

Niagara Region 2025 Budget Summary



The 2025 Budget ensures Niagara residents continue to receive high-quality programs and services.

General tax levy operating budget

\$536.7 million

The operating budget for 2025 has been approved with a general tax levy of \$536.7 million funding the daily business of Niagara Region, its boards and agencies.

Rate operating budget

\$173.5 million

 **12.27%**

Niagara Regional Council approved rate budget increases for Water and Wastewater Services for 2025 in the amount of \$173.5 million for an increase of 12.27%. The Water and Wastewater budgets provide continuity of essential operations and allows for updates and investment to major infrastructure.

Special tax levies

Waste Management

\$45.6 million

 **0.6%**

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 \$45.6 million for Waste Management which will result in an annual cost per household ranging from \$136 to \$279 per year depending on the municipality. This is net of the Region's tax revenue from new development of 1.50% assessment growth in 2025.

Transit

\$62.7 million

 **5.88%**

As well, Regional Council approved a special tax levy of \$62.7 million for the Niagara Transit Commission. This will result in an annual cost per household ranging from \$71 to \$362 per year depending on municipality. This is net of the Region's tax revenue from new development of 1.50% assessment growth in 2025.

Tax Groupings

1



General Tax Levy

General Government

Regional Departments

- Governance
- Corporate Administration
- Office of the Deputy CAO
- Corporate Services
- Community Services
- Public Health and Emergency Services
- Public Works – Levy

Agencies, Boards and Commissions

- Court Services
- Niagara Regional Housing
- Niagara Peninsula Conservation Authority
- Niagara Regional Police Services

2



Water and Wastewater Rates

Regional Departments

- Public Works – Water and Wastewater

3



Waste Management Special Tax Levy

Regional Departments

- Public Works – Waste Management

4



Transit Special Tax Levy

Agencies, Boards and Commissions

- Niagara Transit Commission

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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 the average household assessed at \$298,000, Niagara Region's services breaks down as follows:

Public Health



\$265.18

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

Roads



\$352.57

goes to maintaining our major roads and bridges.

Police Services



\$933.20

goes to keeping our communities safe.

Community Services



\$476.23

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

Niagara Peninsula Conservation Authority



\$32.19

goes to protecting Niagara's natural resources.

All Other



\$111.37

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

Waste Management



\$188.58

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



\$184.34

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



\$817

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

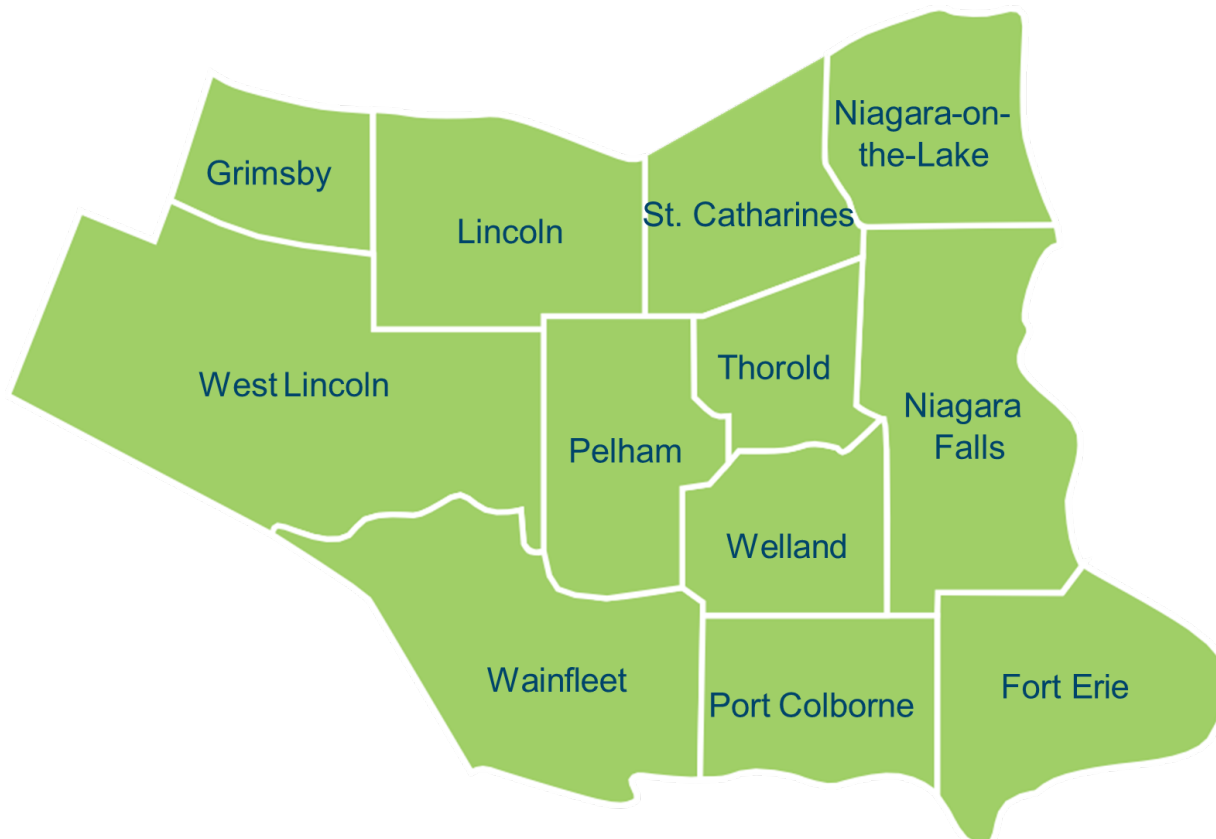
Learn more about your property taxes at: niagararegion.ca/budget

Regional Overview

Niagara is a culturally rich and historically significant region offering its 525,352 (2023) 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.



About the Niagara Region

Economic Profile

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

Employment

Employment by Sector

Amounts in thousands



Category	2017	2024	Change	Change %
Accommodation and food services	25	25	0	0%
Agriculture	3	3.2	0.2	7%
Business, building and other support services	9.8	10.8	1	10%
Construction	13.6	17.2	3.6	26%
Educational services	13.5	18.3	4.8	36%
Finance, insurance, real estate, rental and leasing	9.5	15.6	6.1	64%
Health care and social assistance	24.3	28.1	3.8	16%
Information, culture and recreation	10.3	10.7	0.4	4%
Manufacturing	23.6	19	(4.6)	(19%)
Other services (except public administration)	10	9.6	(-0.4)	(-4%)
Professional, scientific and technical services	9.7	11.7	2	21%
Public administration	8.2	11.3	3.1	38%
Total Employed	203.9	222.1	18.2	9%
Transportation and warehousing	8.2	9.1	0.9	11%
Utilities	1.7	n/a	n/a	n/a
Wholesale and retail trade	33.1	31.4	(-1.7)	(-5%)
Total Employed	203.9	222.1	18.2	9%

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

Business

Business Counts



Business Category	2021	2022	2023	2024
Businesses with Employees	13,418	13,850	14,197	14,281
Businesses without Employees	28,910	29,513	33,124	36,450
Total Businesses	42,328	43,363	47,321	50,731

Source: Statistics Canada, Canadian Business Counts, 2024

Business Size Range



Employees	Businesses	% of Total
1 to 4	7,444	52.1%
5 to 9	2,857	20.0%
10 to 19	1,885	13.2%
20 to 49	1,268	8.9%
50 to 99	534	3.7%
100 to 199	196	1.4%
200 to 499	70	0.5%
More than 499	27	0.2%
Total with Employees	14,281	100.0%

Source: Statistics Canada, Canadian Business Counts, 2024

Niagara Top Employers



Name	Sector	Employment
Niagara Health	Health care and social assistance	7,300
District School Board of Niagara	Educational services	6,160
Brock University	Educational services	5,721
Niagara Catholic District School Board	Educational services	5,138
Niagara Region	Municipal government	4,286
Niagara Fallsview Casino Resort	Arts, entertainment and recreation	3,611
Embassy Suites by Hilton	Accommodation and food services	2,200
Four Points	Accommodation and food services	2,000
Niagara College Canada	Educational services	1,948
Andrew Peller Limited	Manufacturing	1,774

Source: 2024 Niagara Employment Inventory

International Trade

International Trade in Niagara Region

Amount in billions (\$)



Category	2021	2022	2023
Exports	6.54	8.18	8.17
Imports	2.76	3.10	2.99
Balance	3.78	5.08	5.18

Source: Statistics Canada, Table: 71-607-X. The International Trade data from 2024 will be released in May 2025.

Gross Domestic Product (GDP)

Real GDP at Basic Prices

2012 Dollars, Amount in millions (\$)



Category	2020	2021	2022	2023
Gross Domestic Product	15,794	16,725	17,530	17,866

Source: The Conference Board of Canada, Key Economic Indicators, March 2024. The GDP data for 2024 will be released at the end of March 2025.

Retail Sales

Retail Sales in Niagara

Amounts in billions (\$)



2020	2021	2022	2023
6.33	6.95	7.67	7.74

Source: The Conference Board of Canada, Key Economic Indicators, March 2024. The Retail Sales data for 2024 will be released at the end of March 2025.

Income in Niagara

Wage and Salaries Per Employee

Amounts in thousands (\$)



2020	2021	2022	2023
49.05	51.62	51.69	55.54

Source: The Conference Board of Canada, Key Economic Indicators, March 2024. The Wage and Salaries data for 2024 will be released at the end of March 2025.

Primary Household Income

Amounts in millions (\$)



2020	2021	2022	2023
14,499	15,713	17,225	18,483

Source: The Conference Board of Canada, Key Economic Indicators, March 2024. The Primary Household Income data for 2024 will be released at the end of March 2025.

Investment in Building Construction

Investment in Residential and Non-Residential Building Construction

2012 Constant Dollars



Type	2021	2022	2023	2024
Residential	1,336,088,479	1,251,279,097	1,200,505,128	933,803,736
Non-Residential	547,628,350	493,699,298	422,086,029	432,158,370
Total	1,883,716,827	1,744,978,393	1,622,591,156	1,365,962,106

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

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](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

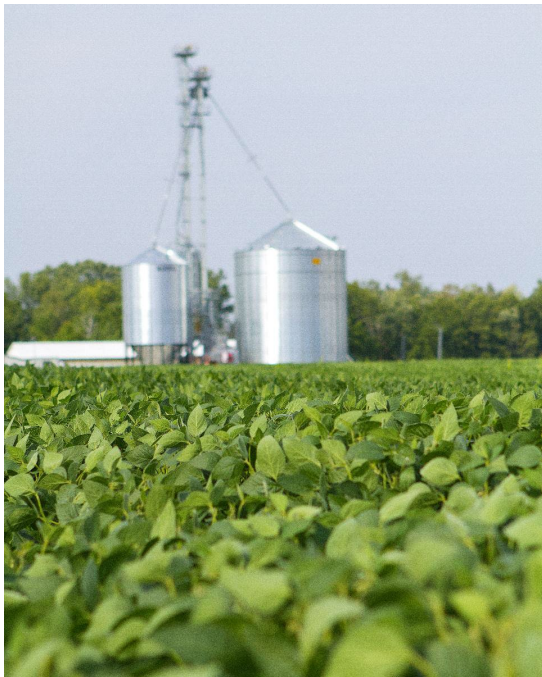


Priority 2: Green and Resilient Region

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



Michelle Sergi

Deputy Chief Administrative Officer



Dr. Azim Kasmani

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



Henriette Koning

Commissioner of
Community Services



Dan Carnegie

Commissioner of Corporate Services,
Treasurer



Terry Ricketts

Commissioner of
Public Works

2025 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.

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 (BRCOTW) 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 BRCOTW:

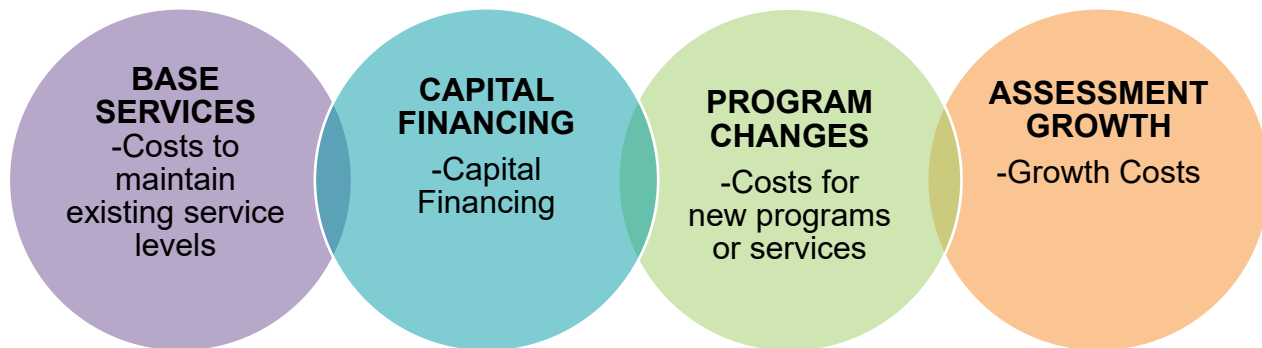
- a) Capital program
- b) Rate; Water and Wastewater
- c) Special levies; Waste Management and Niagara Transit Commission
- d) Agencies, Boards and Commissions (ABCs)
- e) General Tax Levy

The schedule for the 2025 budget was as follows:

Date	Meeting Type	Subject / Topic
July 25, 2024	Budget Review Committee of the Whole (BRCOTW)	Budget Planning
August 15, 2024	Budget Education	Introduction
September 5, 2024	Budget Workshop	Capital
September 12, 2024	BRCOTW	Capital
October 10, 2024	Budget Workshop	ABCs, Rate & Special Levies
October 17, 2024	BRCOTW	Special Levies
November 7, 2024	BRCOTW	Rate
November 14, 2024	BRCOTW	ABCs (Court Services, Niagara Regional Housing, Niagara Regional Police Services)
November 21, 2024	BRCOTW	ABCs (Niagara Peninsula Conservation Authority)
November 21, 2024	Council	Rate & Special Levy By-Laws
November 28, 2024	Budget Workshop	Levy
December 5, 2024	BRCOTW	General Tax Levy
December 12, 2024	BRCOTW	General Tax Levy
December 12, 2024	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 June or July, 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 2025 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 maintains 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 in the [Niagara Region By-law Index](https://www.niagararegion.ca/government/bylaws/most-requested-by-laws.aspx). (<https://www.niagararegion.ca/government/bylaws/most-requested-by-laws.aspx>)

About the Niagara Region

Budget Presentation Award



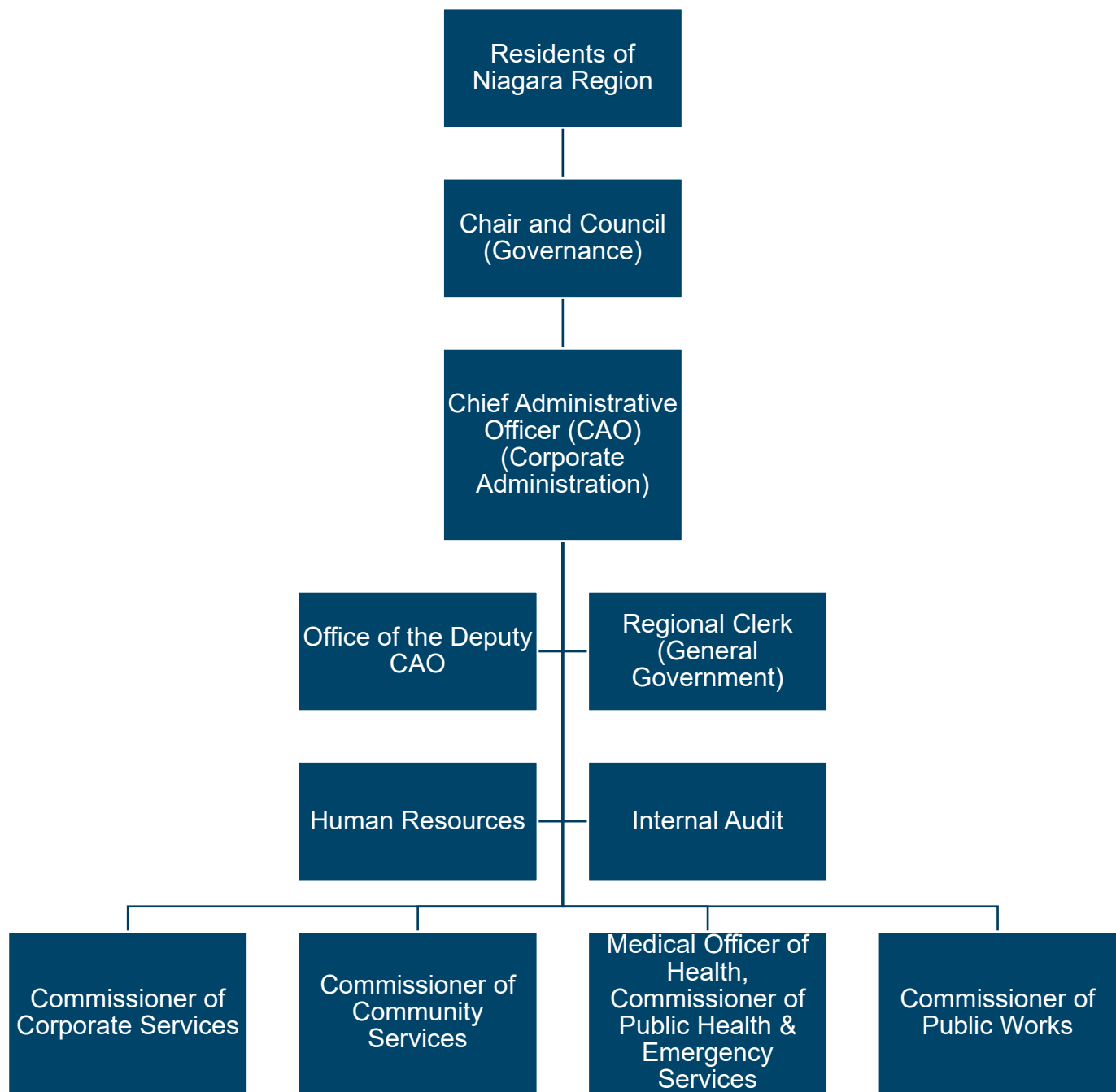
GFOA's distinguished budget presentation award presented to the Niagara Region for fiscal year 2024.

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 2024 Budget Plan. This award reflects the commitment of Regional Council, management and staff to meet the highest standards of government budgeting. This is the twentieth 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

2025 Budget Highlights

As Commissioner of Corporate Services and Treasurer, I am proud to present the 2025 Budget Summary on behalf of Niagara Region. On December 12, 2024, Niagara Region Council approved a budget that focuses on strategic infrastructure investment and supports the core services residents rely on every day. The Region keeps our investments focused on our core services through a culture of continuous improvement, organizational realignments, and shared services with neighbouring municipalities that are all aimed at finding savings and efficiencies that resulted in \$4.0 million in savings in the 2025 budget.

The Region is investing to help those in our community in need through investments in social assistance supports, a new homeless shelter and investments to stabilize our Niagara Region Housing stock. The 2025 budget is supporting the future prosperity of our region through investments to attract new businesses, and additional supports in our ambulance services.

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 of our assets and unknown future funding decisions by other levels of government, which resulted in challenging decisions.

A focus on enhanced communication and education for Council was a priority for regional staff for the 2025 budget, facilitated through budget education sessions, workshops, videos and the development of a PowerBI Budget Reporting Tool.

2025 Budget Overview

A summary of the 2025 approved budget for Niagara Region is below. Detailed schedules are presented throughout the summary.

Approved Budget Grouping	Gross Expenditure	Revenue	Net Budget Total
General Tax Levy Budget	1,243,262,567	(676,948,939)	536,694,851
Rate Budget – Water	57,615,260	(543,993)	57,071,268
Rate Budget – Wastewater	121,023,619	(4,546,419)	116,477,200
Special Tax Levy Budget – Waste Management	53,029,717	(7,445,004)	45,584,713
Special Tax Levy Budget – Transit	87,473,209	(24,817,613)	62,655,596
Total Operating Budget	1,562,404,372	(714,301,968)	848,102,404
Capital Budget	376,112,038	(200,454,372)	175,657,666
Total Budget	1,938,516,410	(914,756,340)	1,023,760,070

Many of the schedules have been rounded to thousands 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)

General Tax Levy Operating Budget

The operating budget for 2025 contains a general tax levy of \$536.7 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 \$191, totaling \$2,176 in 2025.

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.

Through the budget process, staff were tasked with identifying potential efficiencies. 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, savings and efficiencies that resulted in \$4 million in savings were included in the 2025 budget.

Capital Financing has been a Council priority to address the ongoing need to fund the asset replacement backlog at the Region. The 2025 operating budget includes an increase of 2.5% or \$12.1 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 of \$7.3 million or a reduction of 1.51% 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 2025 budget approved an expenditure increase of \$53.7M which translates to 9.6% increase to the taxpayers. Highlights of the budget include:

- \$12.1 million to support infrastructure needs for Regional departments and agencies, boards and commissions
- \$5.4 million in development grants to support major industrial investments including a new battery separator plant in Port Colborne
- \$1.8 million to support investments in social assistance for 21 new staff members to improve the ratio between case managers and clients
- \$1.5 million to support additional ambulances with 16 paramedics and 3 support staff
- \$1.3 million to support a new homeless shelter in South Niagara Falls
- \$0.7 million to stabilize Niagara Region Housing stock

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 2025 budget is the second year under the Extended Producer Responsibility framework.

The approved budget has a 0.58% decrease after assessment growth for waste management services. The average Niagara household can expect to pay in the range of \$136 to \$279 per year in 2025 compared to the \$135 to \$285 range paid in 2024 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 2025 budget required right-sizing the budget based on learnings since 2023, as well as considers the impacts of inflation and diesel prices. Cost pressures were partially offset by increased fare revenues from incremental ridership, reduction in consulting and savings from the commingled specialty contract.

The approved 2025 budget is an increase of 5.9% after assessment growth. This will result in an annual household cost ranging from \$71 per year to \$362 per year compared to \$70 to \$344 in 2024 depending on the municipality.

Rate Operating Budgets

Water and Wastewater

A budget increase of 12.3% per cent for water and wastewater services was approved for 2025 which provides an additional \$19.0 million to address inflationary pressures and the impact of higher costs for the equipment and materials that keep drinking water safe. Of the \$19.0 million, \$11.2 million is put towards supporting critical investments in infrastructure that have been historically underfunded.

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 \$2.24 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 2025 Budget reflect Council's priorities and support a \$376.1 million Capital budget.

Approximately 75% of the \$376.1 million Capital budget 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 2025 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 2025 include:

- \$100 million for infrastructure upgrades to support major industrial investments, including the Eastside Pumping Station forcemain replacement and new Barrick Road watermain in Port Colborne
- \$29 million for capacity improvements on Montrose Road - Lyons Creek to Chippawa Creek Road in Niagara Falls
- \$13 million to resurface roads across Niagara
- \$10 million for the rehabilitation of JR Stork Bridge in St. Catharines

Respectfully submitted,

Dan Carnegie

Quotes

"I would like to commend Regional Council for its diligence in passing a challenging and fiscally responsible budget that makes essential investments in the Region's core services. Council takes seriously its responsibility to deliver essential services, even in the midst of an exceptionally challenging economic climate that has seen costs rise for residents and municipalities alike. I also thank Regional staff who have worked diligently to provide Council with the information needed to make these very difficult decisions."


Jim Bradley, Regional Chair, Niagara Region

"The 2025 Budget continues to reflect the ongoing pressures faced by local government. This year's budget process has been challenging, we have worked to address critical budgetary needs including investments in our municipal infrastructure and support for our programs and services that Niagara residents rely on. In order to continue to deliver cost-effective provincially mandated social services and policing to our residents in a sustainable manner, municipalities clearly need greater financial assistance from the Province."

Wayne Redekop, Regional Councillor and Budget Chair

"Our 2025 Niagara Region budget remains focused on our core services and continues to invest in our regional infrastructure. This budget reflects the challenging budgetary environment that we continue to find ourselves in, while still providing the necessary measures to continue to deliver critical regional services."

Ron Tripp, Chief Administrative Officer



Section 3 – Operating Budget

Corporate Operating Overview

2025 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 2025 budget was approved December 12, 2024, and final tax rates were approved in February 2025.

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](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, accretion for asset retirement obligations, changes in employee future benefit liabilities, and changes in the contaminated site 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.

2025 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 following 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;
2. Accretion for asset retirement obligations;
3. Post-employment benefits; and
4. Solid waste landfill closure and post-closure expenses

The Niagara Regions 2025 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2025 budget approval process. The restatement of the 2025 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected surplus of \$269.7 million. Details of the restated budget are shown on the next page.

In accordance with O. Reg. 284/09 the Niagara Region must report to Council the impact of non-budgeted items on the 2024 budget during the budget process. For the 2025 budget cycle this was presented in [report CSD 65-2024 Financial Disclosure Requirements](https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=40543). (<https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=40543>)

2025 Budget Restated to Full Accrual Accounting Method

Amounts in millions (\$)

Description	2024 Budget	2025 Budget	Budget Change
Based on Budget Approach			
General Tax Levy Surplus	0.0	0.0	0.0
Water and Wastewater Surplus	0.0	0.0	0.0
Special Tax Levy Surplus	0.0	0.0	0.0
Operating Surplus	0.0	0.0	0.0
Capital PSAS Adjustments			
Recognize amortization	(102.2)	(107.7)	(5.6)
Recognize accretion	0.0	(2.7)	(2.7)
Recognize Capital program funding earned in a year	107.6	200.5	92.9
Recognize Capital Project expenditures not resulting in tangible capital assets	(9.4)	(10.1)	(0.7)
Recognize Operating expenditures resulting in tangible capital assets	2.6	2.2	(0.5)
Capital Subtotal	(1.3)	82.2	83.5
Funded PSAS Adjustments			
Remove Principle debt repayments	31.8	29.7	(2.1)
Remove unissued debt charges	19.1	18.6	(0.5)
Remove net transfers to reserves (including interest allocation)	120.8	145.0	24.2
Remove sinking fund activity	1.5	0.0	(1.5)
Funded Subtotal	173.2	193.3	20.1
Unfunded PSAS Adjustments			
Recognize change in landfill liability	(2.7)	0.0	2.7
Recognize change in unfunded employee future benefits liability	(5.3)	(5.8)	(0.5)
Unfunded Subtotal	(8.0)	(5.8)	2.2
Annual Surplus with PSAS adjustments	163.9	269.7	105.8

As demonstrated by the nil operating surplus, the operating budget prepared and presented includes all cash required by the Niagara Region to fulfill it's in year obligations and provide service in-year. If these non-budgeted items were included in the annual operating budget, it would result in an estimated net surplus of \$269.7 million in 2025.

Operating Budget Budget by Taxation Fund

Amounts in thousands (\$)

Expenditure Category	General Operating Fund	Capital Fund	Water Wastewater	Special Levy - Waste Management	Special Levy- Transit
General Tax Levy	536,695	0	0	0	0
Special Tax Levy	0	0	0	45,585	62,656
Rate	0	0	173,548	0	0
Other Taxes (Supplemental Taxes and Payments in Lieu of Taxes)	21,191	0	0	832	875
Federal & Provincial Grants	554,858	0	0	0	171
By-Law Charges and Sales	11,992	0	2,507	5,371	19,697
Other Revenue	94,898	0	2,523	892	4,075
Debt Financing	0	0	0	0	0
Transfers from Reserve	23,629	175,658	60	350	0
External Funding	0	200,454	0	0	0
Total Revenues	1,243,263	376,112	178,639	53,030	87,473
Labour Related Costs	563,864	0	31,784	4,542	47,207
Administrative	37,958	0	2,448	1,506	2,300
Operational & Supply	38,857	0	21,929	38,229	7,878
Occupancy & Infrastructure	41,752	0	20,006	1,134	1,262
Equipment, Vehicles, Technology	27,499	0	7,861	355	15,865
Community Assistance	359,470	0	0	0	0
Partnership, Rebate, Exemptions	53,758	0	4,097	235	1
Financial Expenditures	69,610	0	0	154	129
Income Summary	0	0	0	0	0
Intercompany Charges	(3,156)	0	2,745	411	0
Indirect Allocations	(33,318)	0	22,958	1,861	8,498
Expense Allocations to Capital	(140)	0	0	0	0
Transfers to Reserve	87,108	0	64,809	4,603	4,333
Capital Expenditures	0	376,112	0	0	0

Operating Budget

Expenditure Category	General Operating Fund	Capital Fund	Water Wastewater	Special Levy - Waste Management	Special Levy- Transit
Total Expenditures	1,243,263	376,112	178,639	53,030	87,473

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 the 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).

General Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,908	2,756	3,048	2,898	142	5.16%
Corporate Administration	5,149	4,288	5,419	4,689	402	9.38%
Office of the Deputy CAO	9,944	8,803	10,413	9,271	468	5.32%
Corporate Services	2,731	524	2,538	654	130	24.89%
Community Services	478,926	85,748	587,033	95,162	9,414	10.98%
Public Health and Emergency Services	137,895	55,918	150,980	65,562	9,644	17.25%
Transportation Services	88,719	83,713	92,370	87,170	3,457	4.13%
Subtotal of Levy Departments	726,271	241,749	851,801	265,407	23,658	9.79%
Court Services	9,827	(82)	12,897	(99)	(18)	21.59%
Niagara Regional Housing	37,178	17,609	42,750	22,582	4,973	28.24%
Niagara Peninsula Conservation Authority	7,270	7,270	7,959	7,959	689	9.48%
Niagara Regional Police Services	230,007	208,558	251,820	230,724	22,166	10.63%
Subtotal of Agencies, Boards and Commissions	284,283	233,355	315,426	261,165	27,810	11.92%
General Government	56,710	7,935	76,036	10,123	2,188	27.57%
Total of Tax Levy Supported Programs	1,067,264	483,038	1,243,263	536,695	53,656	11.11%
Assessment Growth						(1.51%)
Net General Tax Levy						9.60%

Rate Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	53,747	53,306	57,615	57,071	3,765	7.06%
Wastewater Operations	107,836	101,276	121,024	116,477	15,201	15.01%
Total of Rate Supported Programs	161,583	154,583	178,639	173,548	18,966	12.27%

Waste Management Special Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Special Tax Levy	51,534	45,168	53,030	45,585	417	0.92%

Niagara Transit Special Tax Levy Operating Budget Summary Including Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Niagara Transit Special Tax Levy	82,705	58,352	87,473	62,656	4,304	7.38%

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	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Governance	2,497	2,345	2,545	2,395	50	2.15%
Corporate Administration	13,840	12,978	14,671	13,941	963	7.42%
Office of the Deputy CAO	9,733	8,591	10,199	9,057	465	5.42%
Corporate Services	51,683	49,476	56,871	54,987	5,511	11.14%
Community Services	453,921	60,743	556,794	64,924	4,181	6.88%
Public Health and Emergency Services	118,644	36,667	126,664	41,246	4,579	12.49%
Transportation Services	35,232	30,226	38,637	33,437	3,211	10.62%
Subtotal of Levy Departments	685,549	201,027	806,381	219,987	18,960	9.43%
Court Services	8,573	(1,336)	11,464	(1,532)	(196)	14.68%
Niagara Regional Housing	23,982	4,412	24,686	4,518	105	2.39%
Niagara Peninsula Conservation Authority	7,270	7,270	7,959	7,959	689	9.48%
Niagara Regional Police Services	209,925	188,475	233,553	212,456	23,981	12.72%
Subtotal of Agencies, Boards and Commissions	249,750	198,822	277,662	223,401	24,579	12.36%
General Government	164,406	115,631	192,538	126,625	10,994	9.51%

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Allocations to Rate Supported Programs	(22,509)	(22,509)	(22,958)	(22,958)	(450)	2.00%
Allocations to Waste Management Special Tax Levy Programs	(1,720)	(1,720)	(1,861)	(1,861)	(141)	8.21%
Allocations to Niagara Transit Special Tax Levy Programs	(8,212)	(8,212)	(8,498)	(8,498)	(286)	3.48%
Total of Tax Levy Supported Programs	1,067,264	483,038	1,243,263	536,695	53,656	11.11%
Assessment Growth						(1.51%)
Net General Tax Levy						9.60%

Rate Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Water Operations	49,260	48,820	52,912	52,368	3,548	7.27%
Wastewater Operations	89,814	83,254	102,769	98,223	14,968	17.98%
Allocations from Tax Levy Supported Programs	22,509	22,509	22,958	22,958	450	2.00%
Total of Rate Supported Programs	161,583	154,583	178,639	173,548	18,966	12.27%

Waste Management Special Tax Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Waste Management Operations	49,814	43,448	51,168	43,723	276	0.63%
Allocations from Tax Levy Supported Programs	1,720	1,720	1,861	1,861	141	8.21%
Total of Waste Management Special Tax Levy	51,534	45,168	53,030	45,585	417	0.92%

Niagara Transit Special Tax Levy Operating Budget Summary Excluding Allocations

Amounts in thousands (\$)

Budget By Division	2024 Gross Budget	2024 Net Budget	2025 Gross Budget	2025 Net Budget	Net Change in Dollars	Net Change in Percent
Niagara Transit Operations	74,492	50,139	78,975	54,157	4,018	8.01%
Allocations from Tax Levy Supported Programs	8,212	8,212	8,498	8,498	286	3.48%
Total of Niagara Transit Special Tax Levy	82,705	58,352	87,473	62,656	4,304	7.38%

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	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Governance	0.0	3.0	0.0	3.0	0.0	3.0
Corporate Administration	66.0	10.3	68.0	6.0	69.0	4.0
Office of the Deputy CAO	61.0	0.5	64.0	3.5	65.0	2.5
Corporate Services	215.4	18.7	213.4	15.7	225.1	9.0
Community Services	1,437.1	94.8	1,535.2	78.3	1,565.2	71.5
Public Health and Emergency Services	717.7	176.7	702.6	38.5	719.0	23.2
Transportation Services	225.5	6.2	235.5	4.2	240.5	4.0
Subtotal of Levy Departments	2,722.7	310.2	2,818.7	149.2	2,883.8	117.2
Court Services	35.0	6.0	35.0	0.0	35.0	0.0
Niagara Regional Police Services	1,108.0	0.0	1,148.0	0.0	1,187.3	0.0
Subtotal of Agencies, Boards and Commissions	1,143.0	0.0	1,183.0	0.0	1,222.3	0.0
Total of General Tax Levy	3,865.7	310.2	4,001.7	149.2	4,106.0	117.2
Water Treatment	80.0	0.9	83.0	1.9	83.0	2.0

Operating Budget

Budget By Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Wastewater Treatment	118.6	1.0	124.6	2.0	138.0	2.0
Water and Wastewater Shared Services	81.0	2.0	73.0	0.0	80.0	0.0
Total of Rate	279.6	3.9	280.6	3.9	301.0	4.0
Total of Niagara Transit Commission Special Tax Levy	419.2	2.0	451.3	2.0	451.3	2.0
Total of Waste Management Special Tax Levy	34.0	3.7	34.0	0.7	35.7	0.0
Total of the Niagara Region	4,598.5	319.8	4,767.6	155.7	4,894.0	123.2

Operating Budget Revenue Summary

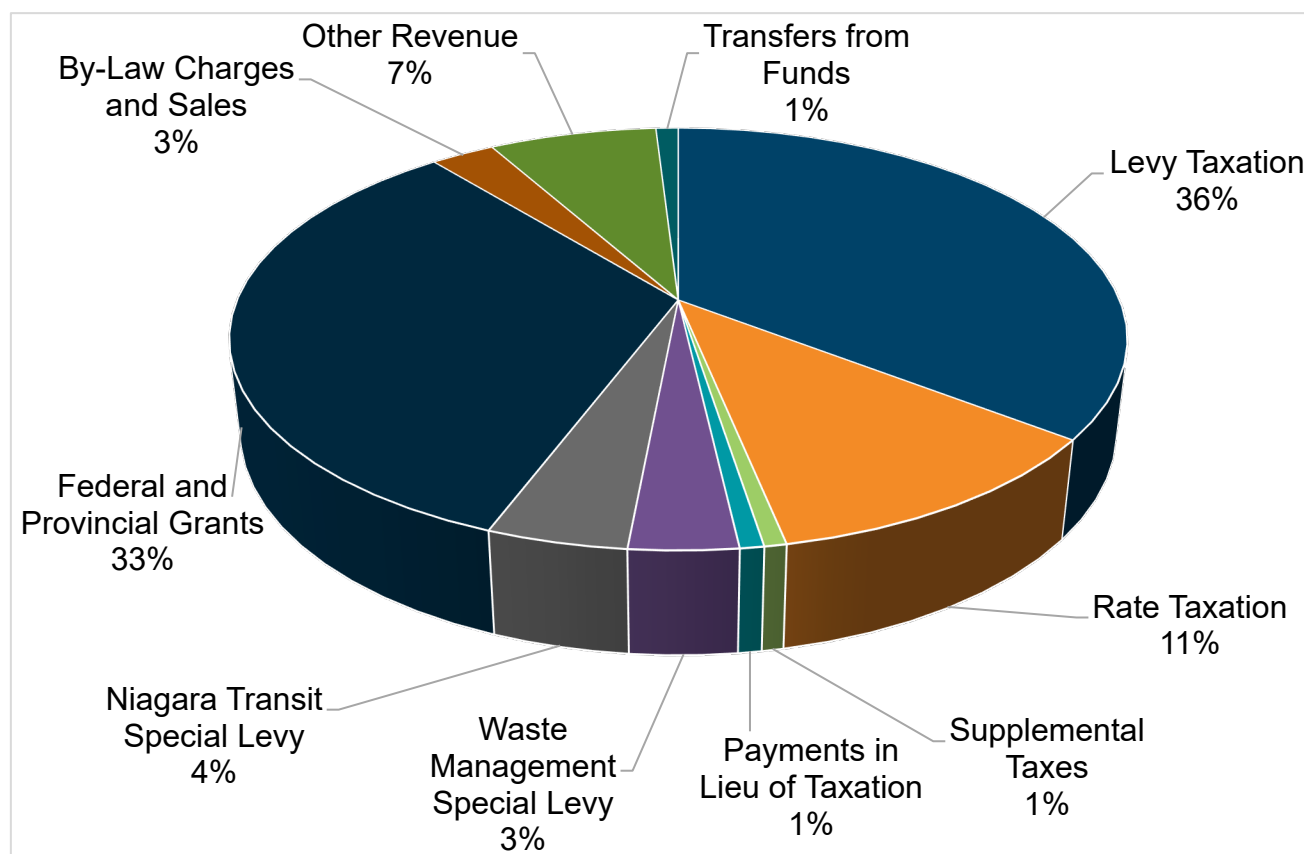
The Niagara Region funds its operating program with a variety of revenues available and is actively seeking new grants and reevaluating its cost recovery on different programs. The revenues stated below can be explained by the following:

- **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.
- **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.
- **Supplemental Taxes** – Supplemental Taxes are additional property taxes levied on properties that had changes to their assessment during the year.
- **Payments in Lieu of Taxation** – This revenue source refers to payments made by certain organizations or properties that are exempt from property taxation. These payments help compensate the loss on property tax revenue from properties or organizations that would otherwise be taxable.

