdoses	325	999	Decrease
Objective 1.3	Confirmed opioid-related deaths per 100,000	34.5	30.5	Decrease
Objective 3.1	Sense of belonging to local community	69.7%	68.5%	Increase
Objective 3.1	Perceived mental health as “very good” or “excellent”	61.6%	66.2%	Increase
Objective 3.1	Perceived health as “very good” or “excellent”	57.7%	57.0%	Increase
Objective 1.3	Daily smoker	10.3%	12.2%	Decrease
Objective 1.3	Public Health Unit cost per resident	\$47.02	\$48.00	Decrease
Objective 1.4	FTE per population count	1,589	1,545	Increase
Objective 1.1	Hours of Ambulance Offload Delay	27,661	34,196	Decrease
Objective 1.1	Special Teams Diversion Rate	68.5%	64.4%	Increase

Department Summaries – Public Health and Emergency Services

Who works for Public Health and Emergency Services?



Department Summaries – Public Health and Emergency Services

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Medical Division	8.0	1.0	8.0	1.0	16.0	0.0
Chronic Disease and Injury Prevention	37.1	0.0	38.6	3.0	38.1	0.0
Clinical Services*	78.5	201.2	72.5	123.6	72.0	10.0
Environmental Health	45.0	2.4	46.0	7.0	46.0	3.0
Family Health	115.1	2.9	115.1	10.0	111.5	0.0
Organizational and Foundational Standards	37.3	12.0	40.8	9.5	33.3	0.0
Mental Health	58.5	2.0	58.0	1.3	58.0	1.5
Emergency Medical Services	313.7	22.6	338.7	21.3	338.7	22.5
Total	693.2	244.2	717.7	176.6	713.6	37.0

* Clinical Services includes 10 FTE working on [Pandemic Recovery](#) operations.

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	(4.1)	(139.6)

All permanent reductions relate to reorganization of Healthy Babies and Infant & Child Development Services to align with Ministry funding allotment with no service delivery impacts. The temporary position reductions relate to the following:

Public Health General

141.1 Temp FTE decrease relates to the decommissioning of the pandemic division.

Mental Health

0.2 Temp FTE increase represents additional 3 months budgeted for a Mental Health Supervisor position compared to 2023.

Emergency Medical Services

Net increase of 1.2 Temp FTE mainly driven by increase Street Outreach resources in the Community Paramedicine Long-term Care program, which is 100% ministry funded.

Department Summaries – Public Health and Emergency Services

Operating Budget Summary (in thousands)

Council approved Public Health and Emergency Services budget before indirect allocations of \$119,358 gross and \$37,901 net. The Public Health and Emergency Services Budget after indirect allocations amounted to \$138,291 gross (Gross Expenditure plus Indirect Allocation) and \$56,834 net.

Labour Related Costs – Total labour related costs decreased by \$6,631 which includes an increase in EMS by \$3,583 due to inflationary and negotiated pay increases, as well as increases to overtime and pay-in-lieu-of benefits for part time staff due to ongoing pressures on staffing due to offload delays and increased staff absences. Public Health costs went down \$10,491 primarily due to significant reduction in pandemic recovery activities from 2023 to 2024, accounting for the majority of the year over year change in Public Health.

Administrative plus Operational and Supply– Total administrative and operational and supply costs decreased by \$699 with the majority related to the decommissioning of the pandemic division.

Occupancy & Infrastructure – Total costs decreased by \$243 with the majority related to the decommissioning of the pandemic division.

Equipment, Vehicles, Technology – The majority of the \$380 increase was in EMS due to increasing costs for equipment and vehicle maintenance. This is a combination of price increases for these services, as well as the impact of aging equipment being pushed past its expected lifecycle.

Federal and Provincial Grants – The total increase is \$2,726 with the majority in EMS for increased Land Ambulance service needs, 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. The 2024 budget also includes increased funding for the Dedicated Offload Nursing Program (DONP), and provincial funding for the Emergency Communications Nurse program in Dispatch which has been funded on a temporary, but consistent basis by the Ministry of Health. The Public Health portion of the budget includes a \$483 Ministry base funding increase (1%) for Mandatory programs.

Transfers from Funds – The decrease in Transfers from Funds of \$14,154 is due to significantly scaled down pandemic recovery operations which in 2023 required a budgeted transfer from the Taxpayer Relief Reserve. The 2024 budgeted Ministry of Health Pandemic Recovery grant will be sufficient to cover all anticipated recovery costs for Q1 2024, so no transfer will be required.

Department Summaries – Public Health and Emergency Services

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	107,805	109,806	103,175	(6,631)	(6.0%)
Administrative	2,227	2,127	1,723	(404)	(19.0%)
Operational and Supply	7,185	8,143	7,848	(295)	(3.6%)
Occupancy and Infrastructure	2,120	1,213	970	(243)	(20.0%)
Equipment, Vehicles, and Technology	3,548	2,667	3,047	380	14.2%
Partnership, Rebates & Exemptions	16	0	0	0	0.0%
Transfers to Funds	19,725	80	68	(12)	(15.0%)
Intercompany Charges	2,352	2,400	2,528	128	5.3%
Gross Expenditures	144,976	126,436	119,358	(7,078)	(5.6%)
Federal and Provincial Grants	(92,774)	(77,330)	(80,056)	(2,726)	3.5%
By-Law Charges and Sales	(34)	(141)	(96)	45	(31.9%)
Other Revenue	(1,430)	(972)	(984)	(12)	1.2%
Transfers from Funds	(19,647)	(14,475)	(321)	14,154	(97.8%)
Gross Revenue	(113,885)	(92,918)	(81,457)	11,461	(12.3%)
Net Direct Expenditure before Indirect Allocations	31,091	33,518	37,901	4,383	13.1%
Program Support Allocation	10,762	11,270	11,991	721	6.4%
Capital Financing Allocation	7,853	7,685	6,941	(744)	(9.7%)
Indirect Allocation	18,615	18,955	18,933	(22)	(0.1%)
Net Expenditure/(Revenue) After Indirect Allocations	49,706	52,473	56,834	4,361	8.3%

Department Summaries – Public Health and Emergency Services

Pandemic Recovery Impact

Pandemic recovery operations will continue until March 31, 2024. All costs are included in the items above and will be covered by the Ministry 2023-24 Pandemic Recovery grant. Ongoing COVID-19 general and vaccine programs are integrated in the base Mandatory budget for 2024 per Ministry directive.

Amounts in thousands (\$)

Object of Expenditure	Amount
Labour Related Costs	1,002
Administrative	20
Operational & Supply	40
Occupancy & Infrastructure	110
Federal and Provincial Grants	(1,172)
Total	(0)

Full Time Equivalents by Division	Perm	Temp
Clinical Services	0.0	10.0

Clinical Services includes 24 Temporary employees until March 31, 2024 and 4 Temporary employees until December 31, 2024 (equivalent to 10 FTE annual) with work focused on pandemic recovery services.

Department Summaries – Public Health and Emergency Services

Capital Budget Summary (in thousands)

The 2024 capital program represents 5 distinct projects budgeted at \$5,789.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	5,789
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	5,789

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2024 Ambulance & Equipment Replacement	2,991	2024 EMS Ambulance & Equipment Replacement
2024 CPAP Replacement	170	2024 EMS Continuous Positive Airway Pressure (CPAP) Replacement
2024 ERV Replacement	368	2024 EMS Emergency Response Vehicles (ERV) Replacement
2024 EPCR Tablet/I-Medic Software Replacement	1,730	2024 EMS Electronic Patient Care Reporting (ePCR) and iMedic Replacement
EMS Wainfleet Lease Buildout	530	EMS - Wainfleet EMS Lease Buildout
Total	5,789	

Growth Strategy and Economic Development

Mission Statement:

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

What does Growth Strategy and Economic Development Services do?

In March of 2023, the Growth Strategy and Economic Development Department was created through a corporate restructuring to better align resources with Council’s Strategic Priorities. The department is comprised of growth-related services including infrastructure planning, development planning, community and long-range planning, economic development and corporate strategic initiatives including Indigenous relations, diversity equity and inclusion, accessibility, corporate performance, corporate policy and climate action. The department also includes the new Strategic Transformation Office with an initial mandate to focus on three corporate and Council priorities: attainable housing, shared services, and delivering the GO Station Development Strategy.

Corporate Strategy and Innovation works with internal partners across the corporation 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 both leads and partners on enterprise projects/programs such as Diversity, Equity and Inclusion, Climate Change, and Community Safety and Well-being that require close collaboration with internal and external interested parties.

Economic Development key functions are Investment Attraction; External Marketing including Resident Attraction; Strategic Growth Services, Business and Economic Research and Analysis, Local Area Municipality (LAM) and sector support as well as Strategic initiatives, which are projects with a region-wide scope.

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.

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 **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

Department Summaries – Growth Strategy and Economic Development

capacity planning, water, and wastewater master planning as well as infrastructure improvements associated with development, including legal agreements.

The **Strategic Transformation Office** provides the corporation with dedicated staff who will operate as a project office to deliver on large scale, key Regional Council and corporate strategic transformational priority objectives. These objectives are defined as having widespread impact to the community and generally require a great deal of collaboration, engagement, and support from the Area Municipalities, as well as various levels of government. This office focuses on attainable housing, shared services, and the ongoing implementation of Niagara’s GO Transit service delivery and expansion.

How is Growth Strategy and Economic Development measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 4.3	Number of riders at Niagara GO Transit stations	630,056	377,744	Increase
Objective 4.1	Investment Attraction - Number of business inquiries	169	178	Increase
Objective 4.1	Site Visits from potential investors	13	10	Increase
Objective 4.1	Number of presentations and public outreach	13	7	Increase
Objective 4.2	Web Analytics – Number of Visits	56,082	53,136	Increase
Objective 4.2	Web Analytics – Number of Unique Visitors	84,583	80,592	Increase
Objective 4.2	Web Analytics – Number of Returning Visitors	401	247	Increase
Objective 4.2	Research Inquiries/Reponses	166	152	Increase
Objective 1.1	Achievement of Memorandum of Understanding (MOU) development review timelines	92%	92%	Increase
Objective 2.1	Greenhouse Gas Emissions (tCO2e)	22,626	N/A	Decrease

Department Summaries – Growth Strategy and Economic Development

Who works for Growth Strategy and Economic Development?



Department Summaries – Growth Strategy and Economic Development

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Commissioners Office	3.0	0.0	4.0	0.0	4.0	0.0
Corporate Strategy	9.0	0.0	6.0	0.0	6.0	0.0
Economic Development	9.0	1.0	9.0	1.0	9.0	2.0
Community and Long-Range Planning	16.0	0.0	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	12.5	0.0
Strategic Transformation Office	0.0	0.0	3.0	0.0	4.0	2.0
Total	65.5	1.0	66.5	1.0	66.5	4.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	3.0

Changes to FTE in the 2024 budget include:

- Temporary Electronic Vehicle (EV) specialist in Economic Development funded by Federal Economic Development Agency of Southern Ontario
- Temporary Shared Services Support partially funded by the Local Area Municipalities
- Temporary Project Coordinator GO Implementation

Department Summaries – Growth Strategy and Economic Development

Operating Budget Summary (in thousands)

Council approved Planning and Development Services budget before indirect allocations of \$11,173 gross and \$8,674 net. The Planning and Development Services budget including program support and capital financing allocations amounted to \$12,532 gross (Gross Expenditure plus Indirect Allocation) and \$10,034 net.

Labour Related Costs – The increase of \$552 is primarily related to three temporary positions (\$325) offset by revenue from Federal and Provincial Grants, LAM support in Other Revenue and Transfer from Funds. The remaining balance is forecasted increases of salaries, benefits, and payroll related costs.

Administrative – The increase of \$63 is primarily related to external consulting fees.

Federal and Provincial Grants – The increase of \$121 is related to the funding for the EV specialist in Economic Development, offset in Labour Related Costs.

Other Revenue – The increase of \$50 is related to the Local Area Municipality funding for the Shared Services Support, offset in Labour Related Costs.

Transfer from Funds – The increase of \$138 is related to funding for temporary positions and one extra day extra working day.

Department Summaries – Growth Strategy and Economic Development

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	7,372	8,585	9,137	552	6.4%
Administrative	2,227	2,007	2,070	63	3.1%
Operational and Supply	15	68	53	(15)	(22.1%)
Equipment, Vehicles, and Technology	93	84	86	2	2.4%
Partnership, Rebates & Exemptions	337	333	318	(15)	(4.5%)
Transfers to Funds	1,090	0	0	0	0.0%
Intercompany Charges	(526)	(446)	(491)	(45)	10.1%
Gross Expenditures	10,609	10,632	11,173	541	5.1%
Federal and Provincial Grants	(206)	(80)	(201)	(121)	151.3%
By-Law Charges and Sales	(1,567)	(1,869)	(1,869)	0	0.0%
Other Revenue	(597)	(191)	(241)	(50)	26.2%
Transfers from Funds	(760)	(50)	(188)	(138)	276.0%
Gross Revenue	(3,130)	(2,190)	(2,499)	(308)	14.1%
Net Direct Expenditure before Indirect Allocations	7,479	8,442	8,674	232	2.8%
Program Support Allocation	1,096	1,232	1,176	(56)	(4.5%)
Capital Financing Allocation	264	282	184	(98)	(34.8%)
Indirect Allocation	1,360	1,515	1,359	(156)	(10.3%)
Net Expenditure/(Revenue) After Indirect Allocations	8,840	9,957	10,034	76	0.8%

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, and disposing of garbage or recyclables – the services provided by Public Works play an integral role in the everyday lives of the people of Niagara.

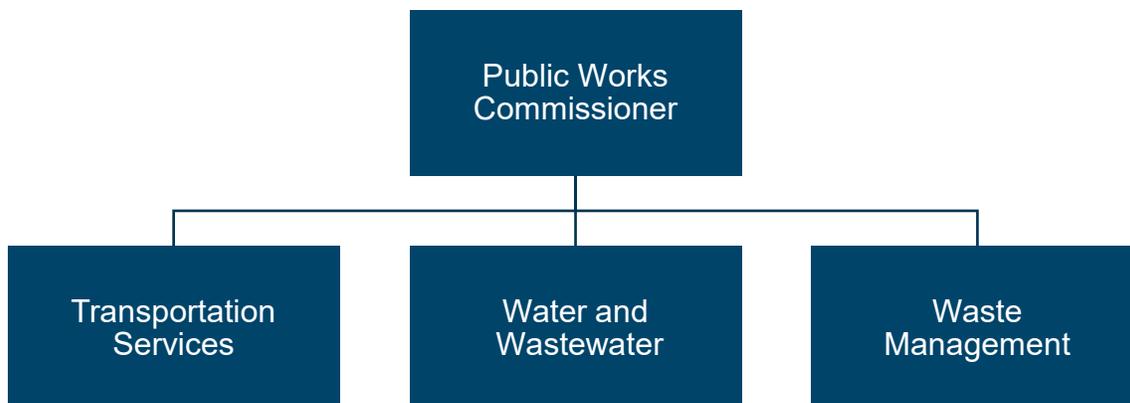
Transportation Services is responsible for the planning, design, construction, operation and maintenance of approx. 1,741 lane kms of Regional Roads, 129 bridges, 90 major culverts and 1,700+ minor culverts, as well as traffic signals, streetlights, road signs and the Regional storm sewer network.

Waste Management is responsible for the planning and operations of residential and commercial waste management services and programs. It is also responsible for overseeing 2 open regional landfills, 3 household special product depots and 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, 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.

Department Summaries – Public Works

Who works for Public Works?



Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Transportation Services	195.0	12.2	195.0	6.2	197.0	4.2
Water and Wastewater	271.6	7.5	279.6	3.9	280.6	3.9
Waste Management	34.0	1.7	34.0	3.7	34.0	0.7
Total	502.6	21.4	510.6	13.8	513.6	8.7

Public Works - Transportation

Mission Statement:

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

What does Transportation do?

Transportation Services is responsible for the planning, design, construction, operation and maintenance of approx. 1,741 lane kms of Regional Roads, 129 bridges, 90 major culverts and 1,700+ minor culverts, as well as traffic signals, streetlights, road signs and the Regional storm sewer network. Programs include:

- Road and bridge rehabilitation and construction
- Winter and summer maintenance and operations including such things as clearing snow, maintaining boulevards and ensuring roads are in safe condition
- Traffic signal and streetlight maintenance and operations
- Planning, construction and operation of the Region’s storm sewer network
- Planning and construction of active transportation routes such as multi-use paths, bike lanes and sidewalks
- Oversight of the Region’s corporate fleet of vehicles
- Planning and implementing the Vision Zero Road Safety Program

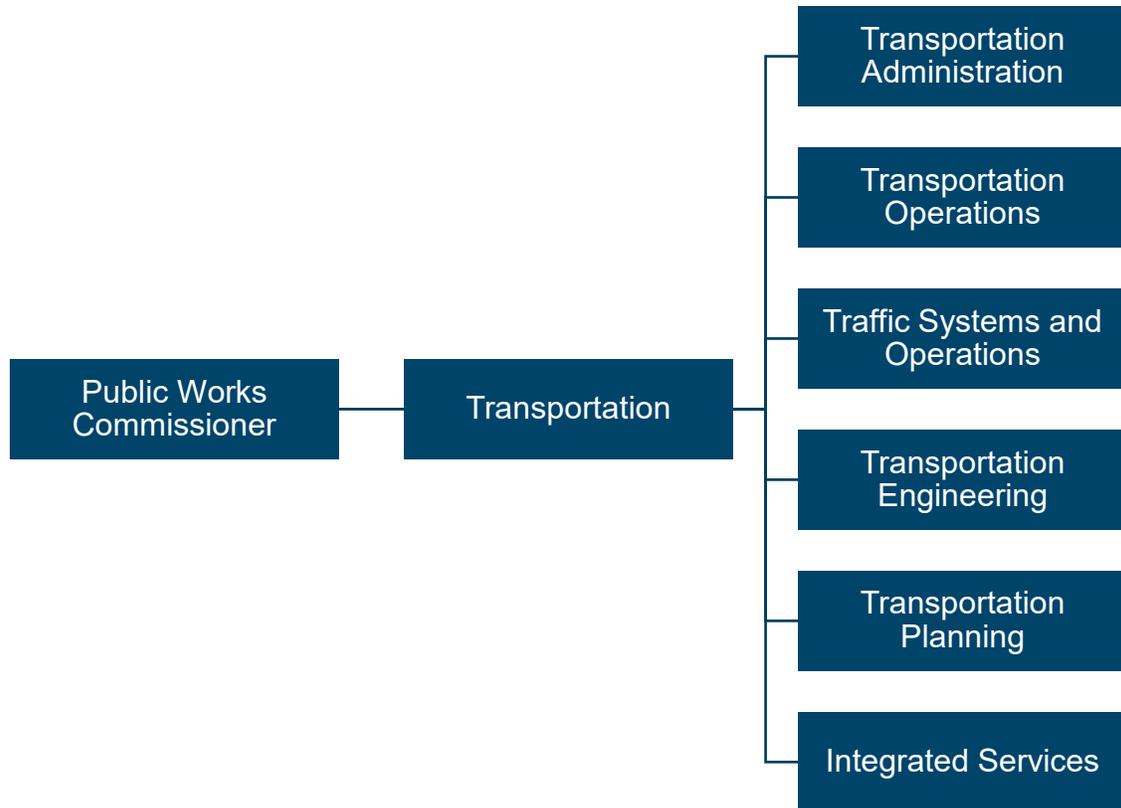
How is Transportation measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 2.3	Pavement Condition Rating (PCI)	64.0%	67.0%	73.0%
Objective 2.3	Bridge Condition Rating (BCI)	69.0%	70.0%	75.0%

Department Summaries – Public Works Transportation

Who works for Transportation?



Department Summaries – Public Works Transportation

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Administration	10.0	0.0	10.0	0.0	11.0	0.0
Operations	83.4	0.0	83.4	0.0	83.4	0.0
Traffic	42.6	0.0	42.6	0.0	41.6	0.0
Systems and Operations						
Engineering	18.0	0.0	18.0	0.0	18.0	0.0
Surveys	4.0	1.2	4.0	1.2	4.0	1.2
Planning	11.0	2.0	11.0	3.0	13.0	1.0
Integrated Services	26.0	1.0	26.0	2.0	26.0	2.0
GO Implementation Office*	0.0	8.0	0.0	0.0	0.0	0.0
Total	195.0	12.2	195.0	6.2	197.0	4.2

*In 2024, 4 temporary GO Implementation Office FTEs have been removed to reset the base budget

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	2.0	(2.0)

Changes to FTE in the 2024 budget include the conversion of two (2) temporary project managers to permanent FTEs in the Transportation Planning division. Also, repurposing of one (1) permanent FTE from Traffic to Administration division.

Department Summaries – Public Works Transportation

Operating Budget Summary (in thousands)

Council approved Transportation budget before indirect allocations of \$30,800 gross and \$27,615 net. The Transportation budget after indirect allocations amounted to \$84,911 gross (Gross Expenditure plus Indirect Allocation) and \$81,726 net.

Labour Related Costs – The increase of \$224 includes \$781 in compensation and benefits increase less \$557 increase in budgeted labour savings based on revised staffing vacancy assumptions.

Administrative – The increase of \$21 is due to an increase in staff training and other administrative costs.

Operational and Supply – The increase of \$251 is primarily related to a \$220 increase in hired equipment costs (including a \$122 increase to Winter Maintenance contract) and \$31 increase in other program specific supplies and materials.

Occupancy & Infrastructure – The increase of \$22 is mainly due to increased electricity costs.

Equipment, Vehicles, and Technology – The increase of \$152 is primarily the result of increased costs from higher vehicle and equipment repairs on aging fleet vehicles of \$275 and other equipment and technology costs of \$5 offset by lower budgeted fuel prices of \$29 and lower equipment lease costs of \$99 related to Vision Zero Road Safety Program.

Transfers to Funds – The decrease of \$519 is due to revision from \$519 to \$0 for transfer to capital from Vision Zero Road Safety Program.

Intercompany Charges – The increase of \$299 is due to a higher allocation from Court Services of \$592 to cover Transportation costs related to the Vision Zero Road Safety Program offset by lower net Fleet vehicle and equipment program charges of \$248 and other corporate services costs of \$45.

By-Law Charges and Sales – The decrease of \$120 is due to lower lane marking revenue.

Transfers from Funds – The increase of \$68 is due to one-time funding to accommodate one extra payday in 2024 Leap Year.

Indirect Allocation – The \$6,626 increase is primarily the result of higher allocations of Capital Levy-Program Specific costs and Debt Charges to Transportation.

Department Summaries – Public Works Transportation

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	15,201	18,005	18,229	224	1.2%
Administrative	1,774	2,353	2,374	21	0.9%
Operational and Supply	9,980	10,110	10,361	251	2.5%
Occupancy and Infrastructure	636	754	776	22	2.9%
Equipment, Vehicles, and Technology	3,256	3,684	3,836	152	4.1%
Partnership, Rebates & Exemptions	348	67	67	0	0.0%
Financial Expenditures	11	0	0	0	0.0%
Transfers to Funds	1,151	519	0	(519)	(100.0%)
Expense Allocations to Capital	(76)	(140)	(140)	0	0.0%
Intercompany Charges	(2,254)	(5,001)	(4,702)	299	(6.0%)
Gross Expenditures	30,025	30,350	30,800	450	1.5%
Federal and Provincial Grants	(28)	0	0	0	0.0%
By-Law Charges and Sales	(1,287)	(2,514)	(2,394)	120	(4.8%)
Other Revenue	(580)	(723)	(724)	(1)	0.1%
Transfers from Funds	(1,499)	0	(68)	(68)	0.0%
Gross Revenue	(3,394)	(3,237)	(3,185)	52	(1.6%)
Net Direct Expenditure before Indirect Allocations	26,632	27,113	27,615	502	1.9%
Program Support Allocation	5,109	5,438	5,412	(26)	(0.5%)
Capital Financing Allocation	33,484	42,047	48,699	6,652	15.8%
Indirect Allocation	38,593	47,485	54,111	6,626	14.0%
Net Expenditure/(Revenue) After Indirect Allocations	65,225	74,598	81,726	7,128	9.6%

Department Summaries – Public Works Transportation

Capital Budget Summary (in thousands)

The 2024 capital program represents 44 distinct projects budgeted at \$101,203.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	46,643
Debt	15,182
Development Charges	19,129
Federal Gas Tax	10,800
Area Municipality	4,349
Other External Sources	8,100
Total Gross Capital Request and Funding	101,203

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Cpcty Imprv New Escarpment Crossing	1,000	New Escarpment Crossing – Extension of RR14 Bartlett Ave
Rds Rehab RR81 King St Reconstruction Durham Rd to Lincoln Ave	2,000	Reconstruction of RR81 King St from Durham Rd to Lincoln Ave
Struc Rehab St. Paul W CNR Bridge Replacement	14,600	Replacement of St. Paul West CNR Structure No. 081215 which carries RR81 over the CN tracks in west St. Catharines
Rds Rehab RR81 Main St from DSBN High School to Orchard Pkwy	10,000	Reconstruction of RR81 Main St from DSBN High School to Park Rd N, Park Rd N to Baker Rd & Nelles Rd to Orchard Pkwy
Rds Rehab RR 69 Twenty Mile RR 24 Victoria Ave to Rosedene Rd	6,500	Reconstruction of RR69 Twenty Mile Rd from RR24 Victoria Ave to Rosedene Rd
Struc Rehab JR Stork Bridge Rehab (Str. 038205)	1,000	Rehabilitation of JR Stork Bridge Structure No.038205
Rds Rehab RR20 South Grimsby Rd5 to Wade Rd	9,200	Reconstruction of RR20 West St from South Grimsby Rd 5 to Wade Rd
Struc Rehab Seventh St Bridge (034205)	2,900	Rehabilitation of the Seventh Street Bridge Structure No. 034205 over the CNR
2020 Struc Rehab RR12 Mountain St Retaining Wall	2,800	RR12 Mountain St Retaining Wall Rehabilitation
Rds Rehab RR 20 Lundy's Lane Highland Ave to Montrose Rd	3,000	Reconstruction of RR20 Lundy's Lane from Highland Ave to Montrose Rd

Department Summaries – Public Works Transportation

Project Name	Gross Capital Request	Project Description
20 Cpcty Imprv RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	5,000	Capacity Improvements on RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Chippawa Creek Rd
2020 Struc Rehab 020215 Hwy 20	2,000	Replacement of Hwy 20 CPR Bridge Str. 020215
2024 Ann Two Way Radio System Upgrades	600	Two-Way Radio System Upgrades Program
Struc Rehab 077310 16 Mile Creek Arch Culvert	2,500	Rehabilitation of Sixteen Creek Arch Culvert Str. 077310
Rds Rehab RR 27 Main St West Prince Charles Dr to Niagara St	2,000	Reconstruction of RR27 Main St from Prince Charles Dr to Niagara St
Rds Rehab RR116 Stevensville Rd Eagle to Bowen	500	Reconstruction of RR116 Stevensville Rd from Eagle St to Bowen Rd
2022 Ann Fleet Snowplow Replacement	1,336	Annual Combination Dump/Snow Plow Truck Replacement Program
2024 Ann Fleet Snowplow Replacement	2,697	2024 Combination Dump/Snow Plow Truck Replacement Program
Int Imprv RR19 Gilmore Rd at Petit Rd	500	Intersection Improvements at RR19 Gilmore Rd at Pettit Rd
Int impr Prgm RR57 Thorold Stone Rd at St. James	950	Intersection Improvements at RR57 Thorold Stone Rd at St. James
2024 Ann Misc Road Properties	200	2024 Annual Miscellaneous Road Properties
2024 Ann Roads Resurfacing	12,000	2024 Annual Roads Resurfacing Program
2024 Ann Storm Sewer Asset Management Program	500	Storm Sewer Asset Management Program
2024 Ann Railway Crossing Imprv	220	2024 Annual Railway Crossing Improvements
2024 Ann RWIS Enhancement Program / Pavement Sensors	100	2024 Road Weather Information System (RWIS) Program
2024 Transportation Sustainability Review	600	Transportation Sustainability Review
2024 Ann Transportation Master Plan	1,000	Transportation Master Plan
2024 Ann Roads Eng for Future	500	2024 Annual Engineering for Future Road Projects
2024 Ann Development Projects	500	2024 Annual Development Projects
Struc Rehab NE Consolidated #2 Culvert	150	Replacement of NE Consolidated #2 Culvert
Struc Rehab Stanley Ave Bridge (102205)	4,000	Rehabilitation of Stanley Ave Bridge Str. 102205

Department Summaries – Public Works Transportation

Project Name	Gross Capital Request	Project Description
Rds Rehab RR81 Main St W Kerman to Elm	750	Reconstruction of RR81 Main Street W from Kerman Ave to Elm St
Struc Rehab 36 South Pelham St Culvert Replacement (036305)	100	Replacement of South Pelham Rd Culvert Str. 036305
Rds Rehab RR529 River O'Reilly's to Airport	300	Reconstruction of RR529 River Rd from RR627 O'Reilly's Rd to Airport Driveway
2024 Ann Guide Rail Imprv	500	2024 Annual Guide Rail Improvement Program
Struc Rehab Lakeshore Rd Culvert Replacement (087225)	1,000	Replacement of Lakeshore Rd Culvert Str. 087225
2024 Ann Road Safety Strategic Plan	750	Road Safety Strategic Plan
2024 Ann Active Transportation Masterplan	500	Active Transportation Masterplan
2023 Fleet Transportation Operations	65	Fleet vehicle- Transportation Forestry
Rds Fac Prgm Interior Two Level Office Construction	1,800	Thorold Yard Interior Two-Level Office Construction
2024 Ann Traffic Signal Program	2,945	2024 Annual Traffic Signal Program
2024 Ann Storm Sewers & Culverts	1,450	2024 Annual – Storm Sewer and Culvert Program
WM Ops Vehicles	130	24-WM-Ops Vehicle
WM Coll Div P&E Cargo Van 294 Replacement	60	24-WM-Coll-Div P&E Cargo Van
Total	101,203	

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. The division accepts approximately 100,000 m³ of hauled biosolids from un-serviced properties in Niagara. The division operates a biosolids storage and transfer facility that processed over 400,000 m³ of water and wastewater residuals. Approximately 6,000 tons of biosolids were applied to agricultural lands in Niagara with another 5,500 tons directed for further processing into a fertilizer product.

How is Water and Wastewater Operations measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

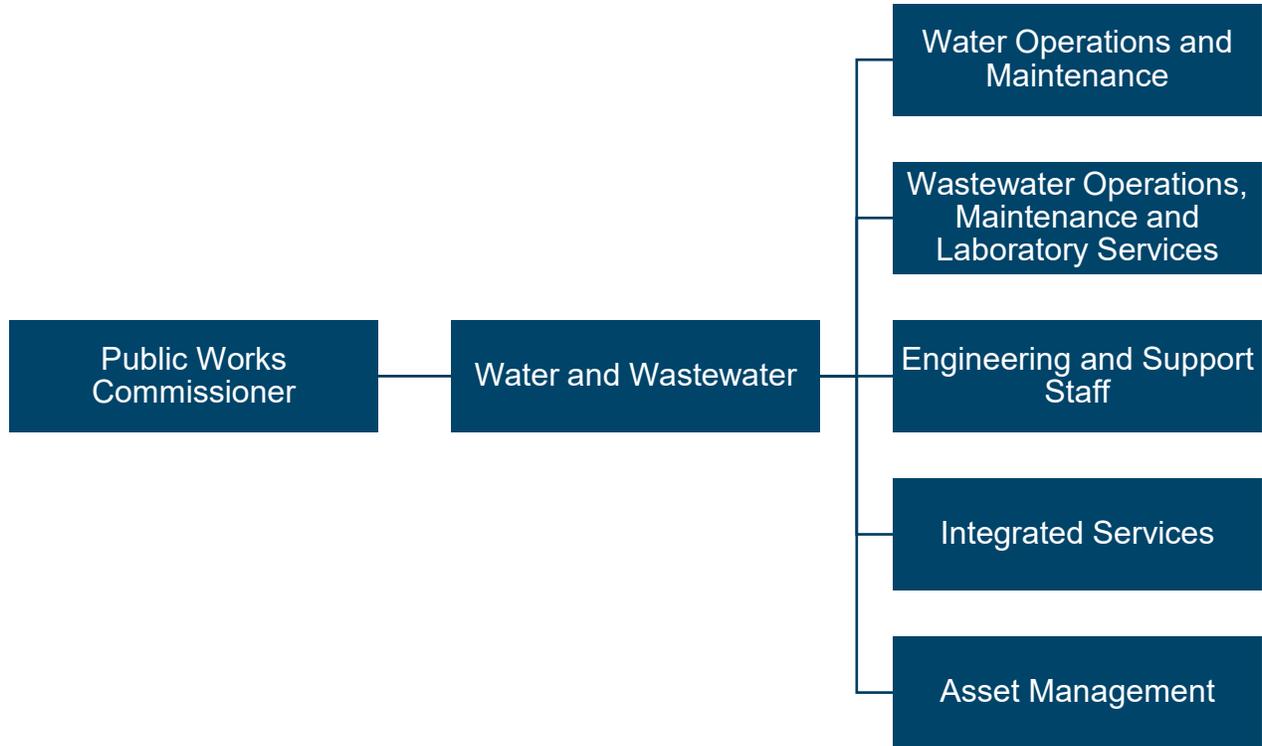
Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 2.1	Total Wastewater Treated	76.7K ML	771.9K ML	75.2K ML
Objective 2.1	Total Water Treated	56.5 K ML	56.2K ML	57.2K ML
Objective 1.3	Water cost per ML Treated	\$895 / ML	\$849 / ML	Decline
Objective 1.3	Wastewater cost per ML Treated	\$1,246 / ML	\$1,158 / ML	Decline

Amounts in megalitres (ML) = 1 million litres

Amounts in thousands (K)

Department Summaries – Public Works Water and Wastewater Operations

Who works for Water and Wastewater Operations?



Department Summaries – Public Works Water and Wastewater Operations

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Water Operations and Maintenance	80.0	1.5	80.0	0.9	80.0	1.9
Wastewater Operations, Maintenance and Laboratory Services	116.6	1.0	118.6	1.0	118.6	2.0
Engineering and Support Staff	21.0	4.0	24.0	1.0	25.0	0.0
Integrated Services	34.0	1.0	37.0	1.0	37.0	0.0
Asset Management	20.0	0.0	20.0	0.0	20.0	0.0
Total	271.6	7.5	279.6	3.9	280.6	3.9

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	1.0	0.0

- Conversion of temporary to permanent Project Coordinator FTE added to Area 3 to support capital program delivery.
- Addition of 1 temporary project supervisor for a two year duration to support capital program delivery.

Department Summaries –

Public Works Water and Wastewater Operations

Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2024 net requisition rate budget is \$154,583. The Water and Wastewater budget before indirect allocations is \$139,074 gross expenditure and \$22,509 net revenue. The Water and Wastewater budget after indirect allocations amounted to \$161,583 gross expenditure (Gross Expenditure plus Indirect Allocation) and \$0 net. Further details of the Water and Wastewater 2024 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 due to increased salary/benefit rates per current labour contracts and an extra day of pay in 2024.

Administrative – the increase of \$3,336 is primarily due to one-time consulting engagements including the master servicing plan update (\$2,000) and infrastructure sustainability needs study (\$1,000). These one-time consulting engagements are fully offset by stabilization reserves (\$1,000) and development charge funding (\$2,000).

Operational & Supply – the increase of \$3,109 is primarily the result of an increase to the chemical costs budget of \$2,715 due to cost escalations.

Occupancy & Infrastructure – the increase of \$884 is result of an inflationary increase in utilities (\$336) as well as inflationary pressures/contractual commitments in ground repairs and maintenance (\$360).

Equipment, Vehicles, and Technology – the increase of \$158 is a result of anticipated repair and maintenance equipment costs driven by the price of materials/labour.

Partnership, Rebates, and Exemption – the decrease of \$1,975 is primarily a result of the reduction of funding in the Combined Sewer Overflow (CSO) grant program in the amount of (\$2,000). A corresponding reduction in development charge funding of (\$1,000) is noted in the Other Revenue section below.

Transfers to Funds – the increase of \$5,864 is in order to support increased capital financing for aging capital infrastructure.

Other Revenue – the increase of \$1,000 is due to an increase in development charge funding of (\$2,000) for the master servicing plan update referenced in the Administrative section above. The increase is partially offset by a (\$1,000) reduction in development charge funding for the CSO program due to the reduced expenditure budget referenced in the Partnership, Rebates, and Exemption section above.

Transfers From Funds – the increase of \$1,454 due to increased stabilization reserve funding for one-time requests consisting primarily of consulting engagements referenced in the Administrative section above.