Total Operating Revenue Budget Summary

Amounts in Thousands (\$)

Budget By Division	2024 Budget	2025 Budget	Budget Change
General Tax Levy	483,038	536,695	53,656
Rate	154,583	173,548	18,966
Supplemental Taxes	9,211	10,606	1,394
Payments in Lieu of Taxation	9,975	12,291	2,316
Waste Management Special Tax Levy	45,168	45,585	417
Niagara Transit Special Tax Levy	58,352	62,656	4,304
Federal and Provincial Grants	454,042	555,029	100,987
By-Law Charges and Sales	37,471	39,568	2,097
Other Revenue	98,151	102,388	4,237
Transfers from Funds	13,095	24,039	10,944
Total Revenue	1,363,086	1,562,404	199,318



General Tax Levy Department Operating Revenue Detail

Amounts in thousands (\$)

Revenue Description	2024 Budget	2025 Budget	\$ Change	% Change
Property General Tax Levy	483,038	536,695	53,656	11.11%
Payments in Lieu of Taxation	9,975	11,980	2,004	20.09%
Supplemental Taxes	9,211	9,211	0	0.00%
Total of Levy Taxation	502,225	557,886	55,661	11.08%
Corporate Administration	201	150	(51)	(25.49)%
Community Services	361,807	460,964	99,156	27.41%
Niagara Regional Police Services	10,893	10,777	(116)	(1.07)%
Public Health and Emergency Services	80,576	82,776	2,200	2.73%
Niagara Regional Housing	397	191	(206)	(51.96)%
Total of Federal and Provincial Grants	453,875	554,858	100,983	22.25%
General Government	13	7	(6)	(44.00)%
Office of the Deputy CAO	69	69	0	0.00%
Corporate Services	451	338	(113)	(25.04)%
Community Services	1,774	1,939	165	9.30%
Niagara Regional Police Services	5,740	5,495	(245)	(4.27)%
Public Health and Emergency Services	96	94	(2)	(2.09)%
Transportation Services	4,200	4,050	(150)	(3.57)%
Total of By-Law Charges and Sales	12,343	11,992	(351)	(2.84)%
Niagara Regional Housing	19,077	19,751	674	3.53%
Other Court Services	5,190	5,741	551	10.62%
Vision Zero Infraction Revenue	4,140	5,914	1,774	42.84%
Vision Zero Delinquency Revenue	579	1,341	762	131.61%
Event Revenue	150	150	0	0.00%
Contract Revenue	379	379	0	0.00%
Union Billings - Wages/Benefits	428	410	(17)	(4.09)%
Other Rental Revenue	263	199	(64)	(24.26)%
Shared Services	609	687	78	12.84%
Rebates	874	565	(309)	(35.33)%
Asset Removal Costs	(18)	(18)	0	0.00%
Proceeds From Sale	5,816	7,816	2,000	34.39%
Telecommunications Tower Revenue	68	103	35	51.47%
Licenses and Permits	1,271	1,331	61	4.77%
Development Charges	1,063	1,063	0	0.00%

Operating Budget

Revenue Description	2024 Budget	2025 Budget	\$ Change	% Change
Investment Income	17,575	17,720	145	0.83%
Seniors Home Accommodations	24,888	25,912	1,024	4.11%
Secondments	3,075	3,601	526	17.09%
Other Revenue	2,355	2,232	(123)	(5.20)%
Total of Other Revenue	87,781	94,898	7,117	8.11%
Transfers from Reserve Funds	11,040	23,629	12,589	114.04%
Total of Transfers from Funds	11,040	23,629	12,589	114.04%
Total Levy Department Revenue	1,067,264	1,243,263	175,999	16.49%

Rate Department Operating Revenue Detail

Amounts in thousands (\$)

Revenue Description	2024 Budget	2025 Budget	\$ Change	% Change
Wastewater Fixed Requisition	101,276	116,477	15,201	15.01%
Water Fixed Requisition	13,327	14,268	941	7.06%
Water Variable Rate	39,980	42,803	2,824	7.06%
Total of Rate Taxation	154,583	173,548	18,966	12.27%
Water Operations	12	24	12	100.00%
Wastewater Operations	1,568	2,483	915	58.34%
Total of By-Law Charges and Sales	1,580	2,507	927	58.65%
Development Charges	3,000	2,000	(1,000)	(33.33)%
Telecommunications Tower	377	377	0	0.00%
Event Revenue	28	35	7	25.00%
Donations Revenue	8	45	37	429.41%
Registration Fee Revenue	47	65	18	38.30%
Other Revenue	5	1	(4)	(89.80)%
Total of Other Revenue	3,466	2,523	(943)	(27.21)%
Transfers from Funds	1,954	60	(1,894)	(96.93)%
Total of Transfers from Funds	1,954	60	(1,894)	(96.93)%
Total of Rate Department Revenue	161,583	178,639	17,056	10.56%

Operating Budget

Waste Management Special Tax Levy Operating Revenue Detail

Amounts in thousands (\$)

Revenue Description	2024 Budget	2025 Budget	\$ Change	% Change
Waste Management Special Tax Levy	45,168	45,168	0	0.00%
Payments in Lieu of Taxation	0	124	124	100.00%
Supplemental Taxes	0	708	708	100.00%
Total of Special Levy Taxation	45,168	46,416	1,249	2.76%
Waste Management Operations	5,366	5,371	5	0.09%
Total of By-Law Charges and Sales	5,366	5,371	5	0.09%
Extended Producer Responsibility Funding	971	862	(108)	(11.14)%
Development Charges	30	30	0	0.00%
Total of Other Revenue	1,001	892	(108)	(10.81)%
Transfers from Funds	0	350	350	100.00%
Total of Transfers from Funds	0	350	350	100.00%
Total of Waste Management Department Revenue	51,534	53,030	1,495	2.90%

Niagara Transit Special Tax Levy Operating Revenue Detail

Amounts in thousands (\$)

Revenue Description	2024 Budget	2025 Budget	\$ Change	% Change
Niagara Transit Special Tax Levy	58,352	62,656	4,304	7.38%
Payments in Lieu of Taxation	0	188	188	100.00%
Supplemental Taxes	0	687	687	100.00%
Total of Special Levy Taxation	58,352	63,530	5,178	8.87%
Niagara Transit Operations	167	171	4	2.33%
Total of Federal & Provincial Grants	167	171	4	2.33%
Niagara Transit Operations	18,181	19,697	1,516	8.34%
Total of By-Law Charges and Sales	18,181	19,697	1,516	8.34%
Rental Revenue	29	0	(29)	(100.00)%
Metrolinx/GO Fuel Chargeback	892	932	41	4.56%
WEGO Chargeback	1,836	0	(1,836)	(100.00)%
Commission Revenue	200	200	0	0.00%
Advertising Revenue	170	465	295	173.53%
City of Niagara Falls Chargebacks	921	963	42	4.56%
Provincial Gas Tax	1,615	1,315	(300)	(18.58)%
Other Revenue	241	200	(41)	(17.10)%
Total of Other Revenue	5,903	4,075	(1,828)	(30.97)%
Transfers from Funds	102	0	(102)	(100.00)%
Total of Transfers from Funds	102	0	(102)	(100.00)%
Total of Niagara Transit Revenue	82,705	87,473	4,768	5.77%

Operating Budgets by Object of Expenditure

General Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2024 Budget	2025 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	519,062	563,864	44,802	8.63%
Administrative	36,002	37,958	1,956	5.43%
Operational and Supply	34,357	38,857	4,501	13.10%
Occupancy and Infrastructure	40,139	41,752	1,613	4.02%
Equipment, Vehicle, and Technology	25,032	27,499	2,467	9.86%
Community Assistance	264,515	359,470	94,955	35.90%
Partnership, Rebate, and Exemption	41,029	53,758	12,728	31.02%
Financial Expenditures	73,323	69,610	(3,713)	(5.06)%
Transfers to Funds	69,123	87,108	17,985	26.02%
Expense Allocations to Capital	(140)	(140)	0	0.00%
Intercompany Charges	(2,737)	(3,156)	(419)	15.30%
Gross Expenditure	1,099,705	1,276,581	176,876	16.08%
Taxation	(19,187)	(21,191)	(2,004)	10.45%
Federal and Provincial Grants	(453,875)	(554,858)	(100,983)	22.25%
By-Law Charges and Sales	(12,343)	(11,992)	351	(2.84)%
Other Revenue	(87,781)	(94,898)	(7,117)	8.11%
Transfers from Funds	(11,040)	(23,629)	(12,589)	114.04%
Gross Revenue	(584,225)	(706,568)	(122,342)	20.94%
Net Direct Expenditure Before Indirect Allocations	515,480	570,013	54,533	10.58%
Indirect Allocation	(13,572)	(14,161)	(589)	4.34%
Capital Financing Allocation	(18,869)	(19,157)	(287)	1.52%
Indirect Allocation	(32,441)	(33,318)	(877)	2.70%
Net Expenditure/(Revenue) After Indirect Allocations	483,038	536,695	53,656	11.11%

Rate Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2024 Budget	2025 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	28,416	31,784	3,368	11.85%
Administrative	6,149	2,448	(3,701)	(60.19)%
Operational and Supply	20,461	21,929	1,468	7.17%
Occupancy and Infrastructure	18,911	20,006	1,096	5.80%
Equipment, Vehicle, and Technology	7,205	7,861	656	9.11%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	2,092	4,097	2,005	95.85%
Financial Expenditures	0	0	0	0.00%
Transfers to Funds	53,540	64,809	11,269	21.05%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	2,300	2,745	445	19.36%
Gross Expenditure	139,074	155,680	16,606	11.94%
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(1,580)	(2,507)	(927)	58.65%
Other Revenue	(3,466)	(2,523)	943	(27.21)%
Transfers from Funds	(1,954)	(60)	1,894	(96.93)%
Gross Revenue	(7,000)	(5,090)	1,910	(27.28)%
Net Direct Expenditure Before Indirect Allocations	132,074	150,590	18,516	14.02%
Indirect Allocation	5,943	6,204	261	4.39%
Capital Financing Allocation	16,566	16,755	189	1.14%
Indirect Allocation	22,509	22,958	450	2.00%
Net Expenditure/(Revenue) After Indirect Allocations	154,583	173,548	18,966	12.27%

Waste Management Special Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2024 Budget	2025 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	4,315	4,542	227	5.26%
Administrative	1,044	1,506	462	44.30%
Operational and Supply	37,810	38,229	418	1.11%
Occupancy and Infrastructure	1,038	1,134	96	9.20%
Equipment, Vehicle, and Technology	350	355	5	1.41%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	239	235	(3)	(1.41)%
Financial Expenditures	0	154	154	100.00%
Transfers to Funds	4,581	4,603	22	0.48%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	438	411	(26)	(6.03)%
Gross Expenditure	49,814	51,168	1,354	2.72%
Taxation	0	(832)	(832)	100.00%
Federal and Provincial Grants	0	0	0	0.00%
By-Law Charges and Sales	(5,366)	(5,371)	(5)	0.09%
Other Revenue	(1,001)	(892)	108	(10.81)%
Transfers from Funds	0	(350)	(350)	100.00%
Gross Revenue	(6,367)	(7,445)	(1,078)	16.94%
Net Direct Expenditure Before Indirect Allocations	43,448	43,723	276	0.63%
Indirect Allocation	1,609	1,622	13	0.82%
Capital Financing Allocation	111	240	128	114.93%
Indirect Allocation	1,720	1,861	141	8.21%
Net Expenditure/(Revenue) After Indirect Allocations	45,168	45,585	417	0.92%

Niagara Transit Special Tax Levy Budget by Object of Expenditure

Amounts in thousands (\$)

Expenditure Description	2024 Budget	2025 Budget	Net Change in Dollars	Net Change in Percent
Labour Related Costs	43,352	47,207	3,855	8.89%
Administrative	2,706	2,300	(407)	(15.03)%
Operational and Supply	9,596	7,878	(1,718)	(17.90)%
Occupancy and Infrastructure	1,239	1,262	23	1.86%
Equipment, Vehicle, and Technology	15,432	15,865	433	2.81%
Community Assistance	0	0	0	0.00%
Partnership, Rebate, and Exemption	0	1	1	100.00%
Financial Expenditures	0	129	129	100.00%
Transfers to Funds	2,167	4,333	2,167	100.00%
Expense Allocations to Capital	0	0	0	0.00%
Intercompany Charges	0	0	0	0.00%
Gross Expenditure	74,492	78,975	4,483	6.02%
Taxation	0	(875)	(875)	100.00%
Federal and Provincial Grants	(167)	(171)	(4)	2.33%
By-Law Charges and Sales	(18,181)	(19,697)	(1,516)	8.34%
Other Revenue	(5,903)	(4,075)	1,828	(30.97)%
Transfers from Funds	(102)	0	102	(100.00)%
Gross Revenue	(24,353)	(23,943)	410	(1.68)%
Net Direct Expenditure Before Indirect Allocations	50,139	55,032	4,893	9.76%
Indirect Allocation	6,020	6,336	315	5.24%
Capital Financing Allocation	2,192	2,162	(30)	(1.36)%
Indirect Allocation	8,212	8,498	286	3.48%
Net Expenditure/(Revenue) After Indirect Allocations	58,352	62,656	4,304	7.38%

Operating Budget

Program Change Summary

The following list includes program changes and service enhancements included in the 2025 budget.

Amounts in thousands (\$)

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
General Government	2025 Capital Financing Strategy	12,076	12,076	0.0	0.0
General Government	Tax Increment Grants	2,035	2,035	0.0	0.0
General Government	Bill 23 / Bill 185	(7,500)	(7,500)	0.0	0.0
General Government	Smart Growth DC Incentives	2,000	2,000	0.0	0.0
General Government	2022 Tax Deferral	2,000	2,000	0.0	0.0
Subtotal of General Government		10,611	10,611	0.0	0.0
Corporate Administration	People Plan – summary of all People Plan requests into one business case	160	160	0.0	0.0
Corporate Administration	Shared Services Supervisor (NTC) - Temp to Perm	0	0	1.0	(1.0)
Subtotal of Corporate Administration		160	160	1.00	(1.00)
Corporate Services	IT Data Management Platform	200	200	0.0	0.0
Corporate Services	IT Security Compliance and Risk Specialist	135	135	1.0	0.0
Corporate Services	Associate Director, Chief Information Security Officer (CISO)	185	185	1.0	0.0
Corporate Services	IT Data Engineer	138	138	1.0	0.0
Corporate Services	IT Project Manager	144	144	1.0	0.0
Corporate Services	Debt Program Modernization (Debt Analyst and Second Bond Rating)	128	128	1.0	0.0
Corporate Services	Project Manager, Energy Management - Temp to Perm	0	0	1.0	(1.0)

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Corporate Services	Customer Service Analyst - Temp to Perm	0	0	1.0	(1.0)
Corporate Services	Customer Service Associates - 2 paid for by WM, 1 paid by levy)	74	74	3.0	-3.0
Corporate Services	Facilities Contract Administrator	96	96	1.0	0.0
Corporate Services	High Security Cleaner - Temp to Perm	0	0	0.7	(0.7)
Subtotal of Corporate Services		1,100	1,100	11.7	(5.7)
Office of the Deputy CAO	Project Coord Implement	98	98	1.0	0.0
Subtotal of Office of the Deputy CAO		98	98	1.0	0.0
Community Services - Childrens	Reporting Analyst	0	0	2.0	0.0
Community Services - Homelessness	HSCE - Temp to Perm - Business continuity specialist	0	0	1.0	(1.0)
Community Services - Homelessness	South Niagara Shelter	1,250	1,250	0.0	0.0
Community Services - Homelessness	Staffing for Riorden and Summer Street	662	662	0.0	8.0
Community Services - SAEO	COM 31-2024	3,689	1,844	22.0	(2.0)
Community Services - Housing Services	Systems Project Manager	132	132	1.0	0.0
Community Services - Housing Services	Eligibility Assessment Representative	79	79	1.0	0.0
Community Services - Housing Services	Senior Property Manager	125	89	1.0	0.0

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Community Services - Housing Services	Building Service Maintenance Person	90	39	1.0	0.0
Community Services - Housing Services	Tenant Support Representative	76	33	1.0	0.0
Community Services - Housing Services	Capital Works Project Manager - Temp to Perm	0	0	1.0	(1.0)
Community Services - Housing Services	Housing provider capital subsidy to fund shortfall in capital needs to remain viable	1,889	689	0.0	0.0
Subtotal of Community Services	n/a	7,993	4,816	31.0	4.0
Public Health & Emergency Services	New Emergency Response Vehicles - Fuel	16	16	0.0	0.0
Public Health & Emergency Services	New Ambulances - Fuel	75	75	0.0	0.0
Public Health & Emergency Services	1 Fleet Equipment Custodian (2 PT)	83	42	1.0	0.0
Public Health & Emergency Services	16 Paramedics & 3 support staff	2,732	1,321	19.0	0.0
Public Health & Emergency Services	Public Health Restructure	(1,810)	(1,773)	(4.6)	0.0
Subtotal of Public Health & Emergency Services	n/a	1,097	(319)	15.4	0.0
Public Works - Levy	Grant & Incentive Program Mgr	134	134	1.0	0.0
Public Works - Levy	Project Managers (2) – Transportation Engineering	52	52	2.0	0.0
Public Works - Levy	Traffic Systems Technician – Traffic Systems	51	51	1.0	0.0

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Public Works - Levy	Cleanup from encampments and gathering behaviour within ROW	50	50	0.0	0.0
Public Works - Levy	Hired Equip – Soil Testing & Disposal (legislatively required)	75	75	0.0	0.0
Public Works - Levy	Hired Equip – Stormwater Management System Maintenance & Repair (legislatively required)	200	200	0.0	0.0
Public Works - Levy	Hired Equip – Centreline marking of all Regional roads	400	400	0.0	0.0
Public Works - Levy	Project Manager – Transportation Planning	65	65	1.0	0.0
Subtotal Public Works – Levy		1,027	1,027	5.0	0.0
Subtotal of Levy Departments	n/a	22,086	17,493	65.10	(2.70)
Courts	Customer Service Representatives; Vision Zero	(146)	(146)	(2.0)	0.0
Courts	Prosecution Coordinator and Prosecutor II	108	108	2.0	0.0
Courts	Digital Evidence Management System (DEMS)	9	9	0.0	0.0
Subtotal Courts	n/a	(30)	(30)	0.0	0.0
Niagara Regional Police Service	Frontline Expansion	2,110	2,110	13.0	0.0
Niagara Regional Police Service	Canine Unit	161	161	1.0	0.0
Niagara Regional Police Service	Talent Acquisition Specialist	119	119	1.0	0.0

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Niagara Regional Police Service	Corporate Communications Specialist	119	119	1.0	0.0
Niagara Regional Police Service	Social Media/Visual Content Creator	57	57	0.5	0.0
Niagara Regional Police Service	IT Equipment Hardware Technician	125	125	1.0	0.0
Niagara Regional Police Service	Training Unit Expansion	949	949	6.0	0.0
Niagara Regional Police Service	Health and Wellness Coordinator	71	71	0.5	0.0
Niagara Regional Police Service	Domestic Violence Unit	953	953	5.3	0.0
Niagara Regional Police Service	3 District Street Crime	84	84	0.5	0.0
Niagara Regional Police Service	8 District Detective Office	168	168	1.0	0.0
Niagara Regional Police Service	Remotely Piloted Aircraft System Unit	99	99	0.5	0.0
Niagara Regional Police Service	Digital Evidence Management System Clerks	207	207	2.0	0.0
Niagara Regional Police Service	Senior Command	1,068	1,068	4.0	0.0
Niagara Regional Police Service	Collective Bargaining Wage Provision	277	277	0.0	0.0
Subtotal - Niagara Regional Police Service	n/a	6,567	6,567	37.3	0.0

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Total of General Tax Levy Supported Programs		28,623	24,030	102.4	(2.7)
Water & Wastewater	Systems Maintenance Person - updated costing on Submitted and Changed file	285	285	3.0	0.0
Water & Wastewater	W-WW Infrastructure Analysts - updated costing on Submitted and changed file	252	252	2.0	0.0
Water & Wastewater	Pumping Station Crews - changed costing - updated on Submitted and Changed File	437	437	4.0	0.0
Water & Wastewater	Senior Project Manager - WWW	45	45	1.0	0.0
Water & Wastewater	Laboratory Technician	39	39	0.4	0.0
Water & Wastewater	Crystal Beach Wastewater Operator	100	100	1.0	0.0
Water & Wastewater	Area 1 Operators	201	201	2.0	0.0
Water & Wastewater	Environmental Compliance Analyst/Technologist - updated costing on Submitted and Changed File	99	99	1.0	0.0
Water & Wastewater	SCADA Technician	238	238	2.0	0.0
Water & Wastewater	Environmental Sampling Technician - updated costing on Submitted and Changed File	91	91	1.0	0.0
Water & Wastewater	NOTL Wastewater Operator	100	100	1.0	0.0
Water & Wastewater	Project Manager	40	40	1.0	0.0
Water & Wastewater	Security Program Manager - updated costing on submitted and changed file	126	126	1.0	0.0
Water & Wastewater	Capital Financing	11,161	11,161	0.0	0.0

Operating Budget

Department	Program Change Description	Gross Budget (\$)	Net Budget (\$)	Permanent FTEs	Temporary FTEs
Total Water & Wastewater Rate Supported Programs	n/a	13,214	13,214	20.4	0.0
Waste Management	Waste Management Capital Coordinator - funded 50% by capital	56	56	1.0	0.0
Waste Management	Waste Exemptions Representative	0	0	0.7	(0.7)
Waste Management	ABD Tsfr to Reg Prog (60120) - savings in budget (proposed) due to transitioning one of the Customer Service Reps to Levy	(74)	(74)	0.0	0.0
Waste Management	One-time consulting expenditures, 100% funded from the WM stabilization reserve	350	0	0.0	0.0
Total Waste Management Special Levy Supported Programs		332	(18)	1.7	(0.7)
Niagara Transit	Capital Financing	2,167	2,167	0.0	0.0
Niagara Transit	Fare Harmonization	(175)	(175)	0.0	0.0
Total Transit Special Levy Supported Programs		1,992	1,992	0.0	0.0
Total Program Changes		44,161	39,219	124.5	(3.4)

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	2025 Budget	2026 Forecast	2027 Forecast
Departments (Note 1)	2.51%	2.51%	2.51%
ABCs (Note 2)	5.14%	4.55%	3.09%
2022 Tax Deferral (Note 3)	0.41%	0.37%	0.00%
Bill 23 / Bill 185	(1.55)%	0.00%	0.00%
Emerging Priorities:			
South Niagara Shelter	0.26%	0.00%	0.00%
Smart Growth DC Incentives (Note 4)	0.41%	0.70%	0.00%
Capital Financing	2.50%	2.50%	2.50%
Program Changes (Note 5)	0.95%	0.00%	0.00%
Growth: TIGS & Operating Cost of Capital	0.48%	1.01%	0.08%
Assessment Growth	(1.51)%	(1.50)%	(1.50)%
Total	9.60%	10.14%	6.68%

Pressures and opportunities impacting the multi-year forecast include:

- Note 1: Assume similar rates and pressures as in 2025
- Note 2: Includes 2025 deferral of NRPS program changes of \$4.50 million to 2026
- Note 3: Addition of remaining \$2.0 million from 2022 Tax Deferral in 2026
- Note 4: Addition of \$3.8 million in 2026 over the \$2.0 million added in 2025 for Smart Growth Incentives to achieve a total of \$19.6 million by 2028
- Note 5: Any Program Changes deferred in 2025 will add pressure to the 2026 forecast

Multi-year Rate Forecasted Budget

Category	2025 Budget	2026 Forecast	2027 Forecast
Base Pressures	5.05%	2.02%	1.64%
Capital Financing	7.22%	7.22%	7.22%
Annual Increase	12.27%	9.24%	8.86%

Pressures and opportunities impacting the multi-year forecast include:

- Base pressures include current labour contracts and policies, chemical cost and usage escalations and increased repairs and maintenance costs due to aging infrastructure
- 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	2025 Budget	2026 Forecast	2027 Forecast
Base Change	2.7%	4.4%	2.8%
Reserve Transfer Change	(0.8%)	0.8%	0.0%
Mitigation Change	0.0%	0.0%	0.0%
Replenishment Change	(1.0%)	0.0%	0.0%
Total Before Assessment Growth	0.9%	5.2%	2.8%

Pressures and opportunities impacting the multi-year forecast include:

- Base inflationary pressures, contract increases and fuel price increases
- Base pressure in 2026 from end of extended producer responsibility transition
- Sustain annual base budget transfers to the Landfill Liability Reserve and Waste Management Capital Reserve, aligned with updated reserve strategies
- No forecasted use of Waste Management Stabilization Reserve for one-time costs in 2026 or 2027

Multi-year Niagara Transit Special Tax Levy Forecasted Budget

Category	2025 Budget	2026 Forecast	2027 Forecast
Base Pressures	3.15%	3.59%	3.60%
Annual Contribution to Capital	3.71%	3.46%	0.00%
Sunday and Holiday Service	0.00%	2.94%	0.00%
Harmonization of Operating Hours	0.00%	0.00%	2.83%
Phase out Provincial Gas Tax (PGT)	0.51%	0.48%	0.43%
Total	7.38%	10.46%	6.87%

Pressures and Opportunities in the multi-year forecast include:

- Increased base pressures due to staffing costs related to contract increases and benefits, incremental fuel costs, facility and vehicle repair and maintenance
- Annual contribution to capital (3-year strategy ending in 2026)
- Sunday and holiday service for both conventional and specialized
- Harmonization of conventional operating hours
- Phase out of provincial gas tax funding used for operating



Section 4 – Department Summaries

Tax Groupings

1



General Tax Levy

General Government

Regional Departments

- Governance
- Corporate Administration
- Office of the Deputy CAO
- Corporate Services
- Community Services
- Public Health and Emergency Services
- Public Works – Levy

Agencies, Boards and Commissions

- Court Services
- Niagara Regional Housing
- Niagara Peninsula Conservation Authority
- Niagara Regional Police Services

2



Water and Wastewater Rates

Regional Departments

- Public Works – Water and Wastewater

3



Waste Management Special Tax Levy

Regional Departments

- Public Works – Waste Management

4



Transit Special Tax Levy

Agencies, Boards and Commissions

- Niagara Transit Commission



General Tax Levy

General Government

Regional Departments

- Governance
- Corporate Administration
- Office of the Deputy CAO
- Corporate Services
- Community Services
- Public Health and Emergency Services
- Public Works – Levy

Agencies, Boards and Commissions

- Court Services
- Niagara Regional Housing
- Niagara Peninsula Conservation Authority
- Niagara Regional Police Services

General Government

What does General Government do?

Grants and Expenditure:

General Government includes 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 consists of reserves and debt, budgeted as contributions to reserve contributions and debt charges (principal and interest). 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).

Net Revenue:

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.

Economic Incentives:

The budget for economic incentives in General Government provides funding for specific types of development that would not occur without public financial assistance. Economic incentives also minimize or remove financial barriers that hold back specific types of development and invest to unlock wider economic opportunities that spur on other developments within the surrounding geographic area. These incentives include Regional development charge reductions or exemptions tax increment grants, and other Niagara Region Incentives Policy grants.

Investment Income:

The Region's investment portfolio generates annual income, this budget is included in General Government. The Region's investment income is allocated to the Region's reserves and acts as an important tool to help mitigate budget pressures.

Net Reserve Funding:

General Government is responsible for all corporate grants not related to specific department service delivery and capital financing administration. To administer these grants and initiatives often a reserve funding strategy is proposed as part of the budget process.

Other revenue:

General Government is responsible for the tracking and monitoring of other sources of Regional revenue not related to specific department service delivery. This area includes these other sources of revenue such as proceeds related to the sale of surplus property. As well, this section of General Government also includes expenditures for property taxes and repairs and maintenance.

Special Initiatives:

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.

Capital Financing Costs:

General Government manages transfers to the Capital reserves to fund future capital budgets and the issuance of debt for both the Region and Local Area Municipalities. These expenditures are then allocated to departments, agencies, boards and commissions or charged out to local area municipalities that use this source of funding.

Property Assessment:

General Government is responsible for revenues and costs associated the Region's property tax levy. Most of these costs are related to Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC) and tax write-offs administered by our Local Area Municipalities. These costs are the result of our property tax levy on our residents.

Who works for General Government?

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

Operating Budget Summary (in thousands)

Council approved General Government budget before indirect allocations of \$192,538 gross and \$410,070 net positive. The General Government budget after capital financing allocations amounted to \$76,036 gross (Gross Expenditure plus Indirect Allocation) and \$526,572 net positive.

Partnership, Rebates, and Exemptions – The increase of \$12,281 is a result of the West Lincoln Memorial Hospital one-time grant commitment \$10,500, and an industrial development charge (DC) grant for phase one Asahi Kasei development (Project Eagle), offset by a decrease in DC exemptions as a result of Bill 185. Bill 23 legislated the phase in of DC rates in addition to reduced DC rates for rental units, and Bill 185 reversed the requirement to phase in DC's which results in a reduction to the General Tax Levy of \$7,000.

Financial Expenditures – The decrease of \$3,536 is a result of reduced debt charges due to maturing debt which has been offset by a Transfer to Funds.

Transfers to Funds – The increase of \$19,241 relates largely to the approval of 2.5% capital financing in alignment with the 2021 Asset Management Plan \$12,076, the funding strategy for the Smart Growth DC Incentives Program \$2,000 and maturing debt charges.

Transfers from Funds – The increase of \$13,124 is in relation to transfers from the Hospital reserve to support the one-time grant commitment to West Lincoln Memorial Hospital \$10,500, and transfers from the reserve fund in support of phase one Asahi Kasei development (Project Eagle) industrial DC grant.

Capital Financing Allocation – The increase of \$8,806 primarily relates to transfers to reserve for capital financing \$12,076 offset by reduced debt charges.

Department Summaries – General Government

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Administrative	5,348	6,426	6,576	150	2.3%
Occupancy and Infrastructure	94	151	151	0	0.0%
Partnership, Rebates, and Exemptions	44,166	32,317	44,598	12,281	38.0%
Financial Expenditures	53,342	72,589	69,053	(3,536)	(4.9%)
Transfers to Funds	63,024	53,016	72,257	19,241	36.3%
Intercompany Charges	(98)	(93)	(97)	(4)	4.3%
Gross Expenditure	165,876	164,406	192,538	28,132	17.1%
Taxation	(464,336)	(502,225)	(557,886)	(55,661)	11.1%
By-Law Charges and Sales	(17)	(13)	(7)	6	(46.2%)
Other Revenue	(16,752)	(24,111)	(26,127)	(2,016)	8.4%
Transfers from Funds	(27,209)	(5,464)	(18,588)	(13,124)	240.2%
Gross Revenue	(508,314)	(531,813)	(602,608)	(70,795)	13.3%
Net Direct Expenditure Before Indirect Allocations	(342,438)	(367,407)	(410,070)	(42,663)	11.6%
Capital Financing Allocation	(101,040)	(107,696)	(116,502)	(8,806)	8.2%
Indirect Allocation	(101,040)	(107,696)	(116,502)	(8,806)	8.2%
Net Expenditure/(Revenue) After Indirect Allocations	(443,478)	(475,103)	(526,572)	(51,469)	10.8%

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	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 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

Although the Chair and Council (32) are not employees of the Region and are not reflected in the FTE head count they are reflected in the Labour Related Costs on the next page.

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	0.0	0.0

There was no change to FTE in the 2025 budget.

Department Summaries – Governance

Operating Budget Summary (in thousands)

Council approved Governance budget before indirect allocations of \$2,395 gross and \$2,395 net. The Governance budget including program support and capital financing allocations amounted to \$2,897 gross (Gross Expenditure plus Indirect Allocation) and \$2,897 net.

Labour Related Costs – The increase of \$49 relates to forecasted increases of salaries, benefits, and payroll related costs.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	2006	2183	2231	49	2.2%
Administrative	82	155	155	0	0.0%
Operational and Supply	0	0	0	0	0.0%
Equipment, Vehicles, and Technology	1	2	2	0	0.0%
Partnership, Rebates, and Exemptions	0	3	3	0	0.0%
Intercompany Charges	4	5	5	0	0.0%
Gross Expenditure	2,093	2,347	2,395	48	2.0%
Transfers from Funds	-	(2)	-	2	(100.0%)
Gross Revenue	-	(2)	-	2	(100.0%)
Net Direct Expenditure Before Indirect Allocations	2,093	2,345	2,395	51	2.2%
Program Support Allocation	461	388	444	57	14.7%
Capital Financing Allocation	53	23	58	35	151.1%
Indirect Allocation	515	411	502	92	22.3%
Net Expenditure/(Revenue) After Indirect Allocations	2,608	2,756	2,897	143	5.2%

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 strategic planning and service delivery of programs and initiatives designed to attract and retain top talent and enhance the employment experience for all Niagara Region employees. Human Resources is the driving force in building our organizational culture, determining creative and innovative ways to engage our employees and investing in our employees throughout their employee life cycle through a comprehensive human capital strategy.

Our People Plan strives to foster an inclusive environment by providing the tools, resources and opportunities for growth and wellness. Whether it's through participating in our diverse committees or projects, our flexible work arrangements or healthcare benefits, our goal is attraction, engagement and retention. Leveraging our People Plan, we engage in critical planning, talent and performance management, total rewards and leadership development, positioning Niagara Region as an employer of choice with the goal of attracting, growing and retaining our top talent.

Human Resources offers the following services:

- **Employee Services**
 - Payroll Services
 - Employee Operations
 - HR Analytics & Reporting

- **Organizational/Leadership Development & Performance Management**
 - Performance, learning and growth opportunities
 - Succession planning
- **Talent Acquisition**
 - Attraction and recruitment activities
 - Employer branding
- **Integrated Health, Safety and Wellness**
 - Employee Health Services – Disability claims management and return to work
 - Health and safety
 - Wellness
- **Total Rewards**
 - Job evaluation
 - Benefits and pension
- **Employee & Labour Relations**
 - Grievance Resolution
 - Legislative compliance
 - Collective bargaining
- **Human Resources Consulting**
 - Consulting on Human Resources programs and initiatives
 - Strategy development on future planning and workforce needs

Economic Development key functions are Investment Attraction; External Marketing, 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.

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 perform 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	\$1,018.42	\$907.39	\$1,241.32*
Objective 1.3	Number of T4/T4As issued per payroll FTE	1,318	1372	1210*
Objective 1.3	Number of payroll deposits and cheques per payroll FTE	25,125	25,512	23,053*
Objective 1.3	Operating cost per payroll deposit or cheque	\$4.72	\$5.01	\$5.85*
Objective 4.1	Investment Attraction - Number of business inquiries	125	169	Increase
Objective 4.1	Site Visits from potential investors	8	13	Increase
Objective 4.1	Number of presentations and public outreach	13	13	Increase
Objective 4.2	Web Analytics – Number of Visits	58,877	56,082	Increase
Objective 4.2	Web Analytics – Number of Unique Visitors	60,102	84,583	Increase
Objective 4.2	Web Analytics – Number of Returning Visitors	305	401	Increase
Objective 4.2	Research Inquiries/Reponses	193	166	Increase

*Average. Continue to remain better than comparators

Department Summaries - Corporate Administration

Who works for Corporate Administration?



Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Chief Administrative Officer's Office	2.0	0.0	2.0	0.0	2.0	0.0
Economic Development	9.0	1.0	10.0	2.0	10.0	2.0
Human Resources	54.0	9.3	55.0	4.0	56.0	2.0
Internal Audit	1.0	0.0	1.0	0.0	1.0	0.0
Total	66.0	10.3	68.0	6.0	69.0	4.0

*Niagara Transit is supported by the Niagara Region through a shared services arrangement with the Niagara Region providing support in the areas of Human Resources, Facilities, Finance, Legal, and Procurement. The Niagara Region supports Niagara Transit with a shared services permanent full time equivalent compliment of 14.00.

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	1.0	(2.0)

Changes to FTE in the 2025 budget include:

- 1.0 reduction in a temporary Organizational Development & Learning Advisor
- 1.0 reduction in a temporary Talent Acquisition Representative
- 1.0 increase Organization Development Advisor

Department Summaries - Corporate Administration

Operating Budget Summary (in thousands)

Council approved Corporate Administration budget before indirect allocations of \$14,671 gross and \$13,941 net. The Corporate Administration budget including program support and capital financing allocations amounted to \$5,419 gross (Gross Expenditure plus Indirect Allocation) and \$4,689 net.

Labour Related Costs – The increase of \$624 mainly due to base compensation increases of \$428, and two one-time positions of \$193.

Administrative – The increase of \$94 is mainly due to the implementation of the People Plan and increased payroll services contact.

Operational and Supply – The increase of \$102 is mainly due to the implementation of the People Plan in 2025.

Indirect Allocation – The increase of \$962 is mainly due to budget increases to allocated divisions as outlined above.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	11,452	10,030	10,654	624	6.2%
Administrative	3,683	3,122	3,216	94	3.0%
Operational and Supply	187	367	469	102	27.8%
Equipment, Vehicles, and Technology	7	78	132	54	69.2%
Partnerships, Rebates & Exemptions	164	228	178	(50)	(21.9%)
Transfers to Funds	303	0	0	0	0.0%
Intercompany Charges	57	15	22	7	46.7%
Gross Expenditure	15,853	13,840	14,671	831	6.0%
Federal and Provincial Grants	37	(201)	(150)	51	(25.4%)
Other Revenue	(439)	(127)	(107)	20	(15.7%)
Transfers from Funds	(1,726)	(533)	(473)	60	(11.3%)
Gross Revenue	(2,128)	(861)	(730)	131	(15.3%)
Net Direct Expenditure Before Indirect Allocations	13,725	12,979	13,941	962	7.4%
Program Support Allocation	(9,943)	(8,823)	(9,530)	(707)	8.0%
Capital Financing Allocation	179	132	278	146	110.6%
Indirect Allocation	(9,764)	(8,691)	(9,252)	(561)	6.5%
Net Expenditure/(Revenue) After Indirect Allocations	3,961	4,288	4,689	402	9.4%

Department Summaries - Corporate Administration

Capital Budget Summary (in thousands)

The 2025 capital program represents 1 project budgeted at \$401.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	401
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	401

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
People Soft Licensing Model Upgrade	401	Human Capital Management (HCM) - Replace current antiquated Technology License Structure to meet current/future business demands
Total	401	

Office of the Deputy CAO

Mission Statement:

The Office of the Deputy CAO leads the Region's work in the areas of strategic planning, communications and government relations. Through this office, the Region works to build partnerships and advance the work of Council with a focus on Council Strategic Priorities.

What does the Office of the Deputy CAO do?

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

Partnerships and Communication focuses on strategic planning, communications and government relations activities including projects that impact the supply of market-driven attainable housing; implementation of GO Train service to Niagara; shared services between Niagara Region and area municipalities; planning and delivery of the Region's government relations activities; public and media relations; crisis communications; and digital and creative services.

Strategic Initiatives manages a diverse portfolio of projects that are completed in cooperation with area municipalities including accessibility; community planning; corporate strategy and performance; climate change; diversity, equity and inclusion; Indigenous relations; and real estate services, property acquisitions and disposition of surplus lands.

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.

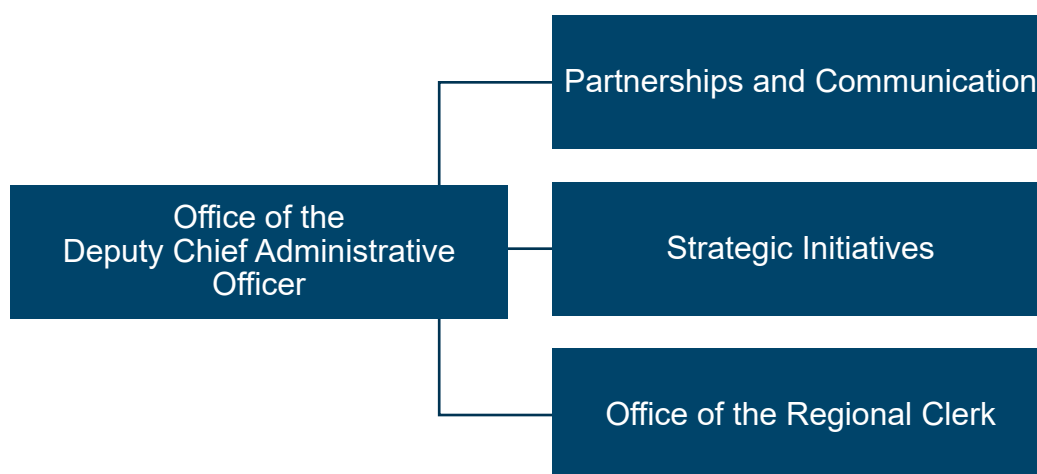
Department Summaries - Office of the Deputy CAO

How is the Office of the Deputy CAO 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 2.1	Greenhouse Gas Emissions (tCO2e)	22,626	NA	Decrease

Who works for the Office of the Deputy CAO?



Department Summaries - Office of the Deputy CAO

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Office of the Deputy Chief Administrative Officer	3.0	0.0	3.0	0.0	3.0	0.0
Strategic Communication and Public Affairs	11.0	0.0	13.0	0.0	13.0	0.0
Government Stakeholder Relations	1.0	0.0	0.0	0.0	0.0	0.0
Partnerships and Communication	3.0	0.0	5.0	2.0	6.0	1.0
DEI and Indigenous Relations	5.0	0.0	3.0	0.0	3.0	0.0
Strategic Initiatives	21.0	0.0	21.0	1.0	21.0	1.0
Office of the Regional Clerk	17.0	0.5	19.0	0.5	19.0	0.5
Total	61.0	0.5	64.0	3.5	65.0	2.5

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	1.0	(1.0)

Changes to FTE in the 2025 budget include:

- +1.0 Project Coordinator Permanent FTE, (1.0) Temporary FTE

Department Summaries - Office of the Deputy CAO

Operating Budget Summary (in thousands)

Council approved Office of the Deputy CAO budget before indirect allocations of \$10,198 gross and \$9,057 net. The budget including program support and capital financing allocations amounted to \$10,412 gross (Gross Expenditure plus Indirect Allocation) and \$9,271 net.

Labour Related Costs – The increase of \$455 is mainly due to base compensation increases.

Other Revenue – The increase of \$107 is mainly due to a projected increase in Business Licensing revenue.

Transfers from Funds – The decrease of \$107 is mainly due to no longer funding the temporary Project Coordinator.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	6,640	8,003	8,458	455	5.7%
Administrative	1,347	1,459	1,457	(2)	(0.1%)
Operational and Supply	39	81	86	5	6.2%
Occupancy and Infrastructure	0	1	1	0	0.0%
Equipment, Vehicles, and Technology	173	245	256	11	4.5%
Partnership, Rebates, and Exemptions	33	95	95	0	0.0%
Transfers to Funds	478	0	0	0	0.0%
Intercompany Charges	(139)	(151)	(154)	(3)	2.0%
Gross Expenditure	8,572	9,733	10,198	465	4.8%
By-Law Charges and Sales	(103)	(69)	(69)	0	0.0%
Other Revenue	(1,087)	(887)	(994)	(107)	12.1%
Transfers from Funds	(281)	(185)	(78)	107	(57.8%)
Gross Revenue	(1,471)	(1,141)	(1,141)	0	0.0%
Net Direct Expenditure before Indirect Allocations	7,101	8,592	9,057	465	5.4%
Program Support Allocation	801	34	(26)	(60)	(176.5%)
Capital Financing Allocation	318	177	240	63	35.6%
Indirect Allocation	1,119	211	214	3	1.5%
Net Expenditure/(Revenue) After Indirect Allocations	8,220	8,803	9,271	468	5.3%

Department Summaries - Office of the Deputy CAO

Capital Budget Summary (in thousands)

The 2025 capital program represents 1 project budgeted at \$65.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	65
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	65

Project Name	Gross Capital Request	Project Description
25-Print Shop Equipment	65	Replacement of current black and white printer which is at end of useful life.
Total	65	

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, Asset Management Office, 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 Services is responsible for the management of all formal procurement processes to support the operational needs of Regional departments and some commissions. It ensures compliance of trade agreements and enforces the Municipal Act and Procurement By-law.

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.

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.

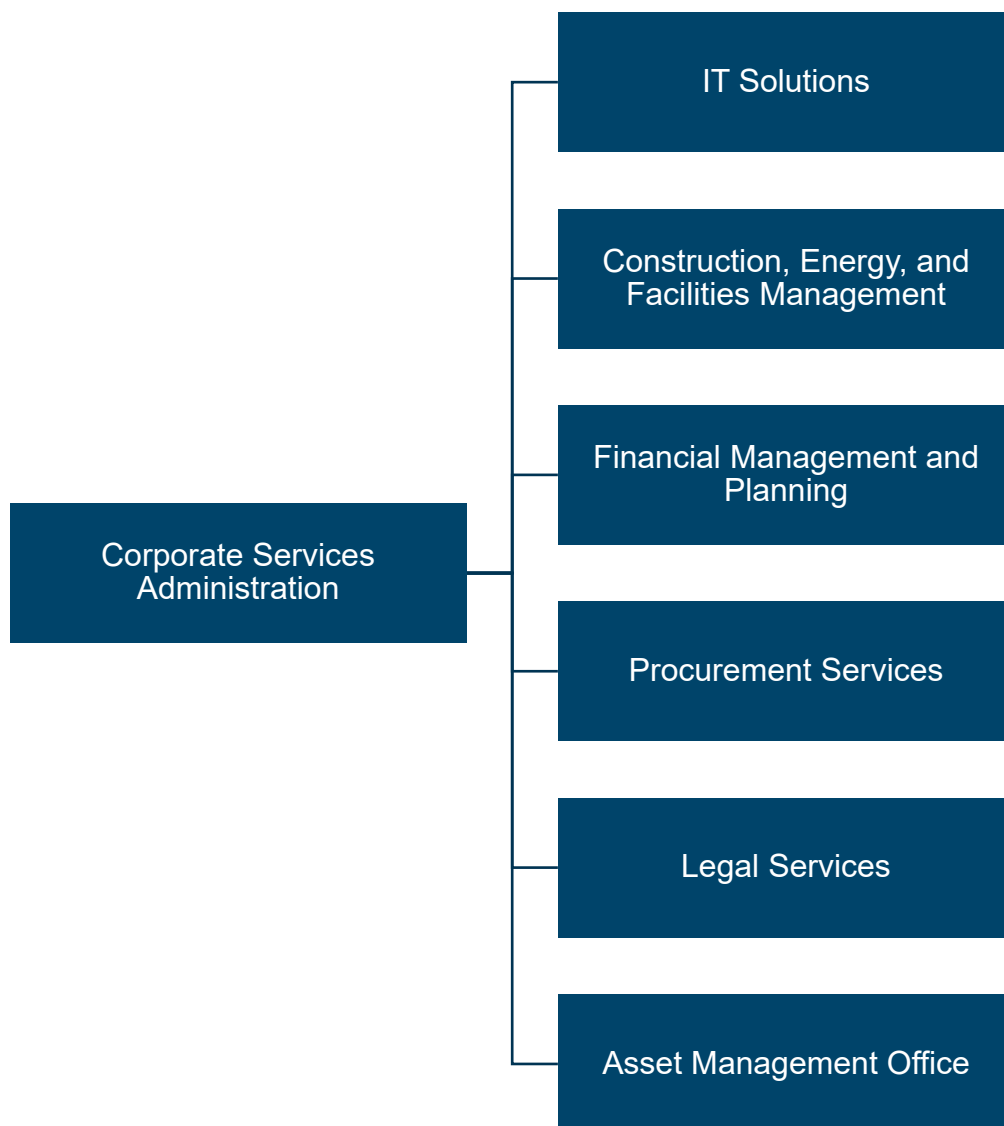
Council Strategic Priority	Measure	Current	Previous	*Preferred Trend
Objective 1.3	Attainment of GFOA Award for Distinguished Budget Presentation	Achieved	Achieved	Achieved
Objective 1.3	S&P Credit Rating	AA+ Stable	AA+ Stable	AA+
Objective 1.3	Annual Repayment Limit	6.4%	6.6%	Less than 25%
Objective 1.3	Operating costs for centralized purchasing per 1,000 goods and services	\$5.07	\$3.84	\$4.00
Objective 1.3	In house legal operating cost per \$1,000 municipal operating and capital expenditures	\$1.39	\$1.45	\$1.87
Objective 1.3	IT costs per supported municipal FTE	\$2,655	\$2,655	\$4,714
Objective 1.3	Accounts payable operating cost per invoice	\$4.93	\$5.75	\$6.19
Objective 1.3	Accounts payable operating cost per FTE	\$69,706.67	\$73,102.01	\$73,100
Objective 1.3	Operating cost of accounts receivable per invoice	\$6.70	\$6.67	\$26.47
Objective 1.3	% of invoices paid within 30 days	81.1%	81.6%	77.3%
Objective 1.3	% of billings outstanding over 90 days at year end	3.92%	6.11%	9.24%
Objective 1.3	% of electronic payments	86.0%	87.5%	86.0%

Department Summaries – Corporate Services

Council Strategic Priority	Measure	Current	Previous	*Preferred Trend
Objective 1.3	Facilities management cost per square foot	\$8.39	\$8.15	\$9.16

*Preferred Trend based on median of all municipalities participating in MBN Canada benchmarking.

Who works for Corporate Services?



Department Summaries – Corporate Services

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Corporate Services Administration	2.0	0.0	2.0	0.0	2.0	0.0
IT Solutions	51.0	7.0	51.0	6.0	55.0	6.0
Construction, Energy, and Facilities Management	52.4	9.7	53.4	8.7	60.1	3.0
Financial Management and Planning	70.0	2.0	70.0	1.0	71.0	0.0
Procurement Services	19.0	0.0	14.0	0.0	14.0	0.0
Legal Services	14.0	0.0	16.0	0.0	16.0	0.0
Asset Management Office	7.0	0.0	7.0	0.0	7.0	0.0
Total	215.4	18.7	213.4	15.7	225.1	9.0

FTE Variance from 2024 to 2026	Permanent	Temporary
Total	11.7	(6.7)

Changes to FTE in the 2025 budget include:

- IT Solutions increased 4.0 Permanent FTE:
 - +1.0 IT Security Compliance and Risk Specialist
 - +1.0 IT Data Engineer
 - +1.0 IT Project Manager
 - +1.0 Associate Director, Chief Information Security Officer
- Construction, Energy, and Facilities Management increased 6.7 Permanent FTE and decreased (5.7) Temporary FTE:
 - +1.0 Customer Service Analyst Permanent FTE, (1.0) Temporary FTE
 - +3.0 Customer Service Associate Permanent FTEs, (3.0) Temporary FTEs
 - +0.7 High Security Facilities Cleaner Permanent FTE, (0.7) Temporary FTE
 - +1.0 Project Manager – Energy Permanent FTE, (1.0) Temporary FTE

Department Summaries – Corporate Services

- +1.0 Contract Administrator Permanent FTE
- Financial Management and Planning increased 1.0 Permanent FTE and decreased (1.0) Temporary FTE:
 - +1.0 Debt Analyst Permanent FTE
 - (1.0) Manager ERP Business Support Temporary FTE

Operating Budget Summary (in thousands)

Council approved Corporate Services budget before indirect allocations of \$56,871 gross and \$54,987 net. The Corporate Services budget after indirect allocations amounted to \$2,538 gross (Gross Expenditure plus Indirect Allocation) and \$654 net.

Labour Related Costs – The increase of \$2,556 is due to base compensation increases and approved program changes.

Administrative – The increase of \$930 is mainly due to increase in the Region and NTC insurance premium of \$452 and one-time costs funded from taxpayer relief reserve for property valuations of \$250 and consulting to update the asset management plan of \$50.

Occupancy and Infrastructure – The increase of \$360 is mainly the result of utilities and HVAC maintenance costs.

Equipment, Vehicles and Technology – The increase of \$1,084 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 of \$118, consulting related to social procurement of \$100, small facility energy-related projects of \$100, and the extra working day for \$82.

Indirect Allocation – The increase of \$5,381 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	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	22,199	24,050	26,606	2,556	10.6%
Administrative	8,813	9,418	10,348	930	9.9%
Operational and Supply	254	228	325	97	42.5%
Occupancy and Infrastructure	11,165	12,097	12,457	360	3.0%
Equipment, Vehicles, and Technology	4,228	5,301	6,385	1,084	20.4%
Partnerships, Rebates & Exemptions	1	0	0	0	0.0%
Financial Expenditures	45	0	0	0	0.0%
Transfers to Funds	2,647	693	757	64	9.2%
Intercompany Charges	(378)	(103)	(6)	97	(94.2%)
Gross Expenditures	48,974	51,683	56,871	5,188	10.0%
Federal and Provincial Grants	(252)	0	0	0	0.0%
By-Law Charges and Sales	(458)	(451)	(338)	113	(25.1%)
Other Revenue	(1,343)	(1,346)	(1,171)	175	(13.0%)
Transfers from Funds	(1,968)	(410)	(375)	35	(8.5%)
Gross Revenue	(4,021)	(2,207)	(1,884)	323	(14.6%)
Net Direct Expenditure before Indirect Allocations	44,953	49,476	54,987	5,511	11.1%
Program Support Allocation	(44,456)	(48,952)	(54,333)	(5,381)	11.0%
Indirect Allocation	(44,456)	(48,952)	(54,333)	(5,381)	11.0%
Net Expenditure/(Revenue) After Indirect Allocations	497	524	654	130	24.9%

Department Summaries – Corporate Services

Capital Budget Summary (in thousands)

The 2025 capital program represents 20 projects budgeted at \$17,855.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	17,855
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	17,855

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
25-IT-WiFi Access Replacement	60	51 Wireless Access Points are now End of support Life.
25-IT-Backup Storage Expansion	320	Addition of disk space to the Enterprise Backup Solution.
25-IT-Print Management Software	235	Software solution to manage our complex printing needs and security.
25-IT-SQL Upgrade	825	Database migration to the latest version of SQL Server and Application Redesign.
25-IT-Infrastructure Server Replacement	225	Replacement of End of Life and End of Support Servers that currently run Critical IT services.
25-IT-Corporate Intranet Replacement	250	Replacement of End of Life Intranet platform no longer being developed by the vendor
25-IT-Low-Code Development Platform	320	Replacement of rapid software application development platform due to current vendor discontinuing the functionality.
25-IT-Privileged Account Management Licenses	375	Access management licenses and end point protection product.

Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
25-IT-End of Life Computer Replacement and Operating System Upgrade	2,250	Replace end of life computer equipment for staff and support to upgrade all staff computers to Windows 11.
25-IT-HQ and Remote Site Support Enterprise Storage (SAN) Replacement	2,500	Replacement of End of Life and End of Support Enterprise Storage Solution.
25-IT-Hardware Inventory	100	Have an inventory of hardware required to support the Region.
25-IT-Data Management Platform	875	Implement an enterprise technology solution and supporting framework to ensure the effective management and utilization of our Corporate data assets.
25-Building Utilization Improvement	1,500	Project to maximize building utilization throughout the Region's existing administrative space improving the efficiency of Region workspaces.
25-Annual-Code & Leg Compliance	1,000	Annual capital expenditures required to modify Region facilities and services to align with changes in legislation, building codes, accessibility/AODA requirements, and due to aging infrastructure.
25-HQ Campbell West-Geothermal Field	1,000	Design and Rough-in of systems for Geoexchange (geothermal) heating and cooling system at Region Headquarters. System replaces existing gas-fired and end of life equipment, contributing to net zero by 2050.
25-Children's Centre Welland-HVAC Replacement	340	Replacement of HVAC equipment at Welland Childcare that has reached end of life.
25-Children's Centre Fort Erie-HVAC Replacement	350	Replacement of HVAC equipment at Fort Erie Childcare that has reached end of life.
25-Children's Centre Niagara Falls/Branscombe-Elevator Refurbishment	300	Replacement of elevator equipment at Niagara Falls Childcare facility that has reached end of life.

Department Summaries – Corporate Services

Project Name	Gross Capital Request	Project Description
25-EMS Virgil Station - Land and Building Design	4,530	Purchase land and complete design for EMS Station in Virgil. Construction budget will be requested as part of 2026 capital budget.
25-Adult Day Grimsby-Leasehold Buildout	500	Capital project required for leasehold improvements for the West Niagara Adult Day Program.
Total	17,855	

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, Seniors Services, Social Assistance and Employment Opportunities, and Housing Services. Additionally, a team coordinating community strategies and priorities is centralized in Community Services reporting into the Commissioner.

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 high-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 for eligible families, support for children who may be at risk of a developmental delay or have diagnosed special needs, as well as operating five licensed childcare centres and a home childcare program servicing the Niagara region. In addition, this division provides provincially funded operating grants to eligible service providers to support operations and staff employed in licensed childcare programs. The division is accountable for administering and expansion of 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.

Department Summaries - Community Services

Seniors Services provides high quality, compassionate care to our residents and clients through a range of integrated programs and partnerships. The division operates a number of community programs (wellness, outreach and residential) as well as seven 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, support staff, and Personal Support Workers who provide 24-hour nursing care and support. Residents can also access physician, recreational activities, on-site physiotherapy, dietitian support, rehabilitation, counselling as well as pastoral care.

Homelessness Services 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 150 beds of shelter, bridge housing and recuperative care beds. The team also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis.

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; tenant support, eviction prevention and community engagement; and supporting investments in a number of other program areas including Housing First, Niagara Renovates, and the Welcome Home Niagara Homeownership Program.

Community Strategic Priorities is a team that provides centralized community engagement, coordinates community strategy and leads departmental priorities reporting directly into the Commissioner Community Services. This team coordinates the Community Safety and Well-Being plan, the Region's 10-year Housing and Homelessness Action Plan as well as the local Supportive Housing Strategy.

Department Summaries - Community Services

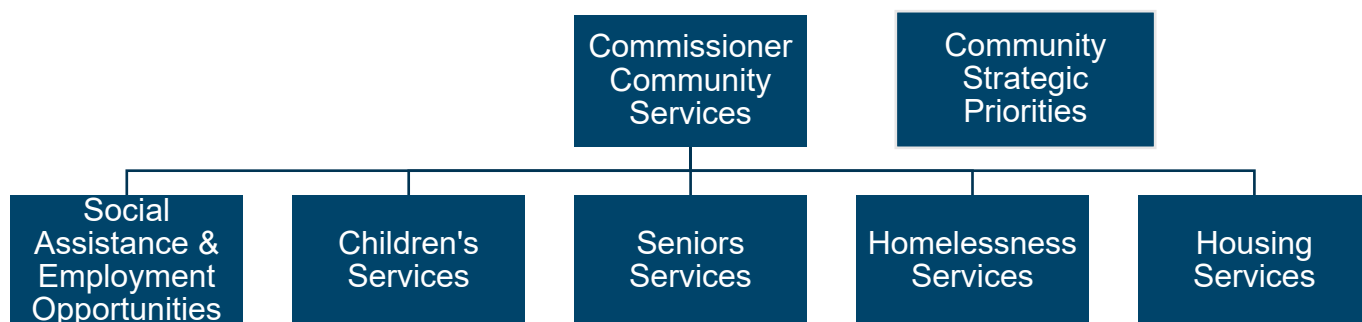
How is Community Services measured?

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	9,252	9,047	Increase
Objective 3.3	Chronically Homeless Move-Ins (into housing)	336	298	Increase
Objective 3.1	Ontario Works Caseloads	13,262	12,383	Decrease
Objective 1.3	Eligible licensed child care centre based spaces enrolled in Canada-Wide Early Learning and Child Care (CWELCC) Program	8,610	7,735	Increase
Objective 1.3	Licensed childcare centre-based spaces in Niagara Region	13,867	12,688	Increase
Objective 3.3	Persons Experiencing Homelessness	1,136	1,229	Decrease

Department Summaries - Community Services

Who works for Community Services?



Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Commissioner and Community Strategic Priorities	7.0	6.0	8.0	5.0	9.0	4.0
Social Assistance and Employment Opportunities	204.6	2.0	204.6	2.0	225.6	1.0
Children's Services	98.9	6.0	100.9	4.0	102.9	3.3
Seniors Services	1,051.6	42.7	1,144.7	15.2	1,144.7	4.0
Homelessness Services	12.0	32.1	12.0	48.1	12.0	56.2
Housing Services	63.0	6.0	65.0	4.0	71.0	3.0
Total	1,437.1	94.8	1,535.2	78.3	1,565.2	71.5

Department Summaries - Community Services

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	30.0	(6.8)

Changes to FTE in the 2025 budget include:

- Increase of 21 fully-funded permanent FTEs in Social Assistance and Employment Opportunities to stabilize the workforce and move toward an appropriate staff to client ratio
- Increase of 2 permanent fully-funded FTEs in Children's Services to support the Canada-Wide Early Learning and Child Care (CWELCC) program
- Increase of 8 temporary fully-funded FTEs in Homelessness Services for the direct operation of the emergency shelter programs
- Increase of 5 permanent FTEs in Housing Services to support the provision of property management services and pressures related to the increasing centralized housing waitlist
- Conversion of 2 temporary FTEs to 2 permanent FTEs within Housing Services and Commissioner and Community Strategic Priorities
- Decrease of 11.2 temporary FTEs in Seniors Services related to programs that are now receiving permanent funding from the Ministry of Long-Term Care

Operating Budget Summary (in thousands)

Council approved Community Services budget before indirect allocations of \$556,795 gross and \$64,924 net. The Community Services budget after indirect allocations amounted to \$587,033 gross (Gross Expenditure plus Indirect Allocation) and \$95,162 net.

Labour Related Costs – The increase of \$10,748 is primarily related to base compensation increases across all divisions. In addition, there is an increase of \$1,797 related to provincially funded staffing in Social Assistance and Employment Opportunities to stabilize the workforce and move toward an appropriate staff to client ratio, and an increase of \$1,356 for additional FTEs to address operational pressures in Children's Services, Homelessness and Housing Services. Furthermore, Seniors Services added 80.1 fully funded FTEs in April 2024 tied to the Ministry's four hours of care staffing plan which, over the full 12 months of 2025, amounts to an additional \$1,603 of labour costs with associated ministry funding.

Community Assistance – The increase of \$94,955 is primarily related to an increase in funded programs, which are made up of the Canada-Wide Early Learning and Child Care Program of \$76,556, Social Assistance right-sizing of benefits based on caseload of \$14,943, provincial Housing funding allocated to providers of \$1,788, and increases to non-profit and co-operative housing providers to fund necessary capital work of \$1,200. Cost pressures included inflationary increases in programming of \$2,653, which was primarily to run shelters including provider wages, food costs, and the addition of the new South Niagara shelter. These increases are

Department Summaries - Community Services

offset by reduced operating subsidies to housing providers as they reach the end of their mortgage terms, in line with the Housing Provider End of Mortgage Strategy.

Federal and Provincial Grants – The increase of \$99,157 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 of \$76,578, Social Assistance rightsizing of benefits based on caseload of \$16,943, Seniors base funding increases of \$3,829, additional construction funding for the Gilmore Lodge and Linhaven redevelopment projects of \$1,968, and additional funding tied to the four hours of care staffing program of \$1,603.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	142,776	156,507	167,255	10,748	6.9%
Administrative	2,422	3,250	2,484	(766)	(23.6%)
Operational and Supply	11,295	11,858	12,039	181	1.5%
Occupancy and Infrastructure	5,973	5,588	5,941	353	6.3%
Equipment, Vehicles, and Technology	2,460	2,491	2,452	(39)	(1.6%)
Community Assistance	257,443	264,515	359,470	94,955	35.9%
Partnership, Rebates & Exemptions	0	900	708	(192)	(21.3%)
Financial Expenditures	75	0	0	0	0.0%
Transfers to Funds	10,632	7,923	5,428	(2,495)	(31.5%)
Intercompany Charges	641	889	1,018	129	14.5%
Gross Expenditures	433,717	453,921	556,795	102,874	22.7%
Federal and Provincial Grants	(346,116)	(361,807)	(460,964)	(99,157)	27.4%
By-Law Charges and Sales	(3,176)	(1,774)	(1,939)	(165)	9.3%
Other Revenue	(26,641)	(26,254)	(27,240)	(986)	3.8%
Transfers from Funds	(1,298)	(3,343)	(1,728)	1,615	(48.3%)
Gross Revenue	(377,231)	(393,178)	(491,871)	(98,693)	25.1%
Net Direct Expenditure before Indirect Allocations	56,486	60,743	64,924	4,181	6.9%
Program Support Allocation	12,045	12,771	15,431	2,660	20.8%
Capital Financing Allocation	12,150	12,234	14,807	2,573	21.0%
Indirect Allocation	24,195	25,005	30,238	5,233	20.9%
Net Expenditure/(Revenue) After Indirect Allocations	80,681	85,748	95,162	9,414	11.0%

Department Summaries - Community Services

Capital Budget Summary (in thousands)

The 2025 capital program represents 2 distinct projects budgeted at \$1,851.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	1,851
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	1,851

Amounts in thousands (\$)

	Gross Capital Request	Project Description
25 - LTC Homes - Resident Care Equipment	461	Long-Term Care Homes provide care and services for physically, cognitively and medically compromised seniors. Under the Fixing Long-Term Care Act all LTC operators must provide a safe and secure environment for residents, this includes the provision of resident care equipment appropriate to meet care needs and to mitigate risk for both residents and staff.
25 - LTC Homes - Annual Capital Improvements/Replacements	1,390	Long-Term Care home capital improvement project priorities are identified based on building condition assessments, equipment lifecycle data, preventative maintenance insights, Ministry of LTC legislative and regulatory requirements and in-depth business analyses. Identified projects prioritize safety, operational efficiency, and incorporate energy-efficient upgrades to reduce costs and meet compliance standards.
Total	2,181	

Public Health and Emergency Services

Mission Statement:

Working to protect, promote and improve the health and health equity of Niagara's population.

What does Public Health and Emergency Services do?

The work of the Public Health and Emergency Services department is 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.

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 by providing intensive community-based mental health treatment and support for adults and youth experiencing serious and persistent mental illness. All CSD programs and services are delivered through clinic settings, home visiting and school settings.

Environmental Health ensures that the environment we live in is safe and supports healthy living. Routine inspections are conducted in all food establishments, long term care and retirement homes (LTCHs/RHs), international agricultural worker housing, personal service settings, 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 conducted, as well as surveillance of mosquitoes and ticks to prevent West Nile Virus and tickborne diseases. Public Health Nurses and Inspectors also support some of Niagara Region's most vulnerable populations in LTCHs/RHs, childcare settings and shelters through outbreak management. Tobacco control officers (TCOs) conduct routine and complaint-based inspections of secondary schools, hospitals and establishments that display and promote tobacco and vapour products. The division also investigates public health concerns related to potential environmental health hazards and supports emergency management for public health related emergencies.

Department Summaries - Public Health and Emergency Services

The **Family and Community 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. It also addresses community health needs through outreach, community development and asset building, and community-based interventions that aim to empower, educate, advocate, and promote various health services/supports throughout Niagara. Some of the program areas include Healthy Babies Healthy Children, Nurse Family Partnership, child health, dental health (children and seniors), and school health programs providing support and resources to educators and families of school-aged children.

The **Health Promotion and Foundational Standards** division provides functional support and leadership across a broad spectrum of areas including continuous quality improvement, planning and evaluation, strategic initiatives, business continuity and emergency response planning, 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 and other health care providers, municipal, and community partners, educational institutions, and Indigenous organizations. The HPFS division uses data and evidence to direct the development and implementation of comprehensive health promotion strategies to address primordial prevention for non-communicable diseases, injuries, population, mental health, and healthy growth, development, and aging.

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

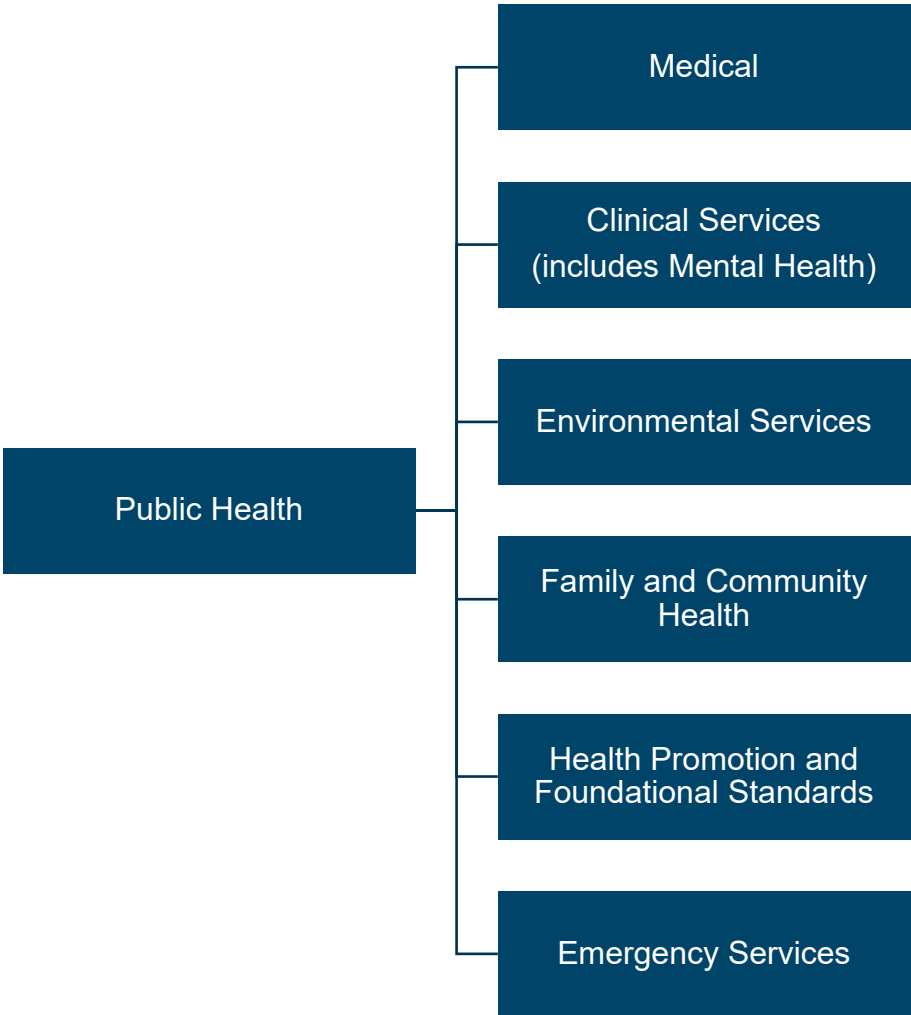
How is Public Health and Emergency Services measured?

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	Priority 1 Response Compliance	72.0%	71.6%	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	522.4	574.8	Decrease
Objective 1.3	Self-reported diabetes prevalence	9.5%	7.4%	Decrease
Objective 1.3	Suspected opioid overdoses	770	734	Decrease
Objective 1.3	Opioid toxicity-related deaths per 100,000	26.9	25.6	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	\$47.36	\$47.02	Decrease
Objective 1.4	FTE per population count	1,649	1,589	Increase
Objective 1.1	Hours of Ambulance Offload Delay	25,539	27,661	Decrease
Objective 1.1	Special Teams Diversion Rate	72.6%	68.5%	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	2023 Permanent	2023 Temporary	*2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Medical Division	8.0	1.0	13.0	0.0	12.8	0.0
Chronic Disease and Injury Prevention	38.6	3.0	33.1	0.0	0.0	0.0
Clinical Services	72.5	44.0	72.0	10.0	66.0	0.0
Environmental Health	46.0	7.0	46.0	3.0	54.0	1.0
Family and Community Health	115.1	10.0	109.5	0.0	101.9	0.0
Health Promotion and Foundational Standards	40.8	9.5	32.3	0.0	67.6	0.0
Mental Health	58.0	1.3	57.0	1.5	57.0	1.0
Emergency Medical Services	338.7	21.3	339.7	24.0	359.6	21.2
Total	717.7	176.7	702.6	38.5	719.0	23.2

*Reflects adjusted 2024 base budget after 10 permanent FTE positions were moved to other Niagara Region departments following Public Health's Strategic Review in 2024.

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	16.4	(15.3)

Department Summaries - Public Health and Emergency Services

Changes to FTE in the 2025 budget include:

Public Health General

- 4.5 permanent FTE reduction following divestiture of the Infant & Child Development Services (ICDS) program in Q1 2025.
- 1.0 permanent FTE increase relates to IPAC Hub Specialist position change from temporary to permanent following approval of Ministry base funding to support this position.
- 10.0 temporary FTE reduction following discontinued Ministry funded pandemic recovery services as of March 31, 2024.
- 2.0 temporary FTE reduction relates to IPAC Hub Health Promoter and Specialist positions.
- 0.5 temporary FTE reduction in temporary Mental Health Supervisor position.

Emergency Medical Services

- 19.0 FTE increase to add 2 24-hour ambulances (16 Paramedics, 2 Schedulers, 1 Supply Technician)
- 1.8 FTE reduction for expiring temporary positions (Emergency Management Strategic Projects Coordinator and ePCR Project Manager)

Department Summaries - Public Health and Emergency Services

Operating Budget Summary (in thousands)

Council approved the Public Health and Emergency Services budget before indirect allocations of \$126,664 gross and \$41,246 net. The Public Health and Emergency Services Budget after indirect allocations amounted to \$150,980 gross (Gross Expenditure plus Indirect Allocation) and \$65,562 net.

Labour Related Costs – Total labour related costs increased by \$5,799. The Public Health costs increased by \$1,842 due to inflationary and negotiated pay increases, netted with a decrease of \$1,522 from the reduction of FTE positions as noted in the previous section. EMS costs increased by \$5,478. An increase of \$2,786 was due to additional staff required for the 2 new 24-hour ambulances. WSIB increased by \$550, and the remaining \$2,143 was due to inflationary and negotiated pay increases.

Operational and Supply– Operational program costs increased by \$1,888. Of this increase \$1,390 was related to increased budget for the EMS Dedicated Offload Nurse Program (DONP). This cost however is fully offset by incremental Provincial Grant Revenue (below). EMS medical and operating supplies also increased by \$219 from the previous year's budget.

Equipment, Vehicles, Technology – The majority of the \$264 increase is due to increasing costs for EMS 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.

Intercompany Charges – There is a total increase of \$150, mostly due to an increase in the allocation between departments with Niagara Regional Police (NRPS) related to 911 lines of \$172.

Federal and Provincial Grants – The net increase in provincial funding is \$2,200. The PH portion includes an increase of \$247 (1%) in Ministry base funding for Mandatory programs, \$305 in IPAC Hub funding (previously budgeted under Other Revenue), \$46K in annual base funding from Ontario Health for the Healthy Babies program, netted with a decrease of \$1,172 in prior year one-time MOH pandemic recovery grant and \$445K in MCCSS funding after ICDS program ends in Q1 2025. The EMS portion is an increase of \$3,219 consisting of \$1,565 in Land Ambulance funding, \$1,390 DONP funding, and \$264 Dispatch funding.

Other Revenue – The decrease of \$298 primarily relates to the IPAC Hub funding now budgeted under provincial grants.

Department Summaries - Public Health and Emergency Services

Transfers from Funds – The net increase of \$1,541 includes a budgeted one-time transfer from reserves to EMS of \$1,862 to offset the funding lag of Ministry revenue related to the 2 new 24-hour ambulances added in 2025, netted with a \$321 decrease related to the two extra payroll days in both Public Health and EMS combined, that were funded in 2024 on a one-time basis from reserves.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	105,966	102,275	108,074	5,799	5.7%
Administrative	1,927	1,680	1,677	(3)	(0.2%)
Operational and Supply	9,289	8,219	10,107	1,888	23.0%
Occupancy and Infrastructure	1,195	970	899	(71)	(7.3%)
Equipment, Vehicles, and Technology	2,997	3,046	3,310	264	8.7%
Community Assistance	18	0	0	0	0.0%
Financial Expenditures	1	0	0	0	0.0%
Transfers to Funds	198	68	60	(8)	(11.8%)
Intercompany Charges	2,424	2,387	2,537	150	6.3%
Gross Expenditures	124,016	118,644	126,664	8,020	6.8%
Federal and Provincial Grants	(88,582)	(80,576)	(82,776)	(2,200)	2.7%
By-Law Charges and Sales	(86)	(96)	(94)	2	(2.1%)
Other Revenue	(1,174)	(984)	(686)	298	(30.3%)
Transfers from Funds	(906)	(321)	(1,862)	(1,541)	480.1%
Gross Revenue	(90,748)	(81,977)	(85,418)	(3,441)	4.2%
Net Direct Expenditure before Indirect Allocations	33,268	36,667	41,246	4,579	12.5%
Program Support Allocation	11,516	12,310	12,981	671	5.5%
Capital Financing Allocation	7,683	6,941	11,335	4,394	63.3%
Indirect Allocation	19,199	19,251	24,316	5,065	26.3%
Net Expenditure/(Revenue) After Indirect Allocations	52,467	55,918	65,562	9,644	17.3%

Department Summaries - Public Health and Emergency Services

Capital Budget Summary (in thousands)

The 2025 capital program represents 7 distinct projects budgeted at \$5,495.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	4,084
Debt	0
Development Charges	1,410
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	5,495

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2025 EMS New Emergency Response Vehicles (ERV)	182	Acquisition of 3 new emergency response vehicles
2025 EMS Ambulance & Eqpt Repl	3,230	Replacement of 10 ambulances and ambulance equipment
2025 EMS ERV Signal Pre-emption	147	Installation of traffic signal pre-emption for emergency response vehicles (ERVs).
2025 EMS Training Laptops	25	Acquisition of 25 laptops for EMS training
2025 EMS Offload Stretcher Rep	130	Replacement of 13 offload stretchers at local hospitals
2025 EMS New Ambulances	1,228	Acquisition of 3 new ambulances
2025 EMS Emergency Response Vehicle (ERV) Replacement	552	Replacement of 4 emergency response vehicles
Total	5,495	

Public Works

Mission Statement:

The Public Works Department creates and maintains municipal infrastructure to support the communities of Niagara, delivering effective and efficient services that prioritize the well-being of both current and future residents. The department is made up of four divisions, each with specific mandates, as outlined below.

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.

The Public Works Department is unique in that it has divisions that fall under the General Tax Levy, the Waste Management Special Tax Levy, and the Water Wastewater Rate.

Infrastructure Planning and Development is a part of the General Tax Levy and ensures that growth aligns with both the location and timing of current and future infrastructure to promote orderly and fiscally sustainable development. The division's key duties include developing infrastructure master plans, growth management and analytics, tracking infrastructure capacity, development reviews, and administering regional incentives.

Transportation Services is a part of the General Tax Levy and is responsible for constructing, operating, and maintaining a multimodal transportation network that ensures safe, efficient, and effective transportation and goods movement for the residents and visitors of Niagara Region. The division's functions include capital design, construction, operations, and maintenance of the regional roadways. Additionally, Transportation oversees Niagara's corporate fleet.

Each division that falls under the General Tax Levy is discussed in greater detail under the [Public Works – Levy Department Summary](#).

Waste Management encapsulates the Waste Management Special Tax Levy and is responsible for providing efficient, cost-effective, and environmentally responsible waste management services that promote sustainability and enhance resource recovery. The division's functions include capital design and construction, waste collection and diversion, and waste disposal operations for closed and open sites. The division is also responsible for public education and outreach and enforcement of the waste management bylaw.

Department Summaries – Public Works

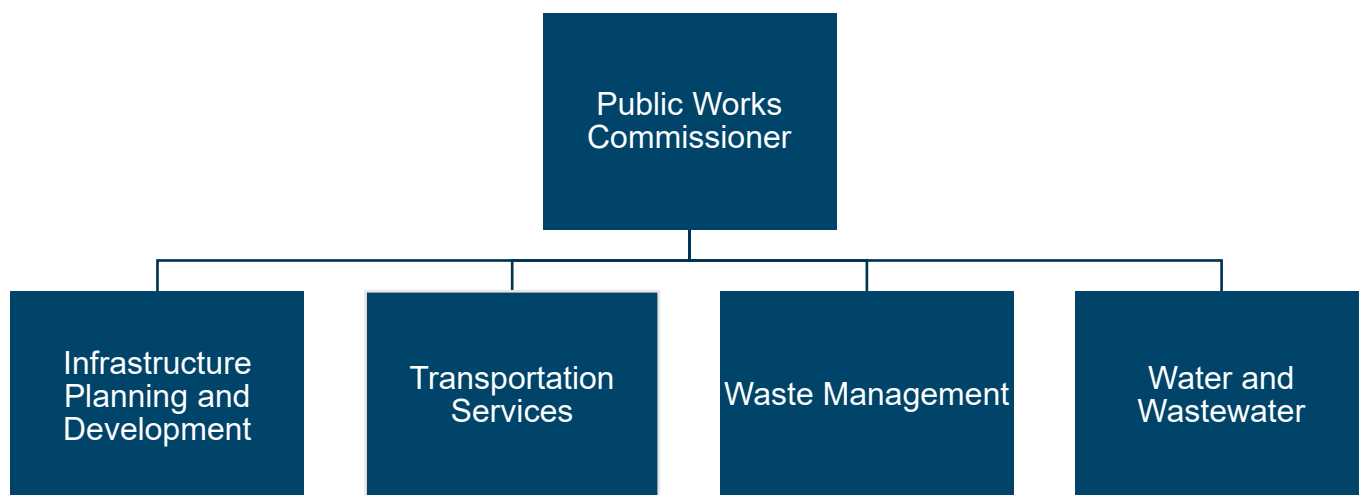
The details of the Waste Management division can be found under the [Waste Management Special Tax Levy Department Summary](#).

Water and Wastewater encapsulates the Water Wastewater Rate and is responsible for providing safe and reliable drinking water and effective management of wastewater for the communities of Niagara Region. The division's functions include capital design and construction, operations and maintenance, and ensuring regulatory compliance.

The details of the Water and Wastewater division can be found under the [Water and Wastewater Rates Department Summary](#).

Department Summaries – Public Works

Who works for Public Works?



Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Public Works Commissioner	2.0	0.0	2.0	0.0	2.0	0.0
Infrastructure Planning and Development	28.5	0.0	36.5	0.0	37.5	0.0
Transportation Services	195.0	6.2	197.0	4.2	201.0	4.0
Waste Management	34.0	3.7	34.0	0.7	35.7	0.0
Water and Wastewater	279.6	3.9	280.6	3.9	301.0	4.0
Total	539.1	13.8	550.1	8.8	577.2	8.0

Public Works - Levy

Mission Statement:

Creates and maintains municipal infrastructure to support the communities of Niagara, delivering effective and efficient services that prioritize the well-being of both current and future residents.