Department Summaries – Public Works Water and Wastewater Operations

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	25,408	26,991	28,416	1,425	5.3%
Administrative	2,674	2,813	6,149	3,336	118.6%
Operational and Supply	16,187	17,352	20,461	3,109	17.9%
Occupancy and Infrastructure	17,208	18,027	18,911	884	4.9%
Equipment, Vehicles, and Technology	6,687	7,047	7,205	158	2.2%
Partnership, Rebates, and Exemption	1,415	4,067	2,092	(1,975)	(48.6%)
Financial Expenditures	(29)	0	0	0	0.0%
Transfers to Funds	42,302	47,676	53,540	5,864	12.3%
Intercompany Charges	1,784	2,163	2,300	137	6.3%
Gross Expenditures	113,636	126,136	139,074	12,939	10.3%
Taxation	(131,239)	(143,192)	(154,583)	(11,391)	8.0%
Federal and Provincial Grants	(33)	0	0	0	0.0%
By-Law Charges and Sales	(1,754)	(1,665)	(1,580)	85	(5.1%)
Other Revenue	(1,618)	(2,466)	(3,466)	(1,000)	40.6%
Transfers from Funds	(1,034)	(500)	(1,954)	(1,454)	290.8%
Gross Revenue	(135,678)	(147,823)	(161,583)	(13,760)	9.3%
Net Direct Expenditure before Indirect Allocations	(22,042)	(21,688)	(22,509)	(821)	3.8%
Program Support Allocation	4,948	5,352	5,943	591	11.0%
Capital Financing Allocation	16,656	16,336	16,566	230	1.4%
Indirect Allocation	21,604	21,688	22,509	821	3.8%
Net Expenditure/(Revenue) After Indirect Allocations	(438)	0	0	0	0.0%

Department Summaries – |

Public Works Water and Wastewater Operations

Capital Budget Summary (in thousands)

The 2024 capital program represents 37 distinct projects budgeted at \$80,668.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	40,858
Debt	0
Development Charges	33,610
Federal Gas Tax	4,000
Area Municipality	2,200
Total Gross Capital Request and Funding	80,668

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Shirley Road Pump Station Upgrade	1,500	Construction - Capacity and sustainability upgrade at Shirley Road Biosolid Pumping Station in the Town of Fort Erie
2017 Stevensville Douglastown Lagoon Upgrade	1,000	Construction- Upgrades to the Stevensville-Douglastown Lagoons in the Town of Fort Erie.
Bender Hill Pump Station Upgrade	8,000	Construction – Sustainability upgrades to the Bender Hill SPS in the City of Niagara Falls.
Lakeshore Road SPS Upgrade	1,500	Construction – Capacity and sustainability upgrade at the Lakeshore Road Pumping Station in the Town of Fort Erie.
2020 Seaway WWTP Ferric System Upgrade	2,500	Construction - Ferric chemical system replacement including the pumps, piping, chemical tanks, and a new containment area at Seaway Wastewater Treatment Plant (WWTP) in the City of Port Colborne
2020 Lakewood Garden Pumping Station Upgrades	2,800	Construction - Sustainability upgrades at Lakewood Garden pumping station in the Town of Grimsby
2020 Bal Harbor Pumping Station Electrical Upgrade	2,000	Construction - Electrical sustainability upgrade at the Bal Harbor pumping station in the Town of Grimsby
2021 Spring Gardens Pumping Station Upgrades and Force Main Replacement	12,500	Design - Sustainability and capacity upgrades and force main replacement at the Spring Gardens Pumping Station in the City of St. Catharines

Department Summaries – Public Works Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
Siphon Chamber/Siphon Tube Inspection	300	Condition Assessment - Inspection of entry and exit chambers and siphon tubes for two (2) siphons in City of Welland
Central SPS/HRT Upgrades	700	Design - Capacity and Sustainability upgrades at Central biosolid pumping station in City of Niagara Falls
Portfolio Management System	250	Design - Implementation of a portfolio management software to manage capital projects
Environmental Centre Building Renovation (Wastewater)	250	Design and Construction - Renovations at the Environmental Centre in the City of Thorold
WW SCADA upgrades	1,000	Design and Construction - Replace Supervisory Control and Data Acquisition (SCADA) controllers that are no longer supported by the manufacturer
Instrumentation Upgrade program (Wastewater)	160	Supply and Install - Supply and Install Gas Controllers and Gas Transmitters at wastewater facilities
Digester & Biosolid Management Program	2,500	Construction - The digester and biosolid management program is a sustainability program which includes taking digesters and lagoons out of service for cleaning, inspection, rehabilitation, and compliance approval.
WW Hardware Software Upgrades	915	Supply & Install - Various information technology hardware and software purchases and upgrades.
Pipe and Manhole Rehabilitation	700	Design & Construction - Rehabilitation of pipes and manhole within the wastewater system utilizing various rehabilitation methods to extend the service life.
Niagara Falls WWTP Raw Biosolid Pump Station and Screening Upgrade	800	Design – Design of a new raw biosolid screening process and upgrade to the raw biosolid pumping station for the Niagara Falls WWTP.
Smithville SPS and FM Upgrade	500	Study - Capacity and sustainability upgrades at the Smithville Avenue pumping station in the Town of West Lincoln
Steele St Pumping Station Upgrades	250	Study - Capacity upgrades at Steele Street SPS in the City of Port Colborne
Wastewater Vehicle	65	Supply and Install - Procurement and preparation of one new vehicle for W-WW personnel.
New Fort Erie Elevated Tank	22,000	Construction- A new 9ML elevated tank in Fort Erie.
2019 DeCew UV Upgrade	500	Design - Upgrade to existing UV system across all Plants at Decew WTP to centralize UV treatment.

Department Summaries – Public Works Water and Wastewater Operations

Project Name	Gross Capital Request	Project Description
Welland WTP – Transmission Main Crossing (Welland Canal)	4,800	Construction - New transmission main crossing the Welland Recreational waterway that will connect the Welland Water Treatment Plant (WTP) to a new transmission main on the West side of the waterway.
2020 Watermain Interconnection from Decew WTP to Collier Road South	2,500	Study - Watermain interconnection to maintain security of supply
2020 St. Davids Chlorination Facility Upgrade	2,500	Design - Upgrades to the St. Davids Chlorination facility, and replacement of equipment
2021 Bemis Elevated Tank Replacement	500	Design- Replacement of the Bemis Park Elevated Tank in the City of Welland.
2022 New Trunk Main from Grimsby WTP to New Grimsby Reservoir	5,000	Design- Installation of new trunk watermain from Grimsby Water Treatment Plant to Grimsby Reservoir.
Port Colborne WTP Intake Rehabilitation	300	Condition Assessment - Inspection of water intake pipe at Port Colborne WTP
Water SCADA Upgrades	253	Design and Construction- Replace SCADA controllers that are no longer supported by the manufacturer
Environmental Centre Building Renovation (Water)	250	Design and Construction - Renovations at the Environmental Centre in the City of Thorold
Instrumentation Upgrade program (Water)	160	Design and Construction - Replacing Turbidity and Chlorine analyzers in the water system
Water Hardware Software Upgrades	350	Supply & Install - Various Information Technology hardware and software purchases and upgrades.
Queenston PRV chamber	750	Design and Construction - New (Pressure Reducing Valve) PRV chamber at the bottom of Niagara escarpment in Town of Niagara on the Lake
Boiler Replacement Program	300	Supply and Install - Replace existing gas fired boiler with energy efficient condensing boiler
Portfolio Management System	250	Design - Implementation of a portfolio management system
Water Vehicle	65	Supply and Install - Procurement and preparation of one (1) new vehicle for W-WW personnel.
Total	80,668	

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, three household special product depots and three material drop-off depots, as well as twelve closed landfill sites.

With the January 1, 2024 transition date for Extended Producer Responsibility (EPR), Waste Management is no longer financially or operationally responsible for the residential blue box program and producers will be accountable for all costs associated with collection, haulage and processing of the material.

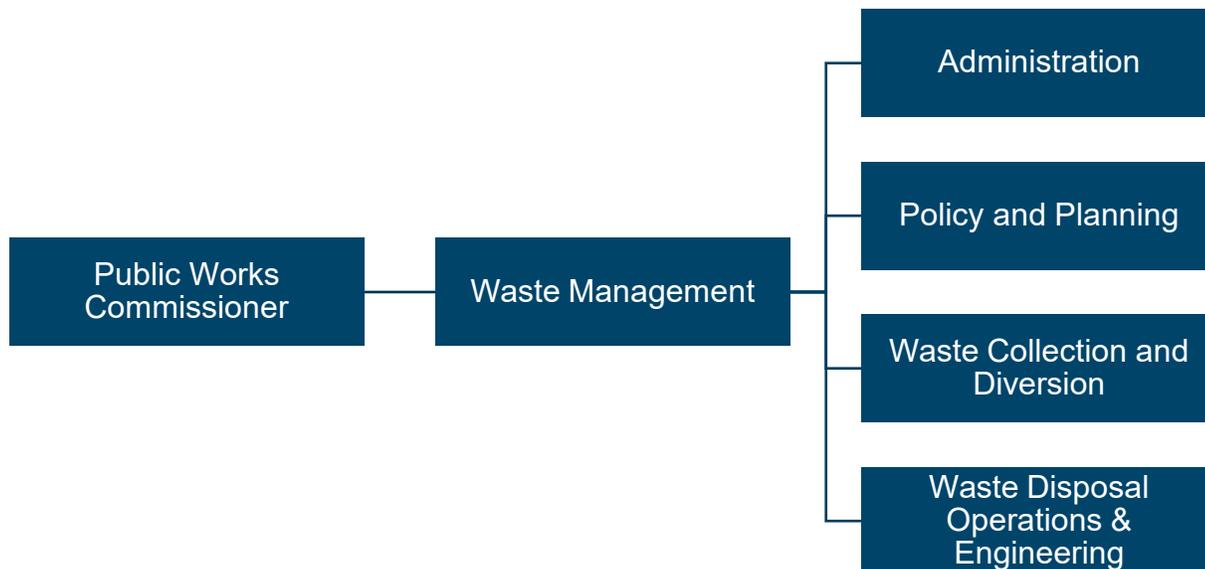
How is Waste Management Services measured?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 1.3	Overall waste diverted from landfill	61.0%	60.0%	65.0%
Objective 1.3	Garbage collection cost per tonne	\$164.12	\$146.45	\$156.43
Objective 1.3	Solid waste disposal cost per tonne	\$92.34	\$102.93	\$130.09
Objective 1.3	Diversion cost per tonne	\$208.71	\$178.31	\$227.95
Objective 1.3	Solid waste average operating cost per tonne	\$200.31	\$169.28	\$206.66

Department Summaries – Public Works Waste Management

Who works for Waste Management Services?



Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Waste Management	34.0	1.7	34.0	3.7	34.0	0.7

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	(3.0)

Changes to FTE in the 2024 budget include the transfer of customer service staff from Waste Management to the Region’s Customer Service department.

Department Summaries – Public Works Waste Management

Operating Budget Summary (in thousands)

Waste Management Services' 2024 net requisition budget is \$45,168. This represents a nil increase over the prior year's approved budget. The Waste Management budget before indirect allocations is \$49,814 gross expenditure and \$1,720 net revenue. The Waste Management budget after indirect allocations amounted to \$51,534 gross expenditure (Gross Expenditure plus Indirect Allocation) and \$0 net.

Labour Related Costs – The increase of \$280 is due to base annual increases to account for inflation and changes in the collective agreement, as well as changes in employee health and dental benefits, and other benefit related changes including OMERS and statutory benefits.

Administrative – The decrease of \$87 is primarily due to the reduction in consulting services and various administrative costs associated with the Waste Management Strategic Plan (WMSP).

Operational and Supply – The decrease of \$16,450 largely reflects the removal of residential recycling collection costs from the operating budget resulting from the January 1, 2024 EPR transition, as well as the removal of costs associated with operating the Material Recycling Facility (MRF) which was divested in April, 2023. The decrease in cost is partially offset by increases in waste and organics collection contract costs due to annual escalations, increases in contract costs to operate the landfill sites, drop off depots, household special product drop offs, as well as increased costs for composting facility services.

Occupancy and Infrastructure – The decrease of \$29 is primarily due to the reduction in various building related costs associated with the divestiture of the MRF.

Equipment, Vehicles, and Technology – The decrease of \$263 is primarily due to the reduction in various equipment and vehicle related costs associated with the divestiture of the MRF.

Transfer to Funds – The increase of \$4,581 reflects the re-instatement of the annual base operating budget transfers to the Waste Management Capital Reserve of \$1,779 and the Waste Management Landfill Liability Reserve of \$2,357 which were not made in 2023 in order to mitigate budget pressures. Included in the Transfer is a \$446 contribution to the Waste Management Landfill Liability Reserve in order to begin replenishing a portion of the \$2,357 contribution that was not made in 2023.

Intercompany Charges – The increase of \$84 is largely due to the elimination of recycling collection charges between Waste Management and other Regional departments. These services were stopped in relation with the divestiture of the MRF.

By-law Charges and Sales plus Other Revenue – The decrease of \$8,551 is primarily due to the elimination in blue box funding from the operating budget as a result of the January 1, 2024 EPR transition and reduction in sales revenue for recyclable commodities as a result of the divestiture of the MRF.

Department Summaries – Public Works Waste Management

Transfers from Funds – The decrease of \$3,366 reflects the reduction of transfers in the 2024 operating budget. In the prior year’s budget, \$3,072 and \$288 were transferred from the Waste Management Stabilization Reserve in order to mitigate cost increases and fund one-time costs, respectively. \$6 was budgeted to be transferred from the Region’s Taxpayer Relief Reserve in order to fund COVID-19 associated costs.

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	3,470	4,035	4,315	280	6.9%
Administrative	576	1,131	1,044	(87)	(7.7%)
Operational and Supply	56,157	54,260	37,810	(16,450)	(30.3%)
Occupancy and Infrastructure	1,307	1,067	1,038	(29)	(2.7%)
Equipment, Vehicles, and Technology	1,069	613	350	(263)	(42.9%)
Partnership, Rebates, and Exemption	90	245	239	(6)	(2.4%)
Financial Expenditures	(107)	0	0	0	0.0%
Transfers to Funds	5,437	0	4,581	4,581	0.0%
Intercompany Charges	137	354	438	84	23.7%
Gross Expenditures	68,135	61,705	49,814	(11,891)	(19.3%)
Taxation	(42,813)	(45,168)	(45,168)	0	0.0%
By-Law Charges and Sales	(18,047)	(8,165)	(5,366)	2,799	(34.3%)
Other Revenue	(6,380)	(6,753)	(1,001)	5,752	(85.2%)
Transfers from Funds	(3,763)	(3,366)	0	3,366	(100.0%)
Gross Revenue	(71,004)	(63,452)	(51,534)	11,918	(18.8%)
Net Direct Expenditure before Indirect Allocations	(2,869)	(1,747)	(1,720)	27	(1.5%)
Program Support Allocation	1,568	1,599	1,609	10	0.6%
Capital Financing Allocation	124	148	111	(37)	(25.0%)
Indirect Allocation	1,692	1,747	1,720	(27)	(1.5%)
Net Expenditure/(Revenue) After Indirect Allocations	(1,177)	0	0	0	0.0%

Department Summaries – Public Works Waste Management

Capital Budget Summary (in thousands)

The 2024 capital program represents 7 distinct projects budgeted at \$6,160.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	6,160
Debt	0
Development Charges	0
Federal Gas Tax	0
Other External Sources	0
Total Gross Capital Request and Funding	6,160

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Quarry-Site Improvements	700	Construction and oversight of Leachate Management System to treat the landfill leachate in response to a successfully completed Class Environmental Assessment (EA) process.
Glenridge - Passive Gas System	2,150	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.
Mtn-GW Treatment LCS upgrades	1,100	Construction and oversight of portions of the stormwater management system, Leachate Collection System (LCS), including pumping station upgrades, to ensure assets are in a good state of repair and functioning as designed.
Humberstone - Paving Upgrades	220	Paving of entrance and roadway leading to the scales as identified in our Asset Management Plan. Also, possible turning lane on Humberstone Road for the Household Hazardous Waste Depot subject to discussions with Transportation Services.
24-Annual Misc Enhance and Rep	1,360	Upgrades at landfill sites including litter fencing, portable generator, manhole safety grating, fencing, lighting review/upgrade at operating sites, preliminary conceptual development of an education centre at Glenridge, seep repairs and miscellaneous capital upgrades.
24-Well Decommissioning	450	Decommissioning of monitoring wells (approximately 120) that are no longer required since monitoring program revisions have been approved by the Ministry of Environment Conservation and Parks (MECP).

Department Summaries – Public Works Waste Management

Project Name	Gross Capital Request	Project Description
24-Property Acquisition	180	Funds to acquire properties adjacent to the two active and 12 closed landfill sites in the Niagara Region to ensure an adequate buffer, subject to availability of the property and need.
Total	6,160	

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 [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 1.3	Number of charges filed per Court Administration Clerk	3,675	4,451	-
Objective 1.3	Total cost of Provincial Offences Act (POA) services per charge filed	\$167.77	\$142.42	-

Court Services

Who works for Court Services?

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Courts Services	35.0	6.0	35.0	0.0	35.0	0.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	0.0	0.0

There was no change to FTE in the 2024 budget.

Operating Budget Summary (in thousands)

The Court Services budget before indirect allocations is \$8,573 gross expenditure and \$1,336 net revenue. The Court Services budget after indirect allocations is \$9,827 gross expenditure and \$82 net revenue.

The details of the Courts Services 2024 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	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	2,035	2,768	2,992	224	8.1%
Administrative	1,451	2,667	2,665	(2)	(0.1%)
Operational and Supply	16	420	419	(1)	(0.2%)
Occupancy and Infrastructure	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	17	14	24	10	71.4%
Financial Expenditures	178	179	179	0	0.0%
Transfers to Funds	200	200	200	0	0.0%
Intercompany Charges	(4)	2,688	2,094	(594)	(22.1%)
Gross Expenditures	3,893	8,937	8,573	(364)	(4.1%)
Other Revenue	(5,062)	(10,340)	(9,909)	431	(4.2%)
Gross Revenue	(5,062)	(10,340)	(9,909)	431	(4.2%)
Net Direct Expenditure before Indirect Allocations	(1,168)	(1,403)	(1,336)	67	(4.8%)
Program Support Allocation	736	635	687	52	8.2%
Capital Financing Allocation	570	680	567	(113)	(16.6%)
Indirect Allocation	1,306	1,316	1,254	(61)	(4.7%)
Net Expenditure/(Revenue) After Indirect Allocations	138	(87)	(82)	6	(6.3%)

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 3,072 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 that stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality community housing in Niagara through a combination of programs and services including:

- Management of 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
- Collection of 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?

Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 3.3	NRH-Owned Housing Units	3072	3029	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 \$23,982 and a net budget of \$4,412 before indirect allocations. NRH budget after indirect allocations is \$37,179 gross (Gross Expenditure plus Indirect Allocation) and \$17,609 net.

The details of the Niagara Regional Housing 2024 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	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	346	365	367	2	0.5%
Administrative	410	436	545	109	25.0%
Operational and Supply	61	60	60	0	0.0%
Occupancy and Infrastructure	18,682	18,289	20,162	1,873	10.2%
Equipment, Vehicles, and Technology	167	174	171	(3)	(1.7%)
Financial Expenditures	1,435	1,377	555	(822)	(59.8%)
Transfers to Funds	3,336	2,589	2,589	0	0.0%
Intercompany Charges	(138)	(359)	(467)	(108)	30.1%
Gross Expenditures	24,299	22,931	23,982	1,051	4.6%
Federal and Provincial Grants	(814)	(1,216)	(397)	819	(67.4%)
Other Revenue	(18,239)	(18,158)	(19,173)	(1,017)	5.6%
Transfers from Funds	(817)	0	0	0	0.0%
Gross Revenue	(19,870)	(19,374)	(19,570)	(196)	1.0%
Net Direct Expenditure before Indirect Allocations	4,429	3,557	4,412	855	24.0%
Program Support Allocation	4,616	5,034	5,368	334	6.6%
Capital Financing Allocation	6,735	9,530	7,829	(1,701)	(17.8%)
Indirect Allocation	11,351	14,564	13,197	(1,368)	(9.4%)
Net Expenditure/(Revenue) After Indirect Allocations	15,780	18,121	17,609	(513)	(2.8%)

Department Summaries – Niagara Regional Housing

Capital Budget Summary (in thousands)

The 2024 capital program represents 7 distinct projects budgeted at \$31,096.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	13,160
Debt	6,742
Development Charges	0
Federal Gas Tax	0
Other External Sources	11,194
Total Gross Capital Request and Funding	31,096

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2024 NRH Annual Unit Capital	5,639	Capital work within tenants' units and personal space, such as remodeling, kitchen and bathroom replacements upgrades, life safety and security system replacements, flooring, painting, and accessibility upgrades.
2024 NRH Annual Mechanical and Electrical	2,573	Capital work to Niagara Regional Housing-owned buildings, such as replacement of HVAC equipment, plumbing upgrades, elevator replacement, furnace upgrades and energy-efficient lighting retrofit.
2024 NRH Annual Building Capital	5,646	Capital work to Niagara Regional Housing-owned buildings, such as structural repairs and foundation damp proofing, roof replacements, window and door replacements and wall system repairs.
2024 NRH Annual Grounds Capital	2,942	Capital work to Niagara Regional Housing-owned properties such as driveway, parking lot and sidewalk replacements, concrete walkways and patios, extensive landscaping including re-grading, fencing, external energy-efficient lighting retrofit and playground replacements.
2024 NRH Emergency Capital	200	Emergency capital work, outside of the current Niagara Regional Housing (NRH) asset management strategic plan, requiring immediate attention
2024 NRH Annual New Development Planning	200	Front-end 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

Department Summaries – Niagara Regional Housing

Project Name	Gross Capital Request	Project Description
		the land ready for redevelopment in order to demonstrate shovel-ready projects that strengthen business cases for external funding.
NRH Geneva Street Development	13,896	Construction of a 48-unit Bridge/Supportive housing building in St. Catharines to address core housing need in Niagara.
Total	31,096	

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) is a community-based natural resource management agency that protects, enhances, and sustains healthy watersheds. Established under the Conservation Authorities Act on April 30, 1959, the NPCA serves approximately half a million people in an area known as the Niagara Peninsula Watershed. The area encompasses 2,424 km² including the whole of Niagara Region, 21% of the City of Hamilton and 25% of Haldimand County. NPCA offers watershed programs and services that focus on flood and erosion hazard management across the watershed and along Great Lakes shorelines, watershed resource management and climate change, source water protection, ecosystem restoration, community stewardship, outdoor education, and land management (including 41 conservation areas).

NPCA is one of the 36 conservation authorities in Ontario. With its unique resources, the Niagara Peninsula is one of the most complex watersheds in Ontario. 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.

The NPCA delivers programs, advises municipalities, and regulates land use according to a series of legislative mandates based on the Conservation Authorities Act (Ontario Regulation 687/21). Key program areas include:

- Flood & Erosion Forecasting and Management
- Shoreline Hazard Management
- Planning & Permitting
- Environmental Planning Review
- Development Permitting
- Compliance and Enforcement
- Watershed and Sub-Watershed Resource Planning
- Monitoring (Ground Water/Surface Water/ Ecological)
- Climate Change Resilience
- Drinking Water Source Protection
- Niagara River Remedial Action Plan
- Ecological Restoration
- Community Engagement and Stewardship
- Conservation Areas Programs and Services
- Land Care for Conservation Areas

Department Summaries – |

Niagara Peninsula Conservation Authority

- Land Management Planning
- Outdoor Education

How is Niagara Peninsula Conservation Authority measured?

NPCA’s 2021-2031 Strategic Plan establishes Key Performance Measures and Metrics and can be found [here](#). ([NPCA - STRATEGIC PLAN 2021 - 2031 \(yumpu.com\)](#)). Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

NPCA Strategic Priority	Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Health Rivers and Shorelines	Objective 2.2	Mapping riverine floodplain	180 km	42 km	Increase
Health Rivers and Shorelines	Objective 2.3	Reforested land (hectares)	26.7	26.7	Maintain
Supporting Sustainable Growth	Objective 3.2	Permits issued	379	401	Maintain
Supporting Sustainable Growth	Objective 3.2	Permit issued within client service timelines	96%	N/A	Increase
Connecting People to Nature	Objective 4.2	Guests at flagship parks	110,500	90,500	Increase
Connecting People to Nature	Objective 4.2	Signature event attendees	40,000	25,000	Increase
Partner of Choice	Objective 2.2	Volunteer hours	7,354	8,977	Increase
Organizational Excellence	Objective 1.4	Youth employment opportunities	100	30	Maintain
Financial Sustainability	Objective 1.3	Grant funding secured	\$2.1M	\$460K	Increase
Financial Sustainability	Objective 1.3	Authority generated revenues	33.2%	19.9%	Increase

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.

Department Summaries – Niagara Peninsula Conservation Authority

Operating Budget Summary (in thousands)

The NPCA budget after indirection allocations is \$7,270 net for 2024.

The details of the Niagara Peninsula Conservation Authority 2024 budget can be found [here](https://pub-niagararegion.escribemeetings.com).
(<https://pub-niagararegion.escribemeetings.com>)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Partnership, Rebates, and Exemption	6,384	7,173	7,270	97	1.4%
Gross Expenditures	6,384	7,173	7,270	97	1.4%
Transfers from Funds	(110)	(111)	0	111	(100.0%)
Gross Revenue	(110)	(111)	0	111	(100.0%)
Net Direct Expenditure before Indirect Allocations	6,273	7,062	7,270	208	3.0%
Indirect Allocation	0	0	0	0	0.0%
Net Expenditure/(Revenue) After Indirect Allocations	6,273	7,062	7,270	208	3.0%

Niagara Regional Police Services

Mission Statement:

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

What does the Niagara Regional Police Service do?

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

The Niagara Region has unique policing challenges:

- The combination of urban and rural development
- The large annual influx of tourists
- Its proximity to the United States
- The effect of the nation's busiest border crossings
- A major summer cottage population in varying communities
- 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 [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 3.1	Crime Severity Index	54.7	56.2	Decrease

Department Summaries – Niagara Regional Police Services

Who works for the Niagara Regional Police Services?

Full Time Equivalents by Division	2022 Permanent	2022 Temporary	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Niagara Regional Police Services	1,096.0	0.0	1,108.0	0.0	1,146.0	0.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	38.0	0.0

Changes to FTE in the 2024 budget include 3 positions added during 2023, as well as 35 new positions included in the 2024 budget. The in-year positions are a result of Secondment agreements where the cost of the position is funded by an external agency. The new 2024 positions include 20 Frontline Officers, 9 Civilian Professionals, 4 Detectives, and 2 Specialty Uniform Positions.

Department Summaries – Niagara Regional Police Services

Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a budget of \$209,232 gross and \$188,476 net before indirect allocations. The NRPS budget after indirect allocations is \$229,314 gross (Gross Expenditure plus Indirect Allocation) and \$208,558 net.

The details of the Niagara Regional Police Services 2024 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	2022 Actuals	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	170,453	178,861	189,366	10,505	5.9%
Administrative	3,781	4,259	4,635	376	8.8%
Operational and Supply	2,565	2,610	2,656	46	1.8%
Occupancy and Infrastructure	169	375	395	20	5.3%
Equipment, Vehicles, and Technology	7,259	9,360	9,673	313	3.3%
Financial Expenditures	3	0	0	0	0.0%
Transfers to Funds	3,835	4,155	4,635	480	11.6%
Intercompany Charges	(1,976)	(2,239)	(2,129)	110	(4.9%)
Gross Expenditures	186,089	197,380	209,232	11,852	6.0%
Federal and Provincial Grants	(10,022)	(10,112)	(10,374)	(262)	2.6%
By-Law Charges and Sales	(4,964)	(5,793)	(5,740)	53	(0.9%)
Other Revenue	(3,354)	(3,417)	(3,942)	(525)	15.4%
Transfers from Funds	(365)	(200)	(700)	(500)	250.0%
Gross Revenue	(18,705)	(19,522)	(20,755)	(1,232)	6.3%
Net Direct Expenditure before Indirect Allocations	167,385	177,858	188,476	10,618	6.0%
Program Support Allocation	7,529	7,508	7,899	391	5.2%
Capital Financing Allocation	9,810	9,640	12,183	2,543	26.4%
Indirect Allocation	17,339	17,148	20,082	2,934	17.1%
Net Expenditure/(Revenue) After Indirect Allocations	184,724	195,006	208,558	13,552	7.0%

Department Summaries – Niagara Regional Police Services

Capital Budget Summary (in thousands)

The 2024 capital program represents 21 distinct projects budgeted at \$7,899.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	7,399
Debt	0
Development Charges	500
Other External Sources	0
Total Gross Capital Request and Funding	7,899

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
NRPS Dive Truck (2022)	75	Additional funding for the replacement of major components and specialized emergency equipment for the Dive Truck.
NRPS Conducted Energy Weapon (CEW) Replacement Annual Forecast (2023 - 2031)	140	Multi-year project for the transition to Taser 7's for uniform frontline operations.
Increase Quantity of Fleet Vehicles	500	Increase to the Fleet patrol vehicle pool of 5 vehicles in 2024.
2023 NRPS IT CCTV Cameras	200	Funding for Closed Circuit Television (CCTV) camera systems and networking to expand CCTV coverage in high-risk zones. Aligns with grant funding received.
Radio System Microwave Replacement	325	Multi-year project for the replacement of 16 microwave units at 8 radio sites across the Region.
Safety Helmets	13	Replacement of 20 protective training helmets used during use of force training at the Training Unit.
Biomedical Refrigerator/ Freezer	10	Replacement of the combined refrigerator and freezer used for the safe storage of biological evidence in the Forensic Services unit.
P25 Radio site UPS Battery Replacement	40	Replacement of 8 UPS batteries used to keep the radio system operational during power fluctuations.
Intoxilyzer 9000C Transition Completion	25	Replacement of 2 portable Intoxilyzers for the Traffic Enforcement Unit.
Headsets	35	Replacement of 17 helmet mounted hearing protection headsets for the Emergency Task Unit.

Department Summaries – Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
Servers & Workstations	350	Annual replacement of servers, disk storage, telecommunication devices and workstations.
Enterprise Storage Server	2,500	Replacement of an Enterprise Storage Server.
Desktops, Laptops, Monitors	475	Annual replacement of desktops, laptops, monitors and all related accessories.
Mobile Radar Unit Replacement	66	Replacement of 20 mobile radar units for patrol vehicles.
Specialty Vehicles	331	Annual replacement of specialty vehicles including 4 vehicles for 2024; two K9 vehicles, one prisoner wagon and one vehicle in the Traffic Reconstruction Unit.
Night Vision Replacement Project	74	Replacement of 4 monocular night vision devices for the Emergency Task Unit.
Patrol Vehicles	1,597	Annual replacement of patrol vehicles includes the replacement of 19 vehicles for 2024.
Mobile Communications Equipment	55	Specialized equipment for the Mobile Communications Van.
Mobile Communications Van	60	Mobile Communications Van to allow the Service to maintain radio dispatch continuity during the transition from the Communications Center to the 911 back-up site.
Investigative Vehicles	254	Annual replacement of investigative vehicles includes the replacement of 8 vehicles for 2024.
P25 Radio System Portable	774	Multi-year project for the replacement of 510 portable mobile radios used for uniform frontline daily operations.
Total	7,899	

Niagara Region Transit

Mission Statement:

To provide safe, reliable, and sustainable transit services within the Niagara Region.

Vision:

Connecting Niagara by moving forward together.

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. The Niagara Transit Commission (NTC) has the sole responsibility for transit operations within the Niagara Region and oversees.

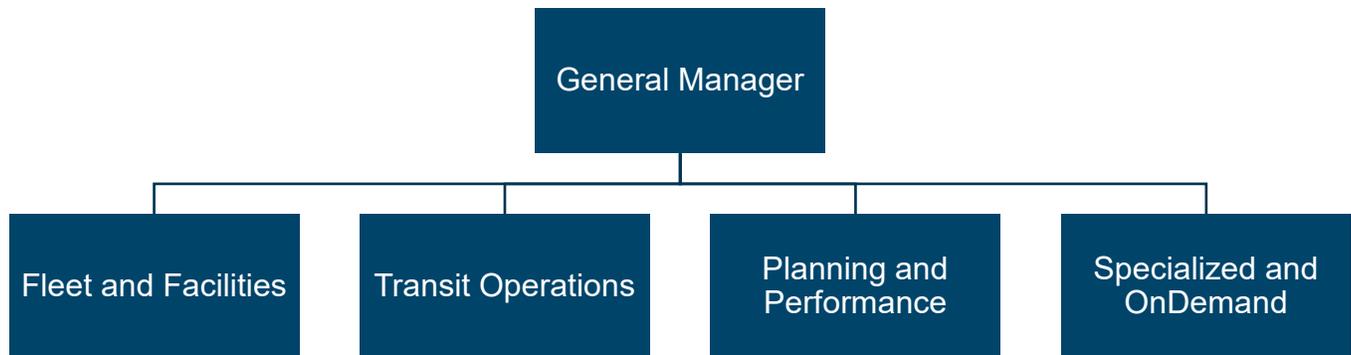
How is Niagara Region Transit measured?

Niagara Region Transit is measured by the following key metrics. Since 2023 was the first year of operations, 2023 actuals are compared to target benchmark indicators only. Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 4.3	Ridership	9,090,000	N/A	Increase
Objective 4.3	Average Bus Age	8 years	N/A	6 Years
Objective 1.3	Revenue / Cost Ratio	33%	N/A	35%

Department Summaries – Niagara Region Transit

Who works for Niagara Region Transit?



Department Summaries – Niagara Region Transit

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary
Corporate	2.0	1.0	3.0	0.0
Fleet and Facilities	63.9	0.0	69.0	0.0
Operations	327.3	0.0	330.3	0.0
Planning and Performance	21.0	1.0	22.0	1.0
Specialized and OnDemand	5.0	0.0	5.0	0.0
Total NTC FTEs	419.2	2.0	429.3	1.0

FTE Variance from 2023 to 2024	Permanent	Temporary
Total	10.1	(1.0)

Changes to FTE in the 2024 budget include the following:

- 1 temporary FTE from 2023 for the Digital Media/Website Coordinator was made permanent for 2024 as NTC continues to grow and evolve rapidly, increasing reliance on digital media as a primary source for news, content consumption, and engagement.
- 2.25 new Permanent FTE's: 1 Supervisor of Fleet Services was required as while working through the transitional period since January 1st, 2023, staff have identified an operational gap in supervision within the fleet maintenance department. To date, approximately fifty-seven percent (57%) of working hours are not captured with supervisory coverage. 1 Electrical/ITS Technician was required as NTC is managing a fleet of 235 Vehicles (revenue and non-revenue inclusive), along with 50, current partner/contractor vehicles (NRT On-demand, BTS, Fort Erie OnDemand, etc.) that currently have ITS Technology onboard. As it stands, the entirety of the network is supported by the ITS Specialist, one person requiring an additional FTE to ensure systems stay at full functionality. 0.25 Servicepersons was required to have the part-time serviceperson position transferred to NTC become full-time as they are working full-time hours to ensure responsibilities are completed.
- 6.86 permanent positions added due to the actual FTE's that transferred to the NTC were more than the budgeted FTE compliment prepared for 2023 budget.

Department Summaries – Niagara Region Transit

Operating Budget Summary (in thousands)

The Niagara Transit Commission Board and Council approved a Niagara Region Transit budget after indirect allocations of \$82,538 gross (Gross Expenditure plus Indirect Allocation) and \$58,352 net requisition. This represents a \$1,791 net increase or 3.2 percent, over the prior's year approved budget of \$56,561. Inclusive within the 2023 special levy was a one-time levy amount for employee related costs of \$1,508 to be transferred to reserve. Excluding the one-time special levy for employee related costs, the net budget increase is \$3,299 or 6.0 percent over the prior year.

Labour Related Costs – The increase of \$3,289 is primarily due to base compensation and benefits adjusted to reflect the rates in the expected consolidated Collective Bargaining Agreement. In addition, the increase includes \$954 in base compensation and benefits related to the additional 10.11 FTE's.

Administrative – The increase of \$91 primarily relates to credit card fees previously budgeted in Operational & Supply.

Operational and Supply – The increase of \$116 primarily relates to expected increases in On-Demand contracts for 2024.

Occupancy and Infrastructure – The increase of \$758 primarily relates to the cost of snow removal of bus stops and shelters compared to what was transferred from the local municipalities of \$555 and \$203 for facility related repairs and maintenance reallocated from Equipment, Vehicles and Technology below.

Equipment, Vehicles, and Technology – The increase of \$2,566 is primarily the result of increased costs from higher budgeted fuel prices of \$1,420 and additional gross fuel costs of \$1,352 for use by Metrolinx and City of Niagara Falls which was budgeted net in 2023. This is offset by \$203 in repairs and maintenance of machinery and equipment and vehicles reallocated to Occupancy and Infrastructure above.

Transfers to funds – The reduction of \$1,508 relates to the one-time 2023 transfers to fund employee future benefits associated with the upload of staff to the NTC.

Taxation – The increase of \$1,791 is the incremental special levy due to the changes in the object of expenditure lines.

By-law Charges and Sales – The increase of \$3,359 relates to expected increases in fare revenues and addition of the Niagara College UPass agreement.

Program Support Allocation – The reduction of \$187 relates to a reduction to the budgeted legal claim payouts \$392 offset by an increase in legal premium of \$60 and compensation and benefits of \$168 relating to shared services allocated from the Niagara Region.

Department Summaries – Niagara Region Transit

Amounts In thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Budget	2024 Budget	\$ Change	% Change
Labour Related Costs	38,029	41,318	3,289	8.6%
Administrative	2,858	2,949	91	3.2%
Operational and Supply	11,215	11,331	116	1.0%
Occupancy and Infrastructure	481	1,239	758	157.6%
Equipment, Vehicles, and Technology	12,854	15,420	2,566	20.0%
Transfers to Funds	3,675	2,167	(1,508)	(41.0%)
Intercompany Charges	0	10	10	0.0%
Gross Expenditures	69,112	74,433	5,320	7.7%
Taxation	(56,561)	(58,352)	(1,791)	3.2%
By-Law Charges and Sales	(14,822)	(18,181)	(3,359)	22.7%
Other Revenue	(5,842)	(5,903)	(61)	1.0%
Transfers from Funds	(179)	(102)	77	(43.0%)
Gross Revenue	(77,404)	(82,538)	(5,133)	6.6%
Net Direct Expenditure before Indirect Allocations	(8,292)	(8,105)	187	(2.3%)
Program Support Allocation	6,095	5,913	(182)	(3.0%)
Capital Financing Allocation	2,197	2,192	(5)	(0.2%)
Indirect Allocation	8,292	8,105	(187)	(2.3%)
Net Expenditure/(Revenue) After Indirect Allocations	0	0	0	0.0%

Department Summaries – Niagara Region Transit

Capital Budget Summary (in thousands)

The 2024 capital program represents 8 distinct projects budgeted at \$23,019.

Amounts in thousands (\$)

Funding Source	Funding Amount
Provincial Gas Tax	5,352
Reserves	2,095
Development Charges	485
Debt	0
Other External	15,086
Total Gross Capital Request and Funding	23,019

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2024 NTC Building Equip	250	Address capital replacement requirements at all Niagara Transit Commission Buildings including lighting sensors, HVAC components, safe roof access, structural column repair, etc. and bring the buildings into a state of good repair.
2024 NTC St. Cath Overhead Door	400	Fully replace all overhead doors in St. Catharines Transit building.
Branding	788	Consolidation of all local and regional transit require rebranding on the fleet, stops and shelters to align with the new created Niagara Transit Commission (NTC).
Scheduling Software	1,000	Design and creation of new scheduling software for Niagara Regional Transit. This project involves the purchase of a robust transit scheduling software that will plan, optimize, and enhance transit resource scheduling operations across three geographic locations, based on the new rules of the new Collective Bargaining Agreement (CBA).
Replace 40' Conventional Buses	15,843	Replacement of 19 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).
Refurbishment of 40' Conventional Buses	1,071	Refurbishment of 3 x 40' Conventional Diesel Buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).