What does Public Works - Levy do?

Transportation Services is responsible for the constructing, operating, and maintaining a multimodal transportation network that ensures safe, efficient, and effective transportation and goods movement for the residents and visitors of Niagara Region. The division's functions include capital design, construction, operations, and maintenance of the regional roadways. Additionally, Transportation oversees Niagara's corporate fleet. 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

Infrastructure Planning and Development is responsible for overarching strategy and policy, ensuring alignment and cohesion across the department. The division ensures that growth aligns with both the location and timing of current and future infrastructure to promote orderly and fiscally sustainable development. The division's key duties include developing infrastructure master plans, growth management and analytics, tracking infrastructure capacity, development reviews, and administering regional incentives.

Department Summaries – Public Works - Levy

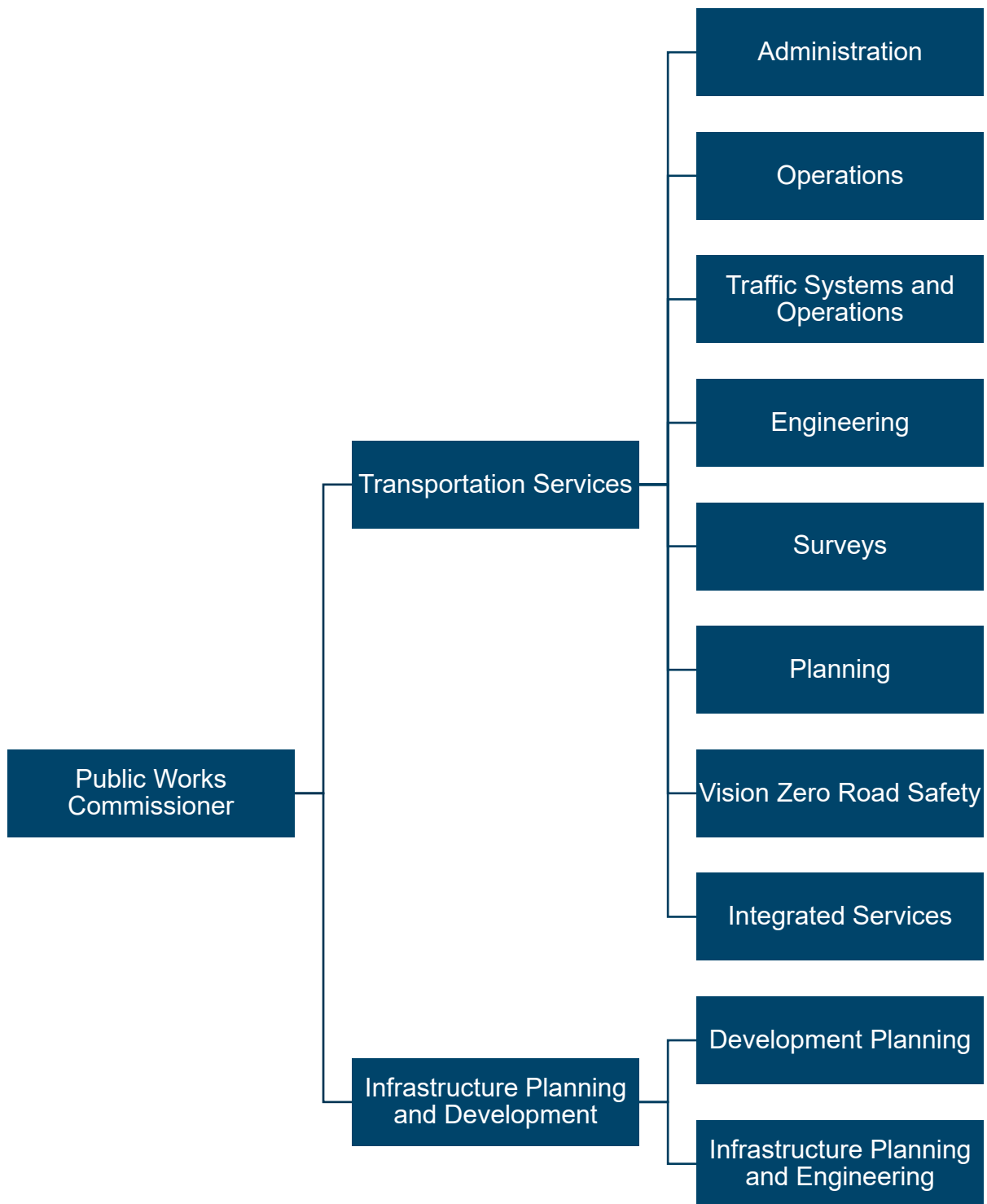
How is Public Works - Levy measured?

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)	63.0%	64.0%	70.0%
Objective 2.3	Bridge Condition Rating (BCI)	71.0%	69.0%	75.0%
Objective 1.1	Achievement of Memorandum of Understanding (MOU) development review timelines	91%	91%	Increase

Department Summaries – Public Works - Levy

Who works for Public Works - Levy?



Department Summaries – Public Works - Levy

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Administration	10.0	0.0	11.0	0.0	11.0	0.0
Operations	83.4	0.0	83.4	0.0	83.6	0.0
Traffic Systems and Operations	42.6	0.0	41.6	0.0	42.4	0.0
Engineering	18.0	0.0	18.0	0.0	20.0	0.0
Surveys	4.0	1.2	4.0	1.2	4.0	1.0
Planning	11.0	3.0	13.0	1.0	12.0	1.0
Vision Zero Road Safety	0.0	0.0	0.0	0.0	2.0	0.0
Integrated Services	26.0	2.0	26.0	2.0	26.0	2.0
Development Planning	15.0	0.0	22.0	0.0	23.0	0.0
Infrastructure Planning and Engineering	13.5	0.0	14.5	0.0	14.5	0.0
Total	223.5	6.2	233.5	4.2	238.5	4.0

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	5.0	(0.2)

Changes to FTE in the 2025 budget include:

- Addition of 2.0 Project Managers – Transportation Engineering
- Addition of 1.0 Project Manager – Transportation Planning
- Addition of 1.0 Traffic Systems Technician
- Addition of 1.0 Grant and Incentive Program Manager
- Reduction of 0.2 for Temporary Surveys Mapping Analyst position

Department Summaries – Public Works - Levy

Operating Budget Summary (in thousands)

Council approved the Transportation Services and Infrastructure Planning and Development budget before indirect allocations of \$38,637 gross and \$33,437 net. The Transportation Services and Infrastructure Planning and Development budget after indirect allocations amounted to \$92,370 gross (gross expenditure plus indirect allocations) and \$87,170 net.

Labour Related Costs – The increase of \$1,513 includes \$1,153 in compensation and \$360 in benefits increases which include the addition of five new permanent positions in 2025.

Administrative – The increase of \$645 includes \$275 in one-time consulting, \$189 in other professional services, and \$181 in other administrative costs.

Operational and Supply – The increase of \$1,081 is primarily related to an increase of \$837 in hired equipment costs including \$400 increase to lane marking contract, \$200 related to stormwater management system maintenance and repair, \$80 for winter maintenance contract, and \$75 for soil testing and disposal as well as an increase of \$244 in other program specific supplies and materials including \$100 for winter salt.

Occupancy & Infrastructure – The increase of \$71 is mainly due to \$50 increase in waste clean-up costs and \$21 in electricity and railway crossing maintenance costs.

Equipment, Vehicles, and Technology – The increase of \$879 is primarily the result of increased costs from higher vehicle and equipment repairs on aging fleet vehicles of \$530, higher fuel costs of \$72, higher other equipment and technology costs of \$126, and higher equipment lease costs of \$151 related to Vision Zero Road Safety Program.

Transfers to Funds – The increase of \$863 is due to revision from \$0 to \$863 for Vision Zero Road Safety Program year-end surplus of net revenues after all program expenses and cost sharing with the LAMs being transferred to its dedicated reserve for future use.

Intercompany Charges – The increase of \$1,646 is due to a higher allocation from Court Services of \$1,046 to cover Transportation costs related to the Vision Zero Road Safety Program, higher net Fleet vehicle and equipment program charges of \$482, and other corporate services costs of \$118.

By-Law Charges and Sales – The decrease of \$150 is due to lower signal maintenance revenue.

Transfers from Funds – The increase of \$324 is due to one-time funding of \$275 to accommodate one-time consulting assignments and \$49 in other transfers from funds.

Department Summaries – Public Works - Levy

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	19,845	22,878	24,391	1,513	6.6%
Administrative	1,593	2,594	3,239	645	24.9%
Operational and Supply	9,403	10,374	11,455	1,081	10.4%
Occupancy and Infrastructure	765	776	847	71	9.1%
Equipment, Vehicles, and Technology	3,553	3,867	4,746	879	22.7%
Partnership, Rebates & Exemptions	197	67	67	0	0.0%
Financial Expenditures	3	0	0	0	0.0%
Transfers to Funds	1,549	0	863	863	0.0%
Expense Allocations to Capital	(76)	(140)	(140)	0	0.0%
Intercompany Charges	(3,357)	(5,184)	(6,830)	(1,646)	31.8%
Gross Expenditures	33,476	35,232	38,637	3,405	9.7%
Federal and Provincial Grants	(1)	0	0	0	0.0%
By-Law Charges and Sales	(4,236)	(4,200)	(4,050)	150	(3.6%)
Other Revenue	(1,061)	(724)	(744)	(20)	2.8%
Transfers from Funds	(1,733)	(82)	(406)	(324)	395.1%
Gross Revenue	(7,032)	(5,006)	(5,200)	(194)	3.9%
Net Direct Expenditure before Indirect Allocations	26,444	30,226	33,437	3,211	10.6%
Program Support Allocation	5,572	4,748	6,213	1,465	30.9%
Capital Financing Allocation	42,079	48,739	47,520	(1,219)	(2.5%)
Indirect Allocation	47,651	53,487	53,733	246	0.5%
Net Expenditure/(Revenue) After Indirect Allocations	74,095	83,713	87,170	3,457	4.1%

Department Summaries – Public Works - Levy

Capital Budget Summary (in thousands)

The 2025 capital program represents 57 distinct projects budgeted at \$105,857.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	37,312
Debt	0
Development Charges	47,387
Canada Community Building	18,283
Provincial Gas Tax	0
Area Municipality	2,375
Other External Sources	500
Total Gross Capital Request and Funding	105,857

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
West End Facility Upgrade	1,000	West End Facility Upgrade
Rds Rehab-RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin	2,000	Reconstruction of RR81 York Rd from RR89 Glendale Ave to Dorr Rd
Struc Rehab - Niagara St. Bridge - Bridge Replacement	1,000	Replacement of Niagara Street Bridge Structure No. 050205
Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St	1,000	Reconstruction of RR87 Main St from Verdun Ave to Ontario St
Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	1,000	Capacity Improvements of RR37 Merritt Rd from Hwy 406 and RR54 Rice Rd
Struc Rehab - JR Stork Bridge - Bridge Rehab Str. 038205	10,500	Replacement of JR Stork Bridge Structure No. 038205
Int Imprv-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	2,000	Intersection Improvements at RR24 Victoria Ave at RR63 Canboro Rd and RR27 East Main St at RR84 Moyer Rd
Int Impr - RR100 Four Mile Creek at York Rd, NOTL	2,000	Intersection Improvements at RR100 Four Mile Creek Rd and York Rd
Rds Fac Prog-Traf Cntrl Cntr	300	New Traffic Control Centre

Department Summaries – Public Works - Levy

Project Name	Gross Capital Request	Project Description
20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	500	Replacement of Forty Mile Creek Bridge Structure No. 081205
20-Struc Rehab-RR12 Mountain St Retaining Wall	1,000	Rehabilitation of RR12 Mountain St Retaining Wall
Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	29,100	Capacity Improvements of RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Chippawa Creek Rd
Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	8,000	Replacement of Glendale Ave Bridge Struc No. 089215 and Rehabilitation of Glendale Ave Twin Culverts Struc No. 089305
22 - Annual Fleet & Vehicle Replacement	690	2022 Annual Fleet Vehicles and Equipment
Struc Rehab - 16 Mile Creek Bridge - Struc No. 039215	750	Rehabilitation of 16 Mile Creek Bridge Structure No. 039215
Struc Rehab - Stevensville Bridge (116215)	1,000	Replacement of Stevensville Rd Bridge Structure No. 116215
20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold	1,000	Capacity Improvements of RR54 Rice Rd from Merritt Rd to Quaker Rd
Int Imprv-RR81 St Paul W at Vansickle	1,500	Intersection Improvements at RR81 St. Paul St W and Vansickle Rd
Rds Rehab Caistorville Rd from Boundary to Conc 1	1,000	Reconstruction of RR2 Caistorville Rd from Regional Boundary to Concession 1
Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen	750	Reconstruction of RR116 Stevensville Rd from Eagle St to Bowen Rd
Cpcty Imprv - Hwy 20 Smithville Bypass	500	New Road - Smithville Bypass
Rds Rehab-RR81 York Rd Four Mile Creek to Queenston	1,000	Reconstruction of RR81 York Rd from RR100 Four Mile Creek Rd to Queenston Rd
25-Ann-Field Inspection Devices	55	2025 Annual Field Inspection Devices
24 Ann-Storm Sewer Asset Management Program	150	Annual Storm Sewer Asset Management Program
24 Ann-RWIS Enhancement Program / Pavement Sensors	80	2025 Road Weather Information System (RWIS) Program
Cpcty Imprv - 102 Stanley Ave Murray St to Peer Lane	1,000	Capacity Improvements of RR102 Stanley Ave from Murray St to Peer Lane

Department Summaries – Public Works - Levy

Project Name	Gross Capital Request	Project Description
24-Ann-Road Safety Strategic Plan	1,000	Annual Road Safety Strategic Plan
Rds Rehab-RR20 Hwy 20 Canborough to Station	750	Reconstruction of RR20 Hwy 20 from Canborough Rd to Station St
25 Fleet Pickup Trucks	1,005	2025 Annual Fleet Pickup Trucks
25 Fleet Dump Plow Trucks	3,858	2025 Annual Fleet Dump Plow Trucks
25 Fleet Crew Dump Trucks	1,803	2025 Annual Fleet Crew Dump Trucks
25 Fleet Utility Trailers	634	2025 Annual Fleet Utility Trailers
25 Fleet Line Striper	62	2025 Annual Fleet Line Stripers
25 Fleet Tractor	315	2025 Annual Fleet Tractor
Pavement Climate change study	150	2025 Annual Pavement Climate Change Study
25-Ann-Fleet Small Tools	40	2025 Annual Fleet Small Tool Replacement Program
Transportation Time Management Scanner	300	Transportation Time Management Scanner
25 Ann-Rds Rehab Emerg Const	1,000	2025 Annual Emergency Construction Program
25 Ann-Development Projects	500	2025 Annual Development Projects
25 Ann-Roads Eng for Future	500	2025 Annual Engineering for Future Road Projects
25 Ann-Road Property Acquis	200	2025 Annual Road Property Acquisitions
RR87 Lakeshore Rd at Read Rd	325	Intersection Improvements at RR87 Lakeshore Rd and Read Rd
Rds Rehab - RR21 Bowen Rd Ridgemount to QEW	750	Reconstruction of RR21 Bowen Rd from Ridgemount Rd to QEW
25 Ann-Traffic Signal Software License	90	2025 Annual Traffic Signal Software License
25 Ann-Intelligent Transportation System	500	2025 Annual Intelligent Transportation System
Cap_Impr Prgm-RR55 Niagara Stone Rd from Line 1 Rd to East West Line	6,400	Capacity Improvements of RR55 Niagara Stone Rd from Line 1 Rd to East West Line
Forestry Tree Inventory Program	150	2025 Annual Forestry Tree Inventory Study
Grade Crossing Assesment	60	2025 Grade Crossing Assessment Study
Small Tool Replacement	10	2025 Annual Small Tool Replacement Program

Department Summaries – Public Works - Levy

Project Name	Gross Capital Request	Project Description
25 Ann-Guide Rail Imprv	550	2025 Annual Guide Rail Improvement Program
25 Ann-Railway Crossing Imprv	230	2025 Annual Railway Crossing Improvements
Rds Fac Prgm-Brine Station Rehabilitation	400	Transportation Brine Station Replacement
25 Ann-Intersection Control Studies	100	2025 Annual Intersection Control Studies
RR39 North Service Rd at RR24 Victoria Ave	1,000	Intersection Improvements at RR24 Victoria Ave and RR39 North Service Rd
25 Ann-Roads Resurfacing	13,000	2025 Annual Roads Resurfacing Program
25 Ann-Structural Engineering Study Future Bridges	300	2025 Annual Engineering Studies for Future Bridge Projects
Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	1,000	Reconstruction of RR102 Stanley Ave from Hwy 420 to Peer Lane
Total	105,857	

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 (“LAMs”) 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 LAMs 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	6,063	3,675	n/a
Objective 1.3	Total cost of Provincial Offences Act (POA) services per charge filed	\$97.99	\$167.77	n/a

Department Summaries – Court Services

Who works for Court Services?

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Courts Services	35.0	0.0	35.0	0.0	35.0	0.0

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	0.0	0.0

Change to FTE in the 2025 budget include:

- (2.0) Vision Zero related Permanent FTEs
- +1.0 Prosecutor II Permanent FTE to support Part III and Part IX prosecution
- +1.0 Prosecution Coordinator Permanent FTE to support Part III and Part IX prosecution

Department Summaries – Court Services

Operating Budget Summary (in thousands)

The Court Services budget before indirect allocations is \$11,464 gross expenditure and \$1,532 net revenue. The Court Services budget after indirect allocations is \$12,897 gross expenditure (Gross Expenditure plus Indirect Allocation) and \$99 net revenue.

The details of the Courts Services 2025 budget can be found on our [Budget Review Committee meeting agenda](#).

(<https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40138>)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	2,137	2,992	3,322	330	11.0%
Administrative	1,927	2,665	3,351	686	25.7%
Operational and Supply	859	419	1,184	765	182.6%
Equipment, Vehicles, and Technology	24	24	57	33	137.5%
Financial Expenditures	176	179	209	30	16.8%
Transfers to Funds	200	200	200	0	0.0%
Intercompany Charges	770	2,094	3,142	1,048	50.0%
Gross Expenditures	6,094	8,573	11,464	2,891	33.7%
Other Revenue	(8,103)	(9,909)	(12,996)	(3,087)	31.2%
Gross Revenue	(8,103)	(9,909)	(12,996)	(3,087)	31.2%
Net Direct Expenditure before Indirect Allocations	(2,008)	(1,336)	(1,532)	(196)	14.7%
Program Support Allocation	665	687	810	123	17.9%
Capital Financing Allocation	680	567	623	56	9.9%
Indirect Allocation	1,345	1,254	1,433	178	14.2%
Net Expenditure/(Revenue) After Indirect Allocations	(663)	(82)	(99)	(18)	21.6%

Niagara Regional Housing

Mission Statement:

Niagara Regional Housing is a leader in providing, supporting and developing community housing opportunities for individuals and families while promoting self-sufficiency and complementary, inclusive neighbourhoods.

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 3,051 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	3,051	3,051	Increase

Department Summaries - Niagara Regional Housing

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.

Operating Budget Summary (in thousands)

Niagara Regional Housing has a gross expenditure budget of \$24,686 and a net budget of \$4,518 before indirect allocations. NRH budget after indirect allocations is \$42,750 gross (Gross Expenditure plus Indirect Allocation) and \$22,582 net.

The details of the Niagara Regional Housing 2025 budget can be found on our [Budget Review Committee meeting agenda](#).

(<https://pub-niagararegion.escribemeetings.com/FileStream.ashx?DocumentId=40138>)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	374	367	394	27	7.4%
Administrative	471	545	638	93	17.1%
Operational and Supply	63	60	65	5	8.3%
Occupancy and Infrastructure	19,612	20,163	21,061	898	4.5%
Equipment, Vehicles, and Technology	164	171	172	1	0.6%
Financial Expenditures	1,487	554	348	(206)	(37.2%)
Transfers to Funds	2,989	2,589	2,589	0	0.0%
Intercompany Charges	(249)	(467)	(581)	(114)	24.4%
Gross Expenditures	24,910	23,982	24,686	704	2.9%
Federal and Provincial Grants	(1,216)	(397)	(191)	206	(51.9%)
Other Revenue	(19,272)	(19,173)	(19,977)	(804)	4.2%
Transfers from Funds	(400)	0	0	0	0.0%
Gross Revenue	(20,888)	(19,570)	(20,168)	(598)	3.1%
Net Direct Expenditure before Indirect Allocations	4,022	4,412	4,518	106	2.4%
Program Support Allocation	4,854	5,368	5,739	371	6.9%
Capital Financing Allocation	9,530	7,829	12,325	4,496	57.4%
Indirect Allocation	14,384	13,197	18,064	4,867	36.9%
Net Expenditure/(Revenue) After Indirect Allocations	18,406	17,609	22,582	4,973	28.2%

Department Summaries - Niagara Regional Housing

Capital Budget Summary (in thousands)

The 2025 capital program represents 8 distinct projects budgeted at \$14,500.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	12,310
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	2,190
Total Gross Capital Request and Funding	14,500

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
25-NRH Annual Unit Capital	1,989	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.
25-NRH Annual Mechanical-Electrical	1,041	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.
25-NRH Annual Building Capital	2,545	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.
25-NRH Annual Grounds Capital	1,525	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.

Department Summaries - Niagara Regional Housing

Project Name	Gross Capital Request	Project Description
25-NRH Emergency Capital	200	Emergency capital work, outside of the current Niagara Regional Housing asset management strategic plan, requiring immediate attention.
25-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 the land ready for redevelopment in order to demonstrate shovel-ready projects that strengthen business cases for external funding.
NRH-Geneva St Development Phase 2	1,500	Preliminary site planning and environmental work for Phase II and Phase III (2026) for construction of a 36-unit stacked townhouse community housing on owned lands on Geneva Street, St. Catharines to address core housing need in Niagara.
NRH St. Catharines Permanent Shelter	5,500	Construction of a 70-bed permanent homeless shelter in St. Catharines to support homeless population, addressing demand in Niagara and encampment pressures.
Total	14,500	

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 development according to a series of legislative mandates based on the Conservation Authorities Act (Ontario Regulation 686/21), and supported by the NPCA Watershed Strategy. Key program areas include:

- Flood & Erosion Forecasting and Management
- Shoreline Hazard Management
- Planning Review (Natural Hazards)
- 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
- Land Management Planning
- Outdoor Education

Department Summaries - Niagara Peninsula Conservation Authority

How is Niagara Peninsula Conservation Authority measured?

[NPCA's 2021-2031 Strategic Plan](#) establishes Key Performance Measures and Metrics (<https://www.yumpu.com/en/document/read/65966055/npca-strategic-plan-2021-2031>). 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
Healthy and Climate Resilient Watersheds	Objective 2.2	Riverine Floodplain in the process of being mapped	250 km	180 km	Increase
Healthy and Climate Resilient Watersheds	Objective 2.3	Reforested land (hectares)	23	26.7	Maintain
Healthy and Climate Resilient Watersheds	Objective 2.3	Land acquisitions (hectares)	36	19	Increase
Healthy and Climate Resilient Watersheds	Objective 2.3	Completion of land securement strategy target	30%	10%	Increase
Supporting Sustainable Growth	Objective 3.2	Permits issued	300	311	Maintain
Supporting Sustainable Growth	Objective 3.2	Permits issued within updated Conservation Ontario client service timelines	100%	92%	Increase
Partner of Choice	Objective 2.2	Volunteer hours	7,602	7,354	Increase

Department Summaries - Niagara Peninsula Conservation Authority

NPCA Strategic Priority	Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Partner of Choice	Objective 1.2	Number of executed service level agreements with government agencies	4	3	Increase
Organizational Excellence	Objective 4.1	Organizational volume	20.18%	3.26%	Increase
Financial Sustainability	Objective 1.3	Grant funding secured	\$2.6M	\$2.1M	Increase
Financial Sustainability	Objective 1.3	Authority generated revenues	36.2%	33.2%	Increase
Financial Sustainability	Objective 1.3	Reliance on municipal levy	48.7%	52.9%	Decrease

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 \$7,959 net for 2025.

The details of the Niagara Peninsula Conservation Authority 2025 budget can be found [on our Budget Review Committee of the Whole agenda..](https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40217) (https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40217)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Partnership, Rebates, and Exemption	7,173	7,270	7,959	689	9.5%
Gross Expenditures	7,173	7,270	7,959	689	9.5%
Transfers from Funds	(111)	0	0	0	0.0%
Gross Revenue	(111)	0	0	0	0.0%
Net Direct Expenditure before Indirect Allocations	7,062	7,270	7,959	689	9.5%
Indirect Allocation	0	0	0	0	0.0%
Net Expenditure/(Revenue) After Indirect Allocations	7,062	7,270	7,959	689	9.5%

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	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Niagara Regional Police Services	1,108.0	0.0	1,148.0	0.0	1,187.3	0.0

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	39.3	0.0

Changes to FTE in the 2025 budget include:

- 4 In-year positions as a result of Secondment Agreements where the position is funded by an external agency
- An increase of 33 Frontline Police Constables and Supervisors implemented partway through the year
- An increase of 8 Domestic Violence Detective Constables and Supervisors implemented partway through the year
- An increase of 6 Training Unit Constables and a Supervisor
- An increase of 4 Senior Command positions
- An increase of 2 Canine Police Constables implemented July 2025
- An increase of 2 Civilian Digital Evidence Management Clerks implemented July 2025
- An increase of 1 Police Sergeant for the creation of a Remotely Piloted Aircraft System (RPAS) Unit implemented July 2025
- An increase of 1 3 District (Welland/Pelham) Street Crime Detective Constable implemented July 2025
- An increase of 2 8 District (Grimsby/Lincoln/West Lincoln) Detective Constables implemented July 2025
- An increase of 5 Civilian support positions for Member Support, Corporate Communications, Talent Acquisition and IT

Department Summaries - Niagara Regional Police Services

Operating Budget Summary (in thousands)

The Niagara Regional Police Service has a budget of \$233,553 gross and \$212,456 net before indirect allocations. The NRPS budget after indirect allocations is \$251,820 gross (Gross Expenditure plus Indirect Allocation) and \$230,723 net.

The details of the Niagara Regional Police Services 2025 budget can be found on our [Budget Review Committee meeting agenda](#).

(<https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40138>)

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	176,242	189,778	212,480	22,702	12.0%
Administrative	4,493	4,687	4,818	131	2.8%
Operational and Supply	2,681	2,752	3,128	376	13.7%
Occupancy and Infrastructure	293	395	396	1	0.3%
Equipment, Vehicles, and Technology	8,319	9,806	9,987	181	1.8%
Transfers to Funds	4,155	4,635	4,955	320	6.9%
Intercompany Charges	(2,109)	(2,129)	(2,210)	(81)	3.8%
Gross Expenditures	194,075	209,924	233,553	23,628	11.3%
Federal and Provincial Grants	(11,051)	(10,893)	(10,777)	116	(1.1%)
By-Law Charges and Sales	(4,937)	(5,740)	(5,495)	245	(4.3%)
Other Revenue	(3,736)	(4,116)	(4,704)	(588)	14.3%
Transfers from Funds	(200)	(700)	(120)	580	(82.9%)
Gross Revenue	(19,924)	(21,449)	(21,096)	354	(1.7%)
Net Direct Expenditure before Indirect Allocations	174,151	188,476	212,456	23,981	12.7%
Program Support Allocation	7,367	7,899	8,109	210	2.7%
Capital Financing Allocation	9,640	12,183	10,158	(2,025)	(16.6%)
Indirect Allocation	17,007	20,082	18,267	(1,815)	(9.0%)
Net Expenditure/(Revenue) After Indirect Allocations	191,158	208,558	230,723	22,166	10.6%

Department Summaries - Niagara Regional Police Services

Capital Budget Summary (in thousands)

The 2025 capital program represents 14 distinct projects budgeted at \$6,771.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	6,271
Debt	0
Development Charges	500
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	6,771

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
25-NRPS Fleet Patrol Veh Repl	1,413	This project involves the replacement of 19 front line patrol vehicles for 2025 based on the asset replacement plan.
25-NRPS Fleet Special Veh Repl	340	This project involves the replacement of 7 specialty vehicles for 2025. Specialty vehicles are used by Emergency Services as well as Operational Support Services. The current year vehicle replacements are required for the Public Order Unit, the Emergency Task Unit, Prisoner Transport, and the Marine Unit.
25-NRPS Investigative Veh Repl	461	This project involves the replacement of 14 investigative vehicles for 2025. Investigative vehicles are used by senior leadership for incident command as well as all investigative departments. The current year vehicle replacements are required for street crime and criminal investigations branch.

Department Summaries - Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
25-NRPS Increase Fleet Quant'	500	The NRPS fleet pool consists of 128 patrol vehicles. This request proposes to increase the patrol vehicle fleet size by 15 patrol vehicles over three years in order to respond to the increase demand on frontline resources and frontline authorized strength increase.
25-NRPS Repl Vessel Electronic	110	The NRPS Marine Unit has three vessels used for patrolling and SAR (Search and Rescue). Although the hulls on these vessels have an extended life the electronics must be replaced more frequently. Currently they are overdue for replacement due to age and operations under harsh conditions.
25-NRPS Remotely Operated Veh	380	A submersible remotely operated vehicle (ROV) is a tool that allows exploration of an area that may be too hazardous for a diver to enter. ROV's have the capability of reaching a depth that may exceed limitations placed on a police diver to retrieve evidence or search for individuals. The existing unit requires replacement as it contains outdated technology and is no longer operational.
25-NRPS Mobile Radar Repl	49	Mobile radar units are permanently mounted on police vehicles and enable officers to conduct speed traffic enforcement. These devices accurately measure the speed of motor vehicles both while stationary and while in motion on patrol. This capital budget request provides for the replacement of 15 mobile radar units in 2025.
25-NRPS Night Vision Replaceme	110	During Operational deployments, Emergency Task Unit (ETU) officers utilize helmet mounted night vision devices for nighttime and low light operations. They improve officer safety and are an essential piece of equipment that assists with locating targets/suspects in criminal investigations, missing person searches and surveillance scenarios.

Department Summaries - Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
25-NRPS Resp Mask Fit Tester	16	A quantitative respirator fit tester determines the fit and seal of N95 masks and full-face masks. This new asset will replace the current method of testing which involves manually spraying a solution into a disposable hood and relying on the subject to advise if there is a leak.
25-NRPS CEW Replacements	140	Conductive Energy Weapon (CEW) is approved for use by Officers primarily performing frontline duties and members of the Emergency Task Unit. The CEW utilizes propelled wires to conduct energy to affect the sensory and motor functions of a subject's central nervous system functions, causing involuntary muscle contractions and temporary immobilization.
25-NRPS Use of Force Update	1,205	Officer safety and use of force equipment is regulated provincially under the Community Safety and Policing Act, 2019 (O-Reg 391/23 and 405/23). Currently 75% of Service issued pistols have reached 10 years of age or beyond and are scheduled for replacement.
25-NRPS Network Servers & WStn	575	IT assets include computing equipment such as desktop computers, laptops, servers, disk storage, telecommunication devices (fixed/mobile), CCTV cameras, network appliances, enterprise physical library servers, mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. The lifecycle of most IT assets spans 5-7 years.
25-NRPS Desktops/Laptops/Monit	350	IT assets include computing equipment such as desktop computers, laptops, servers, disk storage, telecommunication devices (fixed/mobile), CCTV cameras, network appliances, enterprise physical library servers, mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. The lifecycle of most IT assets spans 5-7 years.

Department Summaries - Niagara Regional Police Services

Project Name	Gross Capital Request	Project Description
25-NRPS Radio Sys MicroReplace	1,122	The P25 VRS is the NRPS Public Safety Voice Radio System that provides continuous communications capabilities to over 2,000 users within the Region, including the NRPS, Canadian Border Services Agency, Niagara Parks Police, and 7 Local Municipal Fire Services.
Total	6,771	



Water and Wastewater Rates

Regional Departments

- Public Works – Water and Wastewater

Mission Statement:

To provide safe and reliable drinking water and effective management of wastewater for the communities of Niagara Region. The division's functions include capital design and construction, operations and maintenance, and ensuring regulatory compliance.

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, 38 water reservoirs or elevated tanks (some with booster or chlorine booster capabilities), 23 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 450,000 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.

Department Summaries - Public Works - Water and Wastewater

How is Water and Wastewater Operations measured?

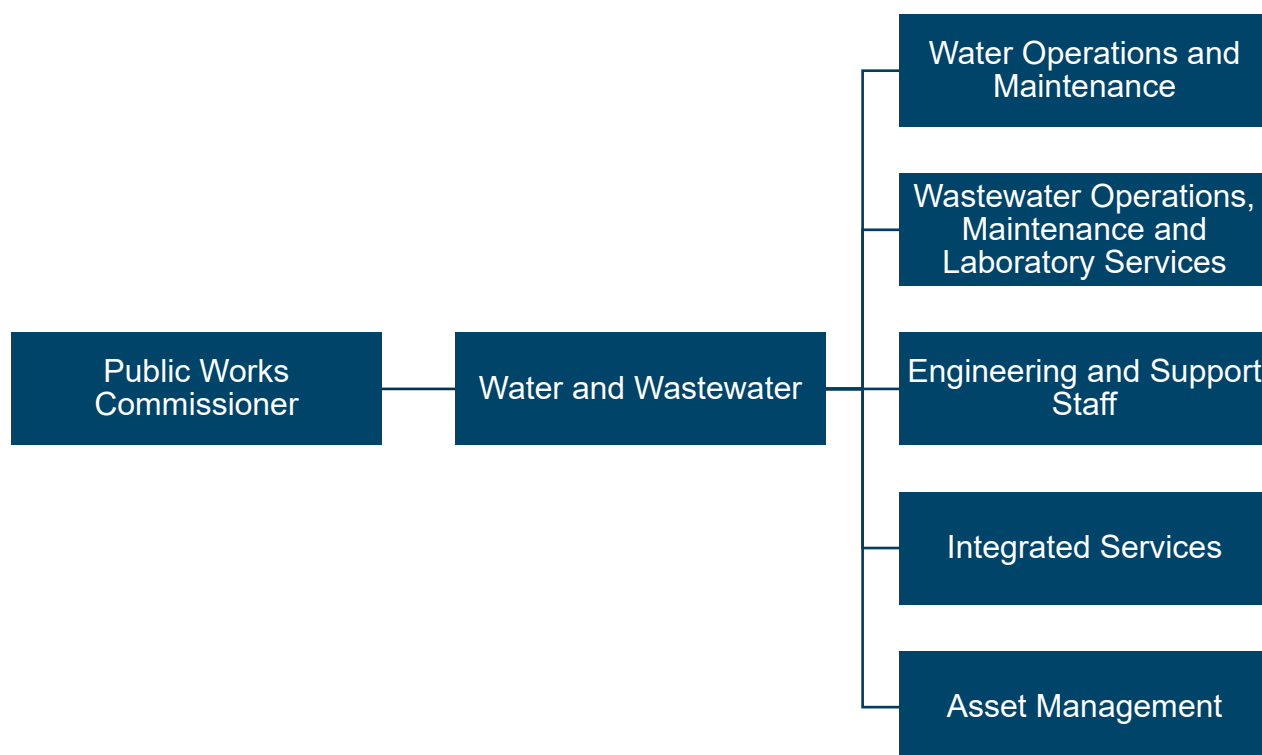
Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 2.1	Total Wastewater Treated	71.2K ML	76.7K ML	74.8K ML
Objective 2.1	Total Water Treated	58.5K ML	56.5K ML	57.0K ML
Objective 1.3	Water cost per ML Treated	\$890 / ML	\$895 / ML	Decline
Objective 1.3	Wastewater cost per ML Treated	\$1,422 / ML	\$1,246 / ML	Decline

Amounts in megalitres (ML) = 1 million litres

Amounts in thousands (K)

Who works for Water and Wastewater Operations?



Department Summaries - Public Works - Water and Wastewater

Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Water Operations and Maintenance	80.0	0.9	83.0	1.9	83.0	2.0
Wastewater Operations, Maintenance and Laboratory Services	118.6	1.0	124.6	2.0	138.0	2.0
Engineering and Support Staff	24.0	1.0	27.0	0.0	29.0	0.0
Integrated Services	37.0	1.0	26.0	0.0	31.0	0.0
Asset Management	20.0	0.0	20.0	0.0	20.0	0.0
Total	279.6	3.9	280.6	3.9	301.0	4.0

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	20.4	0.1

Changes to FTE in the 2025 budget include:

- 3.0 Systems Maintenance positions in Wastewater to support preventative maintenance activities
- 4.0 Pumping Station Maintenance positions in Wastewater to support preventative maintenance activities
- 2.0 Plant Operators for Wastewater to assist with compliance in Niagara Falls and Stevensville
- 1.0 Plant Operator for the Niagara-on-the-Lake Wastewater treatment plant
- 1.0 Plant Operator for the Crystal Beach Wastewater treatment plant
- 1.0 Senior Project Manager to support growing complex capital project delivery
- 1.0 Project Manager to support capital project delivery
- 0.4 Laboratory Technician role to convert a part-time position to full-time position
- 1.0 Environmental Compliance Analyst to support Provincial regulation requirements

Department Summaries - Public Works - Water and Wastewater

- 1.0 Environmental Sampling Technician to support Provincial regulation requirements
- 2.0 Supervisory Control and Data Acquisition (SCADA) Technicians to support SCADA implementation and upgrades
- 2.0 WWW Infrastructure Analysts to support network security and information technology resources in Water and Wastewater operations
- 1.0 Security Program Manager to manage the Water and Wastewater security program and security upgrades

Operating Budget Summary (in thousands)

Water and Wastewater Operations' 2025 net requisition rate budget is \$173,548. The Water and Wastewater budget includes gross expenditures of \$155,680 excluding indirect allocations and \$178,638 of gross expenditures including indirect allocations. Offsetting gross expenditures are revenues in the amount of \$5,090. Further details of the Water and Wastewater 2025 budget can be found on our Budget Review Committee meeting agenda [here](https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40034).

(<https://pub-niagararegion.escibemeetings.com/FileStream.ashx?DocumentId=40034>)

Labour Related Costs – the increase of \$3,368 is primarily due to the addition of 20.4 new permanent positions in 2025 of \$2,018 as well as increased salary/benefit rates per current labour contracts of \$1,351.

Administrative – the decrease of \$3,701 is primarily due to a reduction in one-time consulting engagements approved in the 2024 budget including the master servicing plan update of \$2,000, infrastructure sustainability needs study of \$1,000 and maintenance strategy of \$400.

Operational & Supply – the increase of \$1,468 is a result of an increase to the chemical budget due to cost escalations of \$640 as well as biosolids haulage and disposal of \$704 due to increased haulage requirements.

Occupancy & Infrastructure – the increase of \$1,095 is result of inflationary increases in utilities and property taxes of \$719 as well as inflationary pressures/contractual commitments in grounds repairs and maintenance of \$375.

Equipment, Vehicles, and Technology – the increase of \$656 is a result of anticipated repair and maintenance equipment costs due to aging infrastructure and the price of materials/labour.

Partnership, Rebates, and Exemption – the increase of \$2,005 is a result of the increase in the gross budget of the Combined Sewer Overflow (CSO) grant program of \$2,000.

Transfers to Funds – the increase of \$11,269 is to support increased capital financing for aging capital infrastructure.

Department Summaries - Public Works - Water and Wastewater

By-Law Charges & Sales – the increase of \$927 is primarily due to an increase to the hauled sewage rates in order to achieve cost recovery.

Other Revenue – the decrease of \$943 is primarily due to a decrease in development charge revenue of \$2,000 to fund the master servicing plan approved in the 2024 budget and not included in the 2025 budget as referenced in the Administrative section above. The decrease is partially offset by an increase in development charge funding of \$1,000 for the CSO program due to the increased expenditure budget referenced in the Partnership, Rebates, and Exemption section above.

Transfers From Funds – the decrease of \$1,894 is due to a decline in stabilization reserve funding for one-time requests approved in the 2024 budget compared to the 2025 budget which consisted primarily of consulting engagements as referenced in the Administrative section above.

Amounts in thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	26,108	28,416	31,784	3,368	11.9%
Administrative	1,941	6,149	2,448	(3,701)	(60.2%)
Operational and Supply	19,259	20,461	21,929	1,468	7.2%
Occupancy and Infrastructure	19,455	18,911	20,006	1,095	5.8%
Equipment, Vehicles, and Technology	8,204	7,205	7,861	656	9.1%
Partnership, Rebates, and Exemption	3,922	2,092	4,097	2,005	95.8%
Financial Expenditures	196	0	0	0	0.0%
Transfers to Funds	49,962	53,540	64,809	11,269	21.0%
Intercompany Charges	1,923	2,300	2,745	445	19.3%
Gross Expenditures	130,972	139,074	155,680	16,606	11.9%
Taxation	(142,692)	(154,583)	(173,548)	(18,965)	12.3%
By-Law Charges and Sales	(1,551)	(1,580)	(2,507)	(927)	58.7%
Other Revenue	(2,616)	(3,466)	(2,523)	943	(27.2%)
Transfers from Funds	(2,184)	(1,954)	(60)	1,894	(96.9%)
Gross Revenue	(149,042)	(161,583)	(178,638)	(17,055)	10.6%
Net Direct Expenditure before Indirect Allocations	(18,070)	(22,509)	(22,958)	(450)	2.0%
Program Support Allocation	5,195	5,943	6,204	261	4.4%
Capital Financing Allocation	16,336	16,566	16,755	189	1.1%
Indirect Allocation	21,531	22,509	22,958	450	2.0%
Net Expenditure/(Revenue) After Indirect Allocations	3,461	0	0	0	0.0%

Department Summaries - Public Works - Water and Wastewater

Capital Budget Summary (in thousands)

The 2025 capital program represents 38 distinct projects budgeted at \$165,097.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	88,544
Debt	0
Development Charges	41,736
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	24,200
Other External Sources	10,617
Total Gross Capital Request and Funding	165,097

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
2017-Stevensville-Douglastown Lagoon Upgrade	3,000	Construction- Sustainability upgrades to the Stevensville-Douglastown Lagoons in the Town of Fort Erie.
Port Colborne City Hall SPS and Forcemain Upgrade	2,600	Construction - Sustainability upgrades to the City Hall Sewage Pumping Station and forcemain replacement in the City of Port Colborne.
East Side Pump Station Forcemain Replacement	50,810	Construction – Replacement of Eastside Sewage Pumping Station (SPS) forcemain in the City of Port Colborne. This project is essential for enabling Project Eagle and has an aggressive timeline to complete.
Catherine Street Pumping Station Upgrades	600	Design- Capacity increase at the Catherine St. pumping station to support anticipated growth.
Dain City Pump Station Upgrade	3,700	Construction - Capacity upgrades at the Dain City Pumping Station in the City of Welland to support growth.
Victoria Avenue Pumping Station Upgrades	7,500	Construction - Capacity upgrades at the Victoria Ave pumping station in the Town of Lincoln to support growth.

Department Summaries - Public Works - Water and Wastewater

Project Name	Gross Capital Request	Project Description
SCADA Server Replacement (Wastewater)	1,300	Supply and Install – End-of-life replacement of twenty-eight (28) Supervisory Control and Data Acquisition (SCADA) servers.
Alliston Ave SPS Upgrade	300	Design - Capacity upgrades to the Alliston Ave SPS in the Town of Fort Erie to support growth.
Lister Road Trunk Sewer	600	Design – Capacity upgrade to the trunk sewer downstream of Victoria Avenue sewage pumping station (SPS) to support growth.
2025 - Wastewater Sustainability Upgrades Program	4,000	Wastewater Sustainability Upgrades - Process piping and equipment, electrical, instrumentation, and structural.
2025 - IT Hardware and Software Program (Wastewater)	75	Supply & Install - Various information technology hardware and software purchases and upgrades.
2025 - Wastewater Instrumentation Upgrade Program	92	Supply and Install - Supply and Install Gas Controllers and Gas Transmitters at wastewater facilities.
Smithville Trunk Upgrade	1,000	Design - Capacity upgrade to the trunk sewer that conveys flows from Smithville to Baker Road Wastewater Treatment Plant (WWTP) to support growth.
West Main Street Sanitary improvement Phase 2	2,500	Design and Construction - install 365 meters of Sanitary Sewer on West Main Street in the City of Welland.
2025 - Wastewater Vehicles	230	Supply and Install - Procurement and preparation of three (3) new vehicle for W-WW personnel.
2025 - WW SCADA Cybersecurity Upgrades	450	Supply and Install – Cybersecurity upgrade for Supervisory Control and Data Acquisition (SCADA) networks at wastewater facilities.
Baker Road WWTP Gas Controllers Replacement	360	Design and Construction – Replacement of gas controllers in the headworks building at Baker Road Wastewater Treatment Plant (WWTP).

Department Summaries - Public Works - Water and Wastewater

Project Name	Gross Capital Request	Project Description
2025 - WWTP Digester / Sludge Management Program	4,000	Construction and Optimization Study- The digester and sludge management program is a sustainability program which includes taking digesters and lagoons out of service for cleaning, inspection, rehabilitation, and compliance approval.
2025 - Flow Meter Installation and Replacement	130	Supply and Install - The installation of flow meters within the trunk sewer system to support growth.
Stevensville SPS Upgrade	500	Design – Capacity upgrade at Stevensville sewage pumping station (SPS) in the town of Fort Erie to support growth.
Omer Ave SPS Upgrade	500	Design – Capacity and sustainability upgrades at the Omer Ave sewage pumping station (SPS) in the city of Port Colborne to support growth.
WTP Upgrade - Welland Upgrade - Phase 2	10,000	Construction - Phase 2 works at the Welland Water Treatment Plant (WTP).
New Barrick Road Watermain	49,242	Construction - New pipe crossing at the north end of Port Colborne across the canal for security of supply, looping of the system, and supporting employment land development for the East Side Employment Lands. This project is essential for enabling Project Eagle and has an aggressive timeline to complete.
Reservoir & Storage Program (Port Colborne WTP)	1,600	Construction- Installation of an ultraviolet disinfection system in Clearwell #1 at the Port Colborne Water Treatment Plant to facilitate future rehabilitation of the reservoir.
20-Watermain Replacement Ontario St (Greenlane) - Phase 2	4,000	Construction - Replacement of approximately 850m of 400mm ductile iron watermain in the Town of Lincoln
New Niagara Falls Elevated Tank and Trunk Watermain	500	Design - New 750 mm trunk watermain required to support new elevated tank location.
Watermain Replacement Martindale Rd - JR Stork Bridge	3,200	Construction - Replacement of approximately 400m of 300mm watermain which crosses the J.R. Stork Bridge on Regional Road 38 (Martindale Road)

Department Summaries - Public Works - Water and Wastewater

Project Name	Gross Capital Request	Project Description
Roof Replacement Program – Niagara Falls WTP High Lift/ Low Lift Roof Replacement	3,700	Construction- Roof replacements to the Low Lift and High Lift Buildings at Niagara Falls Water Treatment Plant.
SCADA Server Replacement (Water)	700	Supply and Install – End-of-life replacement of eighteen (18) Supervisory Control and Data Acquisition (SCADA) servers across all Water Treatment Plants.
UV Disinfection System Replacement at Niagara Falls WTP	2,500	Design and Construction- Replacement of the Ultraviolet (UV) disinfection system at Niagara Falls Water Treatment Plant.
Decommissioning - Fielden Avenue Reservoir and Booster Station	100	Study – Study to determine the need of Fielden Avenue Reservoir and potential plan to decommission at the appropriate time.
2025 - Water Sustainability Upgrades Program	4,000	Water Sustainability Upgrades - Process piping and equipment, electrical, instrumentation, and structural.
2025 - Water Vehicle	30	Supply and Install - Procurement and preparation of one (1) new vehicle for W-WW Damage Prevention Technician (Locates) personnel.
2025 - Water SCADA Cybersecurity Upgrades	300	Supply and Install – Cybersecurity upgrade for Supervisory Control and Data Acquisition (SCADA) networks at water facilities.
2025 - IT Hardware and Software Program (Water)	75	Supply & Install - Various Information Technology hardware and software purchases and upgrades.
2025 - Water Instrumentation Upgrade Program	253	Design and Construction – Replacing Turbidity and Chlorine analyzers in the water system.
New Separate Set of High Lift Pumps at Welland WTP	500	Design – New separate sets of high lift pumps at Welland Water Treatment Plant to support increase in hydraulic grade line.
Water Lighting Upgrades	150	Supply and install – upgrade to interior and exterior lighting at Water facilities.
Total	165,097	



Waste Management Special Tax Levy

Regional Departments

- Public Works – Waste Management

Mission Statement:

To provide efficient, cost-effective, and environmentally responsible waste management services that promote sustainability and enhance resource recovery.

What does Waste Management Services do?

Waste Management is responsible for capital design and construction, waste collection and diversion programs such as three household hazardous waste depots, two reuse centres, and three material drop off depots. It is also responsible for overseeing two operating landfill sites and 12 closed landfill sites. The division is also responsible for public education and outreach as well as the enforcement of the waste management bylaw.

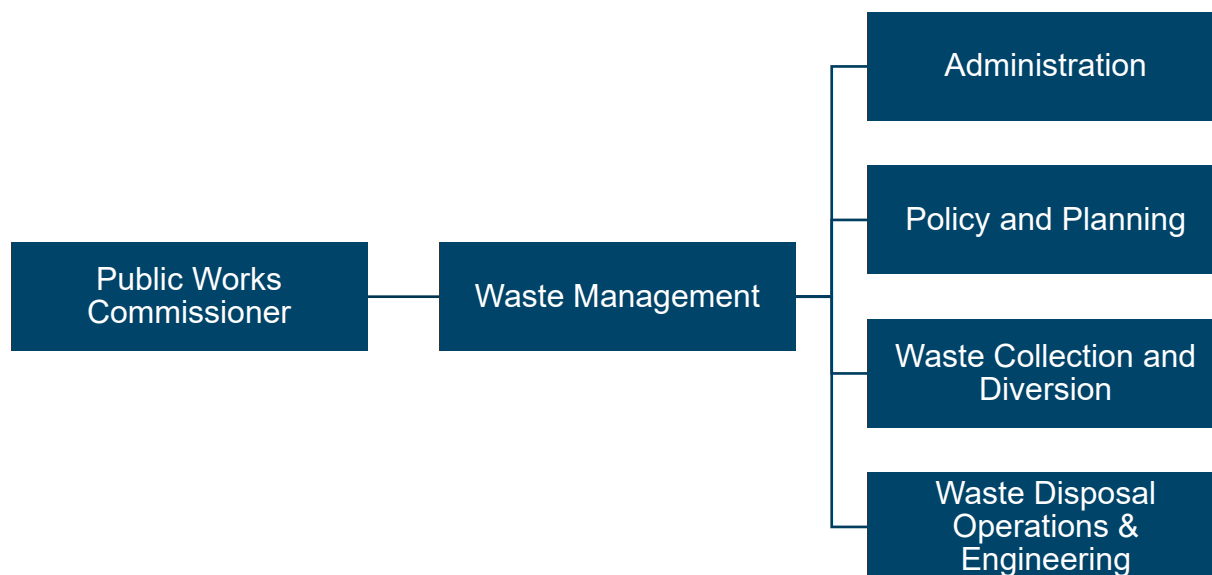
How is Waste Management Services measured?

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	60.0%	61.0%	65.0%
Objective 1.3	Garbage collection cost per tonne	\$175.35	\$164.12	\$161.76
Objective 1.3	Solid waste disposal cost per tonne	\$146.68	\$92.34	\$153.77
Objective 1.3	Diversion cost per tonne	\$273.33	\$208.71	\$269.81
Objective 1.3	Solid waste average operating cost per tonne	\$268.68	\$200.31	\$263.60

Department Summaries - Public Works – Waste Management

Who works for Waste Management Services?



Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Waste Management	34.0	3.7	34.0	0.7	35.7	0.0

FTE Variance from 2024 to 2025	Permanent	Temporary
Total	1.7	(0.7)

Changes to FTE in the 2025 budget include:

- 1.0 permanent FTE tied to a Capital Coordinator required to support GIS database and other asset management program, project deliverables, operational support for 12 closed and 2 open landfill sites, funded 50% by capital
- 0.7 temporary to permanent FTE tied to the Waste Exemptions Representative required to permanently address the sharply increasing volume of waste exemptions applications (e.g. diapers, medical) that continue to grow annually, net overall impact is NIL as this results in a decrease of 0.7 temporary FTE and increase of 0.7 permanent FTE

Department Summaries - Public Works – Waste Management

Operating Budget Summary (in thousands)

Waste Management Services' 2025 net requisition budget is \$45,585. This represents a 0.9% increase over the prior year's approved budget. The Waste Management budget before indirect allocations is \$51,168 gross expenditure and \$1,861 net revenue. The Waste Management budget after indirect allocations amounted to \$53,029 gross expenditure (Gross Expenditure plus Indirect Allocation) and \$0 net.

Labour Related Costs – The increase of \$227 is due to base annual increases to support the people strategy and program change requests related to support staffing resources for service delivery (addition of Capital Coordinator funded 50% by capital and Waste Exemption Representative required permanently when previously temporary).

Administrative – The increase of \$462 is primarily due to a one-time consulting engagement to conduct household waste composition studies which are essential for obtaining accurate data on types and quantities of waste being generated to enable informed decision-making regarding waste strategies. This one-time cost is fully offset by the increase in Transfer from Funds as it will be funded by the Waste Management Stabilization Reserve. The additional increase is due to consulting studies to prepare for the future collection contract.

Operational and Supply – The increase of \$419 largely driven by increases in contract costs for landfill operations, drop-off depots, household hazardous waste, and collection services as well as increases to internal leachate processing costs.

Occupancy and Infrastructure – The increase of \$96 is primarily due to an increase in anticipated repairs and maintenance at the Region's open and naturalization sites.

Financial Expenditures – The increase of \$154 is due to budgeting for Waste Management's portion of tax write-offs which is fully offset by the budget for Waste Management's portion of supplemental taxes revenue included in Taxation of \$832.

Transfer to Funds – The increase of \$22 reflects the increase of contributions made to the Waste Management Landfill Liability Reserve from \$2,802 to \$2,824 to align funding with the Average Annual Renewal Investment over the contaminating lifespan of each landfill.

Intercompany Charges – The decrease of \$27 is largely due to a reduction from the customer service division as a result of one less staffing resource required in the call center due to lower call volumes with the elimination of the blue/grey box program.

Taxation – The increase of \$1,248 is due to budgeting for Waste Management's portion of supplemental taxes revenue of \$832, which is partially offset by the budget for Waste Management's portion of tax write-offs included in Financial Expenditures of \$154 for a total net

Department Summaries - Public Works – Waste Management

requisition reduction of \$678. The remaining increase in Taxation of \$416 equates to the increase in the total net requisition.

Other Revenue – The decrease of \$109 is primarily due to a reduction of anticipated external funding received for the operation of Municipal Household Hazardous Waste Depots due to ongoing negotiations with producer responsibility organizations.

Transfers from Funds – The increase of \$350 reflects one-time consulting engagement funded by the Waste Management Stabilization Reserve.

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	3,679	4,315	4,542	227	5.3%
Administrative	676	1,044	1,506	462	44.3%
Operational and Supply	52,723	37,810	38,229	419	1.1%
Occupancy and Infrastructure	1,168	1,038	1,134	96	9.2%
Equipment, Vehicles, and Technology	432	350	355	5	1.4%
Partnership, Rebates, and Exemption	160	239	235	(4)	(1.7%)
Financial Expenditures	240	0	154	154	0.0%
Transfers to Funds	14,327	4,581	4,603	22	0.5%
Intercompany Charges	336	438	411	(27)	(6.2%)
Gross Expenditures	73,741	49,814	51,168	1,354	2.7%
Taxation	(45,999)	(45,168)	(46,416)	(1,248)	2.8%
By-Law Charges and Sales	(7,645)	(5,366)	(5,371)	(5)	0.1%
Other Revenue	(20,738)	(1,001)	(892)	109	(10.9%)
Transfers from Funds	(4,445)	0	(350)	(350)	0.0%
Gross Revenue	(78,827)	(51,534)	(53,029)	(1,495)	2.9%
Net Direct Expenditure before Indirect Allocations	(5,086)	(1,720)	(1,861)	(141)	8.2%
Program Support Allocation	1,404	1,609	1,622	13	0.8%
Capital Financing Allocation	148	111	239	128	115.3%
Indirect Allocation	1,552	1,720	1,861	141	8.2%
Net Expenditure/(Revenue) After Indirect Allocations	(3,534)	0	0	0	0.0%

Department Summaries - Public Works – Waste Management

Capital Budget Summary (in thousands)

The 2025 capital program represents 7 distinct projects budgeted at \$2,970.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	2,970
Debt	0
Development Charges	0
Canada Community Building	0
Provincial Gas Tax	0
Area Municipality	0
Other External Sources	0
Total Gross Capital Request and Funding	2,970

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
Mountain Road - End Use Works	1,100	Budget for construction of the End Use Works/Naturalization Site and removal of existing scale house. The end-use development will be completed in consultation with the City of Niagara Falls. The end-use works will promote environmental naturalization and potential for passive outdoor recreation space for residents and visitors.
24-Well Decommissioning	340	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).
25-Annual State of Good Repair	450	Upgrades at landfill sites including kiosks at NR-12 and Humberstone (\$125,000), paving Centre St. parking lot (\$50,000), miscellaneous capital upgrades (\$275,000).
25-Property Acquisition	180	Funds to acquire properties adjacent to the two active and twelve closed landfill sites, if required, to ensure an adequate buffer, subject to availability of the property and need.

Department Summaries - Public Works – Waste Management

Project Name	Gross Capital Request	Project Description
25 - Supervisory Control and Data Acquisition (SCADA) Upgrade	350	In order to provide line of sight to our methane sensors located at our open landfill sites, it is recommended that the sensors be integrated with SCADA.
25-Geoware Upgrade	110	The last upgrade to Geoware was completed nearly 10 years ago. There have been significant upgrades in the current software version that will provide additional functionality. Amongst other upgrades, the new software is more secure and allows communication between the software and Moneris point-of-sale machines, reducing potential errors.
Bridge Asphalt Work	440	Paving of Drop-Off Depot and the surrounding area around the Drop-Off Depot, as identified in our Asset Management Plan.
Total	2,970	



Transit Special Tax Levy

Agencies, Boards and Commissions

- Niagara Transit Commission

Mission Statement:

To provide safe, reliable, and sustainable transit service in Niagara.

Vision:

Connecting Niagara by moving forward together.

What does Niagara Transit Services do?

Niagara 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.

How is Niagara Transit measured?

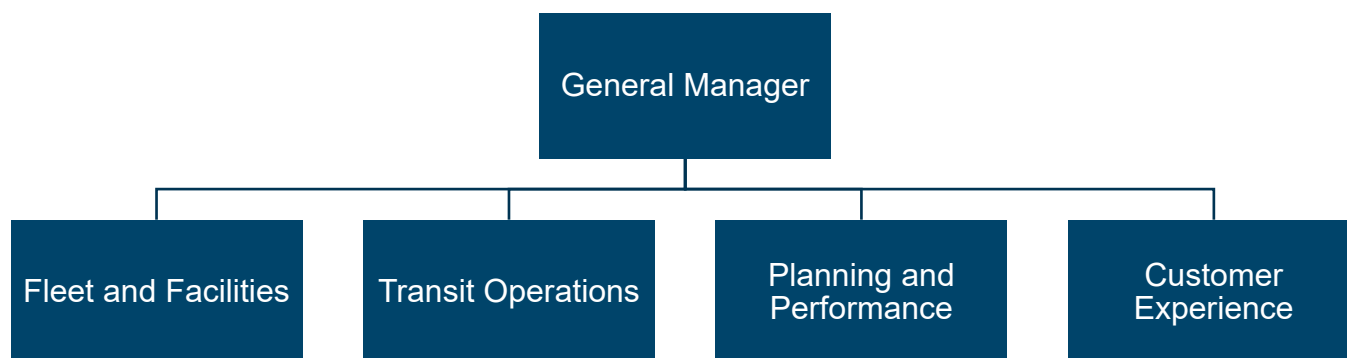
Niagara Transit is measured by the following key metrics. Please refer to [Section 1](#) for further details on Council Strategic Priorities, and [Appendix 8](#) for further details on departmental measures.

Council Strategic Priority	Measure	Current	Previous	Preferred Trend
Objective 4.3	Ridership	10,850,000	9,500,000	Increase
Objective 4.3	Average Bus Age	8 years	8 years	6 Years
Objective 1.3	Revenue / Cost Ratio	31%	33%	35%

Department Summaries

Niagara Transit

Who works for Niagara Transit?



Full Time Equivalents by Division	2023 Permanent	2023 Temporary	2024 Permanent	2024 Temporary	2025 Permanent	2025 Temporary
Corporate	2.0	1.0	2.0	1.0	2.0	1.0
Fleet and Facilities	63.9	0.0	68.0	0.0	68.0	0.0
Operations	324.3	0.0	338.3	0.0	338.3	0.0
Planning and Performance	24.0	1.0	14.0	1.0	14.0	1.0
Customer Experience	0.0	0.0	29.0	0.0	29.0	0.0
Specialized and OnDemand	5.0	0.0	0.0	0.0	0.0	0.0
Total NTC FTEs	419.2	2.0	451.3	2.0	451.3	2.0
Shared Services*	12.0	3.3	12.0	1.0	14.0	0.0

*Niagara Transit is supported by the Niagara Region through a shared services arrangement with the Niagara Region providing support in the areas of Human Resources, Facilities, Finance, Legal, and Procurement. The Niagara Region supports Niagara Transit with a shared services permanent full time equivalent compliment of 14.00.

Department Summaries Niagara Transit

FTE Variance from 2024 to 2025 (including shared services)	Permanent	Temporary
Total	2.0	(1.0)

In 2025, two temporary shared services FTE's were made permanent:

- The temporary HR Analyst FTE was included in the 2024 NTC budget.
- The temporary Contract Administrator FTE whose sole responsibilities are to provide contract support to NTC was included in the 2024 facility budget.

Operating Budget Summary (in thousands)

The Niagara Transit Commission Board and Council approved a Niagara Transit budget after indirect allocations of \$87,473 gross (Gross Expenditure plus Indirect Allocation) and \$62,656 net requisition. This represents a \$4,304 net increase or 7.38%, over the prior's year approved budget of \$58,352.

The details of the Niagara Transit 2025 budget can be found in report BRC-C 2-2024 on our [Budget Review Committee meeting agenda](https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=93252d78-80cf-4c36-9b0f-2f9cb97010a3&Agenda=Merged&lang=English&Item=18&Tab=attachments). (https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=93252d78-80cf-4c36-9b0f-2f9cb97010a3&Agenda=Merged&lang=English&Item=18&Tab=attachments)

Department Summaries

Niagara Transit

Amounts In thousands (\$)

Budget with Comparators by Object of Expenditure	2023 Actuals	2024 Budget	2025 Budget	\$ Change	% Change
Labour Related Costs	39,768	43,352	47,207	3,855	8.9%
Administrative	888	2,706	2,300	(406)	(15.0%)
Operational and Supply	11,229	9,596	7,878	(1,718)	(17.9%)
Occupancy and Infrastructure	939	1,239	1,262	23	1.9%
Equipment, Vehicles, and Technology	14,808	15,432	15,865	433	2.8%
Partnership, Rebates and Exemptions	1	0	1	1	0.0%
Financial Expenditures	870	0	129	129	0.0%
Transfers to Funds	5,822	2,167	4,333	2,166	100.0%
Intercompany Charges	174	0	0	0	0.0%
Gross Expenditures	74,499	74,492	78,975	4,483	6.2%
Payments in Lieu of Taxation	0	0	(187)	(187)	(100.0%)
Supplemental Taxes	0	0	(687)	(687)	(100.0%)
Taxation	(57,436)	(58,352)	(62,656)	(4,304)	7.4%
Federal and Provincial Grants	0	(167)	(171)	(4)	2.4%
By-Law Charges and Sales	(19,915)	(18,181)	(19,697)	(1,516)	8.3%
Other Revenue	(5,805)	(5,903)	(4,075)	1,828	(31.0%)
Transfers from Funds	(179)	(102)	0	102	(100.0%)
Gross Revenue	(83,335)	(82,704)	(87,473)	(4,769)	5.8%
Net Direct Expenditure before Indirect Allocations	(8,836)	(8,212)	(8,498)	(286)	3.5%
Program Support Allocation	4,519	6,020	6,336	316	5.2%
Capital Financing Allocation	2,230	2,192	2,162	(30)	(1.4%)
Indirect Allocation	6,749	8,212	8,498	286	3.5%
Net Expenditure/(Revenue) After Indirect Allocations	(2,087)	0	0	0	0.0%

Department Summaries

Niagara Transit

Capital Budget Summary (in thousands)

The 2025 capital program represents 13 distinct projects budgeted at \$55,250.

Amounts in thousands (\$)

Funding Source	Funding Amount
Reserves	3,994
Debt	0
Development Charges	3,300
Canada Community Building	0
Provincial Gas Tax	7,821
Area Municipality	0
Other External Sources	40,135
Total Gross Capital Request and Funding	55,250

Amounts in thousands (\$)

Project Name	Gross Capital Request	Project Description
25-Employee Sign-In Stations	200	Automate operator sign in process to help ensure that runs are not missed on the street (22 sign in stations). The system will allow operators to remotely view their schedule, change their schedules without paper forms, and request time off (3 display boards).
25-Shuttle Vehicles	225	Replacement of 5 driver shuttle & training vehicles, based on internal informal condition assessment and useful life.
25-Transmission Jack	40	This project is to replace one transmission jack that is specifically designed for removal and installation of transmissions, differentials and other components on heavy vehicles, that would be required to service buses.
25-Cargo Van	80	This project is for the purchase of one cargo van with an enclosed cargo area for the safe delivery of materials, supplies, and assets to/from NTC properties located throughout Niagara Region.

Department Summaries

Niagara Transit

Project Name	Gross Capital Request	Project Description
25-40' Conventional Bus Power Train Refurb	600	The project involves the replacement of existing power train components (engine transmission) on 5 conventional (40 foot) buses.
25-Annual - Replace 40' Conventional Buses	9,356	Replacement of 10 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).
25-Replacement of Specialized/Para Transit Buses	1,274	Replacement of 4 Specialized/ParaTransit Buses (based on internal informal condition assessment and useful life).
25-8 Electric Buses	13,200	Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 8 electric buses.
25-9 Electric Buses	14,850	Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 9 electric buses.
25-Electrification Equipment & Infrastructure First St. Louth	9,395	Purchase and implementation of electrification equipment and infrastructure at the NTC's First St. Louth Location. to pilot Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	4,795	Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase and implementation of electrification equipment and infrastructure at the NTC's downtown terminal.
25-NTC Welland Fleet Building-Garage Repair	340	Repair and reinforcement of building structure at NTC Welland Fleet Garage. Identified structural concerns represent a health and safety concern.

Department Summaries

Niagara Transit

Project Name	Gross Capital Request	Project Description
25-NTC Welland Fleet Building-Parking Lot	895	Concrete repair, asphalt replacement, minor renovations at NTC Welland Transit Hub. Existing conditions are poor and present health and safety concern.
Total	55,250	



Section 5 – Capital Budget

Corporate Capital Overview

2025 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

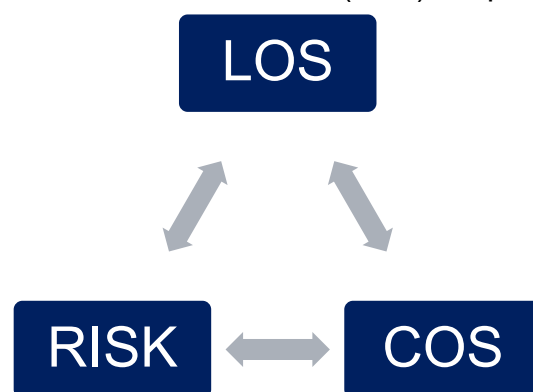
In your personal financing, it would be the equivalent of purchasing large items, such as a house or car, where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a loan).

A capital expenditure is the money and resources spent by an organization on the purchase, replacement or improvement of an organization spends on purchasing, replacing or improving 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 manage existing assets effectively and to plan for the acquisition and management of new assets for the delivery of 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 image below.



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, environmental, and economic) approach with a consistent set of criteria to determine the consequence and probability of an asset failure. The corporate priority model determines the level of alignment with Council's strategic priorities.

The objectives of CAMRA are as outlined below:

- 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 the identification and management of risk and regulatory requirements
- Help to sustainably deliver the level of service desired by our customers -the tax and ratepayers of the Region

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

- Risk return on investment score (R-ROI) value: the project's risk divided by its cost, with higher R-ROI values indicating a more favorable investment
- Risk score : the highest risk project irrespective of cost
- Corporate priority alignment: greatest alignment with Council strategic priorities
- Other Senior leadership considerations
- Factors identified through staff's professional judgement

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

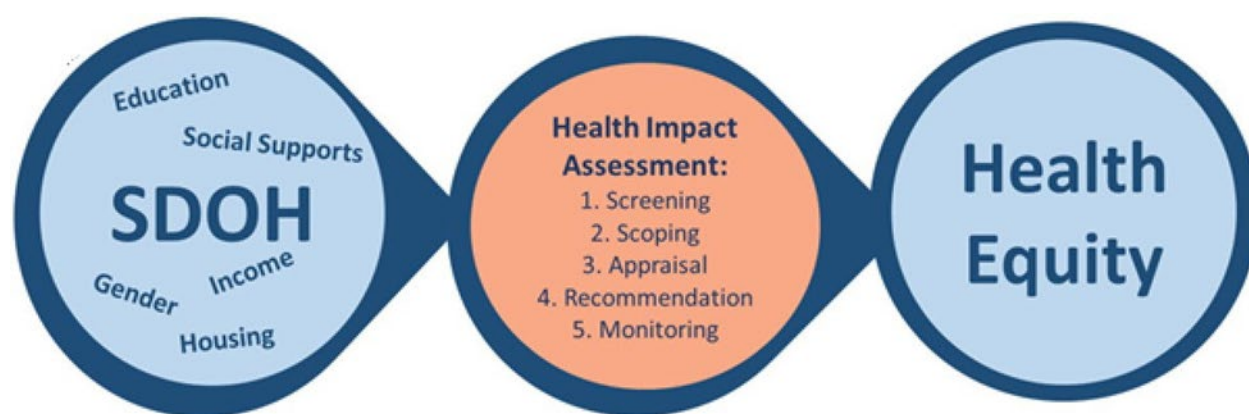
Regulatory Requirements

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 is 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	Completed June 27, 2024
s.6.(1)	Asset Management Plan – Update to include the proposed level of service and financing strategy, which is approved and publicly available.	July 1, 2025	In Progress

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 	

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).

Debt Strategy

Debt financing is proposed in an extremely conservative manner, with the 2025 projection calling for no more than 7.5 cents of every own source revenue dollar being spent on financing the debt from capital projects. This measure is also known as the annual repayment limit (ARL) that is reported to the Province annually. The last reported ARL to the province is 5.8 cents (2023).

Debt is recommended to be used for strategic or growth projects as identified within the Development Charge (DC) background study and in alignment with the Region's Capital Financing Policy. The Niagara Region has limited capacity to take on additional debt as per Infrastructure Ontario (IO)'s sector limit and impact on the Niagara Region's Standard & Poor's (S&P) bond rating detailed in CSD 37-2024. As a result, no new debt for the 2025 Capital Budget is being proposed. In an effort to reduce the Regional debt burden and maintain the Region's current AA+ stable credit rating, staff are also proposing a debt substitution strategy as part of the 2025 Budget. Debt substitution involves repurposing the operating budget that is relieved from paying off debentures to pay as you go funding.

Capital Budget Recommendation & Approval

To create our capital budget, we rely on several 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 \$376.1 million capital budget, including 168 distinct projects. The capital budget was created with consideration of the prioritized projects from CAMRA and with consideration of council's priorities.

On September 12, 2024, Budget Review Committee of the Whole (BRCOTW), the 2025 Capital Budget was approved as recommended.

Capital Budget

Capital Revenue Summary by Department

The following table summarizes departmental 2025 capital requests of \$376.1 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 Deputy CAO	65	65	0	0	0	0	0
Community Services	1,851	1,851	0	0	0	0	0
Corporate Administration	401	401	0	0	0	0	0
Corporate Services	17,855	17,855	0	0	0	0	0
Planning and Development	0	0	0	0	0	0	0
Public Health and Emergency Services	5,495	4,084	0	1,410	0	0	0
Public Works - Levy	105,857	37,312	0	47,387	18,283	0	2,875
Subtotal of Levy Departments	131,524	61,569	0	48,797	18,283	0	2,875
Niagara Regional Housing	14,500	12,310	0	0	0	0	2,190
Niagara Regional Police Service	6,771	6,271	0	500	0	0	0
Subtotal of Agency Boards and Commissions	21,271	18,581	0	500	0	0	2,190
Subtotal of Levy Programs	160,435	84,439	21,924	19,629	10,800	0	23,643

Capital Budget

Department	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External
Waste Management	2,970	2,970	0	0	0	0	0
Niagara Transit Commission	55,250	3,994	0	3,300	0	7,821	40,135
Subtotal of Special Levy Departments	58,220	6,964	0	3,300	0	7,821	40,135
Wastewater Operations	84,247	37,995	0	11,435	0	0	34,817
Water Operations	80,850	50,549	0	30,301	0	0	0
Subtotal of Rate Programs	165,097	88,544	0	41,736	0	0	34,817
Grand Total	376,112	175,658	0	94,333	18,283	7,821	80,017

Capital Budget

Capital Revenue Detail by Project

Regional council approved 168 Capital projects in the 2025 Capital Budget totaling \$376.1 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*
25-Print Shop Equipment	A	65	65	0	0	0	0	0
Subtotal of Office of Deputy CAO	A	65	65	0	0	0	0	0
25-LTC Homes - Resident Care Equipment	A	461	461	0	0	0	0	0
25-LTC Homes - Annual Capital Replacements	A	1,390	1,390	0	0	0	0	0
Subtotal of Community Services	A	1,851	1,851	0	0	0	0	0
PeopleSoft License Upgrade	A	401	401	0	0	0	0	0
Subtotal of Corporate Administration	A	401	401	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*
25-IT-Backup Storage Expansion	A	320	320	0	0	0	0	0
25-IT-WiFi Access Replacement	A	60	60	0	0	0	0	0
25-IT-Print Management Software	A, S	235	235	0	0	0	0	0
25-IT-SQL Upgrade	A	825	825	0	0	0	0	0
25-IT-Infrastructure Server Replacement	A	225	225	0	0	0	0	0
25-IT-Corporate Intranet Replacement	A	250	250	0	0	0	0	0
25-IT-Low-Code Development Platform	A	320	320	0	0	0	0	0
25-IT-Privileged Account Management Licenses	A	375	375	0	0	0	0	0
25-Building Utilization Improvement	A	1,500	1,500	0	0	0	0	0
25-Annual-Code & Leg Compliance	A	1,000	1,000	0	0	0	0	0
25-IT-End of Life Computer Replacement and Operating System Upgrade	A	2,250	2,250	0	0	0	0	0
25-IT-HQ and Remote Site Support Enterprise Storage (SAN) Replacement	A	2,500	2,500	0	0	0	0	0
25-IT-Hardware Inventory	A	100	100	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*
25-IT-Data Management Platform	A	875	875	0	0	0	0	0
25-HQ Campbell West-Geothermal Field	A	1,000	1,000	0	0	0	0	0
25-Children's Centre Niagara Falls/Branscombe-Elevator Refurbishment	A	300	300	0	0	0	0	0
25-EMS Virgil Station - Land and Building Design	A	4,530	4,530	0	0	0	0	0
25-Children's Centre Welland-HVAC Replacement	A	340	340	0	0	0	0	0
25-Children's Centre Fort Erie-HVAC Replacement	A	350	350	0	0	0	0	0
25-Adult Day Grimsby-Leasehold Buildout	A	500	500	0	0	0	0	0
Subtotal of Corporate Services	A, S	17,855	17,855	0	0	0	0	0
25-EMS New Emergency Response Vehicles	G	182	0	0	182	0	0	0
25-EMS Ambulance & Eqpt Replacement	A	3,230	3,230	0	0	0	0	0
25-EMS ERV Signal Pre-emption	A	147	147	0	0	0	0	0
25-EMS Training Laptops	A	25	25	0	0	0	0	0
25-EMS Offload Stretcher Replacement	A	130	130	0	0	0	0	0
25-EMS New Ambulances	G	1,228	0	0	1,228	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*
25-EMS Emergency Response Vehicle Replacement	A	552	552	0	0	0	0	0
Subtotal of Public Health & Emergency Services	G, A, S	5,495	4,084	0	1,410	0	0	0
25-Fleet Pickup Trucks	A	1,005	1,005	0	0	0	0	0
25-Fleet Dump Plow Trucks	A	3,858	3,858	0	0	0	0	0
25-Fleet Crew Dump Trucks	A	1,803	1,803	0	0	0	0	0
25-Fleet Utility Trailers	A	634	634	0	0	0	0	0
25-Fleet Line Striper	A	62	62	0	0	0	0	0
25-Fleet Tractor	A	315	315	0	0	0	0	0
22-Annual Fleet & Vehicle Replacement	A	690	690	0	0	0	0	0
RR87 Lakeshore Rd at Read Rd	G	325	0	0	325	0	0	0
Intersection Improvement - RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	G	2,000	0	0	2,000	0	0	0
25-Annual - Roads Engineering for Future	G	500	0	0	500	0	0	0
RR39 North Service Rd at RR24 Victoria Ave	G	1,000	0	0	1,000	0	0	0
Intersection Improvement - RR81 St Paul W at Vansickle	G	1,500	0	0	1,500	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*
Intersection Improvement - RR100 Four Mile Creek at York Rd, NOTL	G	2,000	0	0	2,000	0	0	0
West End Facility Upgrade	G	1,000	0	0	1,000	0	0	0
25-Annual Development Projects	S	500	0	0	0	0	0	500
Roads Facility Program-Brine Station Rehabilitation	A	400	400	0	0	0	0	0
25-Annual Road Property Acquisition	G	200	30	0	170	0	0	0
24-Annual RWIS Enhancement Program / Pavement Sensors	A	80	80	0	0	0	0	0
Grade Crossing Assessment	A	60	60	0	0	0	0	0
25-Annual Traffic Signal Software License	A	90	90	0	0	0	0	0
Capacity Improvement Program-RR55 Niagara Stone Rd from Line 1 Rd to East West Line	G, A	6,400	960	0	5,440	0	0	0
25-Annual - Railway Crossing Imprv	A	230	230	0	0	0	0	0
Roads Rehab - RR81 York Rd Four Mile Creek to Queenston	G, A	1,000	750	0	250	0	0	0
Small Tool Replacement	A	10	10	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*
25-Annual - Intersection Control Studies	G, A	100	10	0	90	0	0	0
Roads Rehab - RR116 Stevensville Rd-Eagle to Bowen	G, A	750	450	0	300	0	0	0
20-Structural Rehab - RR12 Mountain St Retaining Wall	A	1,000	1,000	0	0	0	0	0
25-Annual Roads Resurfacing	A	13,000	3,000	0	0	10,000	0	0
Capacity Improvement - RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	G, A	29,100	4,365	0	24,735	0	0	0
Structural Rehab - JR Stork Bridge - Bridge Rehab Str. 038205	G, A, S	10,500	2,663	0	1,629	4,283	0	1,925
25-Annual Fleet Small Tools	A	40	40	0	0	0	0	0
Structural Rehab - Niagara St. Bridge - Bridge Replacement	A	1,000	1,000	0	0	0	0	0
25-Annual Roads Rehab Emergency Construction	G, A	1,000	900	0	100	0	0	0
Roads Rehab Caistorville Rd from Boundary to Conc 1	G, A	1,000	750	0	250	0	0	0
25-Annual Guide Rail Improvement	A	550	550	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*
Capacity Improvement - 102 Stanley Ave Murray St to Peer Lane	G, A	1,000	150	0	850	0	0	0
Structural Rehab - 16 Mile Creek Bridge - Struc No. 039215	A	750	750	0	0	0	0	0
Capacity Improvement - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	G, A	1,000	150	0	850	0	0	0
Roads Rehab - RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin	G, A	2,000	1,200	0	800	0	0	0
Transportation Time Management Scanner	A	300	300	0	0	0	0	0
20-Capacity Improvement - RR54 Rice Rd-Merritt to Thorold	G, A	1,000	150	0	850	0	0	0
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	G, A, S	8,000	2,418	0	1,133	4,000	0	450
Structural Rehab - Stevensville Bridge (116215)	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*
20-Structural Rehab -RR81 Forty Mile Creek Bridge (081205)	A	500	500	0	0	0	0	0
Roads Rehab-RR20 Hwy 20 Canborough to Station	G, A	750	675	0	75	0	0	0
Roads Rehab - RR21 Bowen Rd Ridgemount to QEW	G, A	750	450	0	300	0	0	0
Roads Rehab - RR 87 Main St - Verdun Ave to Ontario St	G, A	1,000	750	0	250	0	0	0
25-Annual Intelligent Transportation System	A	500	500	0	0	0	0	0
25-Annual Field Inspection Devices	A	55	55	0	0	0	0	0
Roads Facility Program - Traffic Control Centre	G, A	300	60	0	240	0	0	0
24-Annual-Storm Sewer Asset Management Program	A	150	150	0	0	0	0	0
Forestry Tree Inventory Program	A	150	150	0	0	0	0	0
Capacity Improvement - Hwy 20 Smithville Bypass	G, A	500	0	0	500	0	0	0
24-Annual Road Safety Strategic Plan	A	1,000	1,000	0	0	0	0	0
Pavement Climate change study	A	150	150	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*
25-Annual Structural Engineering Study Future Bridges	A	300	300	0	0	0	0	0
Roads Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	G, A	1,000	750	0	250	0	0	0
Subtotal of Public Works - Levy	G, A, S	105,857	37,312	0	47,387	18,283	0	2,875
Subtotal of Levy Departments	G, A, S	131,524	61,569	0	48,797	18,283	0	2,875
25-NRH Annual New Development Planning	A	200	200	0	0	0	0	0
25-NRH Annual Grounds Capital	A	1,525	1,068	0	0	0	0	458
25-NRH Annual Building Capital	A	2,545	1,782	0	0	0	0	764
25-NRH Annual Mech-Electrical	A	1,041	729	0	0	0	0	312
25-NRH Annual Unit Capital	A	1,989	1,392	0	0	0	0	597
25-NRH Emergency Capital	A	200	140	0	0	0	0	60
NRH-Geneva St Development Phase 2	S	1,500	1,500	0	0	0	0	0
NRH St. Catharines Permanent Shelter	S	5,500	5,500	0	0	0	0	0
Subtotal of Niagara Regional Housing	A, S	14,500	12,310	0	0	0	0	2,190