Department Summaries – Niagara Region Transit

Project Name	Gross Capital Request	Project Description
Replacement of Specialized / Para Transit Buses	1,999	Replacement of 5 Specialized/ParaTransit Buses which are based on internal informal condition assessment and useful.
Replace 2 x 40' Conventional Buses	1,668	Replacement of 2 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).
Total	23,019	



Section 5 – Capital Budget

Corporate Capital Overview

2024 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

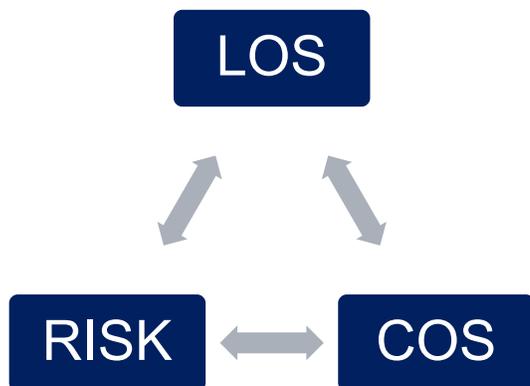
In your personal financing, it would be the equivalent of purchasing large items, such as a house or car, where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a loan).

A capital expenditure is the money and resources spent by an organization on the purchase, replacement or improvement of a long-term physical or fixed asset such as land, buildings or equipment.

Asset Management

Asset management (AM) 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 AM 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.

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

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.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.



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

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

Debt financing is proposed in an extremely conservative manner, with the 2024 projection calling for no more than 8.5 cents of every own source revenue dollar being spent on financing the debt from capital projects.

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

Capital Budget

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
- Safe Drinking Water Act

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 October 19, 2023 Budget Review Committee of the Whole (BRCOTW), the 2024 Capital Budget was approved in principle as recommended; however, Council subsequently approved amendments which impacted the 2024 Capital Budget on December 14, 2023.

Capital Budget

Capital Revenue Summary by Department

The following table summarizes departmental 2024 capital requests of \$270.3 million by revenue funding source.

Amounts In thousands (\$)

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External
Office of the Deputy CAO	0	0	0	0	0	0	0
Community Services	2,181	2,181	0	0	0	0	0
General Government	500	500	0	0	0	0	0
Corporate Administration	1,021	1,021	0	0	0	0	0
Corporate Services	10,746	10,746	0	0	0	0	0
Growth, Strategy and Economic Development	0	0	0	0	0	0	0
Public Health and Emergency Services	5,789	5,789	0	0	0	0	0
Transportation Services	101,203	43,643	15,182	19,129	10,800	0	12,449
Subtotal of Levy Departments	121,440	63,881	15,182	19,129	10,800	0	12,449
Niagara Regional Housing	31,096	13,160	6,742	0	0	0	11,194
Niagara Regional Police	7,899	7,399	0	500	0	0	0
Subtotal of Agency Boards and Commissions	38,995	20,559	6,742	500	0	0	11,194
Subtotal of Levy Programs	160,435	84,439	21,924	19,629	10,800	0	23,643
Waste Management	6,160	6,160	0	0	0	0	0

Capital Budget

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External
Niagara Transit Commission	23,019	2,095	0	485	0	5,352	15,086
Subtotal of Special Levy Departments	29,179	8,255	0	485	0	5,352	15,086
Wastewater Operations	40,190	20,560	0	15,630	4,000	0	0
Water Operations	40,478	20,928	0	17,980	0	0	2,200
Subtotal of Rate Programs	80,668	40,858	0	33,610	4,000	0	2,200
Grand Total	270,282	133,553	21,924	53,724	14,800	5,352	40,928

Capital Budget

Capital Revenue Detail by Project

Regional council approved 160 Capital projects in the 2024 Capital Budget totaling \$270.3 million. To align with the Capital Financing Policy, a new process was formalized in which all projects would be evaluated based on their scope to better match to the appropriate funding source. This process ensures that the assets built within each project 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	Provincial Gas Tax	Other External*
LTC Homes - Annual Resident Care Equipment	A	243	243	0	0	0	0	0
LTC Homes - Annual Roof Replacement	A	658	658	0	0	0	0	0
LTC Homes - Annual Machinery/Equipment	A	489	489	0	0	0	0	0
LTC Homes - Annual Capital Improvements/Replacements	A	792	792	0	0	0	0	0
Subtotal of Community Services		2,181	2,181	0	0	0	0	0
24-Wainfleet Beach Shoring	S	500	500	0	0	0	0	0
Subtotal of General Government		500	500	0	0	0	0	0
24 - Kronos - Time and Attendance	S	721	721	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
24 - HRIS Development People Tools Upgrade 30 to PT 46+	A	300	300	0	0	0	0	0
Subtotal of Corporate Administration		1,021	1,021	0	0	0	0	0
24-Building Entry Security	S	400	400	0	0	0	0	0
Cust Srvc Strategic Priority	S	950	950	0	0	0	0	0
21-NRPS 68 Church Demolition	S	3,000	3,000	0	0	0	0	0
24-EMS Base Card Access Repla	A	350	350	0	0	0	0	0
24-Ann-Code & Leg Compliance	A	1,000	1,000	0	0	0	0	0
24-StCath EMS-HVAC Replace	A	500	500	0	0	0	0	0
24-Childcare-Video Surveil	A	250	250	0	0	0	0	0
24-Childcare Centres- Millwork	A	200	200	0	0	0	0	0
24-Childcare-Interior Paint	A	100	100	0	0	0	0	0
24-Child Well-Toddler Yard	A	140	140	0	0	0	0	0
24-Meet Rm Equip EOL Replace	A	200	200	0	0	0	0	0
24-WiFi Access Point Replace	A	150	150	0	0	0	0	0
24-Oracle People Tool Upgrade	A	75	75	0	0	0	0	0
24-SAN Storage Size+Perform	A	155	155	0	0	0	0	0
24-SQL Virtual Host Replace	A	450	450	0	0	0	0	0
24-Corp Secure Password Util	A	60	60	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
24-Main Firewall Replacements	A	1,100	1,100	0	0	0	0	0
24-Automatic SW Patching	A	50	50	0	0	0	0	0
24-IT Hardware Inventory	A	100	100	0	0	0	0	0
24-Cloud-Based Acc Ctrl Tool	A	150	150	0	0	0	0	0
24-Data Cent Protect Fencing	A	120	120	0	0	0	0	0
24-Corp Security Tools	A	96	96	0	0	0	0	0
24-Region Staff Accommodation	A	500	500	0	0	0	0	0
24-IT Security Monit+Res Syst	A	650	650	0	0	0	0	0
Subtotal of Corporate Services		10,746	10,746	0	0	0	0	0
2024 Ambulance & Equipment Replacement	A	2,991	2,991	0	0	0	0	0
2024 CPAP Replacement	A	170	170	0	0	0	0	0
2024 ERV Replacement	A	368	368	0	0	0	0	0
2024 EPCR Tablet/I-Medic Software Replacement	A	1,730	1,730	0	0	0	0	0
EMS - Wainfleet Lease Buildout	A	530	530	0	0	0	0	0
Subtotal of Public Health and Emergency Services		5,789	5,789	0	0	0	0	0
Struc Rehab - Stanley Ave Bridge (102205)	A	4,000	1,000	0	0	3,000	0	0
24 Ann-Storm Sewer Asset Management Program	A	500	500	0	0	0	0	0
24 Ann-Railway Crossing Imprv	A	220	220	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Struc Rehab-NE Consolidated #2 Culvert	A	150	150	0	0	0	0	0
24 Ann-Guide Rail Imprv	A	500	500	0	0	0	0	0
Cpcty Imprv-New Escarpment Crossing	G, S	1,000	0	0	1,000	0	0	0
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	A, G	2,000	1,500	0	500	0	0	0
Struc Rehab - St. Paul W CNR Bridge Replacement	A, G, S	14,600	0	5,954	518	0	0	8,128
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	A, G, S	10,000	0	6,000	4,000	0	0	0
Rds Rehab - RR 69 Twenty Mile-RR 24 Victoria Ave to Rosedene Rd	A, G	6,500	4,875	0	1,625	0	0	0
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	A, G	1,000	810	0	190	0	0	0
Struc Rehab - Seventh St Bridge (034205)	A	2,900	725	0	0	2,175	0	0
Rds Rehab RR20 - South Grimsby Rd5 to Wade Rd	A, G, S	9,200	0	3,228	2,152	0	0	3,820
20-Struc Rehab-RR12 Mountain St Retaining Wall	A	2,800	2,800	0	0	0	0	0
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	A, G	3,000	2,700	0	300	0	0	0
20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	A, G	5,000	750	0	4,250	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
20-Struc Rehab -020215-Hwy 20	A	2,000	2,000	0	0	0	0	0
24 Ann-Two-Way Radio System Upgrades	A	600	600	0	0	0	0	0
Struc Rehab -077310-16 Mile Creek Arch Culvert	A	2,500	2,500	0	0	0	0	0
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	A, G	2,000	1,500	0	500	0	0	0
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	A, G	500	300	0	200	0	0	0
Int Imprv-RR19 Gilmore Rd at Petit Rd	A, G	500	0	0	500	0	0	0
24 Ann-Roads Resurfacing	A	12,000	6,375	0	0	5,625	0	0
24 Ann-Development Projects	A	500	0	0	0	0	0	500
24 Ann-Misc Road Properties	A, G	200	30	0	170	0	0	0
24 Ann-Roads Eng for Future	A, G	500	0	0	500	0	0	0
Int_impr Prgm-RR57 Thorold Stone Rd at St. James	A, G	950	475	0	475	0	0	0
Rds Rehab-RR81 Main St W Kerman to Elm	A	750	750	0	0	0	0	0
24-Ann-Transportation Master Plan	A, G	1,000	100	0	900	0	0	0
Struc Rehab - Lakeshore Rd Culvert Replacement (087225)	A	1,000	1,000	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Rds Rehab-RR529 River O'Reilly's to Airport	A	300	300	0	0	0	0	0
Struc Rehab - 36 South Pelham St Culvert Replacement (036305)	A	100	100	0	0	0	0	0
24-Transportation Sustainability Review	A, G	600	60	0	540	0	0	0
24-Ann-Road Safety Strategic Plan	A, S	750	750	0	0	0	0	0
24-Ann-Active Transportation Masterplan	A, G	500	50	0	450	0	0	0
24 Ann-RWIS Enhancement Program / Pavement Sensors	A, S	100	100	0	0	0	0	0
22 Ann-Fleet Snowplow Replacement	A	1,336	1,336	0	0	0	0	0
24 Ann-Fleet Snowplow Replacement	A	2,697	2,697	0	0	0	0	0
23-Fleet Transportation Operations	A, G	65	0	0	65	0	0	0
Rds Fac Prgm-Interior Two-Level Office Construction	A	1,800	1,800	0	0	0	0	0
24 Ann-Traffic Signal Program	A, G	2,945	2,651	0	295	0	0	0
24 Ann-Storm Sewers & Culverts	A	1,450	1,450	0	0	0	0	0
WM-Ops-Vehicles	A	130	130	0	0	0	0	0
WM Coll-Div P&E Cargo Van 294 Replacement	A	60	60	0	0	0	0	0
Subtotal of Transportation		101,203	43,643	15,182	19,129	10,800	0	12,449

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Subtotal of Levy Departments		121,440	63,881	15,182	19,129	10,800	0	12,449
24-NRH Annual Unit Capital	A	5,639	3,947	0	0	0	0	1,692
24-NRH Annual Mech-Electrical	A	2,573	1,801	0	0	0	0	772
24-NRH Annual Building Capital	A	5,646	3,952	0	0	0	0	1,694
24-NRH Annual Grounds Capital	A	2,942	2,059	0	0	0	0	883
24-NRH Emergency Capital	A	200	200	0	0	0	0	0
24-NRH Annual New Development Planning	A, S	200	200	0	0	0	0	0
NRH Geneva Street Development	S	13,896	1,000	6,742	0	0	0	6,154
Subtotal of Niagara Regional Housing		31,096	13,160	6,742	0	0	0	11,194
Specialty Vehicles	A	331	331	0	0	0	0	0
Patrol Vehicles	A	1,597	1,597	0	0	0	0	0
Increase Quantity of Fleet Vehicles	G, S	500	0	0	500	0	0	0
Investigative Vehicles	A	254	254	0	0	0	0	0
Biomedical Refrigerator/Freezer	A	10	10	0	0	0	0	0
Intoxilyzer 9000C Transition Completion	A	25	25	0	0	0	0	0
Mobile Radar Unit Replacement	A	66	66	0	0	0	0	0
Headsets	A	35	35	0	0	0	0	0
Night Vision Replacement Project	A	74	74	0	0	0	0	0
NRPS - Dive Truck (2022)	A	75	75	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Safety Helmets	A	13	13	0	0	0	0	0
NRPS - CEW Replacement	A	140	140	0	0	0	0	0
Servers & Workstations	A	350	350	0	0	0	0	0
Enterprise Storage Server	A	2,500	2,500	0	0	0	0	0
Desktops/Laptops/Monitors	A	475	475	0	0	0	0	0
23 - NRPS - IT CCTV Cameras	A	200	200	0	0	0	0	0
Radio System Microwave Replacement	A	325	325	0	0	0	0	0
P25 Radio site UPS Battery Replacement	A	40	40	0	0	0	0	0
P25 Radio System Portable	A	774	774	0	0	0	0	0
Mobile Communications Equipment	A	55	55	0	0	0	0	0
Mobile Communications Van	A	60	60	0	0	0	0	0
Subtotal of Niagara Regional Police Services		7,899	7,399	0	500	0	0	0
Subtotal of Agency Boards Programs		38,995	20,559	6,742	500	0	0	11,194
Subtotal of Levy Programs		160,435	84,439	21,924	19,629	10,800	0	23,643
Quarry-Site Improvements	A	700	700	0	0	0	0	0
24-Annual Misc Enhance and Rep	A	1,360	1,360	0	0	0	0	0
24-Well Decommissioning	A, S	450	450	0	0	0	0	0
24-Property Acquisition	S	180	180	0	0	0	0	0
Glenridge - Passive Gas System	A	2,150	2,150	0	0	0	0	0
Mtn-GW Treatment LCS upgrades	A	1,100	1,100	0	0	0	0	0
Humberstone - Paving Upgrades	A	220	220	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Subtotal of Waste Management		6,160	6,160	0	0	0	0	0
Branding	G	788	0	0	485	0	302	0
Scheduling Software	A	1,000	1,000	0	0	0	0	0
Replace 40' Conventional Buses	A	15,843	0	0	0	0	4,230	11,613
Refurbishment of 40' Conventional Buses	A	1,071	0	0	0	0	286	785
Replacement of Specialized / Para Transit Buses	A	1,999	0	0	0	0	534	1,465
Replace 2 x 40' Conventional Buses	A	1,668	445	0	0	0	0	1,222
24-NTC-Building Equip	A	250	250	0	0	0	0	0
24-NTC StCath-Overhead Door	A	400	400	0	0	0	0	0
Subtotal of Niagara Transit Commission		23,019	2,095	0	485	0	5,352	15,086
Subtotal of Special Levy Departments		29,179	8,255	0	485	0	5,352	15,086
Bender Hill Pump Station Upgrade	A, G	8,000	4,960	0	3,040	0	0	0
2017-Stevensville-Douglastown Lagoon Upgrade	A	1,000	1,000	0	0	0	0	0
Lakeshore Road SPS Upgrade	A	1,500	0	0	750	750	0	0
20-Seaway WWTP Ferric System Upgrade	A	2,500	2,500	0	0	0	0	0
20-Lakewood Garden Pumping Station Upgrades	A	2,800	1,050	0	0	1,750	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
20-Bal Harbor Pumping Station Electrical Upgrade	A	2,000	500	0	0	1,500	0	0
21- Spring Gardens Pumping Station Upgrades and Force Main Replacement	A, G	12,500	2,750	0	9,750	0	0	0
Siphon Chamber/Siphon Tube Inspection	A	300	300	0	0	0	0	0
Central SPS/HRT Upgrades	A, G	700	350	0	350	0	0	0
Portfolio Management System	A, G	250	250	0	0	0	0	0
Environmental Centre Building Renovation (Wastewater)	A	250	250	0	0	0	0	0
WW SCADA upgrades	A	1,000	1,000	0	0	0	0	0
Instrumentation Upgrade program (Wastewater)	A	160	160	0	0	0	0	0
Digester & Biosolid Management Program	A	2,500	2,500	0	0	0	0	0
WW Hardware Software Upgrades	A	915	915	0	0	0	0	0
Pipe and Manhole Rehabilitation	A	700	700	0	0	0	0	0
Niagara Falls WWTP Raw Biosolid Pump Station and Screening Upgrade	A	800	800	0	0	0	0	0
Smithville SPS and FM Upgrade	A, G	500	55	0	445	0	0	0
Steele St Pumping Station Upgrades	A, G	250	125	0	125	0	0	0
Wastewater Vehicle	A	65	65	0	0	0	0	0

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Shirley Road Pump Station Upgrade	A, G	1,500	330	0	1,170	0	0	0
Subtotal of Wastewater Operations		40,190	20,560	0	15,630	4,000	0	0
Port Colborne WTP Intake Rehabilitation	A	300	300	0	0	0	0	0
Water SCADA Upgrades	A	253	253	0	0	0	0	0
Environmental Centre Building Renovation (Water)	A	250	250	0	0	0	0	0
Instrumentation Upgrade program (Water)	A	160	160	0	0	0	0	0
Water Hardware Software Upgrades	A	350	350	0	0	0	0	0
Queenston PRV chamber	A	750	750	0	0	0	0	0
Boiler Replacement Program	A	300	300	0	0	0	0	0
Portfolio Management System	A	250	250	0	0	0	0	0
New Fort Erie Elevated Tank	A, G	22,000	11,000	0	11,000	0	0	0
21-Bemis Elevated Tank Replacement	A, G	500	250	0	250	0	0	0
Welland WTP – Transmission Main Crossing (Welland Canal)	A, G	4,800	1,430	0	1,170	0	0	2,200
20-Watermain Interconnection from Decew WTP to Collier Road South	A, G	2,500	1,390	0	1,110	0	0	0
20-St.Davids Chlorination Facility Upgrade	A	2,500	2,500	0	0	0	0	0
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	A, G	5,000	550	0	4,450	0	0	0

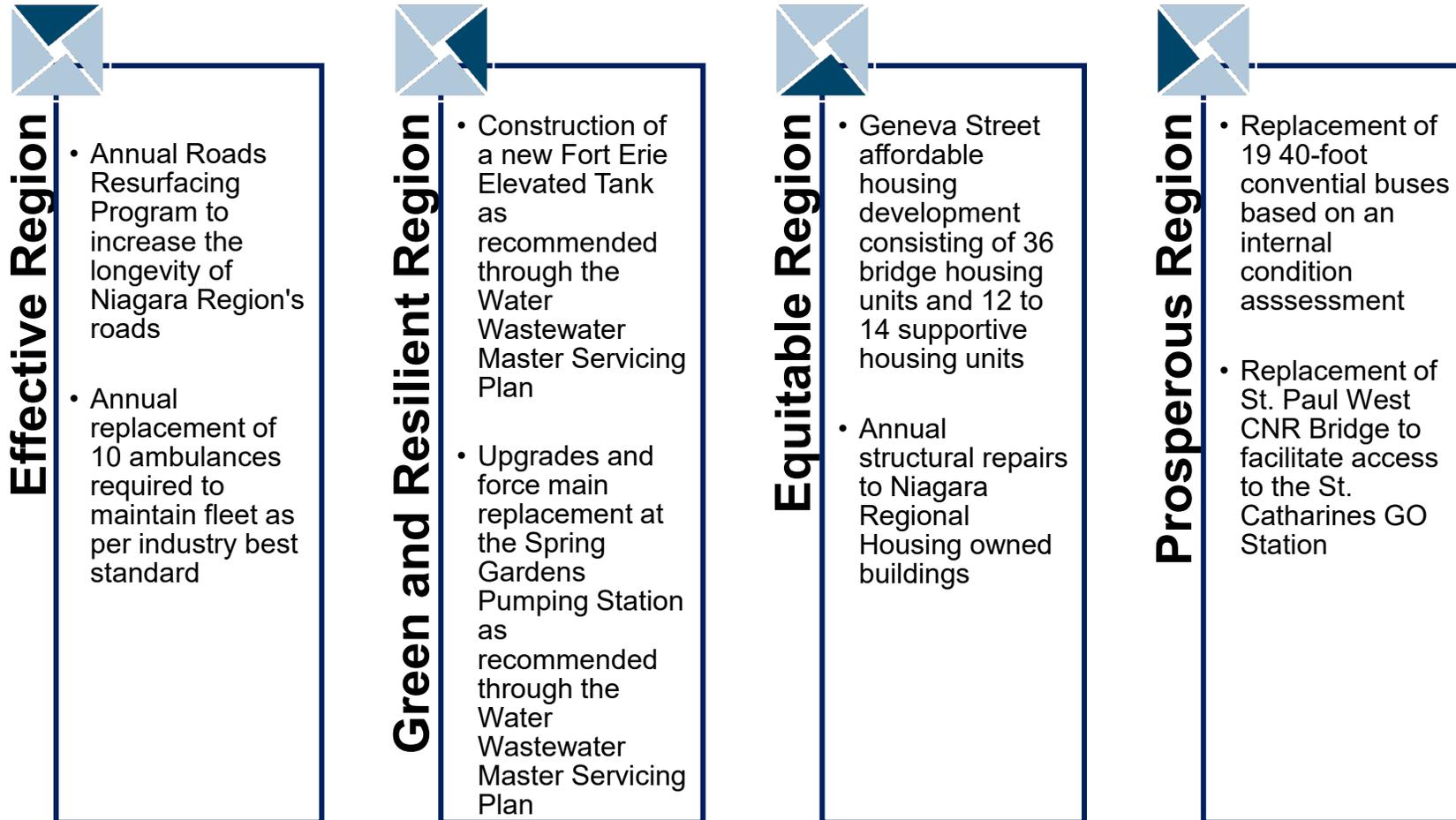
Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
19-DeCew UV Upgrade	A	500	500	0	0	0	0	0
Water Vehicle	A	65	65	0	0	0	0	0
Subtotal of Water Operations		40,478	20,298	0	17,980	0	0	2,200
Subtotal of Rate		80,668	40,858	0	33,610	4,000	0	2,200
Grand Total		270,282	133,553	21,924	53,724	14,800	5,352	40,928

*Other External financing is comprised of \$6,549 municipal cost share, \$26,279 federal/provincial funding, \$7,600 Canadian National Railway (CNR) funding contribution and \$500 developer contribution related to the annual development project.

Regional Council Strategic Priorities

Council's strategic priorities are considered in the development of the annual capital budget. A summary of the major 2024 capital projects tied to each strategic priority are highlighted in the graphic below.



Capital Budget

Capital Expenditure Summary by Department

The following is a summary by department 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
Office of the Deputy CAO	0	0	0	0	0	0
Community Services	2,181	0	658	1,524	0	0
General Government	500	10	490	0	0	0
Corporate Administration	1,021	0	0	1,021	0	0
Corporate Services	10,746	662	4,875	4,291	201	717
Growth, Strategy and Economic Development	0	0	0	0	0	0
Public Health and Emergency Services	5,789	0	530	5,139	120	0
Transportation Services	101,203	6,600	89,215	4,988	250	150
Subtotal of Levy Departments	121,440	7,272	95,767	16,963	571	867
Niagara Regional Housing	31,096	600	29,696	300	500	0
Niagara Regional Police Services	7,899	0	0	7,899	0	0
Subtotal of Agencies, Boards and Commissions	38,995	600	29,696	8,199	500	0
Subtotal of Levy Programs	160,435	7,872	125,463	25,161	1,071	867
Waste Management	6,160	0	5,616	0	272	272
Niagara Transit Commission	23,019	253	515	22,019	37	196

Capital Budget

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Subtotal of Special Levy Departments	29,179	253	6,131	22,019	309	468
Wastewater Operations	40,190	2,634	27,947	2,140	1,316	6,153
Water Operations	40,478	7,376	25,312	828	813	6,150
Subtotal of Rate Programs	80,668	10,010	53,259	2,968	2,129	12,302
Grand Total	270,282	18,135	184,853	50,148	3,509	13,636

Capital Budget

Capital Expense Detail by Project

The following table is a list of individual projects by department.

Amounts in thousands (\$)

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
LTC Homes - Annual Resident Care Equipment	243	0	0	243	0	0
LTC Homes - Annual Roof Replacement	658	0	658	0	0	0
LTC Homes - Annual Machinery/Equipment	489	0	0	489	0	0
LTC Homes - Annual Capital Improvements/Replacements	792	0	0	792	0	0
Subtotal of Community Services	2,181	0	658	1,524	0	0
24-Wainfleet Beach Shoring	500	10	490	0	0	0
Subtotal of General Government	500	10	490	0	0	0
24 - Kronos - Time and Attendance	721	0	0	721	0	0
24 - HRIS Development People Tools Upgrade 30 to PT 46+	300	0	0	300	0	0
Subtotal of Corporate Administration	1,021	0	0	1,021	0	0
24-Oracle People Tool Upgrade	75	0	0	75	0	0
24-Corp Secure Password Util	60	0	0	60	0	0
24-Automatic SW Patching	50	0	0	50	0	0
24-Cloud-Based Acc Ctrl Tool	150	0	0	150	0	0
24-Meet Rm Equip EOL Replace	200	0	0	200	0	0
24-WiFi Access Point Replace	150	0	0	150	0	0
24-SAN Storage Size+Perform	155	0	0	155	0	0
24-SQL Virtual Host Replace	450	0	0	450	0	0
24-IT Security Monit+Res Syst	650	0	0	650	0	0
24-Main Firewall Replacements	1,100	0	0	1,100	0	0
24-IT Hardware Inventory	100	0	0	100	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
24-Data Cent Protect Fencing	120	0	0	120	0	0
24-Corp Security Tools	96	0	0	96	0	0
Cust Srvc Strategic Priority	950	0	0	935	15	0
24-Building Entry Security	400	60	288	0	24	28
24-Ann-Code & Leg Compliance	1,000	80	820	0	20	80
24-Region Staff Accommodation	500	60	380	0	25	35
24-Childcare-Video Surveil	250	35	185	0	13	18
24-Childcare Centres-Millwork	200	20	154	0	11	15
24-Childcare-Interior Paint	100	10	77	0	6	7
24-Child Well-Toddler Yard	140	20	101	0	9	10
24-EMS Base Card Access Repla	350	60	252	0	14	25
24-StCath EMS-HVAC Replace	500	0	500	0	0	0
21-NRPS 68 Church Demolition	3,000	317	2,118	0	65	500
Subtotal of Corporate Services	10,746	662	4,875	4,291	201	717
2024 Ambulance & Equipment Replacement	2,991	0	0	2,991	0	0
2024 CPAP Replacement	170	0	0	170	0	0
2024 ERV Replacement	368	0	0	368	0	0
2024 EPCR Tablet/I-Medic Software Replacement	1,730	0	0	1,610	120	0
EMS - Wainfleet Lease Buildout	530	0	530	0	0	0
Subtotal of Public Health Emergency Services	5,789	0	530	5,139	120	0
Rds Fac Prgm-Interior Two-Level Office Construction	1,800	0	1,800	0	0	0
24 Ann-Storm Sewer Asset Management Program	500	500	0	0	0	0
24 Ann-Railway Crossing Imprv	220	0	220	0	0	0
Struc Rehab-NE Consolidated #2 Culvert	150	0	150	0	0	0
24 Ann-Guide Rail Imprv	500	0	500	0	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
24 Ann-Storm Sewers & Culverts	1,450	0	1,450	0	0	0
24 Ann-Traffic Signal Program	2,945	0	2,945	0	0	0
24 Ann-Two-Way Radio System Upgrades	600	0	0	600	0	0
Cpcty Imprv-New Escarpment Crossing	1,000	1,000	0	0	0	0
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	2,000	0	2,000	0	0	0
Struc Rehab - St. Paul W CNR Bridge Replacement	14,600	0	14,600	0	0	0
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	10,000	0	10,000	0	0	0
Rds Rehab - RR 69 Twenty Mile-RR 24 Victoria Ave to Rosedene Rd	6,500	0	6,500	0	0	0
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	1,000	0	1,000	0	0	0
Rds Rehab RR20 - South Grimsby Rd5 to Wade Rd	9,200	0	9,200	0	0	0
Struc Rehab - Seventh St Bridge (034205)	2,900	0	2,900	0	0	0
20-Struc Rehab-RR12 Mountain St Retaining Wall	2,800	0	2,800	0	0	0
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	3,000	0	3,000	0	0	0
20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	5,000	0	5,000	0	0	0
20-Struc Rehab -020215-Hwy 20	2,000	500	1,500	0	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Struc Rehab -077310-16 Mile Creek Arch Culvert	2,500	0	2,500	0	0	0
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	2,000	0	2,000	0	0	0
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	500	500	0	0	0	0
Int Imprv-RR19 Gilmore Rd at Petit Rd	500	500	0	0	0	0
Int_impr Prgm-RR57 Thorold Stone Rd at St. James	950	100	850	0	0	0
24 Ann-Misc Road Properties	200	0	200	0	0	0
24 Ann-Roads Resurfacing	12,000	0	11,600	0	250	150
24-Ann-Transportation Master Plan	1,000	0	1,000	0	0	0
24 Ann-Roads Eng for Future	500	500	0	0	0	0
24 Ann-Development Projects	500	0	500	0	0	0
Struc Rehab - Stanley Ave Bridge (102205)	4,000	500	3,500	0	0	0
Rds Rehab-RR81 Main St W Kerman to Elm	750	750	0	0	0	0
Struc Rehab - 36 South Pelham St Culvert Replacement (036305)	100	100	0	0	0	0
Rds Rehab-RR529 River O'Reilly's to Airport	300	300	0	0	0	0
Struc Rehab - Lakeshore Rd Culvert Replacement (087225)	1,000	250	750	0	0	0
24-Transportation Sustainability Review	600	600	0	0	0	0
24-Ann-Road Safety Strategic Plan	750	0	750	0	0	0
24-Ann-Active Transportation Masterplan	500	500	0	0	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
24 Ann-RWIS Enhancement Program / Pavement Sensors	100	0	0	100	0	0
22 Ann-Fleet Snowplow Replacement	1,336	0	0	1,336	0	0
24 Ann-Fleet Snowplow Replacement	2,697	0	0	2,697	0	0
23-Fleet Transportation Operations	65	0	0	65	0	0
WM-Ops-Vehicles	130	0	0	130	0	0
WM Coll-Div P&E Cargo Van 294 Replacement	60	0	0	60	0	0
Subtotal of Transportation Services	101,203	6,600	89,215	4,988	250	150
Subtotal of Levy Departments	121,440	7,272	95,767	16,963	571	867
24-NRH Annual Unit Capital	5,639	0	5,539	0	100	0
24-NRH Annual Mech-Electrical	2,573	0	2,473	0	100	0
24-NRH Annual Building Capital	5,646	0	5,546	0	100	0
24-NRH Annual Grounds Capital	2,942	0	2,842	0	100	0
24-NRH Emergency Capital	200	0	0	200	0	0
24-NRH Annual New Development Planning	200	200	0	0	0	0
NRH Geneva Street Development	13,896	400	13,296	100	100	0
Subtotal of Niagara Regional Housing	31,096	600	29,696	300	500	0
Increase Quantity of Fleet Vehicles	500	0	0	500	0	0
Specialty Vehicles	331	0	0	331	0	0
Patrol Vehicles	1,597	0	0	1,597	0	0
Investigative Vehicles	254	0	0	254	0	0
Biomedical Refrigerator/Freezer	10	0	0	10	0	0
Intoxilyzer 9000C Transition Completion	25	0	0	25	0	0
Mobile Radar Unit Replacement	66	0	0	66	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Headsets	35	0	0	35	0	0
Night Vision Replacement Project	74	0	0	74	0	0
NRPS - Dive Truck (2022)	75	0	0	75	0	0
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	140	0	0	140	0	0
Safety Helmets	13	0	0	13	0	0
23 - NRPS - IT CCTV Cameras	200	0	0	200	0	0
Servers & Workstations	350	0	0	350	0	0
Enterprise Storage Server	2,500	0	0	2,500	0	0
Desktops/Laptops/Monitors	475	0	0	475	0	0
Radio System Microwave Replacement	325	0	0	325	0	0
P25 Radio site UPS Battery Replacement	40	0	0	40	0	0
P25 Radio System Portable	774	0	0	774	0	0
Mobile Communications Equipment	55	0	0	55	0	0
Mobile Communications Van	60	0	0	60	0	0
Subtotal of Niagara Regional Police Services	7,899	0	0	7,899	0	0
Subtotal of Agency Boards Programs	38,995	600	29,696	8,199	500	0
Subtotal of Levy Programs	160,435	7,872	125,463	25,161	1,071	867
24-Annual Misc Enhance and Rep	1,360	0	1,236	0	62	62
24-Well Decommissioning	450	0	409	0	21	21
24-Property Acquisition	180	0	180	0	0	0
Humberstone - Paving Upgrades	220	0	200	0	10	10
Quarry-Site Improvements	700	0	636	0	32	32
Glenridge - Passive Gas System	2,150	0	1,955	0	98	98
Mtn-GW Treatment LCS upgrades	1,100	0	1,000	0	50	50
Subtotal of Waste Management	6,160	0	5,616	0	272	272
Scheduling Software	1,000	200	0	650	0	150

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Branding	788	0	0	788	0	0
Replace 40' Conventional Buses	15,843	0	0	15,843	0	0
Refurbishment of 40' Conventional Buses	1,071	0	0	1,071	0	0
Replacement of Specialized / Para Transit Buses	1,999	0	0	1,999	0	0
Replace 2 x 40' Conventional Buses	1,668	0	0	1,668	0	0
24-NTC-Building Equip	250	18	200	0	15	18
24-NTC StCath-Overhead Door	400	35	315	0	22	28
Subtotal of Niagara Transit Commission	23,019	253	515	22,019	37	196
Subtotal of Special Levy Departments	29,179	253	6,131	22,019	309	468
Portfolio Management System	250	195	0	0	18	38
Environmental Centre Building Renovation (Wastewater)	250	0	195	0	18	38
WW SCADA upgrades	1,000	0	0	1,000	0	0
Instrumentation Upgrade program (Wastewater)	160	0	0	160	0	0
Digester & Biosolid Management Program	2,500	450	1,500	0	175	375
WW Hardware Software Upgrades	915	0	0	915	0	0
Pipe and Manhole Rehabilitation	700	0	593	0	23	84
Wastewater Vehicle	65	0	0	65	0	0
Bender Hill Pump Station Upgrade	8,000	0	6,440	0	200	1,360
Central SPS/HRT Upgrades	700	546	0	0	49	105
Niagara Falls WWTP Raw Biosolid Pump Station and Screening Upgrade	800	624	0	0	56	120

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
2017-Stevensville-Douglastown Lagoon Upgrade	1,000	0	1,000	0	0	0
Lakeshore Road SPS Upgrade	1,500	0	1,195	0	50	255
Shirley Road Pump Station Upgrade	1,500	0	1,195	0	50	255
20-Seaway WWTP Ferric System Upgrade	2,500	0	1,900	0	175	425
Steele St Pumping Station Upgrades	250	195	0	0	18	38
Siphon Chamber/Siphon Tube Inspection	300	234	0	0	21	45
21- Spring Gardens Pumping Station Upgrades and Force Main Replacement	12,500	0	10,225	0	150	2,125
20-Lakewood Garden Pumping Station Upgrades	2,800	0	2,174	0	150	476
20-Bal Harbor Pumping Station Electrical Upgrade	2,000	0	1,530	0	130	340
Smithville SPS and FM Upgrade	500	390	0	0	35	75
Subtotal of Wastewater Operations	40,190	2,634	27,947	2,140	1,316	6,153
Water SCADA Upgrades	253	0	0	253	0	0
Environmental Centre Building Renovation (Water)	250	0	190	0	18	43
Instrumentation Upgrade program (Water)	160	0	0	160	0	0
Water Hardware Software Upgrades	350	0	0	350	0	0
Boiler Replacement Program	300	0	234	0	15	51
Portfolio Management System	250	195	0	0	18	38
Water Vehicle	65	0	0	65	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
New Fort Erie Elevated Tank	22,000	0	19,160	0	200	2,640
Welland WTP – Transmission Main Crossing (Welland Canal)	4,800	0	3,000	0	100	1,700
21-Bemis Elevated Tank Replacement	500	390	20	0	90	0
Port Colborne WTP Intake Rehabilitation	300	231	0	0	18	51
19-DeCew UV Upgrade	500	390	0	0	35	75
20-Watermain Interconnection from Decew WTP to Collier Road South	2,500	2,045	0	0	80	375
20-St.Davids Chlorination Facility Upgrade	2,500	0	2,120	0	80	300
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	5,000	4,125	0	0	125	750
Queenston PRV chamber	750	0	588	0	35	128
Subtotal of Water Operations	40,478	7,376	25,312	828	813	6,150
Subtotal of Rate	80,668	10,010	53,259	2,968	2,129	12,302
Grand Total	270,282	18,135	184,853	50,148	3,509	13,636

Capital Budget Development Process

Capital Business Cases

In 2024, 160 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.
- Project Initiation: Are the project funds being initiated upon budget approval? Are the project funds being initiated at a future date once formal confirmation of external funding is received?
- 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/revenues or costs 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.

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% (\$16.1 million) for Levy and 7.22% (\$9.5M) for Water and Wastewater was required annually for 10 years to eliminate the infrastructure deficit. Understanding significant budget pressures, the 2024 budget approved a 1.50% (\$6.7 million) increase for Levy and 4.10% (\$5.9 million) 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 46% of the total 2024 Capital Budget. The operating impacts of these projects were reviewed along with the rest of the projects in the capital budget. With the exception of the Geneva Street Niagara Regional Housing Development project, the 10 largest projects do not have incremental operating costs as these costs were already budgeted when the original asset was constructed.

2024 Capital Data Sheet - Project ID: J 20000614

New Fort Erie Elevated Tank

Project Description

Construction- A new 9ML elevated tank in Fort Erie.