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
25-NRPS Radio System Micro Replacement	A	1,122	1,122	0	0	0	0	0
25-NRPS CEW Replacements	A	140	140	0	0	0	0	0
25-NRPS Use of Force Update	A	1,205	1,205	0	0	0	0	0
25-NRPS Replacement Vessel Electronic	A	110	110	0	0	0	0	0
25-NRPS Remotely Operated Veh	A	380	380	0	0	0	0	0
25-NRPS Fleet Patrol Veh Replacement	A	1,413	1,413	0	0	0	0	0
25-NRPS Fleet Special Veh Replacement	A	340	340	0	0	0	0	0
25-NRPS Night Vision Replacement	A	110	110	0	0	0	0	0
25-NRPS Mobile Radar Replacement	A	49	49	0	0	0	0	0
25-NRPS Network Servers & Work Station	A	575	575	0	0	0	0	0
25-NRPS Desktops/Laptops/Monitor	A	350	350	0	0	0	0	0
25-NRPS Investigative Veh Replacement	A	461	461	0	0	0	0	0
25-NRPS Increase Fleet Quantity	G	500	0	0	500	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*
25-NRPS Respiratory Mask Fit Tester	A	16	16	0	0	0	0	0
Subtotal of Niagara Regional Police Services	G, A	6,771	6,271	0	500	0	0	0
Subtotal of Agency Boards and Commissions	G, A, S	21,271	18,581	0	500	0	0	2,190
Subtotal of Levy Departments	G, A, S	152,795	80,150	0	49,297	18,283	0	5,065
Mountain Road - End Use Works	A	1,100	1,100	0	0	0	0	0
24-Well Decommissioning	A	340	340	0	0	0	0	0
25-Annual State of Good Repair	A	450	450	0	0	0	0	0
25-Property Acquisition	S	180	180	0	0	0	0	0
25-Supervisory Control and Data Acquisition (SCADA) Upgrade	A	350	350	0	0	0	0	0
25-Geoware Upgrade	A	110	110	0	0	0	0	0
Bridge Asphalt Work	A	440	440	0	0	0	0	0
Subtotal of Waste Management	A, S	2,970	2,970	0	0	0	0	0
25-40' Conventional Bus Power Train Refurbish	A	600	600	0	0	0	0	0
25-Annual - Replace 40' Conventional Buses	A, S	9,356	0	0	0	0	2,495	6,861

Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
25-Replacement of Specialized/Para Transit Buses	A, S	1,274	114	0	0	0	226	935
25-8 Electric Buses	G, A, S	13,200	0	0	3,300	0	3,300	6,600
25-9 Electric Buses	A, S	14,850	0	0	0	0	0	14,850
25-Electrification Equipment & Infrastructure First St. Louth	A, S	9,395	1,500	0	0	0	1,800	6,095
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	A, S	4,795	0	0	0	0	0	4,795
25-Cargo Van	A	80	80	0	0	0	0	0
25-Shuttle Vehicles	A	225	225	0	0	0	0	0
25-Transmission Jack	A	40	40	0	0	0	0	0
25-Employee Sign-In Stations	A	200	200	0	0	0	0	0
25-NTC Welland Fleet Building-Garage Repair	A	340	340	0	0	0	0	0
25-NTC Welland Fleet Building-Parking Lot	A	895	895	0	0	0	0	0
Subtotal of Niagara Transit Commission	G, A, S	55,250	3,994	0	3,300	0	7,821	40,135
Subtotal of Special Levy Departments	G, A, S	58,220	6,964	0	3,300	0	7,821	40,135
Alliston Ave SPS Upgrade	G	300	0	0	300	0	0	0
Lister Road Trunk Sewer	G, A	600	60	0	540	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*
Victoria Avenue Pumping Station Upgrades	G, A	7,500	1,500	0	6,000	0	0	0
25-Wastewater Sustainability Upgrades Program	A	4,000	4,000	0	0	0	0	0
SCADA Server Replacement (Wastewater)	A	1,300	1,300	0	0	0	0	0
25-IT Hardware and Software Program (Wastewater)	A	75	75	0	0	0	0	0
Catherine Street Pumping Station Upgrades	G, A	600	360	0	240	0	0	0
Smithville Trunk Upgrade	G, A	1,000	100	0	900	0	0	0
West Main Street Sanitary improvement Phase 2	A	2,500	2,500	0	0	0	0	0
Dain City Pump Station Upgrade	G, A	3,700	1,110	0	2,590	0	0	0
25-Wastewater Vehicles	A	230	230	0	0	0	0	0
25-WW SCADA Cybersecurity Upgrades	A	450	450	0	0	0	0	0
25-Wastewater Instrumentation Upgrade Program	A	92	92	0	0	0	0	0
17-Stevensville-Douglastown Lagoon Upgrade	A	3,000	3,000	0	0	0	0	0
Baker Road WWTP Gas Controllers Replacement	A	360	360	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*
25-WWTP Digester / Sludge Management Program	A	4,000	4,000	0	0	0	0	0
25-Flow Meter Installation and Replacement	G, A	130	65	0	65	0	0	0
Port Colborne City Hall SPS and Forcemain Upgrade	A	2,600	2,600	0	0	0	0	0
East Side Pump Station Forcemain Replacement	A, S	50,810	15,993	0	0	0	0	34,817
Stevensville SPS Upgrade	G, A	500	100	0	400	0	0	0
Omer Ave SPS Upgrade	G, A	500	100	0	400	0	0	0
Subtotal of Wastewater Operations	G, A, S	84,247	37,995	0	11,435	0	0	34,817
25-Water Sustainability Upgrades Program	A	4,000	4,000	0	0	0	0	0
SCADA Server Replacement (Water)	A	700	700	0	0	0	0	0
25-Water Vehicle	A	30	30	0	0	0	0	0
UV Disinfection System Replacement at Niagara Falls WTP	A	2,500	2,500	0	0	0	0	0
25-Water SCADA Cybersecurity Upgrades	A	300	300	0	0	0	0	0
WTP Upgrade - Welland Upgrade - Phase 2	G, A	10,000	5,000	0	5,000	0	0	0
Watermain Replacement Martindale Rd - JR Stork Bridge	A	3,200	3,200	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*
25-IT Hardware and Software Program (Water)	A	75	75	0	0	0	0	0
Reservoir & Storage Program (Port Colborne WTP)	A	1,600	1,600	0	0	0	0	0
New Niagara Falls Elevated Tank and Trunk Watermain	G, A	500	50	0	450	0	0	0
25-Water Instrumentation Upgrade Program	A	253	253	0	0	0	0	0
20-Watermain Replacement Ontario St (Greenlane) - Phase 2	A	4,000	4,000	0	0	0	0	0
New Barrick Road Watermain	G, A	49,242	24,621	0	24,621	0	0	0
Decommissioning - Fielden Avenue Reservoir and Booster Station	G, A	100	70	0	30	0	0	0
Roof Replacement Program – Niagara Falls WTP High Lift/ Low Lift Roof Replacement	A	3,700	3,700	0	0	0	0	0
New Separate Set of High Lift Pumps at Welland WTP	G, A	500	300	0	200	0	0	0
Water Lighting Upgrades	A	150	150	0	0	0	0	0
Subtotal of Water Operations	G, A, S	80,850	50,549	0	30,301	0	0	0
Subtotal of Rate Programs	G, A, S	165,097	88,544	0	41,736	0	0	34,817

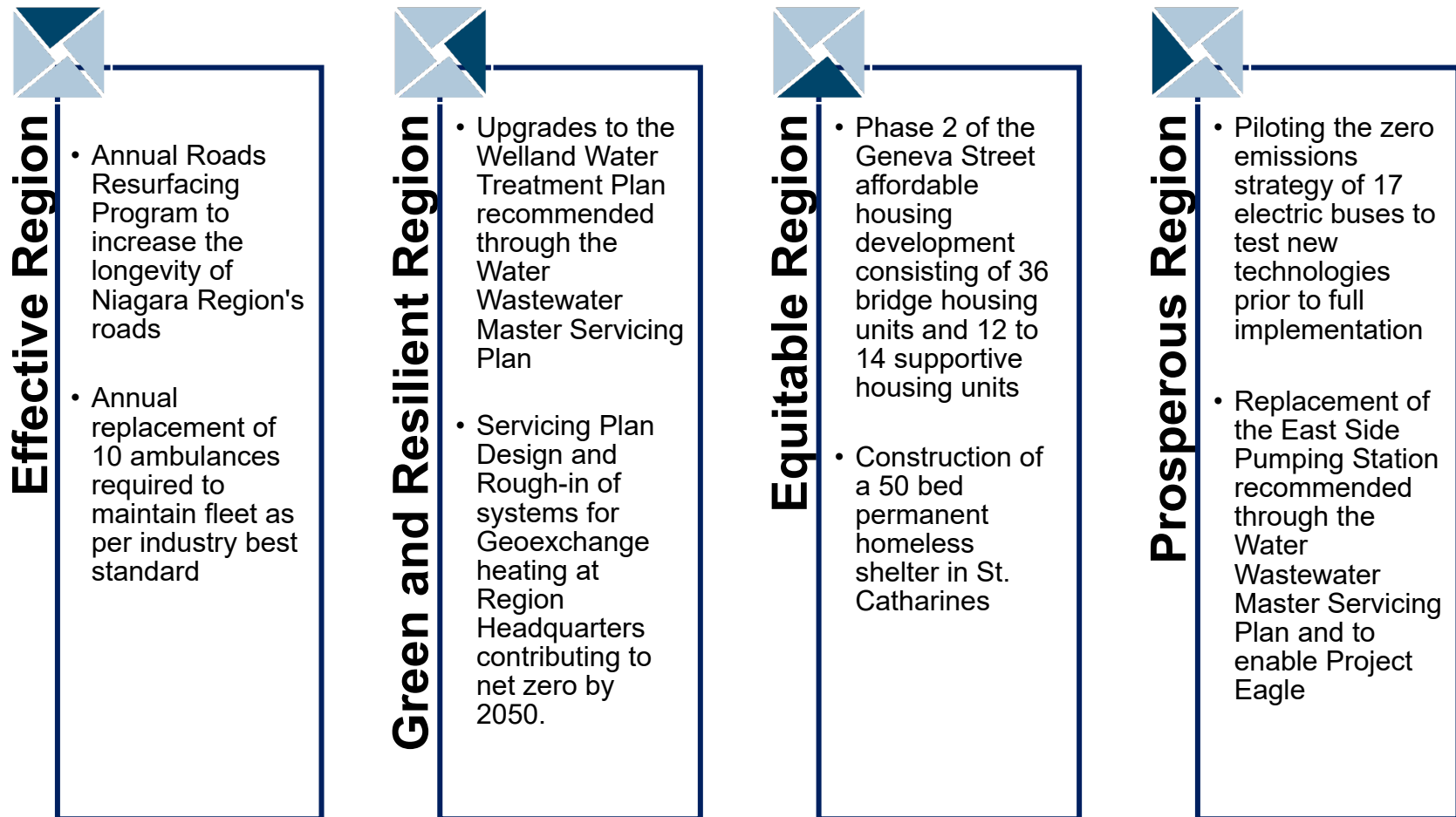
Capital Budget

Capital Budget by Project	Project Type	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External*
Grand Total	G, A, S	376,112	175,658	0	94,333	18,283	7,821	80,017

*Other External financing is comprised of \$26,575 municipal cost share, \$52,942 federal/provincial funding, 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 2025 capital projects tied to each strategic priority are highlighted in the graphic below.



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. Each expenditure category is defined as follows:

Planning and Design:

This includes costs associated with the early stages of the project. It covers activities such as feasibility studies, architectural and engineering design, permitting, and other preparatory tasks required to develop a detailed project plan. Expenses in this category ensure that the project can be properly scoped, planned, and approved before construction begins.

Construction and Property:

This is the category where the actual building or development work is carried out. It includes costs for materials, labor, equipment, subcontractors, site preparation, and the construction of physical structures or property improvements. Additionally, this category may cover land acquisition costs if the project involves purchasing real estate.

Equipment:

This refers to costs for purchasing or leasing equipment required to carry out the capital project. It may include machinery, tools, or technology that will be used during construction, as well as any specialized equipment that will be used for operations once the project is completed.

Internal Cost:

These are the internal expenses incurred by the organization managing the project. They include labor costs for project management, administrative support, internal engineering, and other in-house resources needed to oversee the project's execution. It also covers overhead costs related to the company's operations that are directly tied to the capital project.

Warranty and Contingency:

Warranty includes costs related to post-construction support, such as warranty services, maintenance, and repairs needed for defects or issues that arise after the project is completed.

Capital Budget

Amounts in thousands (\$)

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Office of Deputy CAO	65	0	0	65	0	0
Community Services	1,851	0	0	1,851	0	0
Corporate Administration	401	0	0	401	0	0
Corporate Services	17,855	1,373	7,283	8,389	234	576
Planning and Development	0	0	0	0	0	0
Public Health and Emergency Services	5,495	0	0	5,495	0	0
Public Works - Levy	105,857	12,000	81,745	9,250	2,862	0
Subtotal of Levy Departments	131,524	13,373	89,028	25,451	3,096	576
Niagara Regional Housing	14,500	2,100	11,500	400	500	0
Niagara Regional Police Services	6,771	0	0	6,771	0	0
Subtotal of Agency Boards and Commissions	21,271	2,100	11,500	7,171	500	0
Subtotal of Levy Programs	152,795	15,473	100,528	32,622	3,596	576
Waste Management	2,970	0	2,600	100	135	135
Niagara Transit Commission	55,250	107	9,491	45,415	38	199
Subtotal of Special Levy Departments	58,220	107	12,091	45,515	173	334
Wastewater Operations	84,247	2,745	64,225	1,890	1,350	14,037
Water Operations	80,850	466	62,346	3,373	1,073	13,593

Capital Budget

Department	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Subtotal of Rate Programs	165,097	3,211	126,571	5,263	2,423	27,630
Grand Total	376,112	18,791	239,190	83,400	6,192	28,540

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
25-Print Shop Equipment	65	0	0	65	0	0
Subtotal of Office of Deputy CAO	65	0	0	65	0	0
25-LTC Homes - Resident Care Equipment	461	0	0	461	0	0
25-LTC Homes - Annual Capital Improvements/Replacements	1,390	0	0	1,390	0	0
Subtotal of Community Services	1,851	0	0	1,851	0	0
People Soft Licensing Model Upgrade	401	0	0	401	0	0
Subtotal of Corporate Administration	401	0	0	401	0	0
25-IT-SQL Upgrade	825	0	0	825	0	0
25-IT-Low-Code Development Platform	320	0	0	320	0	0
25-IT-WiFi Access Replacement	60	0	0	60	0	0
25-IT-Backup Storage Expansion	320	0	0	320	0	0
25-IT-Print Management Software	235	0	0	235	0	0
25-IT-Infrastructure Server Replacement	225	0	0	225	0	0
25-IT-Corporate Intranet Replacement	250	0	0	250	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-IT-End of Life Computer Replacement and Operating System Upgrade	2,250	0	0	2,250	0	0
25-IT-HQ and Remote Site Support Enterprise Storage (SAN) Replacement	2,500	0	0	2,500	0	0
25-IT-Hardware Inventory	100	0	0	100	0	0
25-IT-Data Management Platform	875	0	0	875	0	0
25-IT-Privileged Account Management Licenses	375	0	0	375	0	0
25-Building Utilization Improvement	1,500	220	1,140	0	35	105
25-Annual-Code & Leg Compliance	1,000	80	820	0	20	80
25-HQ Campbell West-Geothermal Field	1,000	150	720	0	20	110
25-Adult Day Grimsby-Leasehold Buildout	500	45	309	54	31	61
25-Children's Centre Niagara Falls/Branscombe-Elevator Refurbishment	300	13	231	0	6	50
25-Children's Centre Fort Erie-HVAC Replacement	350	15	280	0	20	35
25-Children's Centre Welland-HVAC Replacement	340	20	265	0	20	35
25-EMS Virgil Station - Land and Building Design	4,530	830	3,518	0	82	100
Subtotal of Corporate Services	17,855	1,373	7,283	8,389	234	576

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-EMS New Emergency Response Vehicles (ERV)	182	0	0	182	0	0
25-EMS Ambulance & Equipment Replacement	3,230	0	0	3,230	0	0
25-EMS ERV Signal Pre-emption	147	0	0	147	0	0
25-EMS Training Laptops	25	0	0	25	0	0
25-EMS Offload Stretcher Replacement	130	0	0	130	0	0
25-EMS New Ambulances	1,228	0	0	1,228	0	0
25-EMS Emergency Response Vehicle (ERV) Replacement	552	0	0	552	0	0
Subtotal of Public Health and Emergency Services	5,495	0	0	5,495	0	0
Transportation Time Management Scanner	300	0	0	300	0	0
West End Facility Upgrade	1,000	1,000	0	0	0	0
25-Annual-Field Inspection Devices	55	0	0	55	0	0
Forestry Tree Inventory Program	150	145	0	0	5	0
Grade Crossing Assessment	60	55	0	0	5	0
Small Tool Replacement	10	0	0	10	0	0
25-Annual-Guide Rail Improvement	550	0	540	0	10	0
25-Annual-Railway Crossing Improvement	230	0	230	0	0	0
Roads Facility Program-Brine Station Rehabilitation	400	0	0	400	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-Annual-Traffic Signal Software License	90	0	0	90	0	0
25-Annual-Intelligent Transportation System	500	0	350	0	150	0
Roads Facility Program-Traf Control Centre	300	280	0	0	20	0
Roads Rehab-RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin	2,000	0	1,950	0	50	0
Structural Rehab - Niagara St. Bridge - Bridge Replacement	1,000	0	950	0	50	0
Roads Rehab - RR 87 Main St - Verdun Ave to Ontario St	1,000	900	0	0	100	0
Capacity Improvement - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	1,000	0	950	0	50	0
Structural Rehab - JR Stork Bridge - Bridge Rehab Str. 038205	10,500	0	10,400	0	100	0
Intersection Improvement -RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	2,000	0	1,975	0	25	0
Int Improvement - RR100 Four Mile Creek at York Rd, NOTL	2,000	0	2,000	0	0	0
20-Structural Rehab-RR81 Forty Mile Creek Bridge (081205)	500	490	0	0	10	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
20-Structural Rehab-RR12 Mountain St Retaining Wall	1,000	0	950	0	50	0
Capacity Improvement -RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	29,100	0	28,500	0	600	0
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	8,000	0	7,850	0	150	0
Structural Rehab - 16 Mile Creek Bridge - Structure No. 039215	750	700	0	0	50	0
Structural Rehab - Stevensville Bridge (116215)	1,000	950	0	0	50	0
20-Capacity Improvement -RR54 Rice Rd-Merritt to Thorold	1,000	0	900	0	100	0
Intersection Improvement-RR81 St Paul W at Vansickle	1,500	200	1,250	0	50	0
Roads Rehab Caistorville Rd from Boundary to Conc 1	1,000	0	950	0	50	0
Roads Rehab-RR116 Stevensville Rd-Eagle to Bowen	750	700	0	0	50	0
Capacity Improvement - Hwy 20 Smithville Bypass	500	475	0	0	25	0
Roads Rehab-RR81 York Rd Four Mile Creek to Queenston	1,000	450	500	0	50	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Capacity Improvement - 102 Stanley Ave Murray St to Peer Lane	1,000	950	0	0	50	0
Roads Rehab-RR20 Hwy 20 Canborough to Station	750	725	0	0	25	0
25-Annual-Roads Rehab Emergency Construction	1,000	0	950	0	50	0
25-Annual-Development Projects	500	0	500	0	0	0
25-Annual-Roads Eng for Future	500	500	0	0	0	0
25-Annual-Road Property Acquis	200	0	200	0	0	0
RR87 Lakeshore Rd at Read Rd	325	300	0	0	25	0
Roads Rehab - RR21 Bowen Rd Ridgemount to QEW	750	700	0	0	50	0
Capacity Improvement Program-RR55 Niagara Stone Rd from Line 1 Rd to East West Line	6,400	0	6,200	0	200	0
25-Annual-Roads Resurfacing	13,000	0	12,650	0	350	0
25-Annual-Structural Engineering Study Future Bridges	300	270	0	0	30	0
Roads Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	1,000	900	0	0	100	0
24-Annual-Road Safety Strategic Plan	1,000	0	1,000	0	0	0
25-Annual Intersection Control Studies	100	100	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
RR39 North Service Rd at RR24 Victoria Ave	1,000	950	0	0	50	0
24-Annual-Storm Sewer Asset Management Program	150	120	0	0	30	0
24-Annual-RWIS Enhancement Program / Pavement Sensors	80	0	0	80	0	0
Pavement Climate change study	150	140	0	0	10	0
22-Annual Fleet & Vehicle Replacement	690	0	0	670	20	0
25-Fleet Pickup Trucks	1,005	0	0	1,005	0	0
25-Fleet Dump Plow Trucks	3,858	0	0	3,828	30	0
25-Fleet Crew Dump Trucks	1,803	0	0	1,783	20	0
25-Fleet Utility Trailers	634	0	0	624	10	0
25-Fleet Line Striper	62	0	0	60	2	0
25-Fleet Tractor	315	0	0	305	10	0
25-Annual-Fleet Small Tools	40	0	0	40	0	0
Subtotal of Public Works - Levy	105,857	12,000	81,745	9,250	2,862	0
Subtotal of Levy Departments	131,524	13,373	89,028	25,451	3,096	576
25-NRH Annual Unit Capital	1,989	0	1,889	0	100	0
25-NRH Annual Mech-Electrical	1,041	0	941	0	100	0
25-NRH Annual Building Capital	2,545	0	2,445	0	100	0
25-NRH Annual Grounds Capital	1,525	0	1,425	0	100	0
25-NRH Emergency Capital	200	0	0	200	0	0
25-NRH Annual New Development Planning	200	200	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
NRH St. Catharines Permanent Shelter	5,500	400	4,800	200	100	0
NRH-Geneva St Development Phase 2	1,500	1,500	0	0	0	0
Subtotal of Niagara Regional Housing	14,500	2,100	11,500	400	500	0
25-NRPS Fleet Patrol Vehicle Replacement	1,413	0	0	1,413	0	0
25-NRPS Fleet Special Vehicle Replacement	340	0	0	340	0	0
25-NRPS Investigative Vehicle Replacement	461	0	0	461	0	0
25-NRPS Increase Fleet Quantity	500	0	0	500	0	0
25-NRPS Mobile Radar Replacement	49	0	0	49	0	0
25-NRPS Night Vision Replacement	110	0	0	110	0	0
25-NRPS Replacement Vessel Electronic	110	0	0	110	0	0
25-NRPS Remotely Operated Vehicle	380	0	0	380	0	0
25-NRPS Respiratory Mask Fit Tester	16	0	0	16	0	0
25-NRPS CEW Replacements	140	0	0	140	0	0
25-NRPS Use of Force Update	1,205	0	0	1,205	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-NRPS Network Servers & Work Station	575	0	0	575	0	0
25-NRPS Desktops /Laptops/ Monitor	350	0	0	350	0	0
25-NRPS Radio System Micro Replacement	1,122	0	0	1,122	0	0
Subtotal of Niagara Regional Police Services	6,771	0	0	6,771	0	0
Subtotal of Agency Boards and Commissions	21,271	2,100	11,500	7,171	500	0
Subtotal of Levy Programs	152,795	15,473	100,528	32,622	3,596	576
24-Well Decommissioning	340	0	309	0	15	15
25-Annual State of Good Repair	450	0	409	0	20	20
25-Property Acquisition	180	0	164	0	8	8
25-Supervisory Control and Data Acquisition (SCADA) Upgrade	350	0	318	0	16	16
25-Geoware Upgrade	110	0	0	100	5	5
Bridge Asphalt Work	440	0	400	0	20	20
Mountain Road - End Use Works	1,100	0	1,000	0	50	50
Subtotal of Waste Management	2,970	0	2,600	100	135	135
25-Employee Sign-In Stations	200	0	0	200	0	0
25-Shuttle Vehicles	225	0	0	225	0	0
25-Transmission Jack	40	0	0	40	0	0
25-Cargo Van	80	0	0	80	0	0
25-40' Conventional Bus Power Train Refurb	600	0	0	600	0	0

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-Annual-Replace 40' Conventional Buses	9,356	0	0	9,356	0	0
25-Replacement of Specialized/Para Transit Buses	1,274	0	0	1,274	0	0
25-8 Electric Buses	13,200	0	0	13,200	0	0
25-9 Electric Buses	14,850	0	0	14,850	0	0
25-Electrification Equipment & Infrastructure First St. Louth	9,395	0	5,900	3,495	0	0
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	4,795	0	2,700	2,095	0	0
25-NTC Welland Fleet Building-Garage Repair	340	32	246	0	7	55
25-NTC Welland Fleet Building-Parking Lot	895	75	645	0	31	144
Subtotal of Niagara Transit Commission	55,250	107	9,491	45,415	38	199
Subtotal of Special Levy Departments	58,220	107	12,091	45,515	173	334
SCADA Server Replacement (Wastewater)	1,300	0	0	1,079	0	221
25-Wastewater Sustainability Upgrades Program	4,000	0	3,360	0	160	480
25-IT Hardware and Software Program (Wastewater)	75	0	0	62	0	13

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
25-Wastewater Instrumentation Upgrade Program	92	0	0	76	0	16
25-Wastewater Vehicles	230	0	0	191	0	39
25-WW SCADA Cybersecurity Upgrades	450	0	0	374	0	77
25-WWTP Digester / Sludge Management Program	4,000	0	3,170	0	150	680
25-Flow Meter Installation and Replacement	130	0	0	108	0	22
17-Stevensville-Douglastown Lagoon Upgrade	3,000	0	2,350	0	140	510
Stevensville SPS Upgrade	500	390	0	0	35	75
Catherine Street Pumping Station Upgrades	600	468	0	0	42	90
Alliston Ave SPS Upgrade	300	249	0	0	21	30
Dain City Pump Station Upgrade	3,700	0	2,971	0	100	629
West Main Street Sanitary improvement Phase 2	2,500	0	1,975	0	100	425
Port Colborne City Hall SPS and Forcemain Upgrade	2,600	0	2,058	0	100	442
East Side Pump Station Forcemain Replacement	50,810	0	41,992	0	180	8,638
Omer Ave SPS Upgrade	500	390	0	0	35	75
Victoria Avenue Pumping Station Upgrades	7,500	0	6,075	0	150	1,275
Lister Road Trunk Sewer	600	468	0	0	42	90

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
Smithville Trunk Upgrade	1,000	780	0	0	70	150
Baker Road WWTP Gas Controllers Replacement	360	0	274	0	25	61
Subtotal of Wastewater Operations	84,247	2,745	64,225	1,890	1,350	14,037
Reservoir & Storage Program (Port Colborne WTP)	1,600	0	1,228	0	100	272
SCADA Server Replacement (Water)	700	0	0	581	0	119
25-Water Sustainability Upgrades Program	4,000	0	3,160	0	160	680
25-Water Vehicle	30	0	0	26	0	5
25-Water SCADA Cybersecurity Upgrades	300	0	0	255	0	45
25-IT Hardware and Software Program (Water)	75	0	0	62	0	13
25-Water Instrumentation Upgrade Program	253	0	0	210	0	43
Water Lighting Upgrades	150	0	0	114	11	26
New Niagara Falls Elevated Tank and Trunk Watermain	500	390	0	0	35	75
Roof Replacement Program – Niagara Falls WTP High Lift/ Low Lift Roof Replacement	3,700	0	2,891	0	180	629
UV Disinfection System Replacement at Niagara Falls WTP	2,500	0	0	2,125	0	375

Capital Budget

Capital Budget By Project	Gross Capital Request	Planning and Design	Construction and Property	Equipment	Internal Cost	Warranty and Contingency
WTP Upgrade - Welland Upgrade - Phase 2	10,000	0	8,160	0	140	1,700
New Separate Set of High Lift Pumps at Welland WTP	500	0	500	0	0	0
New Barrick Road Watermain	49,242	0	40,691	0	180	8,371
Decommissioning - Fielden Avenue Reservoir and Booster Station	100	76	0	0	7	17
Subtotal of Water Operations	80,850	466	62,346	3,373	1,073	13,593
Subtotal of Rate Programs	165,097	3,211	126,571	5,263	2,423	27,630
Grand Total	376,112	18,791	239,190	83,400	6,192	28,540

Capital Budget Development Process

Capital Business Cases

In 2025, 168 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 2024, The Region's Asset Management Plan was updated with an addendum for the Transit Commission which identified the following:

- Replacement value of assets are \$4.3 billion for levy, \$0.3 billion for the Transit Commission 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](https://pub-niagararegion.escrimemeetings.com/filestream.ashx?DocumentId=26693) (pub-niagararegion.escrimemeetings.com/filestream.ashx?DocumentId=26693), it was identified that an estimated 3.82% (2025 - \$18.5 million) for Levy and 7.22% (2025 - \$11.2 million) for Water and Wastewater was required annually for 10 years to eliminate the infrastructure deficit. No funding strategy was prepared for Niagara Regional Transit as part of the addendum. This will be addressed as part of the 2025 Asset Management Plan update when all Regional assets will be presented with alternatives to level of service and investment to inform any changes to the levy. Understanding significant budget pressures, the 2025 budget approved a 2.50% (\$12.1 million) increase for Levy and 7.22% (\$11.2 million) increase for Water and Wastewater to address the asset backlog over 50 years.

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 56% of the total 2025 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 New Barrick Road watermain project, the 10 largest projects do not have incremental operating costs as these costs were already budgeted when the original asset was constructed.

2025 Capital Data Sheet - Project ID: J 20000711

East Side Pump Station Forcemain Replacement

Project Description

Construction – Replacement of Eastside Sewage Pumping Station (SPS) forcemain in the City of Port Colborne. This project is essential for enabling Project Eagle and has an aggressive timeline to complete.

Project Details	Description
Municipality	Port Colborne
Operating Unit-Division	Wastewater
Project Initiation	Concurrent with Budget Approval
Partners	City of Port Colborne
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	41,992
Internal Compensation	100
Internal Costs	80
Contingency	7,622
Warranty	1,016
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	50,810

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	15,993
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	24,200
Other External	10,617
Other	0
Total Funding	50,810

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	5,000	5,000	5,000	5,000	20,000
2026	5,000	5,000	5,000	5,000	20,000
2027	5,000	5,000	810	0	10,810

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	66	0	0	0	0	0	0	66
Design	1,610	0	0	0	0	0	0	1,610
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	41,992	0	0	0	0	0	41,992
Internal Compensation	34	100	0	0	0	0	0	134
Internal Costs	25	80	0	0	0	0	0	105
Contingency	233	7,622	0	0	0	0	0	7,855
Warranty	7	1,016	0	0	0	0	0	1,023
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	1,975	50,810	0	0	0	0	0	52,875

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The Eastside sewage pumping station is located at 53 Killaly Street East and serves the entire Port Colborne population living east of the Welland canal; approximately 4,600 people and jobs. The existing SPS forcemain was constructed in 1979 and is approximately 2.8 km in length. The force main primarily consists of 500mm diameter polyethylene pipe, with a 175m section of 450mm diameter concrete pressure pipe crossing the canal. The forcemain requires replacement due to poor performance and multiple break history.

In partnership with the City, the Region will also be constructing three (3) city forcemains as part of the project for which the city will reimburse the cost to the Region. These projects are essential for enabling the servicing to support Project Eagle and servicing the East Side Employment Lands and future residential lands. The project needs to align with the Barrick Road watermain crossing project to reduce the cost of tunnelling across the canal.

The scope of the project includes construction of four (4) forcemains, a 2.6 km of 500mm diameter Regional forcemain, a 1.36 km of 300mm diameter, 1.2 km of 500mm diameter and a 1.2 km of 300mm diameter City forcemains. This project will be led by W&WW staff in cooperation with the City of Port Colborne. The 2025 budget request is \$26,610,000 for construction of Regional forcemain and \$24,200,000 for the construction of the City of Port Colborne forcemains. Previously a budget of \$1,975,000 was approved for the environmental assessment and design.

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

High - The forcemain has had multiple breaks and is in poor condition. Any delays will increase the operation and maintenance costs as well as the risk of compliance issues. Reputational risk is very high as the significant Project Eagle economic development project has committed to the east side employment lands in Port Colborne. The public health impact would be if there is a forcemain break resulting in inability to convey sewage flows causing environmental spills and possible basement flooding.

2025 Capital Data Sheet - Project ID: J 20000623

New Barrick Road Watermain

Project Description

Construction - New pipe crossing at the north end of Port Colborne across the canal for security of supply, looping of the system, and supporting employment land development for the East Side Employment Lands. This project is essential for enabling Project Eagle and has an aggressive timeline to complete.

Project Details	Description
Municipality	Port Colborne
Operating Unit-Division	Water
Project Initiation	Concurrent with Budget Approval
Partners	City of Port Colborne
DC Study Reference	2022 DC Study, 5-58, W-M002 (40%) + 10% additional DC Funding
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	40,690
Internal Compensation	100
Internal Costs	80
Contingency	7,386
Warranty	985
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	49,242

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	24,621
Operating Reserves	0
Debt	0
Development Charges	24,621
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Other	0
Total Funding	49,242

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	2,000	2,000	2,000	3,242	9,242
2026	5,000	5,000	5,000	5,000	20,000
2027	5,000	5,000	5,000	5,000	20,000

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	234	0	0	0	0	0	0	234
Design	1,500	0	0	0	0	0	0	1,500
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	40,690	0	0	0	0	0	40,690
Internal Compensation	35	100	0	0	0	0	0	135
Internal Costs	23	80	0	0	0	0	0	103
Contingency	173	7,386	0	0	0	0	0	7,559
Warranty	0	985	0	0	0	0	0	985
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	1,965	49,242	0	0	0	0	0	51,207

Operating Impact

Amounts In thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	10	10	10

Project Need, Justification of Timing and Costs

One Regional transmission main built in 1976, services the land east of the canal in Port Colborne. The City also has one cast iron watermain (300mm) built in 1923, that services this land. Concern with the "Security of Supply" was raised in the MSP due to the single transmission crossing and the age of the City's watermain. In addition, the City has designated lands on the east side of the canal for future industrial and commercial use and the added security of supply would support the City's plans.

The new transmission main crossing will go from the New Elevated Tank (Barrick and Elm), under the Welland Canal and connect to an existing Regional main near Hwy140 at Second Concession Road. The tunnel crossing will also include a Regional 800mm Wastewater Forcemain and two (2) 800mm City force mains for the provision of sewer servicing of the

industrial and commercial lands. Project is being led by W&WW staff in cooperation with the City of Port Colborne. This project is essential to supporting the employment developments for the East Side Employment Lands.

Construction is budgeted in 2025 at a cost of \$49,242,000. Design was previously approved in 2019 at a cost of \$1,700,000 and EA was approved in 2016 at a cost of \$265,000. The cost is 50% DC recoverable. The operating impact of this project based on repair and maintenance cost is anticipated to be approximately \$10,000 per year.

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

High – Reputational risk is very high as the significant Project Eagle economic development project has committed to the east side employment lands in Port Colborne. Additionally, there is a high risk due to security of supply to the east side of Port Colborne due to possible impacts to "Levels of Service" for over 3,000 and delaying economic/employment development on the East Side Employment Lands.

Capital Budget

2025 Capital Data Sheet - Project ID: J 20001191

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

Project Description

Capacity Improvements of RR98 Montrose Rd from RR 47 Lyon's Creek Rd to Chippawa Creek Rd

Project Details	Description
Municipality	Niagara Falls
Operating Unit-Division	Public Works - Levy
Project Initiation	Concurrent with Budget Approval
Partners	MTO
DC Study Reference	2022 Study,5-21,19,(0.85)
Transportation Master Plan (TMP)	Yes
Water/Wastewater Master Servicing Plan	No
Asset Management Plan	Yes

Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	28,500
Internal Compensation	600
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	29,100

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	4,365
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	24,735
Federal Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Levy Reserves	4,365
Other	0
Total Funding	29,100

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	500	5,000	10,300	10,300	26,100
2026	1,000	1,000	50050	0	3,000
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	40	0	0	0	0	0	0	40
Design	1,302	0	0	0	0	0	0	1,302
Pre-Construction	2,138	0	0	0	0	0	0	2,138
Construction	18,328	28,500	0	0	0	0	0	46,828
Internal Compensation	25	600	0	0	0	0	0	625
Internal Costs	499	0	0	0	0	0	0	499
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	3,000	0	0	0	0	0	0	3,000
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	20,790	0	0	0	0	0	0	20,790
Total Expenditure	46,122	29,100	0	0	0	0	0	75,222

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project is to address the capacity improvement on RR98 Montrose Rd from RR47 Lyon's Creek Rd to Canadian Dr. related to current and future development. Several developments in South West Niagara Falls, including the new South Niagara Hospital, have prompted the review of the roadway system. An EA completed in 2021 identified the transportation infrastructure needs relating to operational and capacity improvements. The need for capacity improvements were also identified in the Niagara Region Transportation Master Plan (2017).

The project is being constructed in the following phases:

- Phase 1 – Part 1 - RR98 Montrose Rd from RR47 Lyon's Creek to Grassy Brook Rd, and RR47 Lyon's Creek Rd from RR98 Montrose Rd to Willodell Rd
- Phase 1 - Part 2 - RR47 Lyon's Creek Rd from Willodell Rd to Dell Rd
- Phase 2 – RR98 from Grassy Brook Rd to Chippawa Creek Rd (including bridge expansion)

Phase 1 – Part 1 of this project was completed in September 2024. Phase 1 – Part 2 of the project is being completed in partnership with the MTO and will include intersection improvements at Willodell Rd, installation of traffic signals at the QEW ramps, structural rehabilitation of the MTO Lyon's Creek Rd Bridge and QEW Toronto bound off ramp Bridge and road reconstruction from Phase 1 - Part 1 limits to Dell Rd. The timing of this project is critical to align with the development of the new South Niagara Hospital, future developments in the area and to align with various stakeholders.

The 2025 Budget request is \$29,100,000 to continue Phase 1 – Part 2 construction in partnership with the MTO. Prior approved funding of \$46,122,181 was used for the EA, detailed design, utility relocations and property acquisitions and includes construction costs for Phase 1 – Part 1. The total project cost for Phase 1, Part 1 and 2 is \$75,222,181 based on

Phase 1 – Part 1 Tender Award and Phase 1 – Part 2 90% detailed design.

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

High-The Region is committed to supporting the Niagara Health System in its bid to Infrastructure Ontario by providing road capacity and infrastructure upgrades to accommodate future development in South Niagara including the new Hospital. To mitigate any risk associated with the Niagara Health System's bid for funding to Infrastructure Ontario, it is critical to have the necessary Regional Road and infrastructure in place in advance of hospital construction activities. Any delays may jeopardize the partnership and would complicate construction activities and impact the cost of construction.