Project Details	Description
Municipality	Fort Erie
Operating Unit-Division	Water
Project Initiation	Concurrent with Budget Approval
Partners	N/A
DC Study Reference	2022 Study,5-63,W-S-001,(0.5)
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	19,160
Internal Compensation	125
Internal Costs	75
Contingency	2,200
Warranty	440
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	22,000

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	11,000
Operating Reserves	0
Debt	0
Development Charges	11,000
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	22,000

Capital Budget

Cash Flows

Amounts In thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	2,000	2,000	2,000	5,000	11,000
2025	5,000	3,000	1,000	2,000	11,000
2026	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	222	0	0	0	0	0	0	222
Design	1,006	0	0	0	0	0	0	1,006
Pre-Construction	2,160	0	0	0	0	0	0	0
Construction	0	19,160	0	0	0	0	0	19,160
Internal Compensation	31	125	0	0	0	0	0	156
Internal Costs	24	75	0	0	0	0	0	99
Contingency	222	2,200	0	0	0	0	0	2,422
Warranty	0	440	0	0	0	0	0	440
Property	250	0	0	0	0	0	0	250
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	1,755	22,000	0	0	0	0	0	23,755

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

Niagara Region's recent Water and Wastewater Master Servicing Plan (WWWMSP) identifies the Town of Fort Erie as a growth area. The Region's two water storage facilities in the Town of Fort Erie, the Fort Erie South elevated tank and the Stevensville reservoir, both require replacement. These two storage facilities provide a combined storage of 3.4ML. The WWWMSP recommended the construction of a new 9ML elevated tank to consolidate storage requirements and improve operations. The existing locations are neither large enough to accommodate the new tank nor hydraulically suitable to provide the required water volume and pressure. Once the new tank is in service, the Fort Erie South and Stevensville storage facilities will be decommissioned.

Capital Budget

The scope of work includes construction of a new 9ML elevated tank. This project will be led by W&WW Engineering and in conjunction with W&WW Operations and Maintenance and the Town of Fort Erie.

Construction is budgeted in 2024 at a cost of \$22,000,000; this cost is based on 60% design estimates, and 50% of the cost is DC recoverable. Historical costs include \$255,000 for an Environmental Assessment (2018), \$300,000 for land purchase (2019) and \$1,200,000 for design (2020).

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

High – The Public Health impacts could include inadequate supply volume and/or inadequate pressure to meet fire flow requirements in the Town of Fort Erie.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20001950

Replace 40' Conventional Buses

Project Description

Replacement of 19 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).

Project Details	Description
Municipality	Region Wide
Operating Unit-Division	Niagara Transit Commission
Project Initiation	Concurrent with Budget Approval
Partners	MTO
DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	No

Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	0
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	15,843
Uninitiated	0
Total Expenditure	15,843

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Provincial Gas Tax	4,230
Area Municipality	0
Municipal Cost Sharing	0
Other External	11,613
Total Funding	15,843

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	0	0	0	15,843	15,843
2025	0	0	0	0	0
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	15,843	0	0	0	0	0	15,843
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	15,843	0	0	0	0	0	15,843

Operating Impact

Amounts In thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The 2024 budget request is \$15.8M to purchase 19 x 40' conventional buses. The total cost of this project over 10 years is forecasted at \$122M. NTC has identified specific vehicles that require replacement, with same. NTC has experience and data from past purchases made in the recent past, thus the costs are known/can be reliably estimated. Other external funding consists of funding from the Ministry of Transportation of Ontario (MTO).

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

High. If this project is delayed, it is highly likely that any one of the 19 vehicles that have a useful life exceeding 12 years will fail in service. If that occurs that vehicle could be out of service from two weeks to three months, affecting 400 riders/day. This will negatively impact service delivery, and reputation.

Capital Budget

2024 Capital Data Sheet - Project ID: J 10RC1566

Structural Rehab - St. Paul W CNR Bridge Replacement

Project Description

Replacement of St. Paul West CNR Structure No. 081215 which carries RR81 over the CN tracks in west St. Catharines.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Transportation
Project Initiation	To be Initiated in Future
Partners	CNR
DC Study Reference	2022 Study,5-36,159,(0.08)
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	14,600
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	14,600

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	5,954
Development Charges	518
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	528
Other External	7,600
Total Funding	14,600

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	0	0	3,000	4,500	7,500
2025	4,500	2,600	0	0	7,100
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	500	0	0	0	0	0	0	500
Design	0	0	0	0	0	0	0	0
Pre-Construction	400	0	0	0	0	0	0	400
Construction	7,900	14,600	0	0	0	0	0	22,500
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	100	0	0	0	0	0	0	100
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	500	0	0	0	0	0	0	500
Cost Share	3,850	0	0	0	0	0	0	3,850
Total Expenditure	13,250	14,600	0	0	0	0	0	27,850

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project addresses the replacement of the St. Paul West CNR Bridge. The Biennial Bridge Inspection Report identified this structure for replacement as the service life has expired and the bridge currently has a triple load restriction. The bridge replacement project also includes construction of the St. Paul West/Great Western Street intersection to facilitate one way access to the St. Catharines GO Station. In 2017 an EA and conceptual plan for the replacement of the St. Paul West CNR Bridge was conducted.

Timing of this project is critical. The structure has reached the end of its service life and poses a safety risk to motorists. In 2017 recommendations were made from the Biennial Inspection Report to have the structure inspected every 6 months for further evidence of deterioration and loss of load carrying capacity. In 2022, the structure needed to be further load restricted to one lane of carrying capacity with 2-month visual inspections required.

The 2024 budget request is \$14,600,000 of additional funding for property acquisitions, additional scope of work related to the entrance at Great Western and Ridley Rd and construction. Prior approved funding of \$13,250,000 was used to complete a Preliminary Design, EA and Detailed Design, property acquisition and utilities. The total project cost is estimated at \$27,850,000 based on 90% detailed design. Cost sharing with CN is being negotiated at this time.

Capital Budget

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

High-This structure is in poor condition with a Bridge Condition Index (BCI) of 33 and requires immediate replacement.

Public safety is at risk with the continued load posting on the failing structure.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20001962

Niagara Regional Housing Geneva Street Development

Project Description

Construction of a 48-unit Bridge/Supportive housing building in St. Catharines to address core housing need in Niagara.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Niagara Regional Housing
Project Initiation	Concurrent with budget approval
Partners	City of St. Catharines
DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	No

Budget Break Down

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	100
Design	300
Pre-Construction	0
Construction	13,296
Internal Compensation	100
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	13,896

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	1,000
Rate Reserves	0
Operating Reserves	0
Debt	6,742
Development Charges	0
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	6,154
Total Funding	13,896

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	1,390	2,779	2,779	2,779	9,727
2025	2,084	1,390	695	0	4,169
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	4,304	100	100	0	0	0	0	4,504
Design	0	300	300	0	0	0	0	600
Pre-Construction	0	0	0	0	0	0	0	0
Construction	250	13,296	12,500	0	0	0	0	26,046
Internal Compensation	0	100	100	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	100	100	0	0	0	0	200
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	4,554	13,896	13,100	0	0	0	0	31,550

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	750	1,000

Project Need, Justification of Timing and Costs

This budget request is to increase the existing budget for the Geneva Street affordable housing development to fund construction of Phase 1 of the proposed development, which is a single 4-storey building consisting of 36 Bridge Housing units and 12-14 Supportive Housing Units, which will provide clients with housing and programming that is tailored to individual needs to meet local demand and system pressures. Phase 2, forecasted for the 2025 capital budget, will be construction of community housing units on the same property.

The project will be led by the Niagara Regional Housing (NRH) Housing Operations team, who oversee the NRH housing portfolio, including targeted new construction and intensification areas, and is part of the Housing Master Plan Initiative for the Niagara Region. Project costs for this development are based on historical costs from recent NRH owned-unit projects, as well as third-party cost consulting reports recently completed for similar scope.

This project leverages external Homelessness Prevention Plan (HPP) funding that was identified for capital work for housing facilities according to the investment plan approved by Council in report CAO 6-2023. The investment plan also identified the required operating funds to be allocated for the operation of the building and programming, as well as the transfer to reserve for future replacement of the facility in accordance with the Region's reserve policy. Environmental site assessment (ESA) work is underway in accordance with the Memorandum of Understanding/Agreement with the City of St. Catharines, in addition to preliminary planning

Capital Budget

and design work with funds allocated primarily from the 2023-2024 HPP funding allocation. This project was rated as having potential social determinants of health in the screening stages of the Health Impact Assessment. Further investigation will include recommendations to ensure a positive impact for the target population.

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

Failure to approve this capital budget request will lead to increased construction costs for future development of this site, and it will cause a continued pressure of having chronically homeless persons in the shelter system, and unsupported in the community without the more intense supports needed. In addition, there is a risk that the HPP funding to be used for this development will have to be returned if a project is not identified and approved.

This project ensures that the health and safety of residents in Niagara are protected by providing a safe place to live with the supports that individuals may require.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20001364

21- Spring Gardens Pumping Station Upgrades and Force Main Replacement

Project Description

Design - Sustainability and capacity upgrades and force main replacement at the Spring Gardens Pumping Station in the City of St. Catharines.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study,5-46,WW-FM-027,(0.78)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	Yes

Budget Breakdown

Amount in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	10,225
Internal Compensation	100
Internal Costs	50
Contingency	1,875
Warranty	250
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	12,500

Funding Sources

Amount in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	2,750
Operating Reserves	0
Debt	0
Development Charges	9,750
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	12,500

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	2,000	2,000	2,000	2,000	8,000
2025	2,000	2,000	500	0	4,500
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	0	0	0	0	0	0	0	0
Design	470	0	0	0	0	0	0	470
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	10,225	0	0	0	0	0	10,225
Internal Compensation	6	100	0	0	0	0	0	106
Internal Costs	4	50	0	0	0	0	0	54
Contingency	46	1,875	0	0	0	0	0	1,921
Warranty	0	250	0	0	0	0	0	250
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	526	12,500	0	0	0	0	0	13,026

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The Spring Gardens Biosolid Pumping Station (BPS) is located at 5A Old Coach Road in the City of St. Catharines. The pump station and the force main was originally constructed in 1964 and serves about 10,400 people.

The facility consist of an underground wet well and dry well chamber with a pumping capacity of 291 l/s and an above ground structure that houses control panels and a generator. A 400mm diameter asbestos cement force main coveys flows from the station to approximately 415 meters south and discharges in a local municipal manhole at the intersection of Lakeshore Road and Clifford Street. The most recent Water and Wastewater Master Servicing Plan (WWWMSP) has identified a need for capacity upgrade and recommends that the station pumps be upsized from the existing 291 L/s to 349 L/s and the existing 400mm force main to be upgraded to a new 500mm force main. The station is also in a poor condition and is experiencing escalating maintenance needs.

The scope of this project is a complete capacity and sustainability upgrade at the station and with a new 500mm diameter force main. The project will be led by W&WW engineering with cooperation with City of St, Catharines.

Capital Budget

The 2023 budget request is \$12,500,000 to proceed with construction. Previously a budget of \$350,000 was approved in 2021 for the design and a capital variance request of \$176,000 was requested for design related expenses in 2021. The project is 80% DC recoverable and this estimate is based on the Consultant's 60% design estimate.

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

High - The station is reaching the end of its service life and is in very poor condition. Any delays will increase the operation and maintenance costs as well as the risk of compliance issues. The Public Health impact would be if there is a failure at the station then we would be unable to convey biosolid flows causing environmental spills and possible basement flooding.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20001923

24 Annual Roads Resurfacing

Project Description

2024 Annual Roads Resurfacing Program.

Project Details	Description
Municipality	Region Wide
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	Local Area Municipalities
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	11,600
Internal Compensation	200
Internal Costs	50
Contingency	150
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	12,000

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	6,375
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	5,625
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	12,000

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	250	3,500	3,500	3,550	10,800
2025	1,200	0	0	0	1,200
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	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	11,600	0	0	0	0	0	11,600
Internal Compensation	0	200	0	0	0	0	0	200
Internal Costs	0	50	0	0	0	0	0	50
Contingency	0	150	0	0	0	0	0	150
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	12,000	0	0	0	0	0	12,000

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

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

The 2024 road section candidates will be selected based on the updated 2023 Pavement Management Study that is currently underway and will be completed by August 2023. Staff will also recommend a list of provisional road sections that may be added to the program should surplus funding be realized through the competitive bid process.

The 2024 Budget request is \$12,000,000 for construction in accordance with the recommendations of the Pavement Management System.

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

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

Capital Budget

2024 Capital Data Sheet - Project ID: J 20000139

Roads Rehab-RR81 Main St from DSBN High School to Orchard Pkwy

Project Description

Reconstruction of RR81 Main St from DSBN High School to Park Rd N, Park Rd N to Baker Rd & Nelles Rd to Orchard Pkwy.

Project Details	Description
Municipality	Grimsby
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study,5-28,94,(0.40) Urbanization update
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	No

Budget Breakdown

Amounts in thousands (\$)

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

Funding Sources

Amounts in thousands (\$)

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

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	0	0	1,500	3,000	4,500
2025	3,000	2,500	0	0	5,500
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	490	0	0	0	0	0	0	490
Design	250	0	0	0	0	0	0	250
Pre-Construction	1,000	0	0	0	0	0	0	1,000
Construction	0	10,000	0	0	0	0	0	10,000
Internal Compensation	10	0	0	0	0	0	0	10
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	1,750	10,000	0	0	0	0	0	11,750

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project will address the urbanization of the two lane roadway, pavement condition and active transportation for pedestrians and cyclists along this corridor. The Region will collaborate with the Town of Grimsby through the process to ensure their requirements and infrastructure improvements are considered as part of the project.

This project will be divided into three phases as listed below:

- Phase 1 – DSBN High School to Park Rd North
- Phase 2 – Park Rd N to Baker Rd
- Phase 3 – Nelles Rd to Orchard Pkwy

Timing is critical to address the deteriorating pavement condition and to align with stakeholders. The construction of Phase 1 has been positioned to align with the opening of the new DSBN High School.

The 2024 Budget request is \$10,000,000 for construction. Prior approved funding of \$1,750,000 is being used for detailed design, property acquisition and utilities. The total cost of the project for Phase 1 is estimated at \$11,750,000 based on preliminary design and similar past projects. Cost estimates will be further outlined during the design process.

Capital Budget

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

High- Main St is an arterial road with access to many residential and commercial areas. With the construction of the new high school, there are safety concerns related to increased capacity and the absence of active transportation facilities.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20000897

Roads Rehab RR20 - South Grimsby Rd5 to Wade Rd

Project Description

Reconstruction of RR20 West St from South Grimsby Rd 5 to Wade Rd.

Project Details	Description
Municipality	West Lincoln
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	Township of West Lincoln
DC Study Reference	2022 Study,5-26,70,(0.4)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	Yes
Asset Management Plan	Yes

Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	9,200
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	9,200

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	3,228
Development Charges	2,152
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	3,820
Other External	0
Total Funding	9,200

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	0	0	0	0	0
2025	0	0	0	0	0
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	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	500	9,200	3,650	0	0	0	0	13,350
Internal Compensation	0	0	0	0	0	0	0	0
Internal Costs	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	500	9,200	3,650	0	0	0	0	13,350

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project will implement the recommendations of the Environmental Assessment (EA) study report completed March 2016. These improvements address intersection operations, parking, road condition, streetlighting, active transportation and safety concerns identified in the Smithville safety study area. The Region is coordinating with the Township of West Lincoln to ensure their watermain and sanitary infrastructure needs are captured in the project scope.

Timing is to align with stakeholders and the Township of West Lincoln, our cost sharing partner. Timing is also critical to accommodate the planned development in the North West Secondary Plan Area in Smithville.

The 2024 Budget request is \$9,200,000 to proceed with construction. Prior approved funding of \$500,000 was used for the detailed design. The total cost of the current project phase is \$9,700,000 based on 90% detailed design. An additional \$3,650,000 request is expected in 2025 to proceed with the next phase of construction from Griffin St S to Industrial Park. Cost sharing with the Township of West Lincoln will be finalized at time of tender award.

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

High- This road section is a concern from a safety perspective. Delaying this project will further expose residents to potential risks and the condition of the existing road will further deteriorate increasing maintenance costs. Additionally, the Region is working with Developers, through a

Capital Budget

front ending agreement, for the required Regional Sanitary Pumping Station improvements at Streamside Pump Station and the Regional Trunk Watermain. The Township’s watermain & sanitary sewer upsizing are key infrastructure improvements that are also required as part of this project.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20000484

Bender Hill Pump Station Upgrade

Project Description

Construction – Sustainability upgrades to the Bender Hill SPS in the City of Niagara Falls.

Project Details	Description
Municipality	Niagara Falls
Operating Unit-Division	Wastewater
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study,5-50,WW-SPS-050,(0.38)
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	6,440
Internal Compensation	100
Internal Costs	100
Contingency	1,200
Warranty	160
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	8,000

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	4,960
Operating Reserves	0
Debt	0
Development Charges	3,040
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	8,000

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	1,000	1,000	1,000	1,000	4,000
2025	1,000	1,000	1,000	1,000	4,000
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	90	0	0	0	0	0	0	90
Design	700	0	0	0	0	0	0	700
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	6,440	0	750	0	0	0	7,190
Internal Compensation	15	100	0	0	0	0	0	115
Internal Costs	11	100	0	0	0	0	0	111
Contingency	95	1,200	0	0	0	0	0	1,295
Warranty	0	160	0	0	0	0	0	160
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	911	8,000	0	0	0	0	0	9,661

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The Bender Hill Biosolid Pumping Station (BPS) is an underground station located beneath the southbound lane at 5615 River Road in the tourist district of the City of Niagara Falls. The station was originally built in 1962 and subsequently upgraded in 1997; it consists of a wet well, dry well, electrical room, and process equipment, and is supported by two City-owned influent gravity sewers and a Region-owned discharge force main. The station is continually exposed to hydrogen sulfide gas and seasonally exposed to road de-icing agents, both of which have corroded and damaged the station structure and equipment. The latest Water and Wastewater Master Servicing Plan (WWWMSP) has recommended that the SPS needs to be restored to its full rated capacity of 330L/s.

The proposed scope of work for this construction assignment includes sustainability upgrades to pumps and process piping, mechanical, electrical, instrumentation, SCADA, HVAC, site works, and other features; wet well structural repair and coating; installation of a flow meter and chamber on the discharge force main; and improvements to manage space separation and ventilation for electrical safety as per NFPA 820 and the Ontario Electrical Safety Code.

W-WW Services is submitting a budget request for \$8,000,000 for this construction assignment in 2024; the construction estimate is based on the consultant’s 60% detailed design estimate. W-WW Services previously budgeted a total of \$200,000 in 2017-2018 for an Environmental

Capital Budget

Assessment study; an additional \$711,000 was budgeted for design services in 2019. The construction cost is 38% DC recoverable.

This project will be led by W&WW Engineering in cooperation with Wastewater Operations & Maintenance, W-WW Integrated Systems, and the City of Niagara Falls.

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

High – The Bender Hill SPS is in deteriorating condition, and station corrosion and staff safety/accessibility continue to be pressing concerns. Station renewal is urgently needed to address these sustainability issues. Public Health could be impacted if the station is unable to manage incoming biosolid flows, as this may result in environmental spills and/or basement flooding.

Capital Budget

2024 Capital Data Sheet - Project ID: J 20000146

Roads Rehab - RR 69 Twenty Mile-RR 24 Victoria Ave to Rosedene Rd

Project Description

Reconstruction of RR69 Twenty Mile Rd from RR24 Victoria Ave to Rosedene Rd.

Project Details	Description
Municipality	West Lincoln
Operating Unit-Division	Transportation
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study,5-28,90,(0.25)
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	No

Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	6,500
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	6,500

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	4,875
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	1,625
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Total Funding	6,500

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2024	0	2,000	2,250	2,250	6,500
2025	0	0	0	0	0
2026	0	0	0	0	0

Capital Budget

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2024	2025	2026	2027	2028	2029-2033	Total
Planning	0	0	0	0	0	0	0	0
Design	290	0	0	0	0	0	0	290
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	6,500	0	0	0	0	0	6,500
Internal Compensation	5	0	0	0	0	0	0	5
Internal Costs	5	0	0	0	0	0	0	5
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	300	6,500	0	0	0	0	0	6,800

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2024	2025	2026
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project is to reconstruct the first of two phases of 2 lane rural cross section and will address drainage improvements, poor pavement condition, road safety concerns and provide active transportation.

Timing of this project is to address the deteriorating pavement condition. This road section has a PCI of 13 and has been identified for reconstruction in the AMP.

The 2024 budget request is \$6,500,000 for construction. Prior approved funds of \$300,000 were used for detailed design. The total cost of the project is \$6,800,000 based on 60% design estimate.

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

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

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 Budget Planning By-law outlines that the approval of capital projects that result in a change in operating costs are to be budgeted in the year the project is approved. The following costs have been included in the 2024 and multi-year operating budgets as a result of council approving the following capital projects.

Amounts in thousands (\$)

Project Description	Nature of Operating Costs	2024 Costs	2025 Costs	2026 Costs
Cust Srvc Strategic Priority	Operational Support	350	350	350
24-Corp Secure Password Util	Operational Support	40	40	40
24-Main Firewall Replacements	Operational Support	75	75	75
24-IT Security Monit+Res System	Operational Support	35	35	35
Subtotal of Corporate Services		500	500	500
EMS - Wainfleet Lease Buildout	Utilities	2	2	2
Subtotal of Public Health and Emergency Services		2	2	2
23-Fleet Transportation Operations	Maintenance, Insurance & Fuel	4	8	8
Subtotal of Transportation Services		4	8	8
Subtotal of Levy Departments		506	510	510
NRH Geneva Street Development	Repairs, Maintenance, Utilities and Program Specific Costs	0	750	1,000
Subtotal of Niagara Regional Housing		0	750	1,000
Subtotal of Agency Boards and Commissions		0	750	1,000
Quarry-Site Improvements	Monitoring & Operational Support	75	75	75
Glenridge - Passive Gas System	Monitoring & Operational Support	10	10	10
Subtotal of Waste Management		85	85	85
Subtotal of Special Levy Departments		85	85	85

Capital Budget

Project Description	Nature of Operating Costs	2024 Costs	2025 Costs	2026 Costs
Portfolio Management System	Licenses	13	13	13
Wastewater Vehicle	Maintenance, Insurance & Fuel	2	2	2
Subtotal of Wastewater Operations		15	15	15
Portfolio Management System	Licenses	13	13	13
Wastewater Vehicle	Maintenance, Insurance & Fuel	2	2	2
Subtotal of Wastewater Operations		15	15	15
Subtotal of Rate Programs		29	29	29
Total of Operating Costs		620	1,374	1,624

Capital Budget

Operating Savings from Capital Projects

Operating savings from Capital projects are identified as part of the annual budgeting process. The Budget Planning By-law outlines that the approval of capital projects that result in a change in operating savings are to be budgeted in the year the project is approved. The following savings have been included in the 2024 and multi-year operating budgets as a result of council approving the following capital projects.

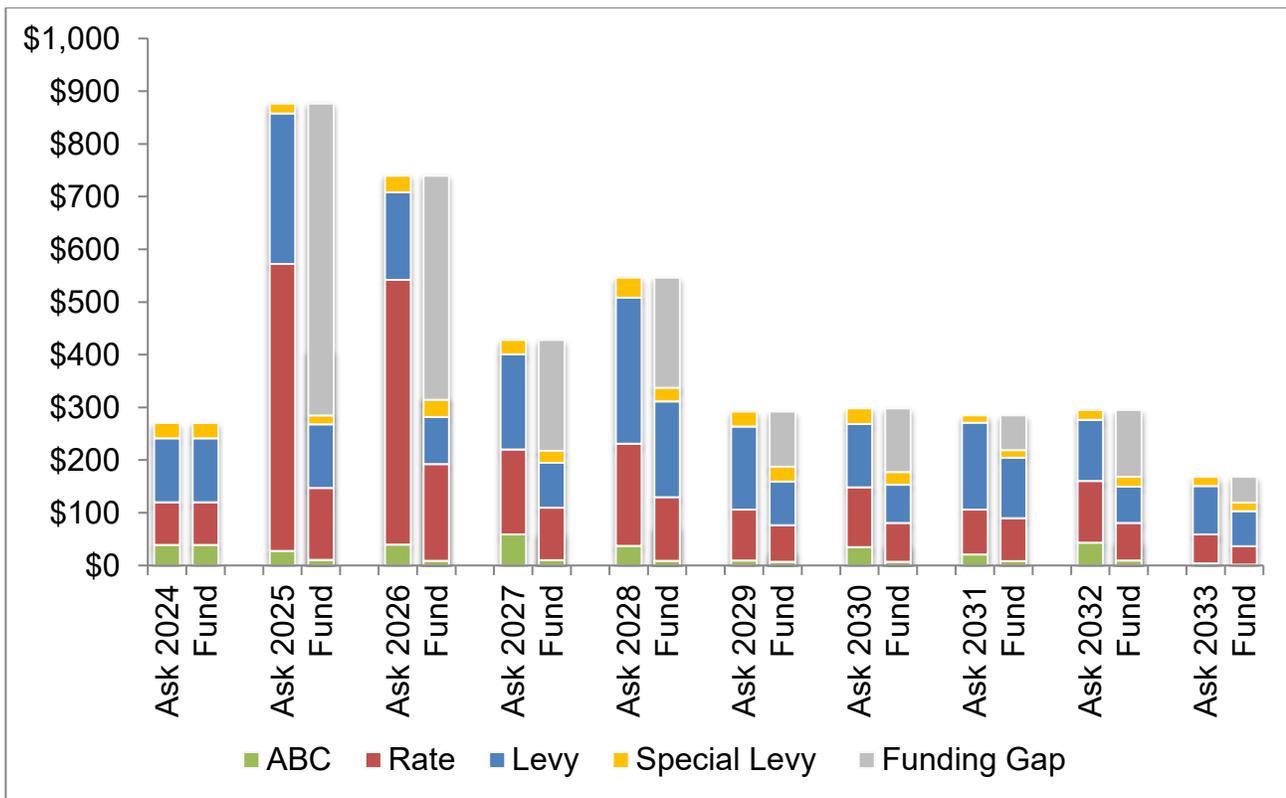
Amounts in thousands (\$)

Project Description	Nature of Operating Savings	2024 Savings	2025 Savings	2026 Savings
Subtotal of Levy Departments		0	0	0
Subtotal of Agency Boards and Commissions		0	0	0
24-Well Decommissioning	Reduced Monitoring & Operational Support	(75)	(75)	(75)
Subtotal of Waste Management		(75)	(75)	(75)
Subtotal of Special Levy Departments		(75)	(75)	(75)
Subtotal of Rate Programs		0	0	0
Total of Operating Savings		(75)	(75)	(75)

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 \$1.9 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
- No new debt after 2024 to manage the existing approved and unissued debt
- The interest rate paid on borrowed funds range from 3.91% for 5-year debt to 4.45% 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

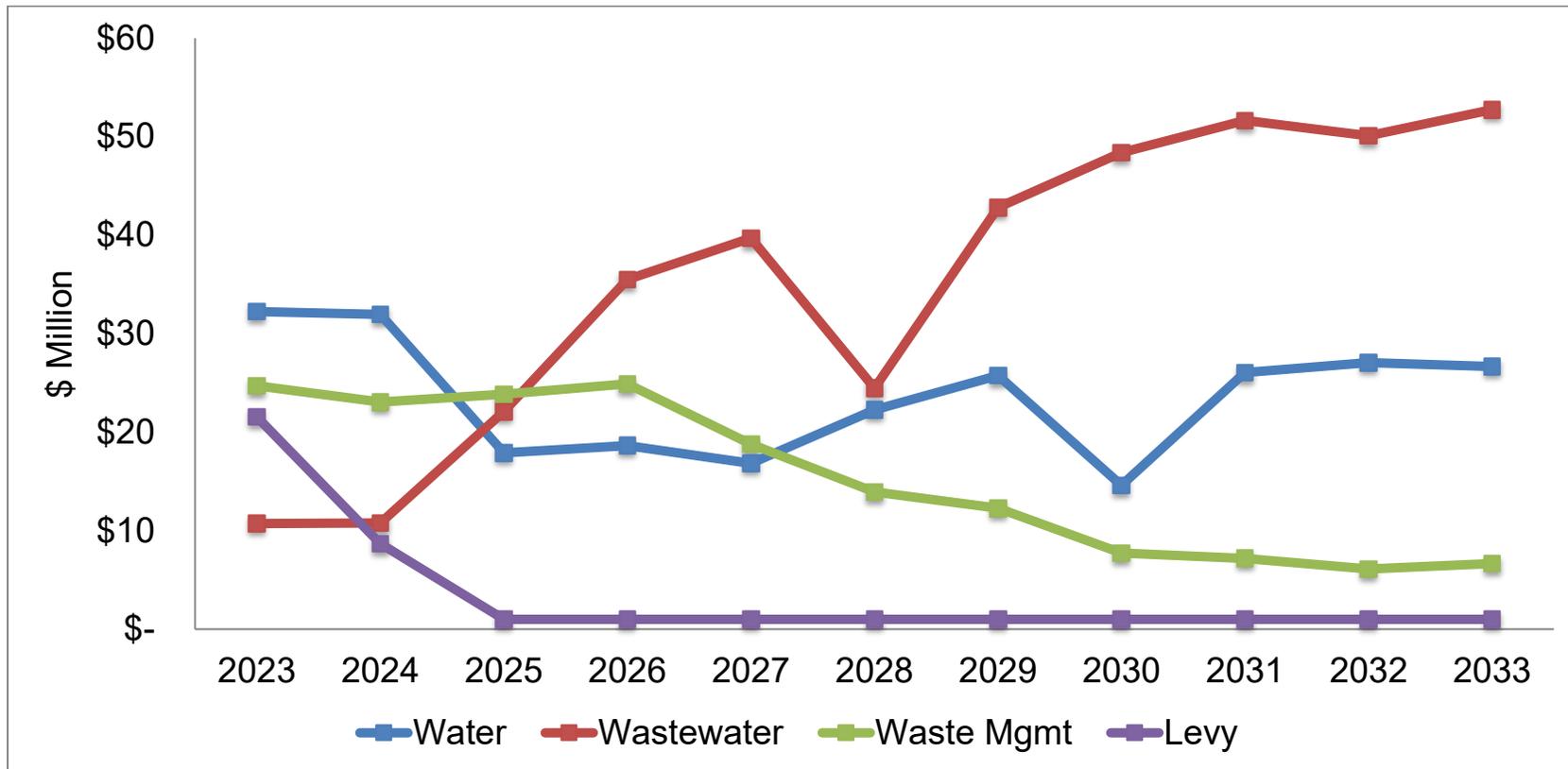
Amounts in thousands (\$)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External	Funding Gap
2024	270,282	133,553	21,924	53,724	14,800	5,352	40,928	0
2025	881,096	98,557	0	125,148	14,800	4,061	44,615	593,916
2026	752,527	120,824	0	159,940	14,800	7,610	22,497	426,856
2027	440,862	103,079	0	86,910	14,800	5,821	11,776	218,476
2028	575,208	96,527	0	224,726	14,800	6,233	12,910	220,011
2029	303,963	103,420	0	59,070	14,800	6,532	13,732	106,409
2030	297,777	103,388	0	40,238	14,800	6,152	12,688	120,511
2031	285,025	113,177	0	80,208	14,800	2,756	8,079	66,004
2032	295,027	113,416	0	25,233	14,800	3,855	11,098	126,625
2033	168,226	77,373	0	12,033	14,800	3,929	11,302	48,789
Total	4,269,992	1,063,313	21,924	867,231	148,000	52,301	189,626	1,927,597

Capital Budget

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 below.



On October 19, 2023, Regional Council approved the Safe Drinking Water Act (SDWA) Financial Plan for Water and Wastewater. Target reserve balances as per the SDWA Financial Plan were determined to be 1% of the replacement value of assets to manage in-year risks and annual budget fluctuations. The plan provides a Water target reserve balance of \$22 million and a Wastewater target reserve balance of \$44 million.

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	2024	2025	2026	2027	2028	2029-2033	Total
Office of the Deputy CAO	0	60	0	0	70	0	130
Community Services	2,181	2,172	2,036	2,971	1,821	9,614	20,796
General Government	500	0	0	0	0	0	500
Corporate Services	10,746	35,530	14,450	14,300	114,300	72,650	261,976
Corporate Administration	1,021	0	300	0	350	750	2,421
Growth, Strategy and Economic Development	0	0	0	0	0	0	0
Public Health and Emergency Services	5,789	5,930	7,724	4,358	4,937	38,948	67,687
Transportation	101,203	246,945	154,171	172,035	184,460	539,252	1,398,066
Subtotal of Levy Departments	121,440	290,637	178,682	193,664	305,939	661,214	1,751,575
Niagara Regional Housing	31,096	20,600	33,477	12,914	31,963	85,063	215,113
Niagara Regional Police	7,899	6,694	6,395	45,938	5,500	27,100	99,525
Subtotal of Agencies, Boards and Commissions	38,995	27,294	39,872	58,852	37,463	112,163	314,638
Subtotal of Levy Programs	160,435	317,932	218,553	252,515	343,402	773,377	2,066,213
Waste Management	6,160	2,070	911	5,312	14,780	17,217	46,450
Niagara Transit Commission	23,019	16,410	30,628	21,569	23,141	90,774	205,540
Subtotal of Special Levy Departments	29,179	18,480	31,539	26,881	37,921	107,991	251,990
Wastewater Operations	40,190	249,125	346,300	92,600	164,650	302,125	1,194,990
Water Operations	40,478	295,560	156,135	68,865	29,235	166,525	756,798

Capital Budget

Department	2024	2025	2026	2027	2028	2029-2033	Total
Subtotal of Rate Programs	80,668	544,685	502,435	161,465	193,885	468,650	1,951,788
Grand Total	270,282	881,096	752,527	440,862	575,208	1,350,018	4,269,992

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 2024 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	2024	2025	2026	2027	2028	2029-2033	Total
23-Printer Replacement	0	60	0	0	0	0	60
28 - Printer Replacement	0	0	0	0	70	0	70
Subtotal of Office of the Deputy CAO	0	60	0	0	70	0	130
LTC Homes - Annual Resident Care Equipment	243	0	0	0	0	0	243
LTC Homes - Annual Roof Replacement	658	0	0	0	0	0	658
LTC Homes - Annual Machinery/Equipment	489	0	0	0	0	0	489
LTC Homes - Annual Capital Improvements/Replacements	792	0	0	0	0	0	792
LTC Homes - Build Cond Assess	0	371	0	0	0	0	371

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Annual - Resident Care Equipment	0	858	1,108	815	578	3,237	6,596
Annual Roof Replacement	0	0	0	650	261	550	1,461
Annual Machinery/Equipment	0	854	496	1,034	800	3,133	6,316
Annual Capital Improvements/Replacements	0	89	432	473	182	2,694	3,871
Subtotal of Community Services	2,181	2,172	2,036	2,971	1,821	9,614	20,796
24-Wainfleet Beach Shoring	500	0	0	0	0	0	500
Subtotal of General Government	500	0	0	0	0	0	500
Annual - IT Asset Replacement	0	2,800	2,800	2,900	2,900	15,400	26,800
Annual - Application Lifecycle Replacement	0	300	300	300	300	1,500	2,700
Annual - IT In-Year External Dept Projects	0	200	200	200	200	1,000	1,800
24-Oracle People Tool Upgrade	75	0	0	0	-	-	75
24-Corp Secure Password Util	60	0	0	0	-	-	60
24-Automatic SW Patching	50	0	0	0	-	-	50
24-Cloud-Based Acc Ctrl Tool	150	0	0	0	-	-	150
Aerial Photography Acquisition	0	0	250	0	-	250	500
24-Meet Rm Equip EOL Replace	200	0	0	0	-	-	200
24-WiFi Access Point Replace	150	0	0	0	-	-	150
24-SAN Storage Size+Perform	155	0	0	0	-	-	155
24-SQL Virtual Host Replace	450	0	0	0	-	-	450
24-IT Security Monit+Res Syst	650	0	0	0	-	-	650
24-Main Firewall Replacements	1,100	0	0	0	-	-	1,100
24-IT Hardware Inventory	100	0	0	0	-	-	100
24-Data Cent Protect Fencing	120	0	0	0	-	-	120
24-Corp Security Tools	96	0	0	0	-	-	96

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Annual - Code and Legislative Compliance Program	0	1,000	1,000	1,000	1,000	5,000	9,000
Annual - Building Life Cycle Renewal	0	0	4,500	4,500	4,500	22,500	36,000
Long Term Care Future Campus	0	0	0	0	100,000	0	100,000
Cust Srvc Strategic Priority	950	0	0	0	0	0	950
24-Building Entry Security	400	0	0	0	0	0	400
24-Ann-Code & Leg Compliance	1,000	0	0	0	0	0	1,000
24-Region Staff Accommodation	500	0	0	0	0	0	500
0% Greenhouse Gas Emissions Program	0	4,500	4,500	4,500	4,500	22,500	40,500
22-NRHQ - Campbell East Windows	0	2,000	0	0	0	0	2,000
24-Childcare-Video Surveil	250	0	0	0	0	0	250
24-Childcare Centres-Millwork	200	0	0	0	0	0	200
24-Childcare-Interior Paint	100	0	0	0	0	0	100
24-Child Bran-Elevator Refurb	0	200	0	0	0	0	200
24-Child Well-Toddler Yard	140	0	0	0	0	0	140
24-EMS Base Card Access Repla	350	0	0	0	0	0	350
24-StCath EMS-HVAC Replace	500	0	0	0	0	0	500
Future EMS Station Site	0	15,000	0	0	0	0	15,000
21-NRPS 68 Church Demolition	3,000	0	0	0	0	0	3,000
24-PW Yards-Asphalt Replace	0	6,000	0	0	0	0	6,000
24-PW Yards-Backup Generators	0	1,500	0	0	0	0	1,500
24-PWSC-HVAC Upgrades	0	300	0	0	0	0	300
24-PW Pel-Windows	0	60	0	0	0	0	60
24-PW Thor-Windows	0	120	0	0	0	0	120
24-PW Well-Lift+Office	0	450	0	0	0	0	450
24-NTC Well-Bus Garage Light	0	200	0	0	0	0	200
ERP Improvements and Upgrades	0	400	400	400	400	2,000	3,600