Public health related to this road expansion project will positively impact a large target population by facilitating multi-modal access to the new hospital and surrounding development. Public safety is at risk with the continued load posting on the failing structure.

Capital Budget

2025 Capital Data Sheet - Project ID: J 20002179

25-9 Electric Buses

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 9 electric buses.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Niagara Transit Commission
Project Initiation	To be initiated
Partners	Housing, Infrastructure and Communities Canada (Federal Funding); Canada Infrastructure Bank funding (Federal)
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	14,850
Uninitiated	0
Total Expenditure	14,850

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	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	14,850
Other	0
Total Funding	14,850

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	0	0	0	0
2026	14,850	0	0	0	14,850
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	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	14,850	0	0	0	0	0	14,850
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	14,850	0	0	0	0	0	14,850

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicle purchases will be an increase to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation. If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to

local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$14,850,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF and 50% by Canada Infrastructure Bank (CIB). CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be 50% funded through ZETF and 50% through CIB if application is approved.

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

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

2025 Capital Data Sheet - Project ID: J 20002178

25-8 Electric Buses

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 8 electric buses.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Niagara Transit Commission
Project Initiation	To be initiated
Partners	Housing Infrastructure and Communities Canada (HICC) - Federal Funding; Ministry of Transportation (federal/Provincial)
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	13,200
Uninitiated	0
Total Expenditure	13,200

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	3,300
Federal Gas Tax	0
Provincial Gas Tax	3,300
Area Municipality	0
Municipal Cost Sharing	0
Other External	6,600
Other	0
Total Funding	13,200

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	0	0	0	0
2026	13,200	0	0	0	13,200
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	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	13,200	0	0	0	0	0	13,200
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	0	13,200	0	0	0	0	0	13,200

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicles would be incremental to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emission that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$13,200,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada.

The total cost of the project will be funded through both external and internal sources (50% ZETF, 25% Provincial Gas Tax, 25% Development Charges) if application is approved.

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

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emissions fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Capital Budget

2025 Capital Data Sheet - Project ID: J 20002146

25 Annual Roads Resurfacing

Project Description

2025 Annual Roads Resurfacing Program.

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

Budget Breakdown

Amounts in thousands (\$)

Expenditure Element	Amount
Planning	0
Design	0
Pre-Construction	0
Construction	12,650
Internal Compensation	250
Internal Costs	100
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	13,000

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	3,000
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	10,000
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Other	0
Total Funding	13,000

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	4,000	4,000	4,000	12,000
2026	500	500	0	0	1,000
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	12,650	0	0	0	0	0	12,650
Internal Compensation	0	250	0	0	0	0	0	250
Internal Costs	0	100	0	0	0	0	0	100
Contingency	0	0	0	0	0	0	0	0
Warranty	0	0	0	0	0	0	0	0
Property	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	13,000	0	0	0	0	0	13,000

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
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 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 Region has established an overall network Pavement Condition Index (PCI) target of 73, our current network PCI is 64. The 2023 PMS has identified an average of ~\$13,500,000 annual investment for the next 10 years to reach our desired target. The 2025 candidates for road resurfacing will be selected based on

the updated 2024 Pavement Management Study (PMS) currently underway and will be completed by August 2024. 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 2025 Budget request is \$13,000,000 for construction in accordance with the recommendations of the Pavement Management System.

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

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

Capital Budget

2025 Capital Data Sheet - Project ID: J 20000665

Structural Rehab - JR Stork Bridge - Bridge Rehab Str. 038205

Project Description

Replacement of JR Stork Bridge Structure No. 038205

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Public Works - Levy
Project Initiation	Concurrent with budget approval
Partners	N/A
DC Study Reference	2022 Study,5-33,135,(0.19)
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	10,400
Internal Compensation	100
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	10,500

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	2,663
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	1,629
Federal Gas Tax	4,283
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	1,925
Other External	0
Other	0
Total Funding	10,500

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	2,000	3,000	3,000	8,000
2026	2,000	500	0	0	2,500
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	0	0	0	0	0	0	0	0
Design	250	0	0	0	0	0	0	250
Pre-Construction	1,250	0	0	0	0	0	0	1,250
Construction	0	10,400	0	0	0	0	0	10,400
Internal Compensation	0	100	0	0	0	0	0	100
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	1,500	10,500	0	0	0	0	0	10,500

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project is to complete the replacement of the existing JR Stork Bridge. In 2019, a Condition Survey, Geotechnical Investigation, Slope Stability Analysis, and Rehab/Replacement Analysis recommended the structure be replaced within the next two years. The overall condition of this structure is poor. The Transportation department is coordinating with the Water/Wastewater department to ensure their watermain requirements are included in the design process.

Timing of this project is critical to align with the replacement of the watermain and address the integrity of the structure as the bridge continues to deteriorate. Emergency repairs to the slope were completed in 2017.

The 2025 budget request is \$10,500,000 for construction. Prior approved funding of \$1,500,000 was used for preliminary engineering including the above mentioned studies, detailed design, property acquisition and utility relocations. The total project cost is \$12,000,000 based on 90% detailed design.

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

High-This bridge is in poor condition and requires immediate attention. Further delays may result in additional rehabilitation costs and emergency repairs. This bridge provides an important link to the Port Dalhousie neighbourhood in the City of St. Catharines. Public Health impacts are not applicable to this project.

Capital Budget

2025 Capital Data Sheet - Project ID: J 20000466

WTP Upgrade - Welland Upgrade - Phase 2

Project Description

Construction - Phase 2 works at the Welland Water Treatment Plant (WTP).

Project Details	Description
Municipality	Welland
Operating Unit-Division	Water
Project Initiation	Concurrent with budget approval
Partners	City of Welland
DC Study Reference	2022 Study, F-3, (0.5)
Transportation Master Plan (TMP)	No
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	8,160
Internal Compensation	80
Internal Costs	60
Contingency	1,500
Warranty	200
Property	0
Equipment	0
Uninitiated	0
Total Expenditure	10,000

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	0
Rate Reserves	5,000
Operating Reserves	0
Debt	0
Development Charges	5,000
Federal Gas Tax	0
Provincial Gas Tax	0
Area Municipality	0
Municipal Cost Sharing	0
Other External	0
Other	0
Total Funding	10,000

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	1,000	1,000	1,000	1,000	4,000
2026	1,000	1,000	1,000	1,000	4,000
2027	1,000	1,000	0	0	2,000

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	0	0	0	0	0	0	0	0
Design	4,500	0	0	0	0	0	0	4,500
Pre-Construction	0	0	0	0	0	0	0	0
Construction	0	8,160	0	0	0	0	0	8,160
Internal Compensation	150	80	0	0	0	0	0	230
Internal Costs	100	60	0	0	0	0	0	160
Contingency	250	1,500	0	0	0	0	0	1,750
Warranty	0	200	0	0	0	0	0	200
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	5,000	10,000	0	0	0	0	0	15,000

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

The Welland Water Treatment Plant (WTP) is located on the southern point of Merritt Island in the City of Welland. It services the City of Welland, the Town of Pelham and the southern part of the City of Thorold. Multiple upgrades and expansions have occurred at the WTP since its original construction in 1910. Many parts of the plant do not meet current standards and the overall plant condition is deteriorating rapidly and therefore requires a sustainability upgrade.

The first phase of the Welland WTP upgrade is completed, and included the addition of an ultraviolet disinfection system, a new 5,000 m³ reservoir, and new highlift and backwash wet

well cells. During the next phases the remainder of the plant will be upgraded which will include new building structures for all process upgrades. To complete this particular phase (phase 2), Niagara Region has finalized an agreement with the City of Welland that includes the city transferring a parcel of land adjacent to the plant to Niagara Region and in return Niagara Region will pay for the replacement park facilities for the City of Welland. The scope of work includes design and construction of a park and storage building for the City of Welland and some design top-up and sustainability upgrade work to the WTP. The project will be led by W&WW Engineering in cooperation with the City of Welland

The 2025 budget request is for \$10,000,000 for the design and construction of the City Park and other amenities and urgently needed reliability upgrades to process piping equipment, process electrical, process instrumentation and limited structural rehabilitation to bridge the time gap prior to the commissioning of the new Welland WTP. Approximately \$4,000,000 of the budget request will be used for reliability upgrades. The costs are 50% DC recoverable.

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

High – An increasing number of assets at the plant are in very poor condition and are at a high risk of experiencing failure. Since this is the only plant that services Welland, Pelham, and parts of Thorold - Port Robinson West, there is a risk of being out of compliance, and/or interruptions to water supply and to public health in an event of major failure.

2025 Capital Data Sheet - Project ID: J 20002180

25-Electrification Equipment & Infrastructure First St. Louth

Project Description

Purchase and implementation of electrification equipment and infrastructure at the NTC's First St. Louth Location. to pilot Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

Project Details	Description
Municipality	St. Catharines
Operating Unit-Division	Niagara Transit Commission
Project Initiation	To be initiated
Partners	Housing, Infrastructure and Communities Canada (federal funding); Ministry of Transportation (MTO) - (Canada and Province of Ontario), Canada Infrastructure Bank
DC Study Reference	No
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	5,900
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	3,495
Uninitiated	0
Total Expenditure	9,395

Funding Sources

Amounts in thousands (\$)

Funding Source	Amount
Levy Reserves	1,500
Rate Reserves	0
Operating Reserves	0
Debt	0
Development Charges	0
Federal Gas Tax	0
Provincial Gas Tax	1,800
Area Municipality	0
Municipal Cost Sharing	0
Other External	6,095
Other	0
Total Funding	9,395

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	940	1,879	4,697	7,516
2026	1,879	0	0	0	1,879
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	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	5,900	0	750	0	0	0	5,900
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	3,495	0	0	0	0	0	3,495
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	9,395	0	0	0	0	0	9,395

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able

to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$9,395,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF, 15% by Canada Infrastructure Bank (CIB), 19% by Provincial Gas Tax (PGT) and 16% by Capital Reserves. CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be funded through both external and internal sources if the application is approved.

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

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Capital Budget

2025 Capital Data Sheet - Project ID: J 20002176

25-Annual - Replace 40' Conventional Buses

Project Description

Replacement of 10 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	Ministry of Transportation (MTO) - (Canada and Province of Ontario)
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	0
Internal Compensation	0
Internal Costs	0
Contingency	0
Warranty	0
Property	0
Equipment	9,355
Uninitiated	0
Total Expenditure	9,355

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	2,495
Area Municipality	0
Municipal Cost Sharing	0
Other External	6,860
Other	0
Total Funding	9,355

Capital Budget

Cash Flows

Amounts in thousands (\$)

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year Total
2025	0	0	0	0	0
2026	9,355	0	0	0	9,355
2027	0	0	0	0	0

Planning Forecast

Amounts in thousands (\$)

Expenditure Element	Prior Budget	2025	2026	2027	2028	2029	2030-2034	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	9,355	0	0	0	0	0	9,355
Uninitiated	0	0	0	0	0	0	0	0
Converted	0	0	0	0	0	0	0	0
Cost Share	0	0	0	0	0	0	0	0
Total Expenditure	0	9,355	0	0	0	0	0	9,355

Operating Impact

Amounts in thousands (\$)

Object of Expenditure	2025	2026	2027
Total Operating Impact	0	0	0

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 10 40' conventional diesel buses, by replacing those vehicles with new 40' conventional diesel buses. Based on informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs), these vehicles have been identified as being 15 years old and in need of replacement in the next 12 months. 12 years is the optimal replacement age to minimize maintenance and in-service breakdowns. These vehicles are three years beyond the average useful life and thus there is a high probability that these vehicles will fail during service over the next 12 months.

There is an extremely high probability that a bus failure will be reported on some form of social media. The level of negative media attention will increase as the number of failures and individuals affected increases and has the ability to result in constituency complaints. This is especially true if a bus failed while on a regional route (i.e. highway). If this continues and if riders believe public transit cannot get them to their desired location in a safe and or timely manner, they will lose confidence taking public transit. This poses a real risk to NTC's reputation. If these riders find alternative modes of transportation, (carsharing, UBER/Taxi), this would negatively impact ridership revenue.

The 2025 budget request is \$9,355,797 to purchase 10 x 40' conventional buses based on experience and data from past purchases. NTC has identified specific vehicles that require replacement.

The Project is fully funded through external funding sources (26.67% Provincial Gas Tax and 73.33% ICIP).

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 10 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 200 riders/day. This will negatively impact service delivery, and reputation.

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 2025 and multi-year operating budgets as a result of council approving the following capital projects.

Amounts in thousands (\$)

Project Description	Nature of Operating Costs	2025 Costs	2026 Costs	2027 Costs
25-IT-Data Management Platform	Operational Support	200	200	200
Subtotal of Corporate Services		200	200	200
25-New ERVs	Operational Support	16	16	16
25-New Ambulances	Operational Support	75	77	78
Subtotal of Public Health and Emergency Services		91	93	95
Subtotal of Levy Departments		291	293	295
25-NRPS Increase Fleet Quant	Repairs, Maintenance and Utilities	36	36	36
25-NRPS Use of Force Update	Operational Support	50	50	50
25-NRPS Radio System Micro Replacement	Repairs, Maintenance and Utilities	0	40	40
Subtotal of Niagara Regional Police Services		86	126	126
Subtotal of Agency Boards and Commissions		86	126	126
24-Well Decommissioning	Operational Support	50	50	50
Subtotal of Waste Management		50	50	50
Subtotal of Special Levy Departments		50	50	50
25-Wastewater Vehicle	Repairs, Maintenance and Utilities	15	15	15

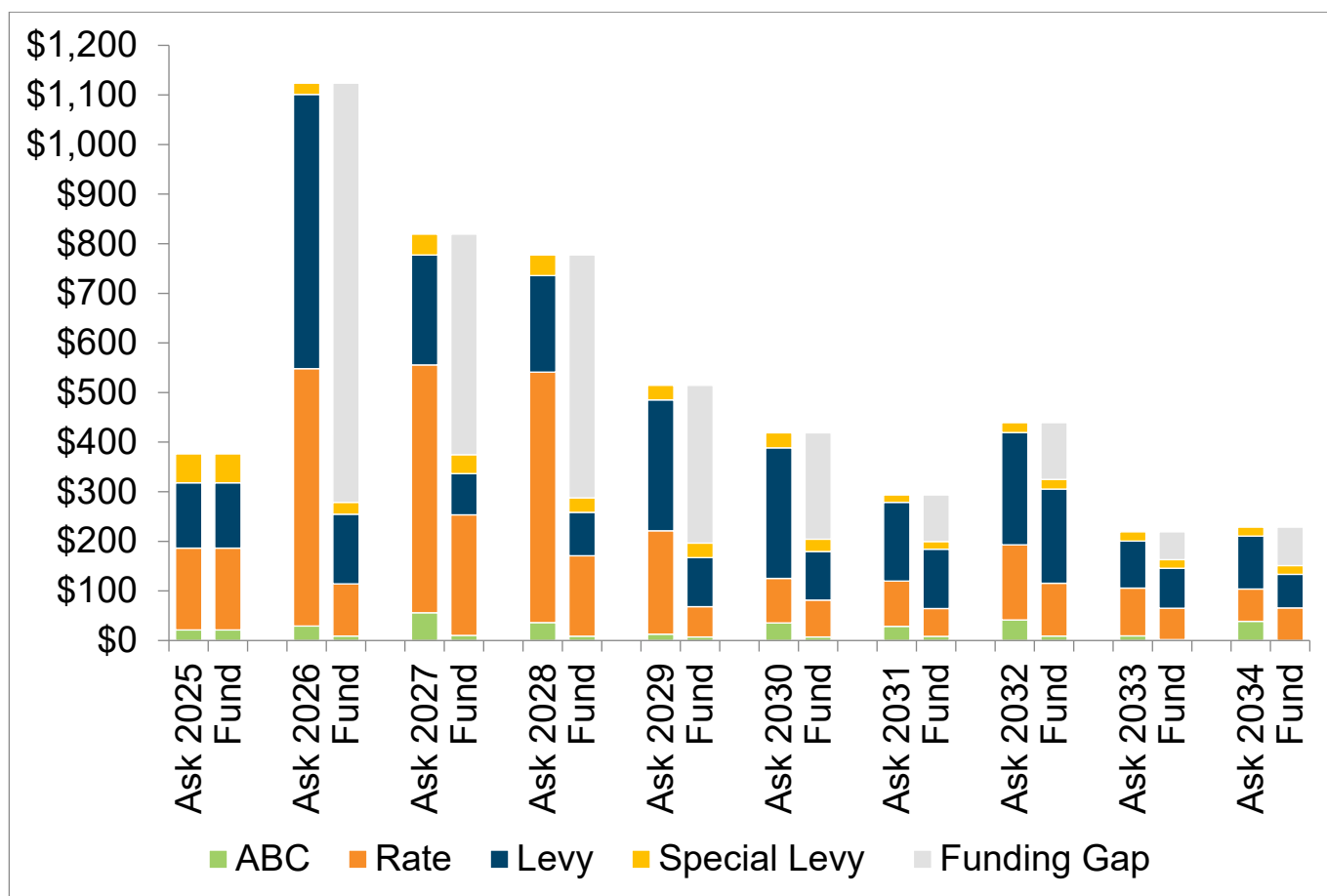
Project Description	Nature of Operating Costs	2025 Costs	2026 Costs	2027 Costs
Subtotal of Wastewater Operations		15	15	15
25-Water Vehicle	Repairs, Maintenance and Utilities	3	3	3
18-Watermain NEW-Barrick Road	Repairs, Maintenance and Utilities	10	10	10
Subtotal of Water Operations		13	13	13
Subtotal of Rate Programs		28	28	28
Grand Total		455	497	499

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. There were no savings from the capital projects included in the 2025 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 \$2.7 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 3.80% for 5-year debt to 4.70% for 30-year debt. The rate is variable depending on term and year of issuance.

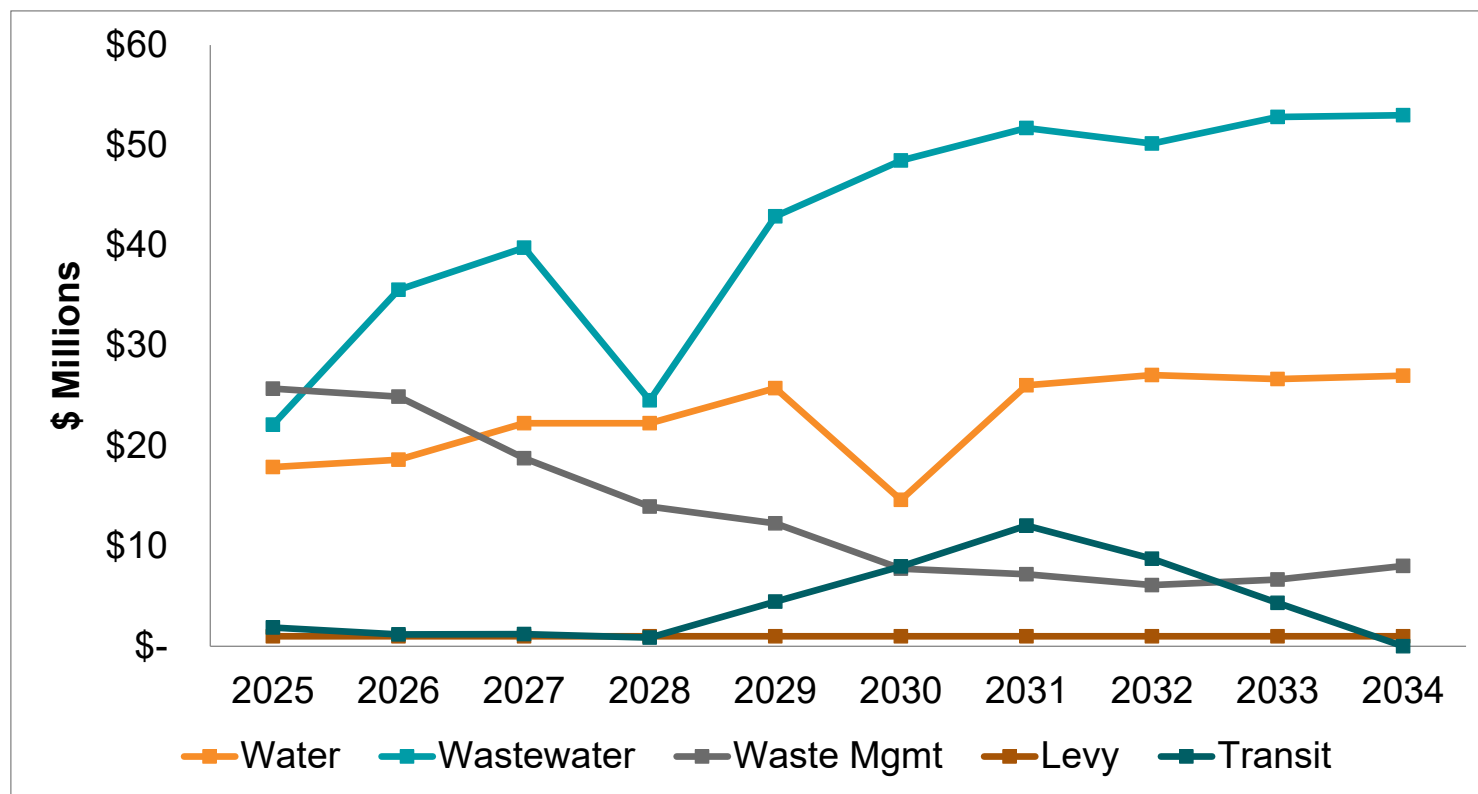
Ten Year Capital Budget Revenue Summary by Year

Amounts in thousands (\$)

Capital Budget Year	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Provincial Gas Tax	Other External	Funding Gap
2025	376,112	175,658	0	94,333	18,283	7,821	80,017	0
2026	1,132,913	120,532	0	113,849	15,653	3,051	29,032	850,795
2027	826,776	132,454	0	211,773	16,279	9,526	10,860	445,884
2028	808,313	144,633	0	124,538	16,279	5,900	11,994	504,970
2029	514,279	108,759	0	51,404	16,000	6,532	13,732	317,853
2030	418,693	133,207	0	36,306	16,000	6,152	12,688	214,339
2031	293,519	115,570	0	57,337	16,000	8,116	2,573	93,922
2032	439,257	138,885	0	162,547	16,000	7,000	500	114,325
2033	219,056	126,957	0	13,277	16,000	6,266	500	56,055
2034	228,496	127,371	0	515	16,000	6,683	500	77,427
Total	5,257,415	1,324,028	0	865,879	162,493	67,048	162,396	2,675,571

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	2025	2026	2027	2028	2029	2030-2034	Total
Office of the Deputy CAO	65	0	0	70	0	0	135
Community Services	1,851	3,520	3,502	2,666	3,130	14,482	29,151
General Government	0	0	0	0	0	0	0
Corporate Services	17,855	264,445	44,650	14,300	61,240	299,440	701,930
Corporate Administration	401	300	0	350	0	1,125	2,176
Planning	0	0	0	0	0	0	0
Public Health and Emergency Services	5,495	7,756	5,673	9,818	11,745	36,718	77,204
Public Works - Levy	105,857	276,815	175,360	167,560	187,820	497,602	1,411,014
Subtotal of Levy Departments	131,524	552,836	229,185	194,764	263,934	849,367	2,221,610
Niagara Regional Housing	14,500	22,527	9,714	31,054	7,331	114,360	199,486
Niagara Regional Police Services	6,771	6,674	46,384	5,110	5,480	39,250	109,668
Subtotal of Agency Boards and Commissions	21,271	29,201	56,098	36,164	12,811	153,610	309,154
Subtotal of Levy Programs	152,795	582,036	285,283	230,928	276,745	1,002,977	2,530,764
Waste Management	2,970	921	5,312	14,790	3,953	13,824	41,770

Capital Budget

Department	2025	2026	2027	2028	2029	2030-2034	Total
Niagara Transit Commission	55,250	21,746	36,566	26,711	25,146	87,900	253,318
Subtotal of Special Levy Departments	58,220	22,667	41,878	41,501	29,099	101,724	295,088
Wastewater Operations	84,247	272,365	169,150	400,750	150,100	262,625	1,339,237
Water Operations	80,850	255,845	330,465	135,135	58,335	231,695	1,092,325
Subtotal of Rate Programs	165,097	528,210	499,615	535,885	208,435	494,320	2,431,562
Grand Total	376,112	1,132,913	826,776	808,313	514,279	1,599,021	5,257,415

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 2025 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	2025	2026	2027	2028	2029	2030-2034	Total
25-Print Shop Equipment	65	0	0	0	0	0	65
28 - Printer Replacement	0	0	0	70	0	0	70
Subtotal of Office of the Deputy CAO	65	0	0	70	0	0	135
25-LTC Homes - Resident Care Equipment	461	0	0	0	0	0	461
25-LTC Homes - Annual Capital Improvements/Replacements	1,390	0	0	0	0	0	1,390
Annual - Resident Care Equipment	0	450	420	350	320	2,270	3,810
Annual Roof Replacement	0	0	650	261	0	550	1,461
Annual Machinery/Equipment	0	996	1,534	1,400	1,439	6,644	12,012

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Annual Capital Improvements/Replacements	0	1,032	898	655	1,370	5,019	8,974
25-LTC Homes - Machinery and Equipment	0	1,042	0	0	0	0	1,042
Subtotal of Community Services	1,851	3,520	3,502	2,666	3,130	14,482	29,151
25-IT-SQL Upgrade	825	0	0	0	0	0	825
25-IT-Low-Code Development Platform	320	0	0	0	0	0	320
Annual - Application Lifecycle Replacement	0	300	300	300	300	1,500	2,700
25-IT-WiFi Access Replacement	60	0	0	0	0	0	60
25-IT-Backup Storage Expansion	320	0	0	0	0	0	320
25-IT-Print Management Software	235	0	0	0	0	0	235
25-IT-Infrastructure Server Replacement	225	0	0	0	0	0	225
25-IT-Corporate Intranet Replacement	250	0	0	0	0	0	250
25-IT-End of Life Computer Replacement and Operating System Upgrade	2,250	0	0	0	0	0	2,250
25-IT-HQ and Remote Site Support Enterprise Storage (SAN) Replacement	2,500	0	0	0	0	0	2,500
25-IT-Hardware Inventory	100	0	0	0	0	0	100
Annual - IT Asset Replacement	0	2,800	2,900	2,900	3,000	15,600	27,200
Annual - IT In-Year External Dept Projects	0	200	200	200	200	1,000	1,800
25-IT-Data Management Platform	875	0	0	0	0	0	875

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Aerial Photography Acquisition	0	250	0	0	0	500	750
25-IT-Privileged Account Management Licenses	375	0	0	0	0	0	375
25-Building Utilization Improvement	1,500	0	0	0	0	0	1,500
25-Annual-Code & Leg Compliance	1,000	0	0	0	0	0	1,000
Annual - Code and Compliance	0	1,000	1,000	1,000	1,000	5,000	9,000
Annual - Building Life Cycle Renewal	0	4,500	4,500	4,500	4,500	22,500	40,500
Long Term Care Future Campus	0	0	0	0	0	108,800	108,800
0% Greenhouse Gas Emissions Program	0	4,500	4,500	4,500	4,500	22,500	40,500
25-HQ Campbell West-Geothermal Field	1,000	2,000	0	0	0	0	3,000
25-Region HQ-Bldg Auto HW Repl	0	200	0	0	0	0	200
25-Region HQ-Window Replace	0	2,200	0	0	0	0	2,200
25-Region HQ-Parking Phase 1	0	1,835	0	0	0	0	1,835
25-Adult Day Grimsby-Leasehold Buildout	500	0	0	0	0	0	500
25-Children's Centre Niagara Falls/Branscombe-Elevator Refurbishment	300	0	0	0	0	0	300
25-Children's Centre Fort Erie-HVAC Replacement	350	0	0	0	0	0	350
25-Children's Centre Welland-HVAC Replacement	340	0	0	0	0	0	340

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25-EMS Virgil Station - Land and Building Design	4,530	6,500	0	0	0	0	11,030
25-EMS NF North Construction	0	8,700	0	0	0	0	8,700
25-EMS NF East Construction	0	11,000	0	0	0	0	11,000
EMS Master Plan	0	205,550	30,350	0	46,840	97,940	380,680
25-EMS Ont St-Interior Renos	0	500	0	0	0	0	500
25-NRPS HQ-Chiller Units	0	200	0	0	0	0	200
25-NRPS Well-Basement Repair	0	75	0	0	0	0	75
25-PW Yards-Asphalt Replace	0	6,825	0	0	0	0	6,825
25-PW Yards-Backup Generators	0	1,500	0	0	0	0	1,500
25-PW Major St-Repair	0	300	0	0	0	0	300
25-PW Yards-Security Improve	0	1,500	0	0	0	0	1,500
25-PWSC-Paint Booth	0	80	0	0	0	0	80
25-PW Smith-Cover Shelt Replac	0	170	0	0	0	0	170
25-PW Well-Lift+Office	0	470	0	0	0	0	470
25-NTC Fac-Bldg Auto Repl	0	390	0	0	0	0	390
ERP Improvements and Upgrades	0	400	400	400	400	21,600	23,200
Annual - Strategic Property Acquisitions	0	500	500	500	500	2,500	4,500
Subtotal of Corporate Services	17,855	264,445	44,650	14,300	61,240	299,440	701,930
People Soft Licensing Model Upgrade	401	0	0	0	0	0	401
Annual HRIS Development Peoples Tools	0	300	0	350	0	1,125	1,775
Subtotal of Corporate Administration	401	300	0	350	0	1,125	2,176
25-EMS New Emergency Response Vehicles (ERV)	182	0	0	0	0	0	182
25-EMS Ambulance & Eqpt Repl	3,230	0	0	0	0	0	3,230

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25-EMS ERV Signal Pre-emption	147	0	0	0	0	0	147
25-EMS Training Laptops	25	0	0	0	0	0	25
25-EMS Offload Stretcher Rep	130	0	0	0	0	0	130
25-EMS New Ambulances	1,228	0	0	0	0	0	1,228
25-EMS Emergency Response Vehicle (ERV) Replacement	552	0	0	0	0	0	552
Annual New Ambulances	0	843	869	447	921	2,548	5,629
Annual Ambulance & Eqpt Repl	0	3,660	3,615	3,880	4,287	24,822	40,265
EMS - Stryker Stretcher and Load Systems	0	0	0	0	0	160	160
Annual ERV Replacement	0	553	712	734	756	4,642	7,397
EMS Defib Monitor Repl	0	0	0	3,621	0	0	3,621
EMS Fleet Vehicles	0	275	284	292	301	1,646	2,799
EMS Specialty Transport Units	0	0	0	645	0	0	645
EMS Multi Patient Unit	0	2,000	0	0	0	0	2,000
EMS AVL GPS Replacement	0	236	0	0	0	307	543
EMS ePCR Replacement	0	0	0	0	1,268	1,470	2,737
EMS Power Stretcher Repl	0	0	0	0	4,006	0	4,006
Annual -New EMS ERV	0	188	193	199	205	1,122	1,908
Subtotal of Public Health and Emergency Services	5,495	7,756	5,673	9,818	11,745	36,718	77,204
Transportation Time Management Scanner	300	0	0	0	0	0	300
24-Roads Fac Program Facility Security System	0	1,200	0	0	0	0	1,200
RR81 King St Nineteenth to St John	0	750	1,000	0	5,000	0	6,750
Roads Rehab - Roads Reconstruction	0	0	0	16,000	16,000	80,000	112,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - Structural Rehabilitation Program - Engineering & Reconstruction	0	0	0	0	15,000	75,000	90,000
Structural-Rehab-16 Mile Creek Bridge (669205)	0	0	0	0	0	2,500	2,500
Capacity Improvement - RR 49 McLeod Rd (Phase 3) - Wilson Cres to Stanley Ave	0	750	0	3,000	8,000	0	11,750
Rd-Rehab-RR81 Main St Phase 3 Baker Rd to Nelles Rd	0	0	0	1,000	3,750	0	4,750
Roads Rehab - RR 70 Townline Rd - McLeod Rd to Lundy's Lane	0	750	0	6,000	0	0	6,750
Structural Rehab - 15 Mile Creek Bridge (040220)	0	100	350	3,000	0	0	3,450
Structural Rehab - Caistorville Rd - Bridge Rehab / Deck Replacement (Str. 002210 & Str. 002205)	0	4,500	0	0	0	0	4,500
Structural Rehab - Lincoln St (029210) / Ontario St (031205) - Divesture	0	3,000	0	3,900	0	0	6,900
Structural Rehab - Townline Rd Bridge at Miller Rd (084205)	0	350	1,500	0	0	0	1,850
Structural Rehab - Nidels Bridge - Bridge Removal / Ped Tunnel over Abandoned Railway (Str. 084210)	0	200	0	1,700	0	0	1,900
Structural Rehab - Ontario Ave Bridge over Hwy 420 (420215)	0	500	3,500	0	0	0	4,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - Hwy 420 / Victoria Ave Overpass (420205)	0	350	1,000	0	0	0	1,350
Structural Rehab - Warner Bridge (014205)	0	750	3,250	0	0	0	4,000
Structural Rehab - Woodlawn Rd Bridge (041205 & 041210)	0	500	0	4,000	0	0	4,500
West End Facility Upgrade	1,000	5,000	0	0	0	0	6,000
25-annual-Field Inspection Devices	55	0	0	0	0	0	55
Pelham Patrol Yard Improvement	0	5,000	0	0	0	0	5,000
Roads Equip Program - Equipment Upg	0	200	200	200	200	1,000	1,800
Roads Fac Program - Patrol Yard Improvement	0	1,000	1,000	1,000	1,000	5,000	9,000
Forestry Tree Inventory Program	150	0	0	0	0	0	150
Grade Crossing Assessment	60	0	0	0	0	0	60
Small Tool Replacement	10	0	0	0	0	0	10
25 Ann-Guide Rail Improvement	550	0	0	0	0	0	550
25 Ann-Railway Crossing Improvement	230	0	0	0	0	0	230
Roads Fac Program-Brine Station Rehabilitation	400	0	0	0	0	0	400
Annual - Guide Rail Improvement Program	0	600	650	700	750	4,500	7,200
Annual - Railway Crossing Improvement Program	0	240	250	260	270	1,500	2,520
Annual - Storm Sewers & Culvert Program	0	1,700	1,800	1,900	2,000	11,200	18,600

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25 Ann-Traffic Signal Software License	90	0	0	0	0	0	90
25 Ann-Intelligent Transportation System	500	0	0	0	0	0	500
Annual - Illumination Installation & Upgrade Program	0	1,200	1,300	1,400	1,500	9,000	14,400
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	0	500	0	0	0	0	500
Roads Fac Prog-Traf Control Center	300	2,000	0	0	0	0	2,300
Capacity Improvement-Recon RR 57 Thorold Stone Rd ext east of Stanley Ave	0	16,000	0	0	0	0	16,000
Roads Rehab RR81 Old Hwy 8 from Vinehaven Tr-23rd St	0	14,550	0	0	0	0	14,550
Roads Rehab - Lakeshore Rd West Recon from Third St to Seventh St	0	0	0	0	0	10,622	10,622
Roads Rehab-RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin	2,000	24,000	0	0	0	0	26,000
Roads Rehab - RR 45 Creek Rd Reconstruction - RR 4 to RR 63	0	1,000	0	6,500	0	0	7,500
Structural Rehab - Niagara St. Bridge - Bridge Replacement	1,000	8,660	0	0	0	0	9,660

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Roads Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	0	1,500	4,500	0	0	0	6,000
Roads Rehab - RR 89 Glendale Ave - Welland Canal to Homer Rd	0	5,500	0	0	0	0	5,500
Roads Rehab - RR 48 Niagara St - Carlton to Scott	0	11,000	0	0	0	0	11,000
Roads Rehab - RR 87 Main St - Verdun Ave to Ontario St	1,000	0	18,000	0	0	0	19,000
Capacity Improvement - RR 56 Collier Rd, Highway 58 to Beaverdams	0	1,700	0	6,000	0	0	7,700
Capacity Improvement - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd	1,000	1,000	0	2,500	5,000	12,000	21,500
Structural Rehab - JR Stork Bridge - Bridge Rehab Str. 038205	10,500	0	0	0	0	0	10,500
Roads Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	0	3,000	7,500	0	0	0	10,500
Roads Rehab - RR 81 St. Paul St W - Burgoyne Bridge to CNR Tracks	0	0	500	1,200	7,000	0	8,700
Int Improvement-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer	2,000	0	0	0	0	0	2,000
Roads Rehab - RR 43 Bridge St - Victoria Ave to Erie	0	34,500	0	0	0	0	34,500

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Roads Rehab RR20 - South Grimsby Rd5 to Wade Rd	0	3,650	0	0	0	0	3,650
Roads Rehab - RR 72 Louth St - RR 81 St. Paul West to Crestcomb	0	1,500	3,700	0	0	0	5,200
Roads Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	0	3,350	6,000	0	0	0	9,350
Int Improvement - RR100 Four Mile Creek at York Rd, NOTL	2,000	0	4,500	0	0	0	6,500
20-Structural Rehab-RR81 Forty Mile Creek Bridge (081205)	500	0	750	0	5,250	0	6,500
20-Structural Rehab-RR12 Mountain St Retaining Wall	1,000	0	0	0	0	0	1,000
Roads Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	0	5,000	20,000	0	0	0	25,000
20-Capacity Improvement-RR512 Livingston Ave Extension	0	0	0	0	0	10,000	10,000
Capacity Improvement-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd	29,100	0	0	0	0	0	29,100
Structural Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)	8,000	0	0	0	0	0	8,000
Int Improvement - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	0	2,000	0	0	0	0	2,000
20-Roads Rehab-RR56 Burleigh Hill-Warkdale to St. David's	0	500	0	4,000	0	0	4,500

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - Lakeport Road (087210) and Frank Weir (087205)	0	1,500	11,410	0	0	0	12,910
Structural Rehab -054205-Prince Charles Dr Bridge	0	0	0	0	1,500	0	1,500
20-Structural Rehab -020215-Hwy 20	0	15,000	0	0	0	0	15,000
20-Roads Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	0	3,500	0	0	0	0	3,500
Capacity Improvement - RR 27 East Main St - Hwy 140 to Moyer Rd	0	500	0	750	2,000	7,000	10,250
Structural Rehab - 16 Mile Creek Bridge - Structural No. 039215	750	0	8,400	0	0	0	9,150
Structural Rehab - Stevensville Bridge (116215)	1,000	0	0	5,000	0	0	6,000
Structural Rehab - Beaver Creek Bridge (063215)	0	3,000	0	0	0	0	3,000
Int Improvement-RR57 TSR@Montrose	0	0	1,000	0	2,000	3,000	6,000
Int Improvement-RR57 TSR at Dorchester	0	1,000	3,000	0	4,500	0	8,500
20-Capacity Improvement-RR54 Rice Rd-Merritt to Thorold	1,000	1,500	0	2,000	1,500	12,000	18,000
Int Improvement-RR81 St Paul W at Vansickle	1,500	0	0	0	0	0	1,500
Structural Rehab - RR98 White Pigeon Bridge (098220)	0	350	3,000	0	0	0	3,350