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Annual - Strategic Property Acquisitions	0	500	500	500	500	2,500	4,500
Subtotal of Corporate Services	11,086	20,470	9,700	9,950	114,300	72,650	210,856
24 - Kronos - Time and Attendance	721	0	0	0	0	0	721
24 - HRIS Development People Tools Upgrade 30 to PT 46+	300	0	0	0	0	0	300
Annual HRIS Development Peoples Tools	0	0	300	0	0	1,100	1,400
Subtotal of Corporate Administration	1,021	0	300	0	0	1,100	2,421
2024 Ambulance & Equipment Replacement	2,991	0	0	0	0	0	2,991
2024 CPAP Replacement	170	0	0	0	0	0	170
2024 ERV Replacement	368	0	0	0	0	0	368
2024 EPCR Tablet/I-Medic Software Replacement	1,730	0	0	0	0	1,319	3,049
EMS - Wainfleet Lease Buildout	530	0	0	0	0	0	530
EMS - Stryker Stretcher and Load Systems	0	0	0	0	0	3,806	3,806
Defibrillator Replacement	0	0	3,184	0	0	3,995	7,179
Fleet Vehicles	0	288	148	153	157	861	1,608
EMS Specialty Transport Units	0	456	0	0	0	529	985
Annual Ambulance/Equipment Replacement	0	4,131	3,708	3,500	3,951	23,412	38,701
Annual ERV Replacement	0	664	684	704	829	4,772	7,653
New CERT Drone Project	0	30	0	0	0	0	30
CERT Equipment Project	0	142	0	0	0	0	142
2024 New CERT Vehicles	0	220	0	0	0	255	475
Subtotal of Public Health Emergency Services	5,789	5,930	7,724	4,358	4,937	38,948	67,687

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
24 Ann-Time Management Scanner	0	300	0	0	0	0	300
24-Rds Fac Prgm Facility Security System	0	1,200	0	0	0	0	1,200
RR81 King St Nineteenth to St John	0	300	1,000	10	5,000	50	6,360
Rds Rehab - Roads Reconstruction	0	0	0	0	16,000	80,000	96,000
Struc Rehab - Structural Rehabilitation Program - Engineering & Construction	0	0	0	0	0	75,000	75,000
Struc-Rehab-16 Mile Creek Bridge (669205)	0	0	0	0	0	2,500	2,500
Cpcty Imprv - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	0	500	0	3,000	8,000	11,500
Rd-Rehab-RR81 Main St Phase 3 Nelles to Orchard Pkwy	0	0	0	0	1,000	3,750	4,750
Rds Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	500	500	0	6,000	0	7,000
Struc Rehab - 15 Mile Creek Bridge (040220)	0	100	350	0	2,000	0	2,450
Struc Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	0	4,500	0	0	0	4,500
Struc Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	3,000	0	3,900	0	0	6,900
Struc Rehab - Townline Rd Bridge at Miller Rd (084205)	0	100	0	1,200	0	0	1,300
Struc Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	200	0	1,700	0	0	1,900

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Struc Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	500	0	3,500	0	0	4,000
Struc Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	200	0	800	0	0	1,000
Struc Rehab - Warner Bridge (014205)	0	3,200	0	0	0	0	3,200
Struc Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	500	3,500	0	0	0	4,000
Facility Upgrade in West Lincoln	0	5,000	0	0	0	0	5,000
Thorold Yard Upgrades	0	500	2,500	0	0	0	3,000
Rds Fac Prgm-Interior Two-Level Office Construction	1,800	0	0	0	0	0	1,800
Pelham Patrol Yard Imprv	0	0	5,000	0	0	0	5,000
Rds Equip Prgm - Equipment Upg	0	200	200	200	200	1,000	1,800
Rds Fac Prgm - Patrol Yard Imprv	0	1,000	1,000	1,000	1,000	5,000	9,000
24 Ann-Storm Sewer Asset Management Program	500	0	0	0	0	0	500
24 Ann-Railway Crossing Imprv	220	0	0	0	0	0	220
Struc Rehab-NE Consolidated #2 Culvert	150	0	0	0	0	0	150
24 Ann-Guide Rail Imprv	500	0	0	0	0	0	500
24 Ann-Storm Sewers & Culverts	1,450	1,050	0	0	0	0	2,500
Annual - Guide Rail Improvement Program	0	550	600	650	700	4,250	6,750
Annual - Railway Crossing Improvement Program	0	230	240	250	260	1,450	2,430
Annual - Storm Sewers & Culvert Program	0	2,500	1,700	1,800	1,900	11,000	18,900
Annual Storm Sewer Asset Management Program	0	500	500	0	0	0	1,000
Rds Fac Prgm-Brine Station Rehabilitation	0	350	0	0	0	0	350

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
24 Ann-Traffic Signal Program	2,945	0	0	0	0	0	2,945
Annual - Illumination Installation & Upgrade Program	0	1,100	1,200	1,300	1,400	8,500	13,500
Annual - Traffic Signal Program	0	3,000	3,000	3,000	3,000	15,000	27,000
Annual-Intelligent Transportation System	0	500	500	500	500	2,500	4,500
24 Ann-Two-Way Radio System Upgrades	600	0	0	0	0	0	600
Rds Fac Prog-Traf Cntrl Cntr	0	2,000	0	0	0	0	2,000
Cpcty Imprv-Recon RR 57 Thorold Stone Rd ext east of Stanley Ave	0	16,700	0	0	0	0	16,700
Rds Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	0	14,550	0	0	0	0	14,550
South Niag East West Arterial	0	0	500	0	0	0	500
Cpcty Imprv-New Escarpment Crossing	1,000	500	0	0	0	0	1,500
Rds Rehab - Lakeshore Rd West Recon from Third St to Seventh St	0	0	0	0	0	10,622	10,622
Rds Rehab - RR 81 York Rd Reconstruction - RR 89 Glendale to Canal	0	21,100	0	0	0	0	21,100
Rds Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	3,000	0	6,500	0	0	9,500
Rds Rehab-RR81 King St Reconstruction - Durham Rd to Lincoln Ave	2,000	0	0	0	0	0	2,000
Struc Rehab - Niagara St. Bridge - Bridge Replacement	0	9,660	0	0	0	0	9,660
Struc Rehab - St. Paul W CNR Bridge Replacement	14,600	0	0	0	0	0	14,600

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Rds Rehab-RR81 Main St from DSBN High School to Orchard Pkwy	10,000	0	0	0	0	0	10,000
Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	750	0	4,500	0	0	5,250
Rds Rehab - RR 69 Twenty Mile-RR 24 Victoria Ave to Rosedene Rd	6,500	0	0	0	0	0	6,500
Rds Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	4,500	0	0	0	0	4,500
Rds Rehab - RR 48 Niagara St - Carlton to Scott	0	1,100	0	6,300	0	0	7,400
Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St	0	1,000	0	18,000	0	0	19,000
Cpcty Imprv - RR 56 Collier Rd, Highway 58 to Beaverdams	0	300	1,700	0	6,000	0	8,000
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	0	1,000	3,500	0	12,000	0	16,500
Struc Rehab - JR Stork Bridge - Bridge Rehab (Str. 038205)	1,000	7,000	0	0	0	0	8,000
Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	0	9,000	0	0	0	0	9,000
Rds Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	0	0	500	1,200	7,000	8,700
Int Imprv-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	0	1,000	0	0	0	0	1,000
Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	0	13,525	30,800	0	0	0	44,325
Rds Rehab RR20 - South Grimsby Rd5 to Wade Rd	9,200	3,650	0	0	0	0	12,850

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	0	1,500	3,700	0	0	0	5,200
Struc Rehab - Seventh St Bridge (034205)	2,900	0	0	0	0	0	2,900
Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	3,350	0	6,000	0	0	9,350
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	0	2,000	0	4,500	0	0	6,500
20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	0	0	0	750	0	5,250	6,000
20-Struc Rehab-RR12 Mountain St Retaining Wall	2,800	0	0	0	0	0	2,800
Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	3,000	2,000	20,000	0	0	0	25,000
20-Cpcty Imprv-RR512 Livingston Ave Extension	0	0	0	0	0	10,000	10,000
20-Struc Rehab -021210- Thomps	0	500	0	0	0	0	500
20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	5,000	0	0	0	0	0	5,000
Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	0	9,000	0	0	0	0	9,000
20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	0	500	0	4,000	0	0	4,500
20-Struc Rehab -021215- Thomps	0	500	0	0	0	0	500
Struc Rehab - Lakeport Road (087210) and Frank Weir (087205)	0	1,500	0	11,410	0	0	12,910
Struc Rehab -054205-Prince Charles Dr Bridge	0	0	0	0	0	1,500	1,500

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
20-Struc Rehab -020215-Hwy 20	2,000	0	15,000	0	0	0	17,000
20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	0	1,500	0	0	0	0	1,500
Cpcty Imprv - RR 27 East Main St - Hwy 140 to Moyer Rd	0	250	500	2,000	0	5,000	7,750
Struc Rehab - 16 Mile Creek Bridge - Deck Replace (039215)	0	750	0	8,400	0	0	9,150
Struc Rehab - Stevensville Bridge (116215)	0	3,500	0	0	0	0	3,500
Struc Rehab - Beaver Creek Bridge (063215)	0	3,000	0	0	0	0	3,000
Int Imprv-RR57 TSR@Montrose	0	500	1,000	2,000	3,000	0	6,500
Int Imprv-RR57 TSR at Dorchester	0	1,000	3,000	0	4,500	0	8,500
20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold	0	500	0	2,000	1,500	12,000	16,000
Struc Rehab -077310-16 Mile Creek Arch Culvert	2,500	0	0	0	0	0	2,500
Int Imprv-RR81 St Paul W at Vansickle	0	1,000	0	0	0	0	1,000
Struc Rehab - RR98 White Pigeon Bridge (098220)	0	250	1,100	0	0	0	1,350
Rds Rehab - RR 27 Main St West - Prince Charles Dr to Niagara St	2,000	0	0	0	0	0	2,000
Rds Rehab - RR61 Townline Rd Stanley to Four Mile Creek	0	1,600	0	5,000	0	0	6,600
Rds Rehab - RR42 Ontario St Carlton to QEW	0	1,000	0	8,000	0	0	9,000
22-Rds Rehab Caistorville Rd from Boundary to Conc 1	0	3,800	0	0	0	0	3,800
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	500	4,000	0	0	0	0	4,500

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Rds Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	0	4,000	0	0	0	0	4,000
Struc Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	0	4,000	0	0	0	0	4,000
Struc Rehab -025210 Netherby Rd Bridge	0	750	0	0	0	0	750
Struc Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	5,000	0	0	0	0	5,000
Cpcty Imprv - Hwy 20 Smithville Bypass	0	0	1,000	0	0	1,500	2,500
Rds Rehab-RR81 York Rd FMC to Queenston	0	750	0	2,000	0	0	2,750
Struc Rehab - RR87 Lakeshore Rd Culvert (087320)	0	1,500	0	0	0	0	1,500
Int Imprv-RR19 Gilmore Rd at Petit Rd	500	0	0	0	0	0	500
Rd-Rehab-RR69 Twenty Mile Rd from Rosedene Rd to Mountain Rd	0	400	0	6,500	0	0	6,900
Int_impr Prgm-RR57 Thorold Stone Rd at St. James	950	0	0	0	0	0	950
24 Ann-Misc Road Properties	200	0	0	0	0	0	200
24 Ann-Roads Resurfacing	12,000	0	0	0	0	0	12,000
24-Ann-Transportation Master Plan	1,000	0	0	0	0	0	1,000
24 Ann-Roads Eng for Future	500	0	0	0	0	0	500
24 Ann-Development Projects	500	0	0	0	0	0	500
Struc Rehab - Stanley Ave Bridge (102205)	4,000	0	0	0	0	0	4,000
Rds Rehab-RR81 Main St W Kerman to Elm	750	1,000	0	5,000	0	0	6,750

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Struc Rehab - 36 South Pelham St Culvert Replacement (036305)	100	0	600	0	0	0	700
Rds Rehab-RR529 River O'Reilly's to Airport	300	0	1,600	0	0	0	1,900
Struc Rehab - Lakeshore Rd Culvert Replacement (087225)	1,000	0	0	0	0	0	1,000
Cpcty Imprv - 102 Stanley Ave Murray St to Peer Lane	0	500	8,000	0	0	0	8,500
Rds Rehab - 669 Eighth Ave Twenty Rd to Twenty First St	0	500	0	0	4,000	0	4,500
Rds Rehab-RR20 Hwy 20 Canborough to Station	0	400	0	0	5,500	0	5,900
Annual - Roads Engineering for Future Projects	0	500	500	500	500	2,500	4,500
Annual Transportation Master Plan	0	0	0	0	0	1,000	1,000
Int Impr - RR77 Fourth Ave at First St Louth, SC	0	500	1,000	0	4,000	0	5,500
Struc Rehab - Engineering Studies for Future Bridge Projects	0	300	300	300	300	1,500	2,700
Annual-Roads Resurfacing	0	12,000	12,000	12,000	12,000	60,000	108,000
Rds Rehab - RR20 Lundy's Lane Kalar to Montrose	0	500	0	1,000	0	7,500	9,000
Rds Rehab - RR21 Bowen Rd Ridgemount to QEW	0	500	0	3,000	0	0	3,500
Annual-Development Projects	0	500	500	500	500	2,500	4,500
Cpcty Imprv - 47 Lyon's Creek Rd Stanley Ave to Sodom Rd	0	0	0	1,000	0	23,500	24,500
Cpcty Imprv - 116 Sodom Rd Lyon's Creek Rd to Netherby Rd	0	0	0	500	0	27,000	27,500
Rds Rehab - RR34 Seventh St N Service Rd to Lakeshore	0	500	0	2,500	0	0	3,000
Annual-Misc Road Properties	0	200	200	200	200	1,000	1,800

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
22-Rds Rehab Woodlawn Rd from Rice to South Pelham	0	500	1,000	0	5,000	0	6,500
Ann-Struc Rehab-Eng & Constr	0	2,000	2,000	2,000	2,000	10,000	18,000
Rds Rehab - RR98 Niagara Square Dr Montrose to McLeod	0	500	0	1,300	0	0	1,800
Struc Rehab - RR20 Hwy 20 Culvert (020315)	0	0	0	0	150	1,500	1,650
Struc Rehab - RR49 Marineland Parkway Culvert (049310)	0	0	0	250	0	2,000	2,250
Struc Rehab - RR54 Prince Charles Dr Bridge (054210)	0	0	750	0	3,500	0	4,250
Ann-Rds Rehab-Misc Road Construction	0	1,000	1,000	1,000	1,000	5,000	9,000
20-Rds Rehab-RR48 Niagara St-Scott to Linwell	0	250	0	1,000	5,000	0	6,250
Struc Rehab - RR81 King St Culvert (081320)	0	0	0	250	0	2,500	2,750
Cap_Impr Prgm-RR55 Niagara Stone Rd from Line 1 to East West Line	0	6,400	0	0	0	0	6,400
Cpcty Imprv - 90 Airport Rd Niagara Stone Rd to York Rd	0	0	500	0	0	9,300	9,800
Cpcty Imprv - 55 Niagara Stone Rd Airport Rd to Conc 6	0	500	0	0	2,000	7,000	9,500
Rds Rehab-RR21 Bowen Rd-QEW to Thompson	0	0	500	0	2,000	5,500	8,000
Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	0	1,000	0	8,000	0	0	9,000
Rds Rehab-RR24 Victoria SSR to Culp	0	500	0	1,000	0	13,000	14,500
Rds Rehab-RR3 Garrison Rosehill to Concession	0	0	0	0	1,000	35,000	36,000

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Rds Rehab-RR3A Welland Mellanby to Main St E	0	0	500	0	2,000	0	2,500
Struc Rehab - Line 4 Bridge Replacement (083215)	0	750	0	0	0	0	750
Rds Rehab-RR3A Main St W to Mellanby	0	0	500	0	2,000	0	2,500
Struc Rehab -098305-Montrose Rd Culvert	0	0	250	650	0	0	900
Rds Rehab-RR67 Beaverdams Merrittville to Hwy 406	0	500	0	1,000	0	0	1,500
Struc Rehab -009305-York Rd Culvert	0	0	100	800	0	0	900
Struc Rehab - Dominion Rd Bridge Replacement (001205)	0	0	200	0	1,500	0	1,700
Struc Rehab - Thirty Rd Bridge Replacement (014235)	0	0	0	150	800	0	950
Struc Rehab - Virgil Creek Bridge Rehab (055205)	0	0	0	100	0	800	900
Struc Rehab - Canborough Road Bridge Replacement (063220)	0	0	0	75	0	600	675
Rds Rehab - 18 Ontario St King St to QEW	0	1,000	0	1,500	3,500	17,000	23,000
Struc Rehab - 73 Mud St Culvert Replacement (073215)	0	0	0	700	0	0	700
Struc Rehab - 77 Fourth Ave CNR Bridge Rehab (077210)	0	0	0	150	0	1,400	1,550
Struc Rehab - 87 Lakeshore Rd Bridge Replacement (087215)	0	0	0	75	0	800	875
Struc Rehab - 98 Humberstone Marsh Bridge Replacement (098200)	0	0	0	0	75	600	675
Struc Rehab - 21 Bowen Rd Culvert Replacement (021305)	0	0	0	100	0	750	850

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Struc Rehab - 24 Forks Rd Twin Culvert Replacement (024320)	0	0	0	0	250	1,750	2,000
Struc Rehab - 73 Fly Rd Underpass Replacement (073305)	0	0	0	0	0	4,250	4,250
Struc Rehab - 83 Carlton St Culvert Replacement (083300)	0	0	0	0	250	830	1,080
Struc Rehab - 116 Stevensville Rd Culvert Replacement (116315)	0	0	0	0	250	1,300	1,550
Struc Rehab - 40 Sixteen Mile Creek Bridge Rehab (040215)	0	350	0	1,265	0	0	1,615
Cpcty Imprv - 54 Rice Rd Quaker Rd to Thorold Rd	0	500	0	0	500	11,000	12,000
Cpcty Imprv - 42 Ontario St QEW to Linwell Rd	0	250	0	0	0	0	250
Cpcty Imprv - 98 Montrose Rd McLeod to Canadian Dr (north)	0	0	500	0	0	0	500
Rd-Rehab-RR45 Creek Rd Phase 2 From Marshagan to Wellandport	0	0	3,000	0	6,500	0	9,500
RR84 Miller Rd Reconstruction from Forks Rd to Third Concession	0	500	0	4,000	0	0	4,500
Rd-Rehab-RR9 York Rd Regional Boundary to Seneca St	0	0	250	0	5,900	0	6,150
Rd-Rehab-RR81 Main St Phase 2 Park Rd N to Baker Rd	0	750	1,000	0	5,000	0	6,750
Cap Impr Prgm-RR98 Montrose Rd from Grassy Brooks Rd to Chippawa Creek Rd	0	1,500	5,000	0	35,000	0	41,500
24-Transportation Sustainability Review	600	0	0	0	0	0	600
24-Ann-Road Safety Strategic Plan	750	0	0	0	0	0	750

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
24-Ann-Active Transportation Masterplan	500	0	0	0	0	0	500
24 Ann-RWIS Enhancement Program / Pavement Sensors	100	75	0	0	0	0	175
24-Ann-Field Inspection Devices	0	25	0	0	0	0	25
Annual-Cityworks Enhancement	0	100	125	0	125	0	350
24-Ann-AssetWorks enhancements and new CAM Module	0	115	0	0	0	0	115
24-Ann-Asset Mgmt Software - Transp	0	150	0	0	0	0	150
24-Ann-Fleet AVL	0	405	0	0	0	0	405
24 Ann-Fleet Mobile Inspection Devices	0	6	0	0	0	0	6
22 Ann-Fleet Snowplow Replacement	1,336	0	0	0	0	0	1,336
Annual - Fleet Vehicle & Equipment Replacement Program	0	7,729	2,000	2,000	2,000	10,000	23,729
21-NRHQ - Vehicle For Facilities Supervisor	0	40	0	0	0	0	40
21-GO Transit - Vehicle For GO Maintainer	0	65	0	0	0	0	65
LTC Homes - 2022 Capital Vehicles Replacement	0	110	0	0	0	0	110
23-Ann-Line Marking Vehicle and Equipment	0	500	0	0	0	0	500
24 Ann-Fleet Snowplow Replacement	2,697	1,063	0	0	0	0	3,760
WWW Four Vehicles	0	240	0	0	0	0	240
23-Fleet Transportation Operations	65	0	0	0	0	0	65
WM-Ops-Vehicles	130	0	0	0	0	0	130

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
WM Coll-Div P&E Cargo Van 294 Replacement	60	0	0	0	0	0	60
Annual-Fleet Snowplow Replacement	0	2,068	1,706	0	0	0	3,774
23-Fleet Service Centre Floater	0	65	0	0	0	0	65
24-Ann-Fuel Site Facility Program	0	500	0	0	0	0	500
23 - Fleet CEFM maintenance NRPS Facilities	0	65	0	0	0	0	65
24-WM-Coll-Div Vehicles	0	100	0	0	0	0	100
24-NRPS HQ - Vehicle For Facilities Supervisor	0	60	0	0	0	0	60
Subtotal of Transportation	101,203	246,945	154,171	172,035	184,460	539,252	1,398,066
Subtotal of Levy Departments	121,440	290,637	178,682	193,664	305,589	661,564	1,751,576
24-NRH Annual Unit Capital	5,639	0	0	0	0	0	5,639
24-NRH Annual Mech-Electrical	2,573	0	0	0	0	0	2,573
24-NRH Annual Building Capital	5,646	0	0	0	0	0	5,646
24-NRH Annual Grounds Capital	2,942	0	0	0	0	0	2,942
24-NRH Emergency Capital	200	0	0	0	0	0	200
24-NRH Annual New Development Planning	200	0	0	0	0	0	200
NRH Geneva Street Development	13,896	13,100	0	0	0	0	26,996
NRH Annual Accessibility	0	329	484	253	319	441	1,826
NRH Annual Exterior Wall Systems	0	701	741	779	512	2,479	5,212
NRH Annual Electrical Systems	0	1,078	1,106	1,179	752	2,932	7,047
NRH Annual Life Safety and Security Systems	0	369	464	350	312	667	2,162
NRH Annual Mechanical Systems	0	1,188	1,339	1,456	890	4,919	9,792
NRH Annual Roof Systems	0	229	242	254	167	1,307	2,199
NRH Annual Asphalt, Paving and Concrete Replacement	0	1,081	1,716	727	1,119	2,628	7,271

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
NRH Annual Kitchen and Bathroom Replacements	0	0	1,820	2,138	1,096	7,158	12,212
NRH Annual Playground Equipment Replacement	0	0	72	28	47	89	236
NRH Annual Structural and Foundation Wall Repairs	0	1,690	1,788	1,880	1,235	4,209	10,802
NRH New Build Construction	0	0	22,500	0	23,409	49,694	95,603
NRH Annual New Development Planning	0	200	200	200	200	1,000	1,800
NRH Annual Elevators	0	0	230	400	900	975	2,505
NRH Annual Interior Components	0	0	100	1,150	335	3,615	5,200
NRH Annual Doors and Windows	0	435	475	1,920	470	1,950	5,250
NRH Annual Emergency Capital	0	200	200	200	200	1,000	1,800
Subtotal of Niagara Regional Housing	31,096	20,600	33,477	12,914	31,963	85,063	215,113
NRPS - Capital Asset Acquisitions - Annual Forecast (2023 - 2031)	0	1,150	1,300	1,700	1,600	8,700	14,450
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	0	40,000	0	0	40,000
NRPS - Explosive Tactical Robot	0	0	0	0	0	300	300
NRPS - Marine Vessel	0	0	0	0	0	500	500
NRPS - Voice Radio System	0	650	650	400	400	400	2,500
NRPS – P25 System Upgrade	0	0	0	0	0	3,000	3,000
Increase Quantity of Fleet Vehicles	500	500	0	0	0	0	1,000
Specialty Vehicles	331	0	0	0	0	0	331
Patrol Vehicles	1,597	0	0	0	0	0	1,597
Investigative Vehicles	254	0	0	0	0	0	254
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2023 - 2031)	0	2,180	2,180	2,180	2,250	9,000	17,790

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Biomedical Refrigerator/Freezer	10	0	0	0	0	0	10
Intoxilyzer 9000C Transition Completion	25	0	0	0	0	0	25
Mobile Radar Unit Replacement	66	50	52	53	0	0	221
Headsets	35	0	0	0	0	0	35
Night Vision Replacement Project	74	76	20	20	0	0	189
NRPS - Dive Truck (2022)	75	0	0	0	0	0	75
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	140	140	140	200	150	600	1,370
Safety Helmets	13	0	0	0	0	0	13
23 - NRPS - IT CCTV Cameras	200	0	0	0	0	0	200
Servers & Workstations	350	0	0	0	0	0	350
Enterprise Storage Server	2,500	0	0	0	0	0	2,500
Desktops/Laptops/Monitors	475	0	0	0	0	0	475
NRPS - IT & Network Equipment Replacement - Annual Forecast (2023 - 2031)	0	800	900	1,000	1,100	4,600	8,400
Radio System Microwave Replacement	325	335	340	345	0	0	1,345
P25 Radio site UPS Battery Replacement	40	40	40	40	0	0	160
P25 Radio System Portable	774	774	774	0	0	0	2,321
Mobile Communications Equipment	55	0	0	0	0	0	55
Mobile Communications Van	60	0	0	0	0	0	60
Subtotal of Niagara Regional Police Services	7,899	6,694	6,395	45,938	5,500	27,100	99,525
Subtotal of Agency Boards and Commissions	38,995	27,294	39,872	58,852	37,463	112,163	314,638
Subtotal of Levy Programs	160,435	317,932	218,553	252,515	343,052	773,727	2,066,214
24-Annual Misc Enhance and Rep	1,360	0	0	0	0	0	1,360

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
24-Well Decommissioning	450	0	0	0	0	0	450
24-Property Acquisition	180	0	0	0	0	0	180
Annual - Miscellaneous Enhancements and Replacements	0	581	281	250	250	1,250	2,612
Annual - Property Acquisition	0	180	180	180	180	900	1,620
RW Planning - Long-Term Disposal Technology	0	0	0	600	600	1,200	2,400
Bridge St - Compost Pad	0	0	0	0	0	368	368
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	0	462	0	0	462
Bridge St LGCCS	0	0	0	800	8,000	0	8,800
Humberstone - Paving Upgrades	220	0	0	330	0	0	550
Humberstone - Leachate Collection System Manholes	0	0	0	0	1,650	1,650	3,300
Humberstone LCS Storage Tank	0	0	250	1,500	0	0	1,750
Humberstone - Site Improvements and Enhancements	0	0	100	0	100	200	400
Humberstone - New Scales	0	0	0	390	0	0	390
Humberstone - Pump Station Upgrades	0	0	0	0	0	1,394	1,394
Humberstone Ditch Lining - S Side of Landfill	0	0	100	400	0	0	500
Humberstone - LGCCS (Future Phases)	0	0	0	0	0	5,670	5,670
Bridge Asphalt Work	0	309	0	0	0	0	309
NR-12 - New Cell #5	0	0	0	0	0	4,180	4,180
NR-12 LGCCS	0	0	0	400	4,000	0	4,400
Quarry-Site Improvements	700	0	0	0	0	0	700
Glenridge - Passive Gas System	2,150	0	0	0	0	0	2,150
Glenridge - Boardwalk Structure	0	0	0	0	0	405	405

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Mountain Road - End Use Works	0	1,000	0	0	0	0	1,000
Mtn-GW Treatment LCS upgrades	1,100	0	0	0	0	0	1,100
Subtotal of Waste Management	6,160	2,070	911	5,312	14,780	17,217	46,450
Scheduling Software	1,000	0	0	0	0	0	1,000
Branding	788	0	0	0	0	0	788
Replace 40' Conventional Buses	15,843	0	0	0	0	0	15,843
Refurbishment of 40' Conventional Buses	1,071	0	0	0	0	0	1,071
Replacement of Specialized / Para Transit Buses	1,999	0	0	0	0	0	1,999
Replace 2 x 40' Conventional Buses	1,668	0	0	0	0	0	1,668
Annual - Replace 40' Conventional Buses	0	9,356	6,940	11,504	13,539	64,463	105,802
Replacement of Specialized/Para Transit Buses	0	1,274	780	1,326	811	2,660	6,852
Replace 60' Conventional Buses	0	0	1,272	1,298	1,324	4,132	8,026
Facility Review & Capital Inv't	0	3,345	0	0	0	0	3,345
On-Demand/Specialized Vehicles	0	1,250	1,250	1,250	1,250	2,929	7,929
Other Transit Capital	0	1,184	1,208	1,232	1,257	6,670	11,550
24-NTC-Building Equip	250	0	0	0	0	0	250
24-NTC StCath-Overhead Door	400	0	0	0	0	0	400
Growth - Fleet Expansion	0	0	4,960	4,960	4,960	9,920	24,800
Growth - Fleet Expansion	0	0	14,217	0	0	0	14,217
Subtotal of Niagara Transit Commission	23,019	16,410	30,628	21,569	23,141	90,774	205,540
Subtotal of Special Levy Departments	29,179	18,480	31,539	26,881	37,921	107,991	251,990
Portfolio Management System	250	0	0	0	0	0	250
Environmental Centre Building Renovation (Wastewater)	250	0	0	0	0	0	250

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
WW SCADA upgrades	1,000	100	0	0	0	0	1,100
Instrumentation Upgrade program (Wastewater)	160	0	0	0	0	0	160
Digester & Biosolid Management Program	2,500	1,250	0	1,250	0	3,750	8,750
WW Hardware Software Upgrades	915	0	0	0	0	0	915
Pipe and Manhole Rehabilitation	700	0	0	0	0	0	700
Wastewater Vehicle	65	0	0	0	0	0	65
Corporate WiFi Expansion Program	0	0	100	0	100	200	400
Laboratory and Sampling Equipment Upgrade Program	0	100	0	100	0	200	400
Weather Monitoring Stations	0	65	0	0	0	0	65
Boiler Replacement/ Refurbishment WW Program	0	0	500	0	500	1,000	2,000
Annual Digester & Biosolid Management Program	0	1,250	0	1,250	0	3,750	6,250
Annual WW Hardware Software Upgrade	0	0	100	0	100	200	400
WW Lighting Upgrades	0	600	0	0	0	0	600
Meter Installation and Replacement	0	350	800	0	800	1,600	3,550
Annual Pipe and Manhole Rehab Program	0	0	250	0	250	500	1,000
WWTP and remotes Sustainability Program	0	0	0	16,100	16,100	80,500	112,700
Climate change and Technology initiative Project	0	800	0	0	0	0	800
Electrical, Instrumentation and SCADA	0	0	0	10,700	10,700	53,500	74,900
Trunk Sewer Replacement Program	0	2,500	2,500	2,500	2,500	12,500	22,500

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Force Main Replacement Program	0	2,500	2,500	2,500	2,500	12,500	22,500
Niagara Falls WWTP Secondary Treatment Upgrade	0	26,000	0	0	0	0	26,000
Bender Hill Pump Station Upgrade	8,000	0	750	0	0	0	8,750
20- Niagara Falls WWTP Maintenance Building Replacement	0	5,300	0	0	0	0	5,300
22- Royal Manor Pump Station Upgrades and Force Main Replacement	0	2,000	0	0	0	0	2,000
21- Rolling Acres PS Upgrades and Force Main Replacement	0	3,000	0	0	0	0	3,000
22- South Side Low Lift Force Main Replacement	0	2,000	0	0	0	0	2,000
23- NFWWTP Primary Treatment Upgrade	0	10,000	0	0	0	0	10,000
23- NFWWTP HVAC Upgrade	0	5,000	0	0	0	0	5,000
23- Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)	0	0	1,000	0	0	0	1,000
Central SPS/HRT Upgrades	700	0	0	10,000	0	0	10,700
Niagara Falls WWTP Raw Biosolid Pump Station and Screening Upgrade	800	0	0	10,000	0	0	10,800
Niagara Falls WWTP Administration Building Replacement	0	0	500	0	15,000	0	15,500
St. David's #1 Upgrades	0	400	0	3,500	0	0	3,900
St. David's #2 Upgrades	0	400	0	3,500	0	0	3,900
Drummond Road SPS Upgrades	0	250	0	0	2,000	0	2,250
Neighbourhood of St. David's SPS Upgrade	0	400	0	0	2,000	0	2,400

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Dorchester SPS Pump Replacement and Force Main Twinning	0	750	0	4,100	0	0	4,850
Queenston WWTP Upgrades	0	800	0	0	0	14,000	14,800
2017-Stevensville-Douglastown Lagoon Upgrade	1,000	2,000	0	0	0	0	3,000
Stevensville SPS Upgrade	0	500	0	0	6,000	0	6,500
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	0	34,000	0	0	0	0	34,000
Catherine Street Pumping Station Upgrades	0	6,600	0	0	0	0	6,600
20-Anger Ave WWTP Grit Upgrade	0	2,000	0	0	0	0	2,000
Lakeshore Road SPS Upgrade	1,500	0	0	0	0	0	1,500
Anger Ave WWTP Aeration Upgrades	0	0	500	0	10,000	0	10,500
Thompson SPS Upgrade	0	0	0	0	0	225	225
Anger Ave WWTP Laneway Upgrades	0	500	0	2,000	0	0	2,500
Alliston Ave SPS Pump and FM Replacement	0	700	5,500	0	0	0	6,200
Port Robinson Lagoon Decommissioning	0	0	0	0	3,000	0	3,000
19-Welland WWTP Upgrade - Phase 2	0	850	200,000	0	0	0	200,850
23- Towpath SPS Upgrade	0	0	5,000	0	0	0	5,000
23- Hurricane Rd SPS Pump Replacement	0	0	2,500	0	0	0	2,500
Welland WWTP Upgrades Ph 3	0	0	0	0	0	1,500	1,500
South St. SPS Upgrade	0	500	2,500	0	0	0	3,000

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
West Main Street Sanitary improvement Phase 2	0	3,100	0	0	0	0	3,100
Seaway Heights PS Upgrade	0	300	0	2,500	0	0	2,800
21-Lyons Creek CSO Decommissioning	0	0	0	0	300	800	1,100
Foss Rd SPS and FM Upgrade	0	0	0	1,000	0	11,000	12,000
Daimler Woods PS & FM Upgrade	0	0	0	0	300	3,000	3,300
Shirley Road Pump Station Upgrade	1,500	0	0	0	0	0	1,500
20-Crystal Beach Wastewater Treatment Plant Upgrade	0	0	47,000	0	0	0	47,000
22- Nigh Rd Pumping Station Upgrade	0	2,500	0	0	0	0	2,500
22- Erie Rd Pumping Station Upgrades	0	2,500	0	0	0	0	2,500
Crystal Beach Laneway Upgrades	0	300	2,000	0	0	0	2,300
PS Improve Prgm - E-side PS PC	0	2,000	0	0	0	0	2,000
WWTP Capacity - Seaway (Biosolids and Digestion)	0	16,000	0	0	0	0	16,000
East Side Pump Station Force Main Replacement	0	0	30,000	0	0	0	30,000
20-Oxford Pump Station Upgrades	0	1,600	0	0	0	0	1,600
20-Seaway WWTP Ferric System Upgrade	2,500	0	0	0	0	0	2,500
22 - Nickel St Pumping Station Upgrades	0	2,500	0	0	0	0	2,500
22-Fares St Pumping Station Upgrades	0	2,500	0	0	0	0	2,500
21- Arena Pumping Station Upgrades	0	2,500	0	0	0	0	2,500
22- Union PS Upgrades	0	3,000	0	0	0	0	3,000

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Sugarloaf SPS FM Replacement	0	1,000	0	0	0	0	1,000
Steele St Pumping Station Upgrades	250	0	0	300	0	6,000	6,550
Rosemount South FM Replacement	0	400	300	0	3,000	0	3,700
Main St SPS and FM Upgrades	0	700	2,000	0	0	0	2,700
Clarke St. SPS, Fretz SPS and Part of Fares St. SPS FM Replacement	0	500	0	3,000	0	0	3,500
Seaway WWTP Upgrade	0	0	0	0	1,000	40,000	41,000
Omer Ave SPS Upgrade	0	300	0	2,500	0	0	2,800
Elm St S SPS Upgrade	0	0	500	0	2,500	0	3,000
Siphon Chamber/Siphon Tube Inspection	300	0	10,000	0	0	0	10,300
Port Weller WWTP Upgrades	0	0	20,000	0	0	0	20,000
21- Spring Gardens Pumping Station Upgrades and Force Main Replacement	12,500	0	0	0	0	0	12,500
22- Port Weller Primary Upgrades	0	13,000	0	0	0	0	13,000
23- Centre St. SPS Upgrades	0	2,500	0	0	0	0	2,500
Port Weller WWTP Laneway Upgrades	0	0	0	300	0	2,000	2,300
Port Weller WWTP Overall Site Plan Study	0	400	0	0	0	0	400
20-Four Mile Creek Sewer Rehabilitation	0	0	0	0	5,000	0	5,000
22- Niagara-on-the-Lake WWTP Maintenance Building	0	700	0	4,000	0	0	4,700
Front Street SPS Upgrade and FM replacement	0	700	0	0	0	0	700
Lakeshore Rd Pumping Station Upgrades NOTL	0	0	0	0	0	2,800	2,800

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Niagara Stone Rd Pumping Station Upgrades	0	0	0	0	0	2,800	2,800
Garrison Village Pumping Station Upgrades	0	0	0	0	0	2,800	2,800
Port Dalhousie WWTP Upgrade	0	28,000	0	0	0	0	28,000
19-Renown Pump Station Upgrade	0	20,000	0	0	0	0	20,000
23- Argyle SPS Upgrades	0	0	2,500	0	0	0	2,500
St. George's Point PS Upgrade	0	300	0	2,500	0	0	2,800
October Village PS Upgrade	0	300	0	2,500	0	0	2,800
Smithville Lagoon Decommissioning	0	0	0	3,500	0	0	3,500
19-Lake Street PS Upgrade	0	9,000	0	0	0	0	9,000
20-Lakewood Garden Pumping Station Upgrades	2,800	0	0	0	0	0	2,800
20-Biggar Lagoon Pumping Station Upgrade	0	0	7,000	0	0	0	7,000
20-Victoria Avenue Pumping Station Upgrades	0	3,500	0	0	0	0	3,500
20-Bal Harbor Pumping Station Electrical Upgrade	2,000	0	0	0	0	0	2,000
21 - Ontario St Pumping Station Upgrades	0	3,800	0	0	0	0	3,800
23- Baker Road WWTP Capacity Expansion	0	5,000	0	0	60,000	0	65,000
23-Streamside SPS Upgrade	0	3,000	0	0	0	0	3,000
Smithville SPS and FM Upgrade	500	500	0	0	15,000	0	16,000
Old Orchard SPS Overflow Rehabilitation	0	300	0	0	0	0	300
Lister Road Trunk main	0	600	0	0	0	0	600
Baker Road WWTP Gas Controllers Replacement	0	360	0	0	0	0	360

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Smithville Force Main Twinning	0	0	0	0	3,000	20,000	23,000
Smithville Gravity Sewer Upgrade - Stage 1, 2, and 3	0	0	0	1,000	3,000	25,000	29,000
19-Garner Rd W&WW Storage Facility Upgrade	0	0	0	2,000	0	0	2,000
23- Garner FM Replacement	0	2,000	0	0	0	0	2,000
Subtotal of Wastewater Operations	40,190	249,125	346,300	92,600	164,650	302,125	1,194,990
Water SCADA Upgrades	253	0	0	0	0	0	253
Environmental Centre Building Renovation (Water)	250	0	0	0	0	0	250
Instrumentation Upgrade program (Water)	160	0	0	0	0	0	160
Water Hardware Software Upgrades	350	0	100	0	100	200	750
Boiler Replacement Program	300	500	0	500	0	1,000	2,300
Portfolio Management System	250	0	0	0	0	0	250
Water Vehicle	65	0	0	0	0	0	65
SCADA, Instrumentation and Electrical Program	0	0	85	85	85	425	680
Master Meter Replacement Program - Water	0	100	0	100	0	500	700
Water - Chemical System Upgrade Program	0	0	300	0	300	600	1,200
Generator Replacement Program	0	0	150	0	150	300	600
Water Lighting Upgrades	0	150	0	0	0	0	150
Water - Reservoir & Storage Program	0	500	0	500	0	1,000	2,000
Water - Valve Replacement Program	0	0	0	0	2,000	10,000	12,000
Watermain Replacement Program	0	0	0	0	4,000	20,000	24,000

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
GAC Replacement Program at WTP	0	2,500	0	2,000	0	4,000	8,500
WTP and Remotes Sustainability Program	0	0	0	0	15,000	75,000	90,000
Annual Water Hardware Software Upgrade Program	0	0	100	0	100	200	400
Annual Boiler Replacement Program	0	500	0	500	0	1,000	2,000
2017-NF WTP Intake Relocation	0	30,000	0	0	0	0	30,000
21- New Niagara Falls Elevated Tank	0	0	29,000	0	0	0	29,000
21- Roof Replacement Program	0	5,700	0	0	0	0	5,700
UV disinfection system at NFWTP	0	2,000	0	0	0	0	2,000
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	0	300	0	2,000	0	2,300
Decommissioning of Lundy's Lane ET	0	0	200	0	0	1,000	1,200
New NF South trunk main to New ET	0	0	2,500	0	0	0	2,500
New NF South WM (Dorchester-Lyons Creek)	0	0	0	0	0	3,700	3,700
New NF South WM (Stanley Ave)	0	0	0	0	0	2,400	2,400
NF WTP High Lift electrical upgrade	0	0	0	500	0	0	500
Rosehill WTP New Intake	0	11,000	0	0	0	0	11,000
New Fort Erie Elevated Tank	22,000	0	0	0	0	0	22,000
21- Rosehill WTP New Outfall	0	2,000	0	0	0	0	2,000
New Trunk Main in Central Fort Erie	0	9,160	0	0	0	0	9,160
23 - Garrison Road Watermain Replacement	0	0	3,000	0	0	0	3,000

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Decommissioning of the Stevensville Reservoir and Pump Station	0	0	0	2,480	0	0	2,480
RH WTP lead abatement - settling tank	0	0	0	500	0	0	500
Decommissioning of Central Ave (Fort Erie South) ET	0	0	750	0	0	0	750
WTP Upgrade - Welland Upgrade - Phase 2	0	160,000	0	0	0	0	160,000
New Pelham Elevated Tank	0	13,500	0	0	0	0	13,500
Welland WTP – Transmission Main Crossing (Welland Canal)	4,800	0	0	0	0	0	4,800
20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	0	0	13,700	0	0	0	13,700
21-Bemis Elevated Tank Replacement	500	17,000	0	0	0	0	17,500
Welland WTP Phase 3 - Decommissioning of Old Plant	0	500	0	0	3,000	0	3,500
New Trunk Main in southwest Welland	0	0	500	0	0	11,000	11,500
New trunk main from Welland WTP to North service area	0	0	0	0	0	1,200	1,200
Decommissioning of Pelham ET	0	0	0	200	0	1,000	1,200
Trunk main from Pelham ET to Highway 20 and Haist Avenue	0	0	4,200	0	0	0	4,200
Trunk main from Shoalts HLPS to Pelham ET	0	6,500	0	0	0	0	6,500
Decommissioning of Reservoir Cell at Shoalts	0	0	500	0	0	0	500
New Separate Set of High Lift Pumps at Welland WTP	0	500	12,000	0	0	0	12,500
New Barrick Road Watermain	0	0	12,500	0	0	0	12,500

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
Port Colborne WTP Intake Rehabilitation	300	0	0	0	0	0	300
Decommissioning - Fielden Avenue Reservoir and Booster Station	0	350	0	0	1,500	0	1,850
19-DeCew UV Upgrade	500	13,000	0	0	0	0	13,500
20-DeCew WTP Plant 2 Upgrades	0	0	0	20,000	0	0	20,000
20-Watermain Interconnection from Decew WTP to Collier Road South	2,500	0	10,000	0	0	0	12,500
20-St.Davids Chlorination Facility Upgrade	2,500	0	0	0	0	0	2,500
20-Decommissioning Carlton St. Reservoir	0	1,000	0	0	0	0	1,000
21- Watermain Replacement Martindale Rd - JR Stork Bridge	0	3,200	0	0	0	0	3,200
22- Brock High Lift PS Upgrades and Valve Replacement	0	2,000	0	0	0	0	2,000
Decew Waste Treatment Upgrade	0	400	6,000	0	0	0	6,400
New Thorold South ET	0	0	0	500	0	3,000	3,500
Trunk main from South NOTL to Virgil ET	0	0	0	0	0	400	400
20-Watermain Replacement Ontario St in the Town of Lincoln	0	4,000	0	0	0	0	4,000
21- Grimsby WTP New Outfall	0	2,500	0	0	0	0	2,500
21- New Transmission Main in Smithville	0	6,000	0	0	0	0	6,000
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	5,000	0	0	40,000	0	0	45,000
22- Grimsby WTP Expansion	0	0	60,000	0	0	0	60,000
Grimsby WTP Process to Waste System	0	0	0	0	1,000	5,500	6,500

Capital Budget

Project Name	2024	2025	2026	2027	2028	2029-2033	Total
WTP Upgrade - Grimsby Upgrade	0	0	0	1,000	0	18,500	19,500
New High Lift Pump Servicing Grimsby Reservoir	0	0	0	0	0	2,000	2,000
Grimsby/Lincoln Booster Pumping Station Upgrade	0	0	0	0	0	200	200
Decommissioning of Park Road Reservoir and Booster Pumping Station	0	0	250	0	0	1,400	1,650
New Trunk Main (Grimsby Res - Hixon Res)	0	0	0	0	0	1,000	1,000
Grimsby WTP Reservoir Baffle Improvements	0	500	0	0	0	0	500
Park Road Booster Station Design	0	500	0	0	0	0	500
Queenston PRV chamber	750	0	0	0	0	0	750
Subtotal of Water Operations	40,478	295,560	156,135	68,865	29,235	166,525	756,798
Subtotal of Rate Programs	80,668	544,685	502,435	161,465	193,885	468,650	1,951,788
Grand Total	270,282	881,096	752,527	440,862	574,858	1,350,368	4,269,992



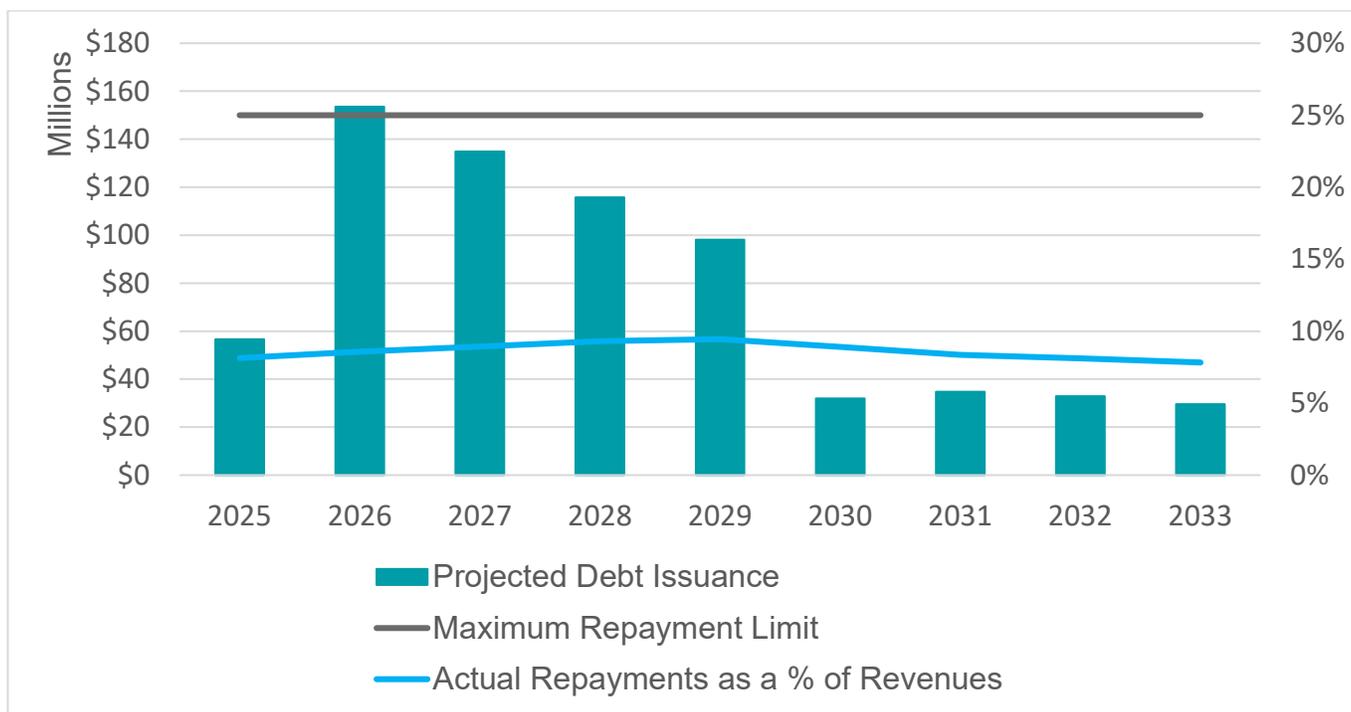
Section 6 – Financing Sources

Long-Term Debt, Reserves, Deferred Revenues

Debt Strategy

Fundamental to the long-term financial health of the Niagara Region and local area municipalities (LAMs) is Niagara Region’s Standard & Poor’s (S&P) rating. On October 19, 2023 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 2024 budget Niagara Region has continued using the debt charge placeholder as a tool to control debt charge levels and future debt issuance amounts, continues to use levy reserves, and is funding economic development initiatives.

Annual Repayment Limit Forecast



Debt Recoverable from Others

Niagara Region, by way of provincial legislation, also issues all debt on behalf of the 12 local area municipalities. The total Regional debt as of December 31, 2023 is \$710.2 million (2022 - \$738.6 million) which includes \$343.7 million (2022 - \$341.9 million) of debt recoverable from others for net regional debt of \$366.5 million (2022 - \$396.7 million). Debt recoverable from others accounts for 48% (2022 – 46%) of the total debt recorded at the end of 2023.

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 and maintaining the current credit rating. 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 2024 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 \$829 million in 2024. The Annual Repayment Limit (ARL) is not expected to go above 10 per cent (related debt charges as a percentage of own source revenue) over the next ten years, meaning that no more than 10 cents per every own source revenue dollar will be spent on debt charges (principal and interest). Staff works diligently throughout the year to ensure that available funds are used to reduce the amount of long-term outstanding debt; through capital project close-outs reports and budget reductions. The capital program funding model, as outlined above, has been designed to support a strong and stable S&P rating.

Financing Sources

Issued Debt Forecast

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

Amounts in thousands (\$)

Department	2022 Year-end Balance	2023 Year-end Balance	2024 Forecasted Issuance*	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
Office of the Deputy CAO	0	0	0	0	0	0
Community Services	25,506	22,862	135,183	(1,613)	156,433	(643)
General Government	5,159	4,558	0	(603)	3,955	(64)
Corporate Administration	0	0	0	0	0	0
Corporate Services	7,688	6,473	0	(1,200)	5,273	(327)
Growth Strategy and Economic Development	0	0	0	0	0	0
Public Health and Emergency Services	10,030	8,874	0	(475)	8,399	(283)
Transportation Services	122,400	108,603	0	(13,060)	95,543	(3,294)
Subtotal of Levy Departments	170,783	151,371	135,183	(16,952)	269,602	(4,611)
Courts Services	7,965	7,656	0	(315)	7,342	(219)
Niagara Regional Housing	38,762	33,253	0	(6,994)	26,259	(796)
Niagara Regional Police Service	80,992	75,885	0	(4,822)	71,063	(2,902)
Subtotal of Agencies and Boards	127,719	116,794	0	(12,130)	104,664	(3,917)
Total of Levy Programs	298,501	268,165	135,183	(29,081)	374,267	(8,528)
Waste Management	0	0	0	0	0	0
Niagara Transit Commission	8,540	12,931	0	(1,904)	11,027	(304)

Financing Sources

Department	2022 Year-end Balance	2023 Year-end Balance	2024 Forecasted Issuance*	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
Subtotal of Special Levy Departments	8,540	12,931	0	(1,904)	11,027	(304)
Water	23,324	22,480	0	(775)	21,705	(913)
Wastewater	66,382	62,983	0	(3,184)	59,799	(3,305)
Subtotal of Rate Programs	89,705	85,463	0	(3,959)	81,504	(4,218)
Total Regional Debt	396,747	366,560	135,183	(34,944)	466,798	(13,049)

*2024 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 2024.

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	2023 Year-end Balance	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
General Government	10	2020	6,350	4,558	(603)	3,955	(64)
Subtotal of General Government			6,350	4,558	(603)	3,955	(64)
Corporate Services	10	2016	3,590	316	(103)	213	(7)
Corporate Services	10	2019	458	286	(45)	242	(7)
Corporate Services	20	2006	7,357	1,653	(522)	1,131	(82)
Corporate Services	20	2007	6,777	1,976	(456)	1,520	(99)
Corporate Services	25	2017	1,016	825	(34)	791	(24)
Corporate Services	30	2010	2,090	1,418	(40)	1,377	(109)
Subtotal of Corporate Services			21,288	6,473	(1,200)	5,273	(327)
Community Services	20	2004	7,489	602	(602)	0	(25)
Community Services	25	2014	6,794	4,957	(236)	4,721	(195)
Community Services	25	2017	3,900	3,165	(130)	3,035	(90)
Community Services	25	2020	15,335	13,495	(613)	12,881	(306)
Community Services	30	2014	940	642	(31)	611	(26)
Subtotal of Community Services			34,458	22,861	(1,613)	21,248	(643)
Public Health and Emergency Services	10	2018	1,228	656	(124)	532	(20)
Public Health and Emergency Services	20	2006	400	90	(28)	61	(4)
Public Health and Emergency Services	25	2017	2,000	1,623	(67)	1,557	(46)
Public Health and Emergency Services	25	2018	3,735	3,192	(118)	3,074	(105)
Public Health and Emergency Services	30	2014	1,500	1,025	(50)	975	(41)
Public Health and Emergency Services	30	2019	2,640	2,288	(88)	2,200	(66)
Subtotal of Public Health and Emergency Services			11,503	8,874	(475)	8,399	(283)
Transportation	10	2014	17,054	1,905	(1,905)	0	(63)
Transportation	10	2015	24,292	5,264	(2,597)	2,667	(145)
Transportation	10	2016	12,213	3,890	(1,268)	2,621	(88)
Transportation	10	2017	8,799	3,719	(899)	2,819	(86)
Transportation	10	2018	8,970	4,784	(902)	3,882	(146)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2023 Year-end Balance	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
Transportation	10	2019	4,374	2,736	(428)	2,308	(62)
Transportation	10	2020	8,011	5,901	(715)	5,186	(78)
Transportation	10	2021	7,762	6,278	(749)	5,529	(100)
Transportation	10	2022	7,235	6,610	(642)	5,968	(255)
Transportation	15	2010	900	149	(73)	76	(5)
Transportation	20	2006	4,343	976	(308)	668	(48)
Transportation	20	2010	1,167	525	(66)	459	(23)
Transportation	25	2017	28,611	23,222	(955)	22,268	(664)
Transportation	25	2018	10,774	9,208	(337)	8,871	(304)
Transportation	30	2010	14,245	9,820	(329)	9,492	(623)
Transportation	30	2019	9,850	8,537	(328)	8,208	(247)
Transportation	30	2020	16,754	15,079	(558)	14,520	(358)
Subtotal of Transportation			185,355	108,602	(13,060)	95,542	(3,294)
Subtotal of Levy Departments			258,953	151,369	(16,952)	134,417	(4,738)
Court Services	25	2017	9,433	7,656	(315)	7,342	(219)
Subtotal of Courts Services			9,433	7,656	(315)	7,342	(219)
Niagara Regional Housing	5	2020	2,759	1,946	(1,946)	0	(37)
Niagara Regional Housing	10	2014	2,517	281	(281)	0	(9)
Niagara Regional Housing	10	2015	4,020	873	(431)	442	(22)
Niagara Regional Housing	10	2016	5,603	1,784	(582)	1,202	(40)
Niagara Regional Housing	10	2017	1,706	721	(174)	547	(17)
Niagara Regional Housing	10	2018	6,769	3,611	(681)	2,930	(110)
Niagara Regional Housing	10	2019	15,171	9,489	(1,485)	8,004	(216)
Niagara Regional Housing	10	2020	3,300	2,424	(294)	2,130	(32)
Niagara Regional Housing	10	2021	8,197	6,630	(790)	5,840	(106)
Niagara Regional Housing	10	2022	2,303	2,103	(204)	1,899	(81)
Niagara Regional Housing	30	2012	4,500	3,391	(125)	3,265	(126)
Subtotal of Niagara Regional Housing			56,845	33,254	(6,994)	26,260	(796)
Niagara Regional Police Services	5	2020	1,214	491	(244)	247	(5)
Niagara Regional Police Services	10	2015	13,670	2,962	(1,462)	1,500	(81)
Niagara Regional Police Services	10	2016	4,500	1,433	(467)	966	(33)
Niagara Regional Police Services	10	2019	608	380	(60)	321	(9)
Niagara Regional Police Services	10	2022	5,600	5,116	(497)	4,619	(197)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2023 Year-end Balance	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
Niagara Regional Police Services	30	2010	7,800	5,291	(151)	5,140	(406)
Niagara Regional Police Services	30	2014	35,950	28,812	(940)	27,873	(1,057)
Niagara Regional Police Services	30	2015	28,610	23,802	(709)	23,093	(895)
Niagara Regional Police Services	30	2019	8,767	7,598	(292)	7,306	(220)
Subtotal of Niagara Regional Police Services			106,719	75,885	(4,822)	71,063	(2,902)
Subtotal of Agencies and Boards			172,997	116,795	(12,130)	104,665	(3,917)
Total of Levy Programs			431,950	268,164	(29,081)	239,083	(8,528)
Niagara Transit Commission	5	2019	83	42	(42)	0	(1)
Niagara Transit Commission	10	2017	664	537	(130)	407	(12)
Niagara Transit Commission	10	2019	12,286	7,794	(1,220)	6,573	(178)
Niagara Transit Commission	10	2021	4,115	3,695	(428)	3,267	(79)
Niagara Transit Commission	10	2022	945	864	(84)	780	(33)
Subtotal of Niagara Transit Commission			18,093	12,931	(1,904)	11,027	(304)
Subtotal of Special Levy Departments			18,093	12,931	(1,904)	11,027	(304)
Water Operations	25	2018	2,555	2,184	(80)	2,104	(72)
Water Operations	30	2010	9,931	6,736	(192)	6,544	(516)
Water Operations	30	2019	480	416	(16)	400	(12)
Water Operations	30	2020	14,605	13,144	(487)	12,658	(312)
Subtotal of Water Operations			27,571	22,481	(775)	21,706	(913)
Wastewater Operations	20	2010	27,333	12,289	(1,539)	10,750	(535)
Wastewater Operations	30	2010	42,919	29,203	(862)	28,341	(2,164)
Wastewater Operations	30	2019	4,080	3,536	(136)	3,400	(102)
Wastewater Operations	30	2020	4,395	3,956	(147)	3,809	(94)
Wastewater Operations	30	2021	15,000	14,000	(500)	13,500	(410)
Subtotal of Wastewater Operations			93,728	62,984	(3,184)	59,800	(3,305)
Subtotal of Rate Programs			121,299	85,465	(3,959)	81,506	(4,218)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2023 Year-end Balance	2024 Principal Payments	2024 Year-end Balance	2024 Interest Payments
Total Regional Debt			571,343	366,560	(34,944)	331,616	(13,049)

Financing Sources

Principal Payments Through Maturity

The following schedule summarizes the principal payments through maturity for all current outstanding debt.

Amount in thousands (\$)

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
General Government	10	2020	6,350	(1,792)	(603)	(605)	(661)	(665)	(2,023)
Subtotal of General Government			6,350	(1,792)	(603)	(605)	(661)	(665)	(2,023)
Corporate Services	10	2016	3,590	(3,274)	(103)	(105)	(108)	0	0
Corporate Services	10	2019	458	(172)	(45)	(46)	(47)	(48)	(100)
Corporate Services	20	2006	7,357	(5,704)	(522)	(550)	(580)	0	0
Corporate Services	20	2007	6,777	(4,801)	(456)	(480)	(506)	(534)	0
Corporate Services	25	2017	1,016	(191)	(34)	(35)	(35)	(36)	(685)
Corporate Services	30	2010	2,090	(526)	(40)	(40)	(40)	(40)	(1,402)
Subtotal of Corporate Services			21,288	(14,669)	(1,200)	(1,257)	(1,317)	(659)	(2,186)
Community Services	20	2004	7,489	(6,887)	(602)	0	0	0	0
Community Services	25	2014	6,794	(1,836)	(236)	(246)	(256)	(266)	(3,953)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Community Services	25	2017	3,900	(735)	(130)	(133)	(136)	(139)	(2,628)
Community Services	25	2020	15,335	(1,840)	(613)	(613)	(613)	(613)	(11,041)
Community Services	30	2014	940	(298)	(31)	(31)	(31)	(31)	(517)
Subtotal of Community Services			34,458	(11,596)	(1,613)	(1,024)	(1,036)	(1,050)	(18,138)
Public Health and Emergency Services	10	2018	1,228	(572)	(124)	(127)	(131)	(135)	(139)
Public Health and Emergency Services	20	2006	400	(310)	(28)	(30)	(32)	0	0
Public Health and Emergency Services	25	2017	2,000	(377)	(67)	(68)	(70)	(71)	(1,347)
Public Health and Emergency Services	25	2018	3,735	(543)	(118)	(121)	(124)	(128)	(2,701)
Public Health and Emergency Services	30	2014	1,500	(475)	(50)	(50)	(50)	(50)	(825)
Public Health and Emergency Services	30	2019	2,640	(352)	(88)	(88)	(88)	(88)	(1,936)
Subtotal of Public Health and			11,503	(2,629)	(475)	(484)	(494)	(472)	(6,948)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Emergency Services									
Transportation	10	2014	17,054	(15,149)	(1,905)	0	0	0	0
Transportation	10	2015	24,292	(19,028)	(2,597)	(2,667)	0	0	0
Transportation	10	2016	12,213	(8,323)	(1,268)	(1,296)	(1,325)	0	0
Transportation	10	2017	8,799	(5,081)	(899)	(919)	(939)	(962)	0
Transportation	10	2018	8,970	(4,186)	(902)	(928)	(955)	(984)	(1,015)
Transportation	10	2019	4,374	(1,638)	(428)	(442)	(451)	(461)	(954)
Transportation	10	2020	8,011	(2,111)	(715)	(721)	(870)	(880)	(2,715)
Transportation	10	2021	7,762	(1,484)	(749)	(755)	(765)	(775)	(3,234)
Transportation	10	2022	7,235	(626)	(642)	(661)	(682)	(705)	(3,920)
Transportation	15	2010	900	(751)	(73)	(76)	0	0	0
Transportation	20	2006	4,343	(3,367)	(308)	(325)	(343)	0	0
Transportation	20	2010	1,167	(642)	(66)	(69)	(72)	(75)	(244)
Transportation	25	2017	28,611	(5,389)	(955)	(975)	(997)	(1,020)	(19,276)
Transportation	25	2018	10,774	(1,566)	(337)	(347)	(357)	(368)	(7,799)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Transportation	30	2010	14,245	(3,795)	(329)	(335)	(342)	(349)	(9,094)
Transportation	30	2019	9,850	(1,313)	(328)	(328)	(328)	(328)	(7,223)
Transportation	30	2020	16,754	(1,675)	(558)	(558)	(558)	(558)	(12,845)
Subtotal of Transportation			185,355	(76,123)	(13,060)	(11,403)	(8,984)	(7,465)	(68,319)
Subtotal of Levy Departments			258,953	(106,809)	(16,952)	(14,773)	(12,494)	(10,311)	(97,615)
Court Services	25	2017	9,433	(1,777)	(315)	(321)	(329)	(336)	(6,355)
Subtotal of Court Services			9,433	(1,777)	(315)	(321)	(329)	(336)	(6,355)
Niagara Regional Housing	5	2020	2,759	(813)	(1,946)	0	0	0	0
Niagara Regional Housing	10	2014	2,517	(2,236)	(281)	0	0	0	0
Niagara Regional Housing	10	2015	4,020	(3,147)	(431)	(442)	0	0	0
Niagara Regional Housing	10	2016	5,603	(3,818)	(582)	(594)	(608)	0	0
Niagara Regional Housing	10	2017	1,706	(985)	(174)	(178)	(182)	(186)	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Niagara Regional Housing	10	2018	6,769	(3,158)	(681)	(701)	(721)	(743)	(765)
Niagara Regional Housing	10	2019	15,171	(5,682)	(1,485)	(1,534)	(1,565)	(1,599)	(3,307)
Niagara Regional Housing	10	2020	3,300	(877)	(294)	(296)	(357)	(361)	(1,115)
Niagara Regional Housing	10	2021	8,197	(1,567)	(790)	(798)	(807)	(819)	(3,416)
Niagara Regional Housing	10	2022	2,303	(199)	(204)	(210)	(217)	(224)	(1,247)
Niagara Regional Housing	30	2012	4,500	(1,110)	(125)	(130)	(135)	(140)	(2,860)
Subtotal of Niagara Regional Housing			56,845	(23,592)	(6,994)	(4,884)	(4,592)	(4,073)	(12,710)
Niagara Regional Police Services	5	2020	1,214	(723)	(244)	(247)	0	0	0
Niagara Regional Police Services	10	2015	13,670	(10,708)	(1,462)	(1,500)	0	0	0
Niagara Regional Police Services	10	2016	4,500	(3,067)	(467)	(477)	(488)	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Niagara Regional Police Services	10	2019	608	(228)	(60)	(61)	(63)	(64)	(133)
Niagara Regional Police Services	10	2022	5,600	(484)	(497)	(512)	(528)	(546)	(3,034)
Niagara Regional Police Services	30	2010	7,800	(1,964)	(151)	(151)	(151)	(151)	(5,231)
Niagara Regional Police Services	30	2014	35,950	(7,138)	(940)	(973)	(1,009)	(1,045)	(24,846)
Niagara Regional Police Services	30	2015	28,610	(4,809)	(709)	(736)	(764)	(794)	(20,798)
Niagara Regional Police Services	30	2019	8,767	(1,169)	(292)	(292)	(292)	(292)	(6,429)
Subtotal of Niagara Regional Police Services			106,719	(30,289)	(4,822)	(4,951)	(3,296)	(2,892)	(60,471)
Subtotal of Agencies, Boards and Commissions			172,997	(55,658)	(12,130)	(10,156)	(8,216)	(7,300)	(79,536)
Total of Levy Funded Programs			431,950	(162,467)	(29,081)	(24,929)	(20,710)	(17,611)	(177,151)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Niagara Transit Commission	5	2019	83	(41)	(42)	0	0	0	0
Niagara Transit Commission	10	2017	664	(127)	(130)	(133)	(136)	(139)	0
Niagara Transit Commission	10	2019	12,286	(4,493)	(1,220)	(1,259)	(1,285)	(1,313)	(2,716)
Niagara Transit Commission	10	2021	4,115	(420)	(428)	(437)	(446)	(456)	(1,928)
Niagara Transit Commission	10	2022	945	(81)	(84)	(86)	(89)	(93)	(512)
Subtotal of Niagara Transit Commission			18,093	(5,162)	(1,904)	(1,915)	(1,956)	(2,000)	(5,156)
Subtotal of Special Levy Departments			18,093	(5,162)	(1,904)	(1,915)	(1,956)	(2,000)	(5,156)
Water	25	2018	2,555	(371)	(80)	(82)	(85)	(87)	(1,850)
Water	30	2010	9,931	(2,501)	(192)	(192)	(192)	(192)	(6,661)
Water	30	2019	480	(64)	(16)	(16)	(16)	(16)	(352)
Water	30	2020	14,605	(1,461)	(487)	(487)	(487)	(487)	(11,197)
Subtotal of Water			27,571	(4,396)	(775)	(777)	(780)	(782)	(20,060)
Wastewater	20	2010	27,333	(15,044)	(1,539)	(1,606)	(1,676)	(1,749)	(5,718)
Wastewater	30	2010	42,919	(10,927)	(862)	(865)	(869)	(873)	(28,522)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2023 Principal	2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 – 2051 Principal
Wastewater	30	2019	4,080	(544)	(136)	(136)	(136)	(136)	(2,992)
Wastewater	30	2020	4,395	(440)	(147)	(147)	(147)	(147)	(3,370)
Wastewater	30	2021	15,000	(1,000)	(500)	(500)	(500)	(500)	(12,000)
Subtotal of Wastewater			93,728	(27,955)	(3,184)	(3,254)	(3,328)	(3,405)	(52,601)
Subtotal of Rate Departments			121,299	(32,352)	(3,959)	(4,032)	(4,108)	(4,187)	(72,661)
Grand Total			571,343	(199,981)	(34,944)	(30,876)	(26,775)	(23,799)	(254,968)

Financing Sources

Interest Payments Through Maturity

The following schedule summarizes the interest payments through maturity for all current outstanding debt.

Amount in thousands (\$)

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
General Government	10	2020	6,350	(234)	(64)	(56)	(48)	(39)	(59)
Subtotal of General Government			6,350	(234)	(64)	(56)	(48)	(39)	(59)
Corporate Services	10	2016	3,590	(95)	(7)	(5)	(3)	0	0
Corporate Services	10	2019	458	(35)	(7)	(6)	(5)	(4)	(4)
Corporate Services	20	2006	7,357	(7,252)	(82)	(53)	(23)	0	0
Corporate Services	20	2007	6,777	(4,080)	(99)	(75)	(49)	(21)	0
Corporate Services	25	2017	1,016	(154)	(24)	(23)	(22)	(21)	(179)
Corporate Services	30	2010	2,090	(1,678)	(109)	(109)	(109)	(109)	(1,359)
Subtotal of Corporate Services			21,288	(13,293)	(327)	(270)	(210)	(155)	(1,541)
Community Services	20	2004	7,489	(5,026)	(25)	0	0	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Community Services	25	2014	6,794	(2,267)	(195)	(186)	(176)	(166)	(1,015)
Community Services	25	2017	3,900	(589)	(90)	(88)	(85)	(81)	(686)
Community Services	25	2020	15,335	(1,001)	(306)	(291)	(277)	(263)	(2,341)
Community Services	30	2014	940	(304)	(26)	(24)	(23)	(22)	(176)
Subtotal of Community Services			34,458	(9,187)	(643)	(589)	(561)	(532)	(4,218)
Public Health and Emergency Services	10	2018	1,228	(146)	(20)	(16)	(13)	(9)	(4)
Public Health and Emergency Services	20	2006	400	(248)	(4)	(3)	(1)	0	0
Public Health and Emergency Services	25	2017	2,000	(302)	(46)	(45)	(43)	(42)	(352)
Public Health and Emergency Services	25	2018	3,735	(569)	(105)	(102)	(98)	(94)	(838)
Public Health and Emergency Services	30	2014	1,500	(486)	(41)	(39)	(37)	(35)	(281)
Public Health and Emergency Services	30	2019	2,640	(290)	(66)	(63)	(61)	(58)	(634)
Subtotal of Public Health			11,503	(2,040)	(283)	(268)	(253)	(238)	(2,110)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
and Emergency Services									
Transportation	10	2014	17,054	(2,588)	(63)	0	0	0	0
Transportation	10	2015	24,292	(2,903)	(145)	(75)	0	0	0
Transportation	10	2016	12,213	(1,174)	(88)	(62)	(32)	0	0
Transportation	10	2017	8,799	(834)	(86)	(66)	(46)	(24)	0
Transportation	10	2018	8,970	(1,063)	(146)	(120)	(92)	(63)	(32)
Transportation	10	2019	4,374	(331)	(62)	(53)	(44)	(34)	(34)
Transportation	10	2020	8,011	(265)	(78)	(72)	(64)	(54)	(85)
Transportation	10	2021	7,762	(213)	(100)	(93)	(84)	(74)	(160)
Transportation	10	2022	7,235	(276)	(255)	(232)	(208)	(184)	(490)
Transportation	15	2010	900	(272)	(5)	(3)	0	0	0
Transportation	20	2006	4,343	(2,692)	(48)	(31)	(14)	0	0
Transportation	20	2010	1,167	(509)	(23)	(20)	(17)	(14)	(22)
Transportation	25	2017	28,611	(4,322)	(664)	(643)	(621)	(598)	(5,036)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Transportation	25	2018	10,774	(1,642)	(304)	(294)	(283)	(272)	(2,420)
Transportation	30	2010	14,245	(8,810)	(623)	(616)	(610)	(603)	(6,815)
Transportation	30	2019	9,850	(1,080)	(247)	(236)	(227)	(217)	(2,366)
Transportation	30	2020	16,754	(1,151)	(358)	(344)	(330)	(317)	(3,610)
Subtotal of Transportation			185,355	(30,125)	(3,294)	(2,960)	(2,672)	(2,452)	(21,071)
Subtotal of Levy Departments			258,953	(54,879)	(4,611)	(4,144)	(3,744)	(3,416)	(29,000)
Court Services	25	2017	9,433	(1,425)	(219)	(212)	(205)	(197)	(1,660)
Subtotal of Court Services			9,433	(1,425)	(219)	(212)	(205)	(197)	(1,660)
Niagara Regional Housing	5	2020	2,759	(161)	(37)	0	0	0	0
Niagara Regional Housing	10	2014	2,517	(382)	(9)	0	0	0	0
Niagara Regional Housing	10	2015	4,020	(477)	(22)	(11)	0	0	0
Niagara Regional Housing	10	2016	5,603	(538)	(40)	(28)	(15)	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Niagara Regional Housing	10	2017	1,706	(162)	(17)	(13)	(9)	(5)	0
Niagara Regional Housing	10	2018	6,769	(802)	(110)	(91)	(69)	(48)	(24)
Niagara Regional Housing	10	2019	15,171	(1,147)	(216)	(185)	(152)	(117)	(120)
Niagara Regional Housing	10	2020	3,300	(109)	(32)	(29)	(26)	(22)	(35)
Niagara Regional Housing	10	2021	8,197	(225)	(106)	(98)	(89)	(78)	(170)
Niagara Regional Housing	10	2022	2,303	(88)	(81)	(74)	(66)	(58)	(156)
Niagara Regional Housing	30	2012	4,500	(1,649)	(126)	(121)	(116)	(111)	(903)
Subtotal of Niagara Regional Housing			56,845	(5,740)	(796)	(650)	(542)	(438)	(1,407)
Niagara Regional Police Services	5	2020	1,214	(25)	(5)	(3)	0	0	0
Niagara Regional Police Services	10	2015	13,670	(1,633)	(81)	(42)	0	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Niagara Regional Police Services	10	2016	4,500	(432)	(33)	(23)	(12)	0	0
Niagara Regional Police Services	10	2019	608	(46)	(9)	(7)	(6)	(5)	(5)
Niagara Regional Police Services	10	2022	5,600	(213)	(197)	(180)	(161)	(142)	(379)
Niagara Regional Police Services	30	2010	7,800	(5,476)	(406)	(406)	(406)	(406)	(5,070)
Niagara Regional Police Services	30	2014	35,950	(10,921)	(1,057)	(1,022)	(985)	(948)	(8,816)
Niagara Regional Police Services	30	2015	28,610	(8,028)	(895)	(868)	(840)	(811)	(8,084)
Niagara Regional Police Services	30	2019	8,767	(962)	(220)	(210)	(202)	(193)	(2,106)
Subtotal of Niagara Regional Police Services			106,719	(27,736)	(2,902)	(2,760)	(2,612)	(2,504)	(24,460)
Subtotal of Agencies, Boards and Commissions			172,997	(34,901)	(3,917)	(3,623)	(3,359)	(3,139)	(27,528)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Total of Levy Funded Programs			431,950	(89,780)	(8,528)	(7,766)	(7,103)	(6,555)	(56,527)
Niagara Transit Commission	5	2019	83	(2)	(1)	0	0	0	0
Niagara Transit Commission	10	2017	664	(15)	(12)	(10)	(7)	(3)	0
Niagara Transit Commission	10	2019	12,286	(905)	(178)	(152)	(125)	(96)	(98)
Niagara Transit Commission	10	2021	4,115	(88)	(79)	(71)	(61)	(52)	(103)
Niagara Transit Commission	10	2022	945	(36)	(33)	(30)	(27)	(24)	(64)
Subtotal of Niagara Transit Commission			18,093	(1,045)	(304)	(263)	(220)	(175)	(265)
Subtotal of Special Levy Departments			18,093	(1,045)	(304)	(263)	(220)	(175)	(265)
Water	25	2018	2,555	(389)	(72)	(70)	(67)	(65)	(574)
Water	30	2010	9,931	(6,972)	(516)	(516)	(516)	(516)	(6,455)
Water	30	2019	480	(53)	(12)	(12)	(11)	(11)	(115)
Water	30	2020	14,605	(1,004)	(312)	(300)	(288)	(276)	(3,147)
Subtotal of Water			27,571	(8,417)	(913)	(897)	(883)	(868)	(10,291)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2023 Interest	2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 – 2051 Interest
Wastewater	20	2010	27,333	(11,919)	(535)	(468)	(398)	(325)	(504)
Wastewater	30	2010	42,919	(29,448)	(2,164)	(2,161)	(2,157)	(2,153)	(26,498)
Wastewater	30	2019	4,080	(448)	(102)	(98)	(94)	(90)	(980)
Wastewater	30	2020	4,395	(302)	(94)	(90)	(87)	(83)	(947)
Wastewater	30	2021	15,000	(863)	(410)	(395)	(380)	(365)	(4,340)
Subtotal of Wastewater			93,728	(42,979)	(3,305)	(3,211)	(3,115)	(3,016)	(33,269)
Subtotal of Rate Departments			121,299	(51,397)	(4,218)	(4,108)	(3,998)	(3,884)	(43,561)
Grand Total			571,343	(142,222)	(13,049)	(12,137)	(11,321)	(10,614)	(100,353)

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 2024, impacted by the 2024 Capital Budget and forecasted issuances.

Amounts in thousands (\$)

Department	2022 Year-end Balance	2023 Year-end Balance	2024 Capital Debt Budget*	2024 Forecasted Issuance~	2024 Year-end Balance
Community Services	135,183	135,183	0	(135,183)	0
Public Health and Emergency Services	3,037	3,037	0	0	3,037
Transportation	30,509	30,509	15,182	0	45,691
Subtotal – Levy Departments	168,729	168,729	15,182	(135,183)	48,728
Niagara Regional Housing	0	0	6,742	0	6,742
Niagara Regional Police Service	9,010	9,010	0	0	9,010
Subtotal – Agencies and Boards	9,010	9,010	6,742	0	15,752
Total – Levy Funded Programs	177,739	177,739	21,924	(135,183)	64,480
Water	6,746	6,644	0	0	6,644
Wastewater	300,660	291,657	0	0	291,657
Subtotal – Rate Programs	307,405	298,301	0	0	298,301
Total – Regional Debt	485,144	476,040	21,924	(135,183)	362,781

*Of the \$21.9 million approved debt funding for the 2024 Capital Budget, only \$16.0 million was initiated concurrent with budget approval. The remaining \$5.9 million was initiated subsequently upon official confirmation of external funding.

~2024 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 2024.

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

The following schedule provides a summary of reserve forecasts by reserve type.

Amounts in thousands (\$)

Reserve Description	2022 Year-end Balance	2023 Year-end Balance	2024 Committed	2024 Transfers From Operating~	2024 Transfers To Operating	2024 Transfers To Capital*	2024 Interest Earnings	2024 Year-end Balance
Wastewater Capital	13,805	12,690	0	29,450	0	(20,560)	522	22,102
Water Capital	62,239	32,791	0	24,090	0	(20,298)	990	37,572
Waste Management Capital	7,914	19,546	0	1,779	0	(1,883)	439	19,881
General Capital Levy	21,711	22,142	(150)	54,216	(511)	(63,184)	0	12,512
Infrastructure Deficit*	327	1,555	0	4,053	0	(5,500)	0	108
Court Services Facility Renewal	3,901	4,101	0	200	0	0	0	4,301
Niagara Regional Housing Owned Units	9,344	8,810	0	2,915	0	(11,130)	0	595
NRPS LTA Financing	0	0	0	0	0	0	0	0
Police Ontario Police Video Training Alliance	101	101	0	0	0	0	0	101
Police Capital Levy	419	647	0	1,930	0	(1,883)	0	695

Financing Sources

Reserve Description	2022 Year-end Balance	2023 Year-end Balance	2024 Committed	2024 Transfers From Operating~	2024 Transfers To Operating	2024 Transfers To Capital*	2024 Interest Earnings	2024 Year-end Balance
Police Vehicle and Equipment Replacement	31	31	0	2,255	0	(2,243)	0	44
Transit Capital	0	1,460	0	2,167	0	(2,095)	0	1,532
Total Capital Reserves	119,793	103,874	(150)	123,055	(511)	(128,776)	1,950	99,442
Wastewater Stabilization	5,717	2,233	0	0	(1,295)	0	44	982
Water Stabilization	3,691	3,619	0	0	(659)	0	101	3,060
Waste Management Stabilization	7,280	7,781	0	0	0	0	1,691	9,472
Transit Stabilization	0	2,087	0	0	0	0	0	0
Encumbrance	21,202	14,358	0	0	(102)	0	0	14,256
Taxpayer Relief	47,345	38,538	0	93	(8,806)	0	0	29,825
NRH Rent Supplements	0	0	0	0	0	0	0	0
Police Contingency	954	1,204	0	250	(500)	0	0	954
Police Services Board Contingency	242	242	0	0	0	0	0	242
Total Corporate Stabilization Reserves	86,432	70,062	0	343	(11,362)	0	1,835	60,878
Ambulance Communication	0	0	0	0	-	0	0	0
Circle Route Initiatives	1,333	1,133	0	0	-	0	0	1,133
Hospital Contribution	10,535	12,750	0	3,012	(353)	0	0	15,409
Housing Services	8,639	8,027	0	0	(420)	0	0	7,607
Total Specified Contribution Reserves	20,307	21,910	0	3,012	(773)	0	0	24,149
Future Benefit Costs	24,954	24,704	0	0	(250)	0	0	24,454
Self-Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	225	0	0	0	0	0	0	0
Landfill Liability	8,183	5,661	0	2,802	0	(4,277)	169	4,355

Financing Sources

Reserve Description	2022 Year-end Balance	2023 Year-end Balance	2024 Committed	2024 Transfers From Operating~	2024 Transfers To Operating	2024 Transfers To Capital*	2024 Interest Earnings	2024 Year-end Balance
NRH Employee Future Benefits	0	0	0	0	0	0	0	0
Police Accumulated Sick Leave	630	430	0	0	(200)	0	0	230
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	3,870	4,070	0	200	0	0	0	4,270
Transit Future Benefit	0	1,595	0	0	0	0	0	1,595
Total Future Liability Reserves	44,284	42,882	0	3,002	(450)	(4,277)	169	41,326
Total Reserves	270,965	249,278	(150)	129,411	(13,095)	(133,053)	3,954	236,346

* Total General Capital Levy transfer from reserves to capital excludes \$500,000 for the 24-Wainfleet Beach Shoring Project that was approved but uninitiated as part of the 2024 Capital Budget Process.

~ Does not include transfers to sinking fund or Canada Summer Games consortium. See Section 3 [Budget by Taxation Fund](#) table, Transfers to Reserve line for amounts inclusive of sinking fund and Canada Summer Games consortium.

Financing Sources

Transfers 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	29,450	To fund the Water capital program
Water Capital	Water Operations	24,090	To fund the Water capital program
Waste Management Capital	Waste Management	1,779	To fund the Waste Management capital program
General Capital Levy	General Government	38,912	To fund the departmental levy supported capital program
General Capital Levy	General Government	883	To fund Police LTA debt from development charges
General Capital Levy	General Government	5,500	Estimated net proceeds of surplus property revenue
General Capital Levy	General Government	656	Net reserve funding
General Capital Levy	Corporate Services	600	IT projects
General Capital Levy	Community Services	7,154	To fund supportive housing projects
General Capital Levy	Community Services	443	To fund the debt costs of subsidized Seniors Services capital assets
General Capital Levy	Public Health and Emergency Services	68	To fund the debt costs of subsidized Emergency Medical Services capital assets
Subtotal of General Capital Levy		54,216	
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 Owned Units	Niagara Regional Housing	2,915	To fund the Niagara Regional Housing capital program
Police Vehicle and Equipment Replacement	Niagara Regional Police Service	2,255	To fund the Niagara Regional Police Service capital program

Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Police Capital Levy	Niagara Regional Police Service	1,930	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
Police Contingency	Niagara Regional Police Service	250	To fund the Niagara Regional Police Service capital program
Taxpayer Relief	Corporate Services	93	To fund ERP Project implementation
Hospital Contribution	General Government	3,012	To fund contribution for approved hospital funding requests
Landfill Liability	Waste Management	2,802	To fund landfill liability
Total Transfers to Reserves from Operating		129,411	

Financing Sources

Transfers to Operating

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	511	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
Housing Services	Community Services	420	To fund housing provider capital grant
Taxpayer Relief	General Government	4,000	To reduce the 2024 net levy operating budget to 7.02%
Taxpayer Relief	General Government	600	To fund the DC Grant and Exemption Impacts of Bill 23
Taxpayer Relief	Corporate Services	100	To fund the operating costs for vacant facility at 68 Church Street
Taxpayer Relief	Public Health & Emergency Service	166	Land Ambulance funding
Taxpayer Relief	Corporate	3,940	To fund general mitigations to tax levy funded programs and services
Subtotal of Taxpayer Relief		8,806	
Wastewater Stabilization	Wastewater Operations	1,295	To reduce the 2023 Wastewater budget
Water Stabilization	Water Operations	659	To reduce the 2023 Water budget
Encumbrance	Niagara Transit Commission	102	To fund NTC-related encumbrances
Future Benefit Costs	Corporate Services	250	To fund grandfathered sick leave payouts for retiring employees
Hospital Contribution	General Government	353	To fund contributions to health care related projects (hospitals/hospices)
Police Contingency	Niagara Regional Police Services	500	To fund police contingency items
Police Future Benefit Cost	Niagara Regional Police Service	200	To fund postretirement benefit costs of police employees and retirees
Total Transfers from Reserves to Operating		13,095	

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	2,500	24-NRPS Enterprise Storage Srv
General Capital Levy	Niagara Regional Police Services	774	24-NRPS Portable Radio System
General Capital Levy	Niagara Regional Housing	346	24-NRH Annual Unit Capital
General Capital Levy	Niagara Regional Housing	158	24-NRH Annual Mech-Electrical
General Capital Levy	Niagara Regional Housing	346	24-NRH Annual Building Capital
General Capital Levy	Niagara Regional Housing	180	24-NRH Annual Grounds Capital
General Capital Levy	Niagara Regional Housing	1,000	24-NRH Geneva Street Development
General Capital Levy	Corporate Services	721	23-HRIS Improvements & Upgrade
General Capital Levy	Corporate Services	300	24-HRIS Dvlp PPL Tools Upgrade
General Capital Levy	Corporate Services	75	24-Oracle People Tool Upgrade
General Capital Levy	Corporate Services	60	24-Corp Secure Password Util
General Capital Levy	Corporate Services	50	24-Automatic SW Patching
General Capital Levy	Corporate Services	150	24-Cloud-Based Acc Ctrl Tool
General Capital Levy	Corporate Services	200	24-Meet Rm Equip EOL Replace
General Capital Levy	Corporate Services	150	24-WiFi Access Point Replace
General Capital Levy	Corporate Services	155	24-SAN Storage Size+Perform
General Capital Levy	Corporate Services	450	24-SQL Virtual Host Replace
General Capital Levy	Corporate Services	650	24-IT Security Monit+Res Syst
General Capital Levy	Corporate Services	1,100	24-Main Firewall Replacements
General Capital Levy	Corporate Services	100	24-IT Hardware Inventory
General Capital Levy	Corporate Services	120	24-Data Cent Protect Fencing
General Capital Levy	Corporate Services	96	24-Corp Security Tools
General Capital Levy	Facilities Mgmt. & Construction	950	Cust Svc Strategic Priority
General Capital Levy	Facilities Mgmt. & Construction	400	24-Building Entry Security
General Capital Levy	Facilities Mgmt. & Construction	1,000	24-Ann-Code & Leg Compliance

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Facilities Mgmt. & Construction	500	24-Region Staff Accommodation
General Capital Levy	Facilities Mgmt. & Construction	250	24-Childcare-Video Surveil
General Capital Levy	Facilities Mgmt. & Construction	200	24-Childcare Centres-Millwork
General Capital Levy	Facilities Mgmt. & Construction	100	24-Childcare-Interior Paint
General Capital Levy	Facilities Mgmt. & Construction	140	24-Child Well-Toddler Yard
General Capital Levy	Facilities Mgmt. & Construction	350	24-EMS Base Card Access Repla
General Capital Levy	Facilities Mgmt. & Construction	500	24-StCath EMS-HVAC Replace
General Capital Levy	Facilities Mgmt. & Construction	3,000	21-NRPS 68 Church Demolition
General Capital Levy	Seniors Services	243	24-LTC Resident Care Equip
General Capital Levy	Seniors Services	658	24-LTC Roof Replacement
General Capital Levy	Seniors Services	489	24-LTC Machinery and Equip
General Capital Levy	Seniors Services	792	24-LTC Cap Imp/Replace
General Capital Levy	Public Health & Emergency Services	2,991	24-Ambulance & Equipment Replacement
General Capital Levy	Public Health & Emergency Services	170	24-EMS CPAP Machine Replacement
General Capital Levy	Public Health & Emergency Services	368	24-EMS ERV Replacement
General Capital Levy	Public Health & Emergency Services	1,730	24-EMS ePCR Laptop/iMedic Replacement
General Capital Levy	Public Health & Emergency Services	530	24-Buildout of EMS Wainfleet
General Capital Levy	Transportation Operations	1,800	24-Thorold Yard Interior
General Capital Levy	Transportation Operations	500	24-StormSew Asst Mgmt Prog
General Capital Levy	Transportation Operations	220	24-Railway Crossing Improvement

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	150	24- NE Consolidated #2
General Capital Levy	Transportation Operations	500	24-Guide Rail Improvement Prog
General Capital Levy	Transportation Operations	1,450	24 Ann-Storm Sewers & Culverts
General Capital Levy	Transportation Operations	2,651	24 Ann-Traffic Signal Program
General Capital Levy	Transportation Operations	600	24 Ann-Traffic Radio Syst Upgrade
General Capital Levy	Transportation Operations	1,500	81-Durham/Lincoln-LI
General Capital Levy	Transportation Operations	4,875	RR69 -Victoria to Rosedene PH1
General Capital Levy	Transportation Operations	810	18-Struc-JR Stork 038205-SC
General Capital Levy	Transportation Operations	725	19-Struc Rehab - 7th St Bridge
General Capital Levy	Transportation Operations	2,800	20-Struc Rehab-RR12 Mountain S
General Capital Levy	Transportation Operations	2,700	20-Rds Rehab - RR 20 Lundy's L
General Capital Levy	Transportation Operations	750	20-Cpcty Imprv-RR98 Montrose R
General Capital Levy	Transportation Operations	2,000	20-Struc Rehab -020215-Hwy 20
General Capital Levy	Transportation Operations	2,500	21-Struc Rehab-077310-16MileCr
General Capital Levy	Transportation Operations	1,500	22-Rds Rehab - RR 27 Main St W
General Capital Levy	Transportation Operations	300	22-Rds Rehab-RR116 Eagle Bowen
General Capital Levy	Transportation Operations	475	24-RR57 Thorold Stn at St. James
General Capital Levy	Transportation Operations	30	24-Annual Misc Road Property
General Capital Levy	Transportation Operations	875	24-Ann Rds Resurfacing Program
General Capital Levy	Transportation Operations	100	24-Transportation Master Plan
General Capital Levy	Transportation Operations	1,000	24-RR102 Bridge Sruct 102205

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	750	24-RR81 Kerman Ave to Elm St
General Capital Levy	Transportation Operations	100	24-RR36 Sth Pelham St Culvert
General Capital Levy	Transportation Operations	300	24-RR529 O'Reilly to Airport
General Capital Levy	Transportation Operations	1,000	24-Lakeshore Rd Culvert 087225
General Capital Levy	Transportation Operations	60	24-Trnsp Sustainability Review
General Capital Levy	Transportation Operations	750	24-Road Safety Strategic Plan
General Capital Levy	Transportation Operations	50	24-Active Transp Masterplan
General Capital Levy	Transportation Operations	100	24-RWIS Repair & Station Reloc
General Capital Levy	Transportation Operations	1,336	22 Ann-Fleet Snowplow Replacement
General Capital Levy	Transportation Operations	2,697	24 Ann-Fleet Snowplow Replace
General Capital Levy	Transportation Operations	130	24-Fleet WM-Ops-Eng Vehicles
General Capital Levy	Transportation Operations	60	24-Fleet WM Coll P&E Cargo Van
Subtotal of General Capital Levy		63,184	
Transit Capital Levy	Niagara Transit Commission	1,000	24-NTC Scheduling software
Transit Capital Levy	Niagara Transit Commission	445	24-Replace 2 40' Conv Disl Bus
Transit Capital Levy	Niagara Transit Commission	250	24-NTC-Building Equip
Transit Capital Levy	Niagara Transit Commission	400	24-NTC StCath-Overhead Door
Subtotal of Transit Capital Levy		2,095	
Niagara Regional Housing Owned Units	Niagara Regional Housing	3,602	24-NRH Annual Unit Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	1,643	24-NRH Annual Mech-Electrical
Niagara Regional Housing Owned Units	Niagara Regional Housing	3,606	24-NRH Annual Building Capital

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Niagara Regional Housing Owned Units	Niagara Regional Housing	1,879	24-NRH Annual Grounds Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	24-NRH Emergency Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	24-NRH Annual New Development Planning
Subtotal of Niagara Regional Housing Owned Units		11,130	
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	331	24-NRPS Fleet Special Vehicle Replacement
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	1,597	24-NRPS Fleet Patrol Vehicle Replacement
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	254	24-NRPS Investigative Vehicle Replacement
Police Vehicle and Equipment Replacement	Niagara Regional Police Services	60	24-NRPS Comms Vehicle Equipment
Subtotal of Police Vehicle and Equipment Replacement		2,243	
Police Capital Levy	Niagara Regional Police Services	10	24- NRPS Biomed Refrigerator/Freezer
Police Capital Levy	Niagara Regional Police Services	25	24-NRPS Intoxilyzer Trans Compl
Police Capital Levy	Niagara Regional Police Services	66	24-NRPS Mobile Radar Replacement
Police Capital Levy	Niagara Regional Police Services	35	24-NRPS ETU Headsets
Police Capital Levy	Niagara Regional Police Services	74	24-NRPS Night Vision Replacement
Police Capital Levy	Niagara Regional Police Services	75	24-NRPS Dive Truck
Police Capital Levy	Niagara Regional Police Services	140	24-CEW Replacements
Police Capital Levy	Niagara Regional Police Services	13	24- NRPS Safety Helmets
Police Capital Levy	Niagara Regional Police Services	200	23-NRPS-Add CCTV Cameras

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	350	24-NRPS Network Servers & W Stn
Police Capital Levy	Niagara Regional Police Services	475	24-NRPS Desktops/Laptops/Monit
Police Capital Levy	Niagara Regional Police Services	325	24-NRPS Radio Sys Micro Replacement
Police Capital Levy	Niagara Regional Police Services	40	24-NRPS Radio UPS Battery Replacement
Police Capital Levy	Niagara Regional Police Services	55	24-NRPS Mobile Comms Equipment
Subtotal of Police Capital Levy		1,883	
Infrastructure Deficit	Transportation Operations	5,500	24-Ann Rds Resurfacing Program
Subtotal of Infrastructure Deficit		5,500	
Water Capital	Water Operations	253	24-SCADA Server Refresh
Water Capital	Water Operations	250	24-Environmental Centre Reno
Water Capital	Water Operations	160	24-Instrumentation Upgrades
Water Capital	Water Operations	350	24-Hardware Software Upg Prog
Water Capital	Water Operations	300	24-Boiler Replacement/Ref Prog
Water Capital	Water Operations	250	24-Portfolio management System
Water Capital	Water Operations	65	24-Water Vehicle
Water Capital	Water Operations	11,000	18-ET-NEW Fort Erie
Water Capital	Water Operations	1,430	Welland Canal WTM Extension
Water Capital	Water Operations	250	21-Bemis ET Replacement
Water Capital	Water Operations	300	24-Port Col WTP Intake Cond
Water Capital	Water Operations	500	19-DeCew UV Upgrade
Water Capital	Water Operations	1,390	20-Decew WTP Transmission Main
Water Capital	Water Operations	2,500	20-St.Davids Chlor Fac Upgrade
Water Capital	Water Operations	550	22-New Trunk Main Grimsby WTP
Water Capital	Water Operations	750	24-Queenston PRV Chamber
Subtotal of Water Capital		20,298	
Wastewater Capital	Wastewater Operations	250	24-Portfolio Management Sys
Wastewater Capital	Wastewater Operations	250	24-Environmental Centre Renos

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	1,000	24- SCADA Upgrades
Wastewater Capital	Wastewater Operations	160	24-Instrumentation Upgrades
Wastewater Capital	Wastewater Operations	2,500	24-Digester/Biosolid Management
Wastewater Capital	Wastewater Operations	915	24-HardwareSoftware Upgrade PR
Wastewater Capital	Wastewater Operations	700	24-Pipe and Manhole Rehab Prog
Wastewater Capital	Wastewater Operations	65	24-Wastewater Vehicle
Wastewater Capital	Wastewater Operations	4,960	2017-Bender Hill SPS Upgrade
Wastewater Capital	Wastewater Operations	350	24-Central SPS/HRT Upgrades
Wastewater Capital	Wastewater Operations	800	24-NF WWTP Raw Sew Upgrades
Wastewater Capital	Wastewater Operations	1,000	2017-Steven-Douglas Lagoon Upg
Wastewater Capital	Wastewater Operations	330	Shirley Road Pump Station Upg
Wastewater Capital	Wastewater Operations	2,500	20-Seaway WWTP Ferric Upgrade
Wastewater Capital	Wastewater Operations	125	24-Steele St SPS Upgrades
Wastewater Capital	Wastewater Operations	300	24-Siphon Chamber Inspection
Wastewater Capital	Wastewater Operations	2,750	21-Spring Gardens PS and FM Up
Wastewater Capital	Wastewater Operations	1,050	20-Lakewood Garden SPS Upgrade
Wastewater Capital	Wastewater Operations	500	20-Bal Harbor SPS Electrical
Wastewater Capital	Wastewater Operations	55	24-Smithville SPS Force Main Upgrade
Subtotal of Wastewater Capital		20,560	
Waste Management Capital	Waste Management	1,360	24-Annual Misc Enhance & Rep
Waste Management Capital	Waste Management	123	24-Well Decommissioning

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Waste Management Capital	Waste Management	180	24-Property Acquisition
Waste Management Capital	Waste Management	220	23-Humberstone Paving Upgrade
Subtotal of Waste Management Capital		1,883	
Landfill Liability	Waste Management	327	24-Well Decommissioning
Landfill Liability	Waste Management	700	13-Quarry-Site Improv
Landfill Liability	Waste Management	2,150	16-Glenridge-Passive Gas Sys
Landfill Liability	Waste Management	1,100	19-Mtn-GW Treatment LCS Upgrade
Subtotal of Landfill Liability		4,277	
Total Transfers from Reserves to Capital*		133,053	

*Total General Capital Levy transfer from reserves to capital excludes \$500,000 for the 24-Wainfleet Beach Shoring Project that was approved but uninitiated as part of the 2024 Capital Budget Process.

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/) (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	2022 Year-end Balance	2023 Year-end Balance	2024 Committed To Capital	2024 Transfers From External	2024 Transfers To / From Operating	2024 Transfers To Capital	2024 Interest Earnings	2024 Year-end Balance
General Government DCs	2,304	2,498	0	281	(180)	0	124	2,723
Police Services DCs	1,159	1,297	(408)	1,070	(883)	(500)	32	609
Roads DCs	97,345	99,704	(66,898)	33,406	0	(19,129)	4,076	51,158
Sewer DCs	89,016	104,530	(45,639)	23,019	(2,250)	(15,630)	4,269	68,299
Water DCs	46,608	52,060	(17,120)	12,493	(750)	(17,980)	2,132	30,836
Emergency Medical DCs	3,054	3,121	(941)	850	0	0	150	3,180
Long-Term Care DCs*	6,513	1,791	(5,968)	3,950	0	0	142	(85)
Courts Services DCs	364	424	0	0	0	0	19	443
Health DCs	2,168	2,392	0	0	0	0	110	2,502
Social Housing DCs*	(264)	2,958	(1,094)	0	0	0	84	1,948
Waste Diversion DCs	5,650	5,576	(1,953)	518	(30)	0	292	4,404
Public Works (Facilities & Fleet) DCs	219	862	(1,831)	1,031	0	0	61	123
Transit Services DCs	0	2,946	(162)	1,782	0	(485)	34	4,115
Total Development Charges	254,137	280,159	(142,015)	78,401	(4,093)	(53,724)	11,526	170,253
Federal Gas Tax	46,773	50,980	(45,061)	15,027	0	(14,800)	1,811	7,956
Provincial Gas Tax	3,780	12,010	(8,750)	6,700	0	(5,353)	127	4,735
Total Gas Tax	50,553	62,990	(53,811)	21,727	0	(20,153)	1,938	12,692
Total Deferred Revenues	304,690	343,149	(195,826)	100,128	(4,093)	(73,877)	13,464	182,945

*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

Financing Sources

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.

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	Growth, Strategy and Economic Development	180	Secondary Plans
Police DCs	Niagara Regional Police Services	883	New police equipment
Sewer DCs	Wastewater Operations	2,250	Combined Sewer Outflow program
Water DCs	Water Operations	750	New water equipment
Waste Diversion DCs	Waste Management	30	Collections contract
Total use of Deferred Revenue for Operating		4,093	

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 2024 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	103	70	43	74	39
Facilities & Fleet	353	239	147	252	132
Police Services	366	249	151	261	137
Roads	12,176	8,276	5,046	8,700	4,573
Emergency Medical	327	223	135	234	124
Long-Term Care	1,529	1,040	633	1,092	574
Courts Services	-	-	-	-	-
Health	-	-	-	-	-
Social Housing	-	-	-	-	-
Waste Diversion	216	148	90	156	81
Transit	623	398	243	418	220
Region Wide Services	15,693	10,643	6,488	11,187	5,880
Sewer	9,223	6,270	3,823	6,589	3,464
Water	4,961	3,372	2,056	3,546	1,863
Urban Services	14,184	9,642	5,879	10,135	5,327
Rural Area Services	15,693	10,643	6,488	11,187	5,880
Urban Area Services	29,877	20,285	12,367	21,322	11,207

Financing Sources

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	15,693	10,643	6,488	11,187	5,880
Estimated Rural Units	84	0	0	224	0
Rural Charges*	1,323	0	0	2,502	0
Urban Area Rate	29,877	20,285	12,367	21,322	11,207
Estimated Urban Units	1,242	301	287	588	0
Urban Charges*	37,092	6,105	3,545	12,528	0
Estimated Collections*	38,416	6,105	3,545	15,031	0

*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	103
Facilities & Fleet	0.32	0.11	0.26	353
Police Services	0.34	0.11	0.26	366
Roads	8.36	2.75	6.26	12,176
Emergency Medical	0.17	0.05	0.10	327
Long-Term Care	0.74	0.25	0.47	-
Courts Services	-	-	-	-
Health	-	-	-	-
Social Housing	-	-	-	-
Waste Diversion	0.05	0.01	0.03	-
Transit	0.59	0.19	0.36	-
Region Wide Services	10.64	3.49	7.79	13,325
Sewer	6.46	2.72	4.76	-
Water	3.63	1.52	2.67	-
Urban Services	10.09	4.24	7.43	-
Rural Area Services	10.64	3.49	7.79	13,325
Urban Area Services	20.73	7.73	15.22	13,325

Financing Sources

Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Rate	10.64	3.49	7.79	13,325
Estimated Rural Units	19,170	50,300	5,090	0
Estimated Rural Charges*	204	176	40	0
Urban Area Rate	20.73	7.73	15.22	13,325
Estimated Urban Units	513,700	232,550	160,280	0
Estimated Urban Charges*	10,649	1,798	2,439	0
Total Estimated Collections*	10,853	1,973	2,479	0

*in thousands

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	500	NRPS-Increase Fleet Quantity
Subtotal of DC – Police Services		500	
DC - Roads	Transportation Services	295	Annual-Traffic Signal Program
DC - Roads	Transportation Services	1,000	New Escarpment Crossing
DC - Roads	Transportation Services	500	81-Durham/Lincoln-LI
DC - Roads	Transportation Services	518	81-St Paul W CNR Bridge
DC - Roads	Transportation Services	4,000	Capacity Improvement – 81 Main St
DC - Roads	Transportation Services	1,625	69-Victoria to Rosedene PH1
DC – Roads	Transportation Services	190	18-Structure 038205
DC – Roads	Transportation Services	2,151	Rds Rehab RR20 – Griffin St
DC – Roads	Transportation Services	300	Rds Rehab- RR20 Lundy’s Ln
DC – Roads	Transportation Services	4,250	Capacity Improvement – RR98 Montrose Rd
DC – Roads	Transportation Services	500	Rds Rehab – RR27 Main St W
DC – Roads	Transportation Services	200	Rds Rehab – RR116 Eagle Bowen
DC – Roads	Transportation Services	500	Int-Improvement – RR19 Gilmore @ Pettit
DC – Roads	Transportation Services	475	RR57 Thorold Stone Road at St. James
DC – Roads	Transportation Services	170	Annual Miscellaneous Road Property
DC – Roads	Transportation Services	900	Transportation Master Plan
DC – Roads	Transportation Services	500	Annual Future Roads and Engineering Projects

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
DC – Roads	Transportation Services	540	Transportation Sustainability Review
DC – Roads	Transportation Services	450	Active Transportation Master Plan
DC – Roads	Transportation Services	65	Fleet Transportation Operations
Subtotal of DC – Roads		19,129	
DC - Sewer	Wastewater Operations	3,040	Bender Hill SPS Upgrade
DC - Sewer	Wastewater Operations	350	Central SPS/HRT Upgrades
DC - Sewer	Wastewater Operations	750	Lakeshore Rd SPS Upgrade
DC - Sewer	Wastewater Operations	1,170	Shirley Rd Pump Station Upgrade
DC - Sewer	Wastewater Operations	125	Steele St SPS Upgrade
DC - Sewer	Wastewater Operations	9,750	Spring Gardens PS and FM Upgrade
DC – Sewer	Wastewater Operations	445	Smithville SPS Force Main Upgrade
Subtotal of DC – Sewer		15,630	
DC – Water	Water Operations	11,000	ET New Fort Erie
DC – Water	Water Operations	1,170	Welland Canal WTM Extension
DC – Water	Water Operations	250	Bemis ET Replacement
DC – Water	Water Operations	1,110	Decew WTP Transmission Main
DC – Water	Water Operations	4,450	New Trunk Main – Grimsby WTP
Subtotal of DC – Water		17,980	
DC – Transit	Niagara Transit Commission	485	NTC Rebranding
Subtotal of DC – Transit		185	
Total of Development Charges		53,724	
Federal Gas Tax	Transportation Services	3,000	RR102 Bridge Structure 102205
Federal Gas Tax	Transportation Services	2,175	Structural Rehab – Seventh St Bridge

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Federal Gas Tax	Transportation Services	5,625	Annual Roads Resurfacing Program
Federal Gas Tax	Wastewater Operations	750	Lakeshore Road SPS Upgrade
Federal Gas Tax	Wastewater Operations	1,750	Lakewood Garden SPS Upgrade
Federal Gas Tax	Wastewater Operations	1,500	Bal Harbor SPS Electrical
Total of Federal Gas Tax		14,800	
Provincial Gas Tax	Niagara Transit Commission	302	NTC Rebranding
Provincial Gas Tax	Niagara Transit Commission	4,231	Replacement of 19 40' Conventional Diesel Buses
Provincial Gas Tax	Niagara Transit Commission	286	Replacement of Accessible Buses
Provincial Gas Tax	Niagara Transit Commission	534	Refurbish Conventional Diesel Buses
Total of Provincial Gas Tax		5,353	
Total use of Deferred Revenues for Capital		73,877	



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.

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;

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.

Acronym	Description
##-	Year of the Capital Project approval e.g. 20-Project is a 2020 capital project
AARI	Average Annual Renewal Investment
ABCs	Agencies Boards and Commissions
ABD	Allocation between Departments
AM	Asset Management
AMO	Asset Management Office
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
ARL	Annual Repayment Limit
AWD	Allocation within Departments
BCI	Bridge Condition Rating
BPS	Biosolid Pump Station
BRCOTW	Budget Review Committee of the Whole
CAMP	Capital Asset Management Policy
CAMRA	Corporate Asset Management Resource Allocation
CAO	Chief Administrative Officer
CBA	Collective Bargaining Agreement
CBRN	Chemical, Biological, Radiological, Nuclear
CCTV	Closed Circuit Television
CEW	Conducted Energy Weapon
CNR	Canadian National Railway
COCHI	Canada Ontario Community Housing Initiative
CORE	Community Oriented Response and Engagement
COS	Cost of Service
CPAP	Continuous Positive Airway Pressure
CPLTC	Community Paramedicine Long Term Care
CRM	Customer Relationship Management
CSO	Combined Sewer Overflow
CTAS	Canadian Triage Acuity Score
CVA	Current Value Assessment
CVR	Capital Variance Reserve

Appendix 3

Acronym	Description
CWELCC	Canada-Wide Early Learning and Child Care Program
DC	Development Charge
DONP	Dedicated Offload Nursing Program
EA	Environmental Assessment
EMS	Emergency Medical Services
EOL	End of Life
EOM	End of Mortgage
ePCR	Electronic Patient Care Reporting
EPR	Extended Producer Responsibility
ERP	Enterprise Resource Planning
ERV	Emergency Response Vehicle
ESA	Environmental Site Assessment
EV	Electronic Vehicle
F/X	Foreign Exchange
FTE	Full Time Equivalent
GBA	Gross Budget Adjustment
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
HEIP	Health Equity Informed Planning
HIA	Health Impact Assessment
HPP	Homelessness Prevention Plan
HR	Human Resources
HRIS	Human Resources Information System
HAS	Housing Services Act
HVAC	Heating Ventilation and Air Conditioning
ICIP	Investing in Canada Infrastructure Program
IPAC	Infection Prevention and Control
IT	Information Technology
IO	Infrastructure Ontario
KPI	Key Performance Indicator
LAM	Local Area Municipality
LCS	Leachate Collection System
LMS	Learning Management System
LOS	Level of Service
LTC	Long Term Care
MECP	Ministry of Environment Conservation and Parks

Appendix 3

Acronym	Description
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
ML	Megalitres (1 million litres)
MOH	Medical Officer of Health
MOU	Memorandum of Understanding
MPAC	Municipal Property Assessment Corporation
MRF	Material Recycling Facility
MSP	Master Service Plan
MTO	Ministry of Transportation of Ontario
MY	Multi-year
NPCA	Niagara Peninsula Conservation Authority
NRH	Niagara Regional Housing
NRPS	Niagara Regional Police Service
NTC	Niagara Transit Commission
PCI	Pavement Condition Rating
PFA	Program Financial Analyst
PGT	Provincial Gas Tax
PHIPA	Personal Health Information Protection Act
PIL	Payments in Lieu of Taxes
PMO	Project Management Office
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
PSAS	Public Sector Accounting Standards
PW	Public Works
RES	Real Estate Services
RGI	Rent Geared to Income
ROI	Return on Investment
RWIS	Road Weather Information System
S&P	Standard & Poor's rating agency
SAEO	Social Assistance and Employment Opportunities
SCADA	Supervisory Control and Data Acquisition
SDOH	Social Determinants of Health
SDWA	Safe Drinking Water Act
SF	Sinking Fund
SNIP	Smarter Niagara Incentive Program
SOAR	Security Orchestration Automation and Response
TAC	Tenant Advisory Committee

Appendix 3

Acronym	Description
TCA	Tangible Capital Asset
tCO ₂ e	Tonnes of CO ₂ Equivalent
TIG	Tax Increment Grant
TMP	Transportation Master Plan
WIP	Work in Progress
WM	Waste Management
WMSP	Waste Management Strategic Plan
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant
W WW	Water Wastewater
WWWMSPP	Water Wastewater Master Service Plan
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.

Term	Description
Accrual	Revenues earned or expenses incurred which impact a company's net income on the income statement, although cash related to the transaction has not yet changed hands.
Allocations	The process of distributing the cost to deliver corporate support services across various departments and/or cost centres. For example, the Region divides the cost of providing IT support services across all departments.
Amortization	An accounting technique used to periodically lower the book value of a loan or an intangible asset over a set period of time.
Annual Report	A comprehensive report on an organization's activities and financial performance over the course of one financial year.
Appeal	The process of applying to an authoritative organization to change a decision. For instance, if you disagree with MPAC's assessment of your property, you have the option to file an assessment appeal. If you are disputing your tax bill, you may file a tax appeal.
Appreciation	An increase in the value of an asset or good over time.
Assessment Growth	The sum of all of the changes that happen to a property within a calendar year, including: <ul style="list-style-type: none"> • New construction • Major renovations • Demolitions • Property value appeals
Audit	An official inspection of an individual's or organization's accounts
Budget	A budget is a financial plan that outlines the money the Region will raise and spend within a year. It is the plan that aligns the Region's priorities with the services we deliver to residents. It directs what infrastructure will be purchased, built and repaired.
Capital Budget	The capital budget is the annual plan for the purchase of capital assets. Capital assets include things like: <ul style="list-style-type: none"> • Roads • Water treatment plants • Sewers • Buildings • Machinery and equipment The Region updates a 10-year capital budget and plan each year to ensure that we have enough funds to maintain our aging infrastructure. Additionally, we plan for higher replacement cost of assets and new projects that will support community growth.

Term	Description
Capital Expenditure	Resources spent by an organization on the purchase, replacement or improvement of a long-term physical or fixed asset such as land, buildings or equipment.
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 "claw back" 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

Term	Description
	services you use. The cost to operate the Region's water system is 90 per cent fixed.
Fund	A pool of money set aside for a specific purpose.
General Tax Levy	Paid for by Regional property taxes and charged at the same rate regardless of the municipality the resident lives in. Pays for services including Niagara Regional Police, Emergency Medical Services, attracting new industries and planning livable spaces.
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	The cost to deliver programs and services after external funding and subsidies for cost-shared services are applied. This is the amount of the operating budget that is paid for by your Regional property taxes, water and wastewater rates, or special tax levies.
Property Assessment	The process of establishing a dollar value for your home or business for property tax purposes.
Property Class	MPAC assigns all properties and/or land in Ontario to one of seven classes according to its primary use: <ul style="list-style-type: none"> • Residential • Multi-residential • Commercial • Industrial • Pipeline • Farm • Forest • Landfill

Term	Description
Property Reassessment	Every four years MPAC reevaluates the current value of your property or home. Depending on the value of your home (increase value or decrease), you may pay more or less property taxes.
Property Taxes	Taxes charged to property owners according to the assessed value of each property. Property taxes are collected and administered by the local area municipality in which the property is located. The local municipality distributes the Region its share of property tax revenue and the education property taxes to the Ministry of Education.
Reserves	Money set aside to mitigate future fluctuations in the economy, changes to government funding and unanticipated events. Examples include: <ul style="list-style-type: none"> • Taxpayer relief • General capital levy • Employee Future benefits reserve
Revenue	Money received through ordinary activities. The Region receives its revenue from user fees, services charges, grants and investment income.
Social Determinants of Health	The economic, social and environmental conditions that influence individual and group differences in health status, including income, education, employment, early childhood development, food insecurity, housing, social exclusion and social safety network, health services, aboriginal status, gender, sexuality, race and disability.
Subsidy	Funding received from other levels of government to offset the cost for programs that Niagara Region delivers on their behalf.
Supplemental Revenue	Additional money received within the calendar year as a result of assessment growth. This money is budgeted for based on historical trends and used to fund existing programs and services.
Surplus	A surplus occurs when the Region spends less than it thought it would, or raises more revenue than planned. Niagara Region allocates surpluses to reserves.
Tax Capping	The Province of Ontario introduced the Tax Capping program to protect commercial, industrial, and multi-residential properties from significant tax increases. This program limits or "caps" tax increase at 10 per cent as a result of changes to property value. Capping protects landowners from paying the full amount of taxes based on the assessed value of the property as they are paying less tax than if they calculate their taxes using the general formula.
Tax Increment Grant (TIG)	A grant provided by the Region directly related to a development. TIGs provide financial incentive to help offset the increased property taxes that result from the rehabilitating, redeveloping or developing buildings and properties.
Tax Write-offs	Loss of revenue due to reductions in property assessment values.

Appendix 4

Term	Description
Transit Special Tax Levy	Paid for by Regional property taxes and varies between municipalities based on service levels. Pays for transit services across the Region.
Uploading	The alignment of service delivery between municipal and provincial (or other levels) governments.
User Fees	Includes shared services revenue without shared services agreement, licenses, permits, approvals, and fees and service charges on the User Fee By-Law such as: <ul style="list-style-type: none"> • Child care fees • Health fees • Police fees (i.e. accident reports, etc.) • Seniors homes fees (i.e. long-term care accommodations fees) • Road fees • Other miscellaneous fees (i.e. zoning)
Variable Cost	Variable costs are fees that change based on the volume of services you use.
Waste Management Special Tax Levy	Paid for by Regional property taxes and varies between municipalities based on service levels. Pays for services including curbside collection, recycling and landfill sites and waste management.
Water and Wastewater Rates	Pays for rate based services such as water and wastewater treatment, biosolids management and lab services. Costs for these services are charged to municipalities based on usage. The rates charged to residents for each of these services will vary depending on where they live.

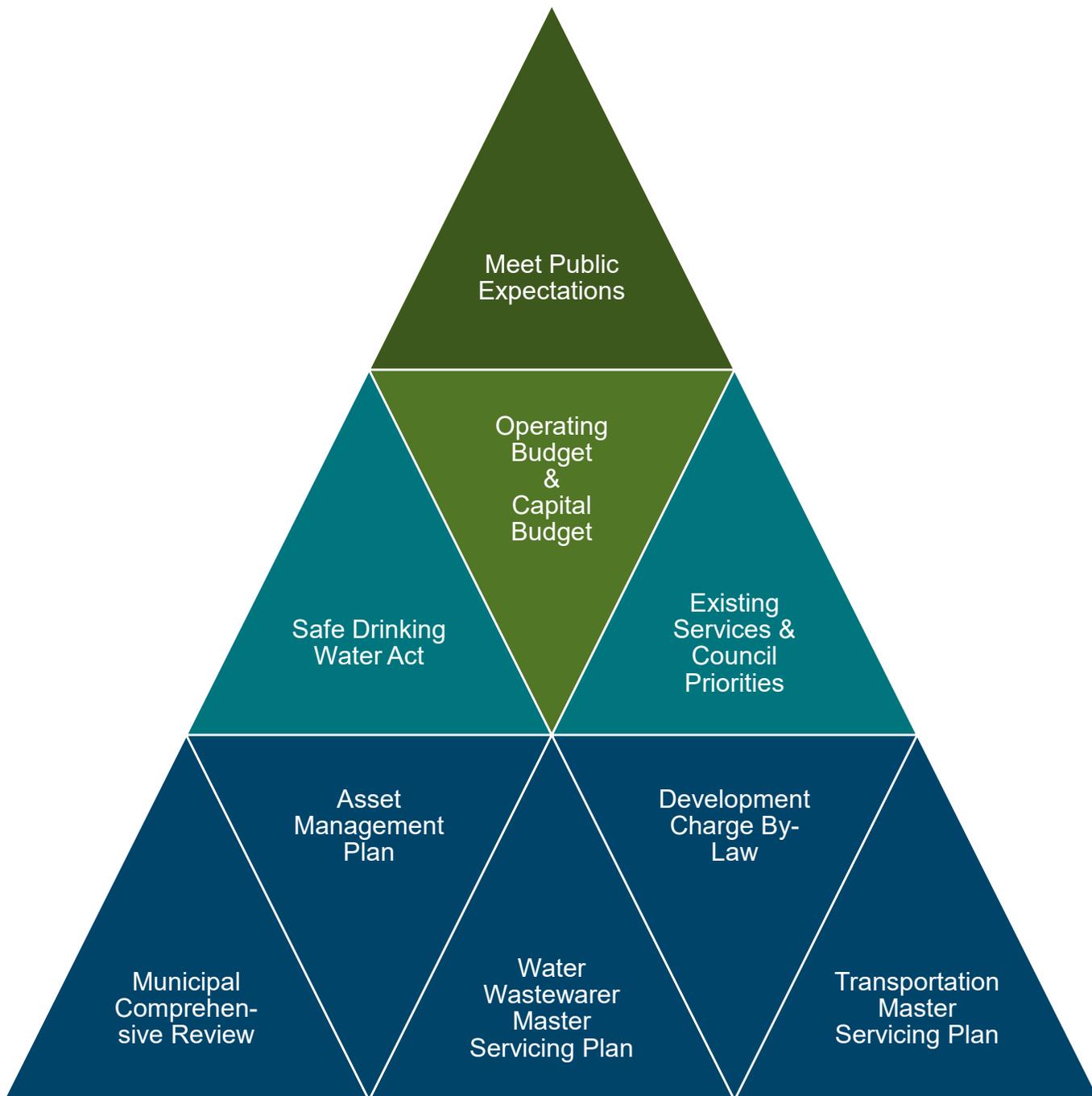
Appendix 5 – Basis of Accounting and Financial Reporting

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 three primary funding sources – General Tax Levy supported services, Rate supported services, and Special Levy supported services. Each of these includes an operating fund, capital fund and reserve funds. General Tax Levy and Special Levy supported services are levied on the assessed value of property. Rate supported services include water and wastewater, which are billed separately to the Local Area Municipalities.

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

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



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

Appendix 5

Operating Fund

Activities are budgeted annually for each program based on the estimated operating costs. The operating budget includes annual expenditures for personnel costs, administrative expenses, materials, supplies and utilities, purchased services, Social Assistance and Housing Provider, financial expenditures, minor capital equipment and renovations, debt charges, reserve transfers, subsidy revenue for Ontario and Canada grants and program fees and service charges.

There are many considerations in developing budgets. Included are compensation agreements, inflation, mandated service requirements, Council Business Plan, Council Guidance, and customer needs. At the end of any given budget year as part of the year-end process, any net surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with the Council approved Surplus/Deficit policy, ensuring a closing balance of \$0 in the operating fund.

Niagara Region budgets by program, which reflects expenditures and revenues based on program delivery and responsibility. Niagara applies best practices in budgeting by allocating corporate support costs. This methodology introduced in the 2013 budget divides support costs into categories and then allocates the cost to program /services based on program usage. The new model fully allocates all identified supports cost to programs and services.

Capital Fund

Capital projects are generally budgeted in one year; however they should be budgeted in multiple years if each element is considered an independent discreet project for example, design and construction. Niagara Region's capital budget includes expenditures and financing sources to acquire and/or construct tangible capital assets such as regional facilities, roads, bridges, EMS stations, long-term care facilities, water and wastewater treatment plants, waste management facilities and the purchase of fleet related equipment. The capital budget is established on a project by project basis, where the budget includes the full cost of the project regardless 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

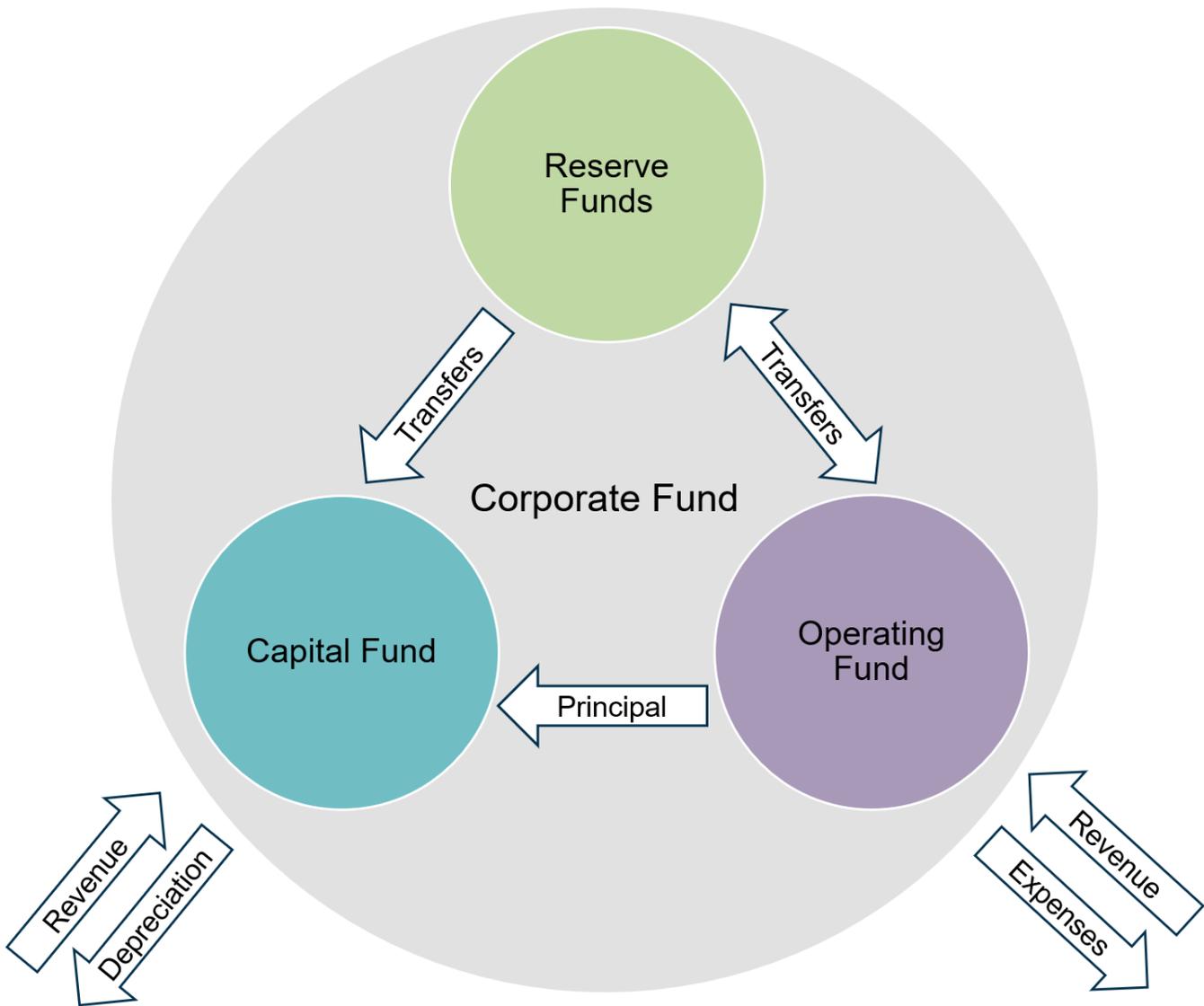
Reserve Funds

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

Appendix 5

Inter-Fund Relationships



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

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

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

Transfers between Reserve Funds and the Operating Fund increase and decrease both funds depending on the nature and direction of the transfer. Transfers increasing the Reserve Funds'

balances are detailed within the Transfers to Reserves from Operating section. Transfers reducing the Reserve Funds' balances are detailed within the Transfers from Reserves to Operating section.

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

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

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

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

Appendix 5

Relationship between Departments and Reserves

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

Fund Name (Reserve Type)	General Tax 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				
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				

Appendix 5

Fund Name (Reserve Type)	General Tax Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Waste Water	Waste Management	Niagara Transit Commission
Ontario Police Video Training Alliance				X				
NRH Owned Units			X					
Housing Services			X					
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 6 – Reconciliations to 2023 Budget Summary

Budget Reconciliation – 2023 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 2023. These adjustments show the changes from the Council approved budget for 2023 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
Unadjusted Budget	1,275,739	4,172.2	2023 Council Approved Budget
Community Services	2,450	2.0	To record Homeless Prevention Plan funding as per report COM 22-2023.
Community Services	4,726		To record additional funding from the Ministry of Long-term Care per COM 20-2023
Community Services	12,212		To record additional funding from the Ministry of Education per COM 4-2023
Community Services	7,153		To record remainder and adjustment of Homeless Prevention Plan funding per COM 26-2023
Community Services	132		To record OPHI-COCHI funding to facilitate an additional temporary full-time equivalent supporting the housing providers while an overall review of the housing services division is underway
Community Services	978		To record one-time funding from Ontario Health for 2023 to support the Transitional Care Funding Program initiative by operationalizing a recuperative care unit to serve all of Niagara Region for individuals who are homeless
Corporate Services	143		To record the movement of the ERP project team responsible for PeopleSoft implementation in St. Catharines from the Financial Management System Support department to ERP project implementation department. Additional temporary full time

Appendix 6

Department	Gross Budget	Permanent FTEs	Reason for Adjustment
			equivalent also added and funded 100% by the City of St. Catharines
Public Health and Emergency Services	493	3.0	To record additional base funding for EMS for the period Jan 1st 2023 to March 31st 2023
Public Health and Emergency Services	273		To record additional base funding from the Ministry of Health to support the Seniors Dental Program
Subtotal – General Tax Levy Departments	28,657	5.0	
Niagara Regional Police Services	96		To record funding from the province to send a selected candidate for advanced leadership training and support additional budget related costs including reallocating budget to support two new divisions and approved program changes
Subtotal – Agencies, Boards and Commissions	96		
Niagara Transit Commission	755	8.0	To record funding from the Niagara College Student Administrative Council in support of the new contract signed between Niagara Region and Niagara College UPASS.
Subtotal – Transit Special Tax Levy	755	8.0	
Community Services		2.1	To add missed full-time equivalent count only; fully funded by the Ministry of Education per COM 28-2023
Niagara Transit Commission		411.2	To add full-time equivalent count to Niagara Transit Commission’s Budget for comparability for future planning years. Count was not inputted during the 2023 budget process, but corresponding dollars were approved by Regional Council and the Niagara Transit Commission Board
Subtotal - Administrative Adjustments		413.3	
Total Base Budget Adjustments	1,305,151	4,598.5	2023 Adjusted Budget, as presented throughout this summary

Appendix 7 – Example Operating Business Case

Social Housing Provider Subsidy Funding

Type: Program Change

Department: Community Services – Housing Services

Committee Report:

Start Date: January 1, 2024

Description:

The housing provider subsidy of \$1,018,000, funded through the federal funding that will expire in 2024, is required to be maintained in the budget for 2024 through the levy for the purposes of providing rent supplements and capital funding to social housing providers that have reached End of Mortgage (EOM). This will ensure that valuable affordable housing stock is maintained in Niagara to address the housing crisis and to support our service level standards.

Business Reasons:

In 2001, the province transferred program administration and funding responsibilities for social housing to local Service Managers across the province, thereby placing the funding and financial burden on the municipal tax levy. The federal government, through the province, administered fixed federal funding until the end of the mortgages of housing provider projects. The original operating agreements under which housing provider projects were developed are set to expire at mortgage/debenture maturity, deemed the EOM for providers, and at this time, federal funding and funding received under the Housing Services Act (HSA) also decreases. The original framework and legislation under which these agreements were made anticipated that once the mortgage is paid off, the project will continue to operate with sufficient revenue to meet operating expenses, capital repair costs and also subsidize affordability for tenants. However, in many cases, this assumption is not true and without on-going subsidy support, providers must either increase rents to unaffordable levels or reduce the number of subsidies offered, which will cause further the current housing crisis to worsen. It is recommended that housing provider subsidy of \$1,018,000 previously funded through the expired federal funding be maintained in the budget for 2024 for the purposes of providing continued rent supplements and/or capital funding to ensure the maintenance of these affordable housing units. There are 15 social housing providers that have reached EOM, or will reach EOM by the end of 2024, representing 1,137 rent-geared-to-income (RGI) or low-end of market units of community housing stock. In order to continue to operate these projects without subsidy, the providers would have to raise their market rents to unaffordable levels to ensure their viability. It is also important to note that these 1,137 units are included in the legislated service level standards that Niagara Region is required to maintain. This recommended funding includes subsidies of approximately \$488,000 to support Indigenous and transitional housing providers in Niagara, whose portfolios are 100% RGI and would not be able to sustain their operations if their funding was decreased. The balance of the funding will support existing non-profit and

co-operative housing providers in providing rent supplements to current RGI units. The fixed federal funding has never matched the subsidy paid to providers to support their operation costs including the RGI subsidy. Under legislation, these providers are still required to provide RGI assistance to their tenants to maintain their RGI targets that have been set. When housing projects reach EOM, they can continue to offer social and/or affordable housing under a new agreement within a new community housing framework or meet the prescribed requirements necessary to exit the Region's community housing portfolio. To prevent the loss of valuable social housing stock in Niagara, the Housing Services division have begun working with providers who are reaching EOM on developing new service agreements that include a financial plan to ensure that the operations of the housing project remain viable and affordable for tenants, ensuring that the operating and capital needs of the project are addressed and continue to support our long waitlists. As part of the National Housing Strategy, the federal government has begun reinvesting the savings it would have realized from the pay out of mortgages. In partnership with the Province of Ontario, it has created the Canada Ontario Community Housing Initiative (COCHI) which is primarily intended to support providers that have reached End of Mortgage. This is a valuable resource for Service Managers to address some of the needs of Social Housing providers at End of Mortgage, but it is not sufficient to meet all the financial needs. The current funding is fully allocated to provide funding for capital repair work and development of new housing units for Niagara to address the growing housing crisis. The Housing Services division is currently reviewing the impact of the declining Federal Gazette funding and the associated impact of any savings resulting from EOM for social housing providers in order to determine a financial plan for the next 25 years to ensure that providers remain a viable source of affordable housing units. Building condition assessments are being conducted on all projects reaching EOM to determine their capital needs. This work, along with a review of the operational needs of the project, will help to determine the mix of funding that will be required in the upcoming years to inform the plan.

Alignment to Council's Strategic Priorities:

Council's Strategic Priorities include an Equitable Region through providing opportunities for a safe and inclusive Niagara, which includes Objective 3.3 improving access to affordable and attainable housing. The continuation of funding for housing subsidies for these housing providers who have reached their End of Mortgage through the levy supports this priority through the addressing of affordable housing needs, ensuring that available affordable housing stock is maintained.

Risk Assessment: High-priority

The risk associated with not continuing to fund the housing providers who have come to the end of their mortgage term is that they will struggle to remain a viable operation while continuing to provide affordable and subsidized housing options to tenants. If they do not have the funds to address critical capital needs and repairs that must be done, this could result in units or buildings being taken out of service. This would in turn reduce the inventory of social housing available to the community housing need in Niagara and would add to the housing crisis that the Region is currently dealing with

Appendix 7

Financial and Staffing Impacts:

Object of Expenditure	2024	Future Years*	Duration
Community Assistance	\$1,018,000	\$1,018,000	On-going
Gross Expenditure	\$3,256,400	\$3,321,528	
Other Revenue	\$0	\$0	
Gross Revenue	\$0	\$0	
Net Impact	\$1,018,000	\$1,018,000	
Permanent FTEs	0	0	
Temporary FTEs	0	0	

**total annual budget impact*

The housing provider subsidy to be funded through the levy is the estimated subsidy of \$488,000 that is required to maintain the operations of the Indigenous and transitional housing providers that are currently within the Niagara Region’s portfolio and are 100% RGI units, as well as the rent supplements and capital repair funding that is required to maintain the 1,137 RGI and low-end of market units for non-profit and co-operative housing providers as these providers reach their End of Mortgage in order to ensure that the providers’ operations remain viable and their capital needs can be met as the buildings and housing units age.

Prepared by:
Cameron Banach
Director, Housing Services

Reviewed by:
Sara Mota
Program Financial Specialist

Approved by:
Adrienne Jugley
Commissioner

Appendix 8 – Departmental Summaries Definitions

Department	Measure	Definition
Corporate Administration	Cost for HR Admin per T4 supported	Total cost of Human Resources administration only.
Corporate Administration	Number of T4/T4As issued per payroll FTE	Total number of T4/T4As issued by the Niagara Region.
Corporate Administration	Number of payroll deposits and cheques per payroll FTE	Total number of payroll deposits/cheques processed for the Niagara Region.
Corporate Administration	Operating cost per payroll deposit or cheque	Total cost of Human Resources administration only.
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	S&P Credit Rating	Assessment of Niagara Region's creditworthiness in general terms or with respect to financial obligation.
Corporate Services	Annual Repayment Limit	Debt charges as a percentage of own source revenues.
Corporate Services	Operating costs for centralized purchasing per 1,000 goods and services	The operating cost for providing centralized purchasing services, impacted by fluctuations in annual operating purchases, award/completion of contracts for large multi-year capital projects.
Corporate Services	In house legal operating cost per 1,000 municipal operating and capital expenditures	The operating cost to provide in-house legal services.
Corporate Services	IT costs per supported municipal FTE	Operating cost plus amortization for information technology for Niagara Region.
Corporate Services	Accounts payable operating cost per invoice	Operating cost directly associated with the processing of accounts payable invoices.
Corporate Services	Accounts payable operating cost per FTE	Operating cost for in-house accounts payable processing for Niagara Region.

Appendix 8

Department	Measure	Definition
Corporate Services	Operating cost of accounts receivable per invoice	Operating costs including centralized, decentralized and outsourced costs related to accounts receivable.
Corporate Services	% of invoices paid within 30 days	Measure of timeliness of invoice payment.
Corporate Services	% of billings outstanding over 90 days at year end	Measure of timeliness of billings.
Corporate Services	% of electronic payments	Percentage of overall payments to the Region that are electronic.
Corporate Services	Facilities management cost per square foot	Total cost of Facilities management costs per Region Headquarters square footage.
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 (into housing)	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.
Community Services	Eligible licensed child care centre based spaces enrolled in Canada-Wide Early Learning and Child Care (CWELCC) Program	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.

Appendix 8

Department	Measure	Definition
Community Services	Cost per case (SAEO)	Approved annual budget divided by average annual caseload size.
Growth Strategy and Economic Development	Number of riders at Niagara GO Transit stations	The total number of riders using the Niagara GO stations.
Growth Strategy and Economic Development	Investment Attraction - Number of business inquiries	Number of business inquiries from companies new to the Region.
Growth Strategy and Economic Development	Site Visits from potential investors	Number of potential investors visiting business sites within the Region.
Growth Strategy and Economic Development	Number of presentations and public outreach	The number of presentations and utilization of economic data.
Growth Strategy and Economic Development	Web Analytics - Number of Visits	Total count of website or location accesses.
Growth Strategy and Economic Development	Web Analytics - Number of Unique Visitors	Count of distinct individuals accessing a website or location within a specified timeframe.
Growth Strategy and Economic Development	Web Analytics - Number of Returning Visitors	Count of individuals revisiting a website or location within a specified timeframe.
Growth Strategy and Economic Development	Research Inquiries/Reponses	Number of questions from External and Internal partners for economic information.
Growth Strategy and Economic Development	Achievement of Memorandum of Understanding (MOU) development review timelines	As prescribed by the Planning Act and reflected in the MOU, there are legislative review timelines for planning development applications. This measure will be reflected as a percentage of total number reviewed vs number which have been reviewed in the allotted timeframe.
Growth Strategy and Economic Development	Greenhouse Gas Emissions (tCO ₂ e)	Greenhouse gas (GHG) emissions related to corporate operations and services.

Department	Measure	Definition
Public Health and Emergency Services	Canadian Triage Acuity Score (CTAS)	<p>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.</p>
Public Health and Emergency Services	Female life expectancy at birth	<p>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.</p>
Public Health and Emergency Services	Male life expectancy at birth	<p>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.</p>

Appendix 8

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.

Appendix 8

Department	Measure	Definition
Public Health and Emergency Services	Perceived mental health as "very good" or "excellent":	This indicator reflects perceived (self-reported) mental health of those aged 12+ 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.
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.
Public Health and Emergency Services	Public Health Unit cost per resident	Annual cost of public health services per resident in Niagara
Public Health and Emergency Services	FTE per population count	Number of Niagara residents served by one full-time equivalent Public Health Unit employee
Public Health and Emergency Services	Hours of Ambulance Offload Delay	Number of hours spent by paramedics at hospital emergency departments before transfer of care of transported patient is completed to hospital staff.

Appendix 8

Department	Measure	Definition
Public Health and Emergency Services	Special Teams Diversion Rate	This value represents the combined efforts of special teams (Mobile Integrated Health and Emergency Communications Nurse) in finding appropriate alternate means for patient care other than ED transport. The goal is to keep increasing this percentage.
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 Water Treated	Volume of drinking water treated in a given year
Water/Wastewater	Water cost per ML Treated	Total actual costs of providing water service divided by total water treated
Water/Wastewater	Wastewater cost per ML Treated	Total actual wastewater treatment costs divided by total wastewater treated
Waste Management	Overall Waste Diverted from Landfill	Total residential solid waste diverted divided by total residential solid waste generated
Waste Management	Garbage collection cost per tonne	Total cost for garbage collection divided by total tonnes collected
Waste Management	Solid waste disposal cost per tonne	Total cost for solid waste disposal divided by total solid waste disposed
Waste Management	Diversion cost per tonne	Total cost for solid waste diversion divided by total solid waste diverted
Waste Management	Solid waste average operating cost per tonne	Total solid waste average operating costs divided by total operating cost for solid waste disposal per tonne and total operating cost for solid waste diversion per tonne
Court Services	Number of Charges Filed per Court Administration Clerk	Total Charges divided by number of Court Admin Clerks.
Court Services	Total Cost of Provincial Offences Act (POA) Services per Charge Filed	Operating Statement - total revenue, minus Victim Fine Surcharge and Dedicated Fines, divided by number of fines.

Appendix 8

Department	Measure	Definition
Niagara Regional Housing	NRH-Owned Housing Units	Number of Public Housing units owned and operated by Niagara Regional Housing.
Niagara Peninsula Conservation Authority	Mapping riverine floodplain	Area of land (km) along rivers, creeks, and shorelines that are assessed through field surveys, engineering analyses, and hydrologic and hydraulic modelling. Identifying areas and infrastructure susceptible to flooding during large storm events provides development guidance to keep people and property safe.
Niagara Peninsula Conservation Authority	Reforested land (hectares)	Priority watershed area regenerated or replanted to increase biodiversity, habitat connectivity, natural cover, and address climate impact
Niagara Peninsula Conservation Authority	Permits issued	Number of permits issued annually, as required under the <i>Conservation Authorities Act</i> or the <i>Planning Act</i> .
Niagara Peninsula Conservation Authority	Permit issued within client service timelines	Percentage of annual permits that are issued within defined timelines for permit type (major, minor, or routine).
Niagara Peninsula Conservation Authority	Guests at flagship parks	Number of annual attendees at Ball's Falls, Binbrook, Chippawa Creek, and Long Beach Conservation Areas.
Niagara Peninsula Conservation Authority	Signature event attendees	Annual number of community members engaged with events focused on connecting with nature for well-being, nature education, and environmental stewardship.
Niagara Peninsula Conservation Authority	Volunteer hours	Number of hours contributed to NPCA initiatives by community volunteers in a year.
Niagara Peninsula Conservation Authority	Youth employment opportunities	Number of green job opportunities created for academic institutions to train future environmental leaders.
Niagara Peninsula Conservation Authority	Grant funding secured	Amount of funds (\$) received through grant applications to leverage municipal levy.

Appendix 8

Department	Measure	Definition
Niagara Peninsula Conservation Authority	Authority generated revenues	Amount of funds (\$) generated to diversify program funding through fees for service activity, user fees, and admissions.
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.

Transportation Infrastructure



4

major highways



5

international border crossings into US



2

commercial vehicle border crossings



1 million

truck crossings each year



3

international airports within 100km



Welland Canal and nearby access to Ontario's largest port

Appendix 9

Labour

Labour Force

Amounts in thousands (\$)

2020	2021	2022	2023
\$212.0	221.3	233.4	235.8

Employment

Amounts in thousands (\$)

2020	2021	2022	2023
189.5	198.4	221.2	222.0

Unemployment Rate

(Amounts in %)

2020	2021	2022	2023
10.6	10.3	5.2	5.8

Participation Rate

Amounts in (%)

2020	2021	2022	2023
57.1	59.3	62	61.6

Source: Statistics Canada, Table: 14-10-0385-01

Appendix 9

Retail Sales in Niagara

Amounts in billions (\$)

2020	2021	2022	2023
5.83	6.45	7.56	7.68

Source: The Conference Board of Canada, Key Economic Indicators, 2023

Income

Total Household Disposable Income

Amounts in billions (\$)

Year	Value
2020	14.826
2021	15.591
2022	17.483
2023	17.376

Source: The Conference Board of Canada, Key Economic Indicators, 2023

Total Household Income

Amounts in billions (\$)

Year	Value
2020	21.00
2021	22.325
2022	25.123
2023	25.051

Source: The Conference Board of Canada, Key Economic Indicators, 2023

Investment in Building Construction

Investment in Residential and Non-Residential Building Construction

2012 Constant Dollars

Type	2020	2021	2022	2023
Residential	1,126,579,993	1,122,887,237	1,056,077,129	1,159,405,349
Non-Residential	530,581,970	508,000,813	457,623,545	417,191,392
Total	1,657,161,961	1,630,888,048	1,513,700,673	1,576,596,739

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

Appendix 10 – 2024 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.

Public Engagement in the Budget Process

In planning for Regional budgets, Niagara Region wanted to consult with residents and business leaders to understand their priorities when it comes to the services offered by the Region. To do this, a multi-step research project was conducted. The steps were as follows:

- A quantitative survey was conducted among Regional residents. The purpose of this survey was to get a quantitative read on a list of Region priorities to understand if residents believed the services should be a) increased; with an increase to taxes, b) maintained; with an increase of taxes at the cost of living, c) reduced; by maintaining taxes, or d) cut; by reducing taxes. This survey was on the Region's website and was supported through advertising and social media efforts. This survey was open to all residents. In total, 980 residents completed this survey. While this is a statistically reliable base size, the results are not representative of the Region as a whole.
- A set of five qualitative focus groups were conducted. Four with residents of the Region and one with business leaders (with contacts provided by the Region). The purpose of this phase of research was to get a more in-depth understanding how residents and business leaders feel about each issue area and the role it should take in the budget.

The survey found the areas of highest priority for Niagara residents:

- Support for seniors and vulnerable populations.
- Existing infrastructure is a high priority, new infrastructure less so.
- Residents have mixed impressions on the importance of Housing.

The survey found the areas of lower priority for Niagara residents:

- Many feel NRPS funding should be reduced.
- Many feel NPCA and climate change funding should be reduced.

Residents also always have the opportunity to learn more about the Region's budget and how it works by visiting the Budget and Finance page [here](#).

(<https://www.niagararegion.ca/government/budget/default.aspx>)

Residents can also view the engagement survey results [here](#). ([REPORT: CAAT New Offerings Focus Groups \(escribemeetings.com\)](#))

Budget Strategy and Schedule

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:

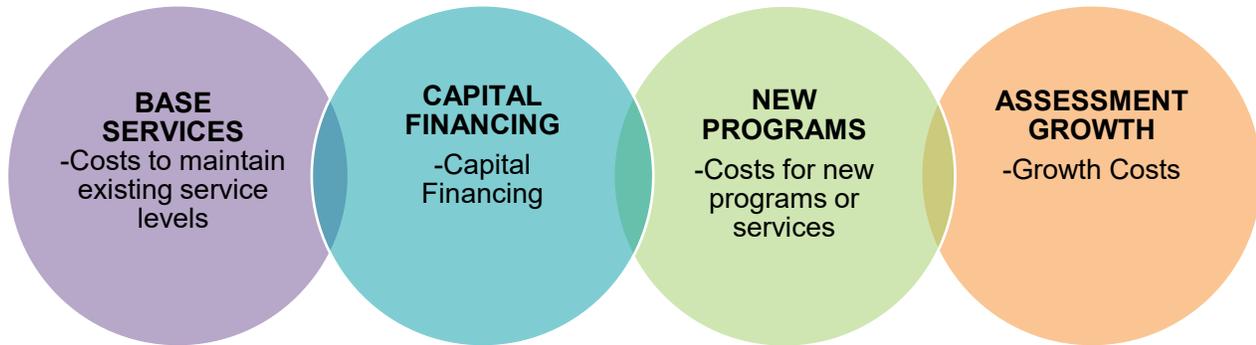
- a) Capital program
- b) Rate; Water and Wastewater
- c) Special levies; Waste Management and Niagara Transit Commission
- d) Agencies, Boards and Commissions (ABCs)
- e) Consolidated levy programs

The schedule for the 2024 budget is as follows:

Date	Meeting Type	Subject / Topic
July 20, 2023	Budget Review Committee of the Whole (BRCOTW)	Budget Planning
October 2, 2023	Budget Workshop	Capital
October 12, 2023	BRCOTW	Capital
October 30, 2023	Budget Workshop	ABCs, Rate & Special Levies
November 2, 2023	BRCOTW	Rate
November 9, 2023	BRCOTW	Special Levy
November 16, 2023	Council	Rate By-Laws
November 23, 2023	BRCOTW	ABCs
November 27, 2023	Budget Workshop	Levy
December 7, 2023	BRCOTW	Consolidated Levy
December 14, 2023	Council	Levy, Capital, and User Fee By-Laws

In a typical budget year a proposed budget planning strategy is presented by staff and approved by Council in mid-June, department budgets are completed in early September and presented and reviewed by Council over a three month period concluding with approval in December. In the four year cycle of budget approvals which coincides with Council terms, the year of an election delays the process into the following year; this results in the approval of two budgets within one calendar year.

The major components of the 2024 budget included the following:



Budget Adjustments and Amendments

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. Budget amendments should result from extraordinary situations, and require notice to be provided 10 days before any public meeting per Niagara Region’s Public Notice Policy.

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

Appendix 11 – Program Change Summary

The following list includes new programs and service enhancements included in the 2024 budget.

New Programs

Amounts in thousands (\$)

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
General Government	Capital Financing Strategy	6,667	6,667	0.0
General Government	Tax Increment Grants	532	532	0.0
General Government	Bill 23	8,600	8,000	0.0
Subtotal of General Government		15,799	15,199	0.0
Corporate Services	People Plan Investments	233	233	0.0
Corporate Services	IT Operating Impacts of Capital Projects	500	500	0.0
Subtotal of Corporate Services		733	733	0.0
Community Services	Legislated Staffing Levels Program – Seniors Services	4,648	0	80.1
Community Services	Proposed Mitigation of Homelessness Services Budget Increase	2,432	0	0.0
Community Services	Social Housing Provider Subsidy Funding	1,018	1,018	0.0
Community Services	Encoding Clerk Temp to Perm	0	0	1.0
Community Services	Eligibility Assessment Representative Temp to Perm	0	0	1.0
Community Services	Eligibility Review Officer Temp to Perm	0	0	1.0
Subtotal of Community Services		8,098	1,018	83.1
Public Health and Emergency Services	Pandemic Base	1,172	0	0.0
Public Health and Emergency Services	Fleet Equipment Custodian 20hrs to 40hrs	76	0	0.0
Public Health and Emergency Services	Community Paramedicine Long Term Care (CPLTC) Street Outreach	238	238	0.0
Public Health and Emergency Services	Mental Health Levy Support	74	74	0.0
Public Health and Emergency Services	Psychiatric Consultation incorporated into Case Management Service	100	100	0.0

Appendix 11

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Public Health and Emergency Services	Incremental Utility Cost for EMS Wainfleet Lease Built Out	2	2	0.0
Subtotal of Public Health and Emergency Services		1,662	414	0.0
Public Works	Transportation Planning Project Managers Temp to Perm	0	0	2.0
Public Works	TRA01 New Forestry Pickup Truck Operating Costs	4	4	0.0
Subtotal of Public Works		4	4	2.0
Subtotal of Levy Departments		26,296	17,368	85.1
Niagara Regional Police Services	Change Four CPIC Clerks to CPIC Leads	0	0	0.0
Niagara Regional Police Services	One Uniform Crime Reporting Clerk to Records Unit	115	115	1.0
Niagara Regional Police Services	One Constable to 3 District Community Oriented Response and Engagement (CORE)	156	156	1.0
Niagara Regional Police Services	Two Detective Constables to 3 District Detective Office	167	167	2.0
Niagara Regional Police Services	One Crime Analyst to Major Crime	127	127	1.0
Niagara Regional Police Services	Two Detective Constables to Opioid Enforcement and Education	173	173	2.0
Niagara Regional Police Services	One Constable to Training Unit	155	155	1.0
Niagara Regional Police Services	One Network and Security Administrator	140	140	1.0
Niagara Regional Police Services	One Enterprise Project Coordinator	136	136	1.0
Niagara Regional Police Services	One Crime Analysis Supervisor	83	83	1.0
Niagara Regional Police Services	One Communications Training Coordinator	148	148	1.0
Niagara Regional Police Services	Three Digital Evidence Management Clerks	288	288	3.0
Niagara Regional Police Services	Special Constable Reorganization	0	0	0.0
Niagara Regional Police Services	Twenty Frontline Constables	1,145	1,145	20.0
Subtotal of Niagara Regional Police		2,833	2,833	35.0

Appendix 11

Department	Program Change Description	Gross Budget	Net Budget	Permanent FTEs
Subtotal of General Tax Levy Supported Programs		29,130	20,202	86.1
Niagara Transit Commission	NTC FTE Errors	615	615	6.9
Niagara Transit Commission	Digital Media/Website Coordinator	97	48	1.0
Niagara Transit Commission	Supervisor Fleet Maintenance, Serviceperson, Electrical/ITS Technician	242	242	2.3
Subtotal of Niagara Transit Special Tax Levy Supported Programs		954	905	10.1
Water & Wastewater	Project Coordinator Temp to Perm	0	0	1.0
Water & Wastewater	Capital Financing	5,864	0	0.0
Subtotal of Water & Wastewater Rate Supported Programs		5,864	0	1.0
Total Program Changes		35,948	21,107	97.2