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Roads Rehab - RR61 Townline Rd Stanley to Four Mile Creek	0	1,000	0	2,000	0	5,000	8,000
Roads Rehab - RR42 Ontario St Carlton to QEW	0	1,000	0	8,000	0	0	9,000
Roads Rehab Caistorville Rd from Boundary to Conc 1	1,000	5,000	0	0	0	0	6,000
Roads Rehab-RR116 Stevensville Rd-Eagle to Bowen	750	0	2,000	5,000	0	0	7,750
Roads Rehab-RR116 Sodom Rd-Lyon's Creek to Willick	0	700	1,000	4,000	0	0	5,700
Structural Rehab - RR81 King St Retaining Wall Brookside Dr to Twenty Mile Creek	0	0	4,000	0	0	0	4,000
Structural Rehab -025210 Netherby Rd Bridge	0	2,000	0	0	0	0	2,000
Structural Rehab - 12 Mile Creek Bridge (077225) - Over 12 Mile Creek	0	5,000	0	0	0	0	5,000
Capacity Improvement - Hwy 20 Smithville Bypass	500	1,000	0	0	1,500	0	3,000
Roads Rehab-RR81 York Rd Four Mile Creek to Queenston	1,000	0	2,000	0	0	0	3,000
Structural Rehab - RR87 Lakeshore Rd Culvert (087320)	0	2,000	0	0	0	0	2,000
Rd-Rehab-RR69 Twenty Mile Rd from Rosedene Rd to Mountain Rd	0	7,500	0	0	0	0	7,500
Roads Rehab-RR81 Main St W Kerman to Elm	0	1,000	0	7,000	0	0	8,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - 36 South Pelham St Culvert Replacement (036305)	0	1,000	0	0	0	0	1,000
Roads Rehab-RR529 River O'Reilly's to Airport	0	2,000	0	0	0	0	2,000
Structural Rehab - Four Mile Pond Culvert (087225)	0	2,500	0	0	0	0	2,500
Capacity Improvement - 102 Stanley Ave Murray St to Peer Lane	1,000	0	8,000	0	0	0	9,000
Roads Rehab - 669 Eighth Ave Twenty Rd to Twenty First St	0	500	0	750	0	4,000	5,250
Roads Rehab-RR20 Hwy 20 Canborough to Station	750	0	0	5,500	0	0	6,250
25 Ann-Roads Rehab Emerg Const	1,000	0	0	0	0	0	1,000
25 Ann-Development Projects	500	0	0	0	0	0	500
25 Ann-Roads Eng for Future	500	0	0	0	0	0	500
25 Ann-Road Property Acquis	200	0	0	0	0	0	200
RR87 Lakeshore Rd at Read Rd	325	1,500	0	0	0	0	1,825
Roads Rehab - RR21 Bowen Rd Ridgemount to QEW	750	0	4,000	0	0	0	4,750
Structural Rehab Westchester Ave Culvert (091305)	0	500	0	0	0	6,500	7,000
Capacity Improvement Program-RR55 Niagara Stone Rd from Line 1 Rd to East West Line	6,400	0	0	0	0	0	6,400
25 Ann-Roads Resurfacing	13,000	0	0	0	0	0	13,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25 Ann-Structural Engineering Study Future Bridges	300	0	0	0	0	0	300
Roads Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane	1,000	0	8,000	0	0	0	9,000
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
Structural 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
Roads Rehab - RR20 Lundy's Lane Kalar to Montrose	0	1,000	1,000	0	7,500	0	9,500
Annual-Development Projects	0	500	500	500	500	2,500	4,500
Capacity Improvement - 47 Lyon's Creek Rd Stanley Ave to Sodom Rd	0	0	1,000	0	2,000	21,500	24,500
Roads 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
22-Roads Rehab Woodlawn Rd from Rice to South Pelham	0	500	1,000	0	5,000	0	6,500
Ann-Structural Rehab-Eng & Constr	0	2,000	2,000	2,000	2,000	10,000	18,000
Roads Rehab - RR98 Niagara Square Dr Montrose to McLeod	0	0	0	500	0	3,000	3,500

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - RR20 Hwy 20 Culvert (020315)	0	0	0	150	0	1,500	1,650
Structural Rehab - RR49 Marineland Parkway Culvert (049310)	0	0	250	0	2,000	0	2,250
Structural Rehab - RR54 Prince Charles Dr Bridge (054210)	0	750	0	3,500	0	0	4,250
Ann-Roads Rehab-Misc Road Construction	0	1,000	1,000	1,000	1,000	5,000	9,000
20-Roads Rehab-RR48 Niagara St-Scott to Linwell	0	1,000	0	1,000	5,000	0	7,000
Structural Rehab - RR81 King St Culvert (081320)	0	0	250	0	2,500	0	2,750
Capacity Improvement - 90 Airport Rd Niagara Stone Rd to York Rd	0	1,000	0	0	1,500	7,800	10,300
Capacity Improvement - 55 Niagara Stone Rd Airport Rd to Conc 6	0	750	0	2,000	0	7,000	9,750
Roads Rehab-RR21 Bowen Rd-QEW to Thompson	0	500	0	2,000	0	5,500	8,000
Roads Rehab-RR24 Victoria SSR to Culp	0	750	0	1,000	0	13,000	14,750
Roads Rehab-RR3 Garrison Rosehill to Concession	0	0	0	1,000	4,000	31,000	36,000
Roads Rehab-RR3A Welland Mellanby to Main St E	0	500	0	2,000	0	0	2,500
Structural Rehab - Line 4 Bridge Replacement (083215)	0	350	0	1,500	0	0	1,850

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Roads Rehab-RR3A Main St W to Mellanby	0	500	0	2,000	0	0	2,500
Structural Rehab -098305-Montrose Rd Culvert	0	250	650	0	0	0	900
Roads Rehab-RR67 Beaverdams Merrittville to Hwy 406	0	500	0	1,000	0	0	1,500
Structural Rehab -009305-York Rd Culvert	0	100	800	0	0	0	900
Structural Rehab - Dominion Rd Bridge Replacement (001205)	0	200	0	1,500	0	0	1,700
Structural Rehab - Thirty Rd Bridge Replacement (014235)	0	0	150	800	0	0	950
Structural Rehab - Virgil Creek Bridge Rehab (055205)	0	0	100	0	800	0	900
Structural Rehab - Canborough Road Bridge Replacement (063220)	0	0	75	0	600	0	675
Roads Rehab - 18 Ontario St King St to QEW	0	1,000	0	1,500	3,500	17,000	23,000
Structural Rehab - 73 Mud St Culvert Repalcement (073215)	0	0	700	0	0	0	700
Structural Rehab - 77 Fourth Ave CNR Bridge Rehab (077210)	0	0	150	0	1,400	0	1,550
Structural Rehab - 87 Lakeshore Rd Bridge Replacement (087215)	0	0	75	0	800	0	875
Structural Rehab - 98 Humberstone Marsh Bridge Replacement (098200)	0	0	0	75	0	600	675

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Structural Rehab - 21 Bowen Rd Culvert Replacement (021305)	0	0	100	0	750	0	850
Structural Rehab - 24 Forks Rd Twin Culvert Replacement (024320)	0	0	0	250	0	1,750	2,000
Structural Rehab - 73 Fly Rd Underpass Replacement (073305)	0	0	0	0	250	4,000	4,250
Structural Rehab - 83 Carlton St Culvert Replacement (083300)	0	0	0	250	0	830	1,080
Structural Rehab - 116 Stevensville Rd Culvert Replacement (116315)	0	0	0	250	0	1,300	1,550
Structural Rehab - 40 Sixteen Mile Creek Bridge Rehab (040215)	0	350	2,000	0	0	0	2,350
Capacity Improvement - 54 Rice Rd Quaker Rd to Thorold Rd	0	0	500	0	500	11,000	12,000
Capacity Improvement - 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	2,000	0	6,500	0	0	8,500
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	1,000	0	5,900	0	0	6,900
Rd-Rehab-RR81 Main St Phase 2 Park Rd N to Baker Rd	0	750	1,000	0	5,000	0	6,750

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Capacity Improvement Program-RR98 Montrose Rd from Grassy Brooks Rd to Chippawa Creek Rd	0	2,000	5,000	0	35,000	0	42,000
24-annual-Road Safety Strategic Plan	1,000	0	0	0	0	0	1,000
25 Ann-Intersection Control Studies	100	0	0	0	0	0	100
RR39 North Service Rd at RR24 Victoria Ave	1,000	0	0	0	0	0	1,000
24 Ann-Storm Sewer Asset Management Program	150	0	0	0	0	0	150
24 Ann-RWIS Enhancement Program / Pavement Sensors	80	0	0	0	0	0	80
Pavement Climate change study	150	0	0	0	0	0	150
Annual-Cityworks Enhancement	0	400	0	125	0	0	525
25-annual-AssetWorks enhancements and new CAM Module	0	400	0	0	0	0	400
25-annual-Fleet AVL	0	405	0	0	0	0	405
25 Ann-Fleet Mobile Inspection Devices	0	6	0	0	0	0	6
22 - Annual Fleet & Vehicle Replacement	690	0	0	0	0	0	690
Annual - Fleet Vehicle & Equipment Replacement Program	0	5,426	2,000	2,000	2,000	10,000	21,426
21-NRHQ - Vehicle For Facilities Supervisor	0	51	0	0	0	0	51
21-GO Transit - Vehicle For GO Maintainer	0	98	0	0	0	0	98

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
23-annual-Line Marking Vehicle and Equipment	0	500	0	0	0	0	500
25 Fleet Pickup Trucks	1,005	0	0	0	0	0	1,005
25 Fleet Dump Plow Trucks	3,858	0	0	0	0	0	3,858
25 Fleet Crew Dump Trucks	1,803	0	0	0	0	0	1,803
25 Fleet Utility Trailers	634	0	0	0	0	0	634
25 Fleet Line Striper	62	0	0	0	0	0	62
25 Fleet Tractor	315	0	0	0	0	0	315
25-annual-Fleet Small Tools	40	0	0	0	0	0	40
Annual-Fleet Snowplow Replacement	0	1,500	0	0	0	0	1,500
23-Fleet Service Centre Floater	0	65	0	0	0	0	65
25-annual-Fuel Site Facility Program	0	550	0	0	0	0	550
23 - Fleet CEFM maintenance NRPS Facilities	0	65	0	0	0	0	65
Subtotal of Public Works - Levy	105,857	276,815	175,360	167,560	187,820	497,602	1,411,014
Subtotal of Levy Departments	131,524	552,836	229,185	194,764	263,934	849,367	2,221,610
25-NRH Annual Unit Capital	1,989	0	0	0	0	0	1,989
25-NRH Annual Mech-Electrical	1,041	0	0	0	0	0	1,041
25-NRH Annual Building Capital	2,545	0	0	0	0	0	2,545
25-NRH Annual Grounds Capital	1,525	0	0	0	0	0	1,525
25-NRH Emergency Capital	200	0	0	0	0	0	200
25-NRH Annual New Development Planning	200	0	0	0	0	0	200
NRH St. Catharines Permanent Shelter	5,500	0	0	0	0	0	5,500
NRH Annual Accessibility	0	484	253	319	92	399	1,547

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
NRH Annual Exterior Wall Systems	0	741	779	512	319	3,744	6,095
NRH Annual Electrical Systems	0	556	679	752	939	3,629	6,555
NRH Annual Life Safety and Security Systems	0	464	350	312	137	730	1,993
NRH Annual Mechanical Systems	0	1,339	1,456	890	466	5,123	9,274
NRH Annual Roof Systems	0	242	254	167	104	1,453	2,220
NRH Annual Asphalt, Paving and Concrete Replacement	0	1,216	727	1,119	748	2,887	6,697
NRH Annual Kitchen and Bathroom Replacements	0	1,820	1,138	1,096	1,267	8,387	13,708
NRH Annual Playground Equipment Replacement	0	72	28	47	9	160	316
NRH Annual Structural and Foundation Wall Repairs	0	1,288	1,380	1,235	1,270	4,419	9,592
NRH New Build Construction	0	0	0	22,500	0	73,103	95,603
NRH Annual Development Planning	0	200	200	200	200	1,000	1,800
NRH Annual Elevators	0	230	400	900	400	1,591	3,521
NRH Annual Interior Components	0	100	650	335	700	3,665	5,450
NRH Annual Doors and Windows	0	475	1,220	470	480	3,070	5,715
NRH Annual Emergency Capital	0	200	200	200	200	1,000	1,800
NRH-Geneva St Development Phase 2	1,500	13,100	0	0	0	0	14,600
Subtotal of Niagara Regional Housing	14,500	22,527	9,714	31,054	7,331	114,360	199,486
NRPS - Capital Asset Acquisitions - Annual Forecast (2023 - 2031)	0	800	800	1,000	1,100	6,200	9,900

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
NRPS - Centralized Facility Model - Phase 2 and Phase 3	0	0	40,000	0	0	0	40,000
NRPS - Explosive Tactical Robot	0	0	0	0	0	300	300
NRPS – P25 System Upgrade	0	0	0	0	0	8,000	8,000
25-NRPS Fleet Patrol Veh Repl	1,413	0	0	0	0	0	1,413
25-NRPS Fleet Special Veh Repl	340	0	0	0	0	0	340
25-NRPS Investigative Veh Repl	461	0	0	0	0	0	461
25-NRPS Increase Fleet Quant'	500	0	0	0	0	0	500
NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2023 - 2031)	0	2,760	2,760	2,760	3,030	13,400	24,710
25-NRPS Mobile Radar Repl	49	0	0	0	0	0	49
25-NRPS Night Vision Replaceme	110	0	0	0	0	0	110
25-NRPS Repl Vessel Electronic	110	0	0	0	0	0	110
25-NRPS Remotely Operated Veh	380	0	0	0	0	0	380
NRPS - CEW Replacement - Annual Forecast (2023 - 2031)	0	140	200	150	150	750	1,390
25-NRPS Resp Mask Fit Tester	16	0	0	0	0	0	16
25-NRPS CEW Replacements	140	0	0	0	0	0	140
25-NRPS Use of Force Update	1,205	0	0	0	0	0	1,205
25-NRPS Body Worn Cameras	0	1,000	0	0	0	0	1,000
25-NRPS Network Servers & WStn	575	0	0	0	0	0	575
25-NRPS Desktops/Laptops/Monit	350	0	0	0	0	0	350
NRPS - IT & Network Equipment Replacement - Annual Forecast (2023 - 2031)	0	1,200	1,200	1,200	1,200	6,600	11,400
P25 Radio System Portable	0	774	774	0	0	0	1,547

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25-NRPS Radio Sys MicroReplace	1,122	0	0	0	0	0	1,122
Annual - MDT Tablets	0	0	650	0	0	0	650
31 - Enterprise Storage Server	0	0	0	0	0	3,000	3,000
31 - NG911 System Refresh	0	0	0	0	0	1,000	1,000
Subtotal of Niagara Regional Police Services	6,771	6,674	46,384	5,110	5,480	39,250	109,668
Subtotal of Agency Boards and Commissions	21,271	29,201	56,098	36,164	12,811	153,610	309,154
Subtotal of Levy Programs	152,795	582,036	285,283	230,928	276,745	1,002,977	2,530,764
24-Well Decommissioning	340	0	0	0	0	0	340
25-Annual State of Good Repair	450	0	0	0	0	0	450
25-Property Acquisition	180	0	0	0	0	0	180
25 - Supervisory Control and Data Acquisition (SCADA) Upgrade	350	0	0	0	0	0	350
25-Geoware Upgrade	110	0	0	0	0	0	110
Annual - Miscellaneous Enhancements and Replacements	0	281	250	250	250	1,250	2,281
Annual - Property Acquisition	0	180	180	180	180	900	1,620
RW Planning - Long-Term Disposal Technology	0	0	600	600	600	600	2,400
Bridge Asphalt Work	440	0	0	0	0	0	440
Bridge St - Compost Pad	0	0	0	0	368	0	368
Bridge Street - Leachate Collection System / Waste Management Systems - Upgrades	0	0	462	0	0	0	462
Bridge St LGCCS	0	0	800	8,000	0	0	8,800
Humberstone - Paving Upgrades	0	0	330	0	0	0	330

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Humberstone - Leachate Collection System Manholes	0	0	0	1,650	1,650	0	3,300
Humberstone LCS Storage Tank	0	250	1,500	0	0	0	1,750
Humberstone - Site Improvements and Enhancements	0	110	0	110	0	330	550
Humberstone - New Scales	0	0	390	0	0	0	390
Humberstone - Pump Station Upgrades	0	0	0	0	0	1,394	1,394
Humberstone Ditch Lining - S Side of Landfill	0	100	400	0	0	0	500
Humberstone - LGCCS (Future Phases)	0	0	0	0	500	5,170	5,670
NR-12 - New Cell #5	0	0	0	0	0	4,180	4,180
NR-12 LGCCS	0	0	400	4,000	0	0	4,400
Glenridge - Boardwalk Structure	0	0	0	0	405	0	405
Mountain Road - End Use Works	1,100	0	0	0	0	0	1,100
Subtotal of Waste Management	2,970	921	5,312	14,790	3,953	13,824	41,770
25-Employee Sign-In Stations	200	0	0	0	0	0	200
25-Shuttle Vehicles	225	0	0	0	0	0	225
25-Transmission Jack	40	0	0	0	0	0	40
25-Cargo Van	80	0	0	0	0	0	80
25-40' Conventional Bus Power Train Refurb	600	0	0	0	0	0	600
25-Annual - Replace 40' Conventional Buses	9,356	0	0	0	0	0	9,356
25-Replacement of Specialized/Para Transit Buses	1,274	0	0	0	0	0	1,274
25-8 Electric Buses	13,200	0	0	0	0	0	13,200
25-9 Electric Buses	14,850	0	0	0	0	0	14,850

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
25-Electrification Equipment & Infrastructure First St. Louth	9,395	0	0	0	0	0	9,395
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	4,795	0	0	0	0	0	4,795
25-NTC Welland Fleet Building-Garage Repair	340	0	0	0	0	0	340
25-NTC Welland Fleet Building-Parking Lot	895	0	0	0	0	0	895
Annual - Replace 40' Conventional Buses	0	6,940	11,504	13,539	17,492	59,851	109,326
Replacement of Specialized/Para Transit Buses	0	780	1,326	811	552	2,760	6,229
Replace 60' Conventional Buses	0	1,272	1,298	1,324	0	4,132	8,026
On-Demand/Specialized Vehicles	0	2,500	1,250	0	0	4,394	8,144
Other Transit Capital	0	1,208	1,232	5,257	1,282	6,803	15,781
Growth - Fleet Expansion	0	4,960	4,960	4,960	4,960	4,960	24,800
Growth - Facility Expansion	0	0	14,217	0	0	0	14,217
Facility Review&Capiatl Inv't	0	4,085	780	820	860	5,000	11,545
Subtotal of Niagara Transit Commission	55,250	21,746	36,566	26,711	25,146	87,900	253,318
Subtotal of Special Levy Departments	58,220	22,667	41,878	41,501	29,099	101,724	295,088
SCADA Server Replacement (Wastewater)	1,300	0	0	0	0	0	1,300
23- New Weather Stations	0	65	0	0	0	0	65
2025 - Wastewater Sustainability Upgrades Program	4,000	0	0	0	0	0	4,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
2025 - IT Hardware and Software Program (Wastewater)	75	0	0	0	0	0	75
2025 - Wastewater Instrumentation Upgrade Program	92	0	0	0	0	0	92
2025 - Wastewater Vehicles	230	0	0	0	0	0	230
2025 - WW SCADA Cybersecurity Upgrades	450	0	0	0	0	0	450
2025 - WWTP Digester / Sludge Management Program	4,000	0	0	0	0	0	4,000
2025 - Flow Meter Installation and Replacement	130	0	0	0	0	0	130
Corporate WiFi Expansion Program	0	100	0	100	0	200	400
Laboratory and Sampling Equipment Upgrade Program	0	0	100	0	100	100	300
Boiler Replacement/ Refurbishment WW Program	0	500	0	500	0	1,000	2,000
Annual WW Hardware Software Upgrade	0	100	0	100	0	200	400
WW Lighting Upgrades	0	600	0	0	0	0	600
Meter Installation and Replacement	0	800	0	800	0	1,600	3,200
Annual Pipe and Manhole Rehab Program	0	250	0	250	0	500	1,000
WWTP and Remote Facilities Sustainability Upgrades	0	4,000	16,100	16,100	16,100	80,500	132,800
Flow Meter Installation and Replacement	0	400	400	400	400	2,000	3,600

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
WWTP Digester / Sludge Management Program	0	2,500	2,500	2,500	2,500	12,500	22,500
Electrical, Instrumentation and SCADA	0	0	10,700	10,700	10,700	53,500	85,600
Trunk Sewer Replacement Program	0	2,500	2,500	2,500	2,500	12,500	22,500
Forcemain Replacement Program	0	2,500	2,500	2,500	2,500	12,500	22,500
Niagara Falls WWTP Secondary Treatment Upgrade	0	50,000	0	0	0	0	50,000
Bender Hill Pump Station Upgrade	0	750	0	0	0	0	750
22- Royal Manor Pump Station Upgrades and Forcemain Replacement	0	0	0	5,000	0	0	5,000
21- Rolling Acres PS Upgrades and Forcemain Replacement	0	6,000	0	0	0	0	6,000
22- South Side Low Lift Forcemain Replacement	0	10,000	0	0	0	0	10,000
23- NFWWTP Primary Treatment Upgrade	0	10,000	0	0	0	0	10,000
23- Portage Trunk Sewer Rehab/Replacement (Kalar-Stamford)	0	3,000	0	0	0	0	3,000
Central SPS/HRT Upgrades	0	0	10,000	0	0	0	10,000
Niagara Falls WWTP Raw Sewage Pump Station and Screening Upgrade	0	0	10,000	0	0	0	10,000
Niagara Falls WWTP Administration Building Replacement	0	500	0	15,000	0	0	15,500

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
St. David's #1 SPS and Forcemain Upgrades	0	0	0	0	400	12,000	12,400
St. David's #2 SPS and Forcemain Upgrades	0	0	0	0	400	12,000	12,400
Drummond Road SPS Upgrades	0	0	250	0	3,000	0	3,250
Neighbourhood of St. David's SPS Upgrade	0	400	0	2,000	0	0	2,400
Dorchester SPS Pump Replacement and Forcemain Twinning	0	0	500	0	0	5,000	5,500
Queenston WWTP Upgrades	0	0	0	0	14,000	0	14,000
2017-Stevensville-Douglastown Lagoon Upgrade	3,000	0	0	0	0	0	3,000
Stevensville SPS Upgrade	500	0	0	6,000	0	0	6,500
WWTP Upgrade – Anger Ave Biosolids Handling System Upgrades	0	0	34,000	0	0	0	34,000
Catherine Street Pumping Station Upgrades	600	6,600	0	0	0	0	7,200
20-Anger Ave WWTP Grit Upgrade	0	0	2,000	0	0	0	2,000
Alliston Ave SPS Upgrade	300	0	0	5,500	0	0	5,800
Anger Ave WWTP Aeration Upgrades	0	500	0	10,000	0	0	10,500
Thompson SPS Upgrade	0	0	0	0	0	225	225
Port Robinson Lagoon Decommissioning	0	0	0	3,000	0	0	3,000
Dain City Pump Station Upgrade	3,700	0	0	0	0	0	3,700

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
19-Welland WWTP Upgrade - Phase 2	0	1,000	0	200,000	0	0	201,000
23- Towpath SPS Upgrade	0	0	5,000	0	0	0	5,000
23- Hurricane Rd SPS Pump Replacement	0	6,000	0	0	0	0	6,000
West Main Street Sanitary improvement Phase 2	2,500	0	0	0	0	0	2,500
Welland WWTP Upgrades Ph 3	0	0	0	0	0	1,500	1,500
21-Lyons Creek CSO Decommissioning	0	350	0	0	0	1,000	1,350
Foss Rd SPS and FM Upgrade	0	0	1,000	0	11,000	0	12,000
Daimler Woods PS & FM Upgrade	0	0	0	300	0	3,000	3,300
20-Crystal Beach Wastewater Treatment Plant Upgrade	0	0	47,000	0	0	0	47,000
22- Nigh Rd Pumping Station Upgrade	0	4,000	0	0	0	0	4,000
22- Erie Rd Pumping Station Upgrades	0	4,000	0	0	0	0	4,000
Crystal Beach Laneway Upgrades	0	0	300	2,000	0	0	2,300
PS Improve Prgm - E-side PS PC	0	2,900	0	0	0	0	2,900
WWTP Capacity - Seaway (Biosolids and Digestion)	0	35,200	0	0	0	0	35,200
Port Colborne City Hall SPS and Forcemain Upgrade	2,600	0	0	0	0	0	2,600
East Side Pump Station Forcemain Replacement	50,810	0	0	0	0	0	50,810
20-Oxford Pump Station Upgrades	0	1,600	0	0	0	0	1,600

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
22 - Nickel St Pumping Station Upgrades	0	7,500	0	0	0	0	7,500
22-Fares St Pumping Station Upgrades	0	4,000	0	0	0	0	4,000
21- Arena Pumping Station Upgrades	0	400	0	1,500	6,000	0	7,900
22- Union PS Upgrades	0	6,000	0	0	0	0	6,000
Sugarloaf SPS FM Replacement	0	3,000	0	0	0	0	3,000
Steele St Pumping Station Upgrades	0	0	300	0	0	6,000	6,300
Omer Ave SPS Upgrade	500	0	0	6,000	0	0	6,500
Rosemount South SPS and FM Replacement	0	600	0	0	6,000	0	6,600
Main St SPS and FM Upgrades	0	700	0	0	6,000	0	6,700
Clarke St. SPS, Fretz SPS and Part of Fares St. SPS FM Replacement	0	750	0	0	11,000	0	11,750
Elm St and Union St SPS FM Replacement	0	600	0	0	11,500	0	12,100
Seaway WWTP Upgrade	0	0	0	1,000	0	40,000	41,000
Elm St S SPS Upgrade	0	0	500	0	5,000	0	5,500
Siphon Chamber/Siphon Tube Inspection	0	500	0	0	0	0	500
Port Weller WWTP Sustainability Upgrade	0	5,000	0	0	0	0	5,000
20-Four Mile Creek Sewer Rehabilitation	0	0	0	5,000	0	0	5,000
22- Niagara-on-the-Lake WWTP Maintenance Building	0	700	0	4,000	0	0	4,700

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Lakeshore Rd Pumping Station Upgrades NOTL	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	0	20,000	0	0	0	20,000
23- Argyle SPS Upgrades	0	2,500	0	0	0	0	2,500
St. George's Point PS Upgade	0	0	0	2,500	0	0	2,500
October Village PS Upgrade	0	0	0	2,500	0	0	2,500
Smithville Lagoon Decommissioning	0	0	3,500	0	0	0	3,500
19-Lake Street PS Upgrade	0	9,000	0	0	0	0	9,000
Victoria Avenue Pumping Station Upgrades	7,500	0	0	0	0	0	7,500
21 - Ontario St Pumping Station Upgrades	0	30,000	0	0	0	0	30,000
23- Baker Road WWTP Capacity Expansion	0	5,000	0	60,000	0	0	65,000
23-Streamside SPS Upgrade	0	5,000	0	0	0	0	5,000
Smithville SPS and FM Upgrade	0	500	0	30,000	0	0	30,500
Lister Road Trunk Sewer	600	0	0	3,000	0	0	3,600
Smithville Trunk Upgrade	1,000	0	0	0	41,000	0	42,000
Baker Road WWTP Gas Controllers Replacement	360	0	0	0	0	0	360
Old Orchard SPS Overflow Rehabilitation	0	1,500	0	0	0	0	1,500
19-Garner Rd W&WW Storage Facility Upgrade	0	0	0	0	0	2,000	2,000
23- Garner FM Replacement	0	4,000	0	0	0	0	4,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Subtotal of Wastewater Operations	84,247	272,365	169,150	400,750	150,100	262,625	1,339,237
Reservoir & Storage Program (Port Colborne WTP)	1,600	0	0	0	0	0	1,600
SCADA Server Replacement (Water)	700	0	0	0	0	0	700
2025 - Water Sustainability Upgrades Program	4,000	0	0	0	0	0	4,000
2025 - Water Vehicle	30	0	0	0	0	0	30
2025 - Water SCADA Cybersecurity Upgrades	300	0	0	0	0	0	300
2025 - IT Hardware and Software Program (Water)	75	0	0	0	0	0	75
2025 - Water Instrumentation Upgrade Program	253	0	0	0	0	0	253
Water Lighting Upgrades	150	0	0	0	0	0	150
SCADA, Instrumentation and Electrical Program	0	85	85	85	85	425	765
Master Meter Replacement Program - Water	0	100	100	0	250	250	700
Water - Chemical System Upgrade Program	0	300	0	300	0	600	1,200
Generator Replacement Program	0	150	0	150	0	300	600
Water - Reservoir & Storage Program	0	500	500	0	500	500	2,000
Water - Valve Replacement Program	0	0	0	2,000	2,000	10,000	14,000
Watermain Replacement Program	0	0	0	4,000	4,000	20,000	28,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
GAC Replacement Program at WTP	0	0	2,000	0	2,000	2,000	6,000
Annual Water Hardware Software Upgrade Program	0	100	0	100	0	200	400
Annual Boiler Replacement Program	0	500	500	0	500	1,000	2,500
WTP and Remote Facilities Sustainability Program	0	4,000	4,000	15,000	15,000	75,000	113,000
2017-NF WTP Intake Relocation	0	0	0	65,000	0	0	65,000
New Niagara Falls Elevated Tank and Trunk Watermain	500	0	29,000	0	0	0	29,500
Roof Replacement Program – Niagara Falls WTP High Lift/ Low Lift Roof Replacement	3,700	0	0	0	0	0	3,700
UV Disinfection System Replacement at Niagara Falls WTP	2,500	0	0	0	0	0	2,500
Watermain Replacement on Stanley Ave (420 to Ferry St)	0	500	0	2,000	0	0	2,500
Decommissioning of Lundy's Lane ET	0	200	0	0	1,000	0	1,200
New NF South trunk main to New ET	0	0	5,000	0	0	0	5,000
Watermain replacement from NFWTP to Portage Road - Stage 1	0	0	500	0	0	0	500
New NF South WM (Dorchester-Lyons Creek)	0	0	0	0	0	24,950	24,950
New NF South WM (Stanley Ave)	0	0	0	0	0	16,950	16,950

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Watermain replacement from Portage Road to intersection of Fallsview and Livingston - Stage 2	0	0	0	0	500	0	500
Watermain Replacement Stanley Avenue to Murray Street	0	500	0	0	0	5,000	5,500
NF WTP High Lift electrical upgrade	0	0	500	0	0	0	500
Rosehill WTP New Intake	0	0	50,000	0	0	0	50,000
21- Rosehill WTP New Outfall	0	0	2,000	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	0	0	0	3,000	3,000
Decommissioning of the Stevensville Reservoir and Pump Station	0	0	2,480	0	0	0	2,480
RH WTP lead abatement - settling tank	0	0	500	0	0	0	500
Decommissioning of Central Ave (Fort Erie South) ET	0	750	0	0	0	0	750
WTP Upgrade - Welland Upgrade - Phase 2	10,000	0	0	0	0	0	10,000
New Pelham Elevated Tank	0	0	0	31,000	0	0	31,000
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	0	0	52,000	0	0	0	52,000
New Separate Set of High Lift Pumps at Welland WTP	500	0	0	14,000	0	0	14,500

Capital Budget


Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Welland WTP Phase 4 - Decommissioning of Old Plant	0	0	0	500	0	3,000	3,500
Welland WTP Upgrade - Phase 3	0	155,000	0	0	0	0	155,000
New Trunk Main in southwest Welland	0	500	0	0	9,000	2,000	11,500
New trunk main from Welland WTP to North service area	0	20,000	0	0	0	0	20,000
Decommissioning of Pelham ET	0	0	200	0	1,000	0	1,200
Trunk main from Pelham ET to Highway 20 and Haist Avenue	0	21,000	0	0	0	0	21,000
Trunk main from Shoalts HLPS to Pelham ET	0	21,000	0	0	0	0	21,000
Decommissioning of Reservoir Cell at Shoalts	0	0	500	0	0	0	500
New feedermain in northwest Welland	0	0	0	0	0	6,520	6,520
Feedermain From Welland WTP to Bemis ET	0	15,000	0	0	0	0	15,000
New Barrick Road Watermain	49,242	0	0	0	0	0	49,242
Decommissioning - Fielden Avenue Reservoir and Booster Station	100	0	250	0	1,500	0	1,850
19-DeCew UV Upgrade	0	0	20,000	0	0	0	20,000
20-DeCew WTP Plant 2 Upgrades	0	0	0	0	20,000	0	20,000
20-Watermain Interconnection from Decew WTP to Collier Road South	0	0	10,000	0	0	0	10,000
20-Decommissioning Carlton St. Reservoir	0	1,000	0	0	0	0	1,000

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
21-DeCew Plant 1 Mixing System	0	1,500	0	0	0	0	1,500
Watermain Replacement Martindale Rd - JR Stork Bridge	3,200	0	0	0	0	0	3,200
22- Brock High Lift PS Upgrades and Valve Replacement	0	4,000	0	0	0	0	4,000
Decew Waste Treatment Upgrade	0	0	400	0	0	6,000	6,400
New Thorold South ET	0	0	500	0	0	25,000	25,500
Trunk main from South NOTL to Virgil ET	0	0	0	0	0	400	400
20-Watermain Replacement Ontario St (Greenlane) - Phase 2	4,000	0	0	0	0	0	4,000
22- New Trunk Main from Grimsby WTP to New Grimsby Reservoir	0	0	55,000	0	0	0	55,000
22- Grimsby WTP Expansion	0	0	80,000	0	0	0	80,000
Grimsby WTP Process to Waste System	0	0	0	1,000	0	5,500	6,500
Grimsby WTP Sustainability Upgrade	0	0	0	0	1,000	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
Park Road Booster Station Design	0	0	500	0	0	0	500
Subtotal of Water Operations	80,850	255,845	330,465	135,135	58,335	231,695	1,092,325

Capital Budget

Project Name	2025	2026	2027	2028	2029	2030-2034	Total
Subtotal of Rate Programs	165,097	528,210	499,615	535,885	208,435	494,320	2,431,562
Grand Total	376,112	1,132,913	826,776	808,313	514,279	1,599,021	5,257,415



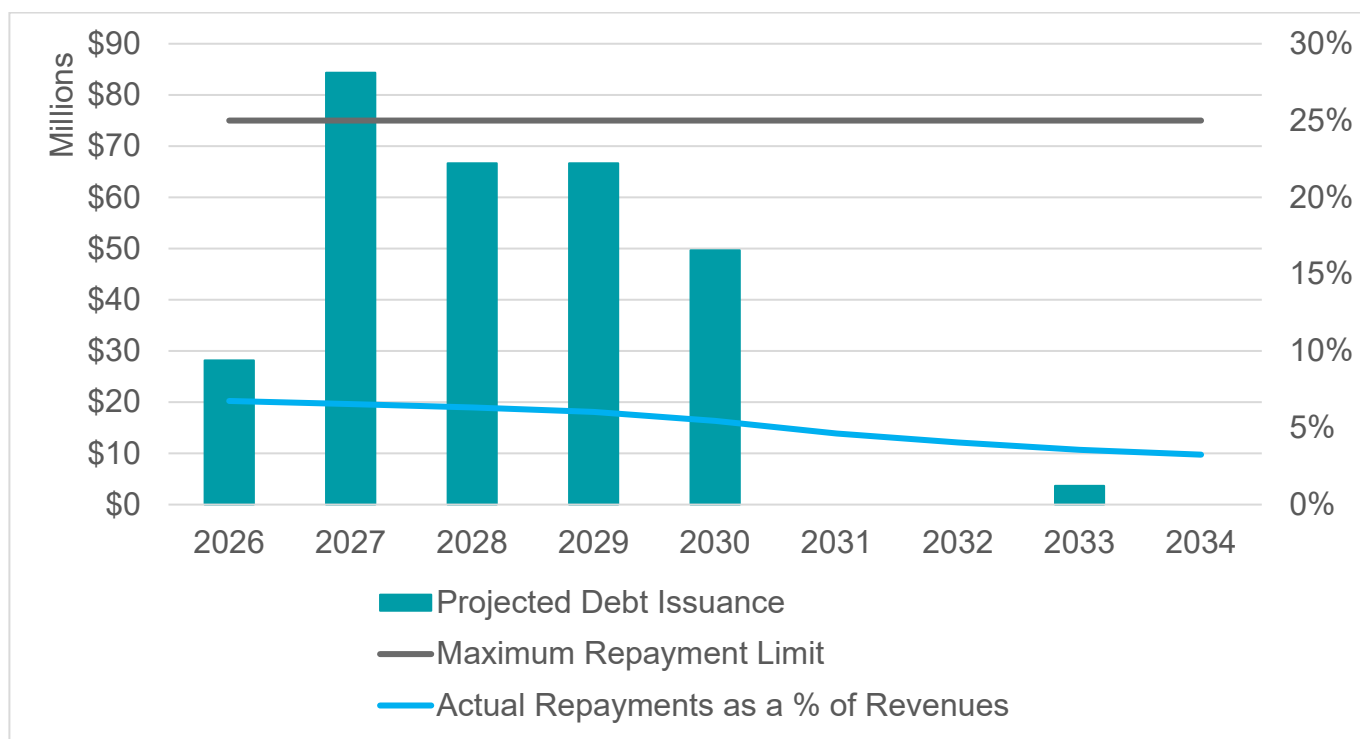
Section 6 – Financing Sources

Long-Term Debt, Reserves, Deferred Revenues

Long Term Debt

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 8, 2024 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 and demographic strengthening, more in line with that of the rest of Canada. As a result of the trends identified by S&P, in the 2025 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. Other future initiatives to support the Region's debt program include exploring other rating agencies or other fundings alternatives to reduce the reliance of the capital program on debt.

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, 2024 is \$758.1 million (2023 - \$710.2 million) which includes \$365.8 million (2023 - \$343.7 million) of debt recoverable from others for net regional debt of \$392.3 million (2023 - \$366.5 million). Debt recoverable from others accounts for 48% (2023 - 48%) of the total debt recorded at the end of 2024.

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 2025 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 \$825 million in 2025. 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	2023 Year-end Balance	2024 Year-end Balance	2025 Forecasted Issuance*	2024 Principal Payments	2025 Year-end Balance	2025 Interest Payments
Office of the Deputy CAO	0	0	0	0	0	0
Community Services	22,862	76,548	79,884	(3,236)	153,196	(2,965)
General Government	4,558	3,955	0	(605)	3,349	(56)
Corporate Administration	0	0	0	0	0	0
Corporate Services	6,473	5,236	0	(1,257)	3,978	(270)
Growth Strategy and Economic Development	0	0	0	0	0	0
Public Health and Emergency Services	8,874	8,399	0	(484)	7,915	(268)
Public Works - Levy	108,603	95,378	4,843	(11,403)	88,818	(2,960)
Subtotal of Levy Departments	151,371	189,515	84,726	(16,985)	257,256	(6,520)
Court Services	7,656	7,342	0	(321)	7,020	(212)
Niagara Regional Housing	33,253	27,891	0	(5,201)	22,690	(714)
Niagara Regional Police Services	75,885	70,922	0	(4,951)	65,971	(2,760)
Subtotal of Agencies and Boards	116,794	106,154	0	(10,473)	95,681	(3,686)
Total of Levy Programs	268,165	295,670	84,726	(27,458)	352,938	(10,206)
Waste Management	0	0	0	0	0	0

Financing Sources

Department	2023 Year-end Balance	2024 Year-end Balance	2025 Forecasted Issuance*	2024 Principal Payments	2025 Year-end Balance	2025 Interest Payments
Niagara Transit Commission	12,931	11,027	0	(1,915)	9,112	(263)
Subtotal of Special Levy Departments	12,931	11,027	0	(1,915)	9,112	(263)
Water	22,480	21,525	0	(777)	20,748	(897)
Wastewater	62,983	64,075	26,041	(3,421)	86,696	(3,429)
Subtotal of Rate Departments	85,463	85,601	26,041	(4,198)	107,444	(4,326)
Total Regional Debt	366,559	392,298	110,768	(33,572)	469,494	(14,794)

*2025 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 2025.

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	2024 Year-end Balance	2025 Principal Payments	2025 Year-end Balance	2025 Interest Payments
General Government	10	2020	6,350	3,955	(605)	3,349	(56)
Subtotal of General Government			6,350	4,558	(603)	3,955	(64)
Corporate Services	10	2016	3,590	213	(105)	108	(5)
Corporate Services	10	2019	458	242	(46)	195	(6)
Corporate Services	20	2006	7,357	1,131	(550)	580	(53)
Corporate Services	20	2007	6,777	1,520	(480)	1,040	(75)
Corporate Services	25	2017	1,016	791	(35)	756	(23)
Corporate Services	30	2010	2,090	1,339	(40)	1,299	(109)
Subtotal of Corporate Services			21,288	5,236	(1,257)	3,978	(270)
Community Services	25	2014	6,794	4,721	(246)	4,475	(186)
Community Services	25	2017	3,900	3,035	(133)	2,902	(88)
Community Services	25	2020	15,335	12,881	(613)	12,268	(291)
Community Services	30	2014	940	611	(31)	580	(24)
Community Services	25	2024	55,299	55,300	(2,212)	53,088	(2,376)
Subtotal of Community Services			82,268	76,549	(3,236)	73,313	(2,965)
Public Health and Emergency Services	10	2018	1,228	532	(127)	405	(16)
Public Health and Emergency Services	20	2006	400	61	(30)	32	(3)
Public Health and Emergency Services	25	2017	2,000	1,557	(68)	1,488	(45)
Public Health and Emergency Services	25	2018	3,735	3,074	(121)	2,953	(102)
Public Health and Emergency Services	30	2014	1,500	975	(50)	925	(39)
Public Health and Emergency Services	30	2019	2,640	2,200	(88)	2,112	(63)
Subtotal of Public Health and Emergency Services			11,503	8,399	(484)	7,915	(268)
Public Works - Levy	10	2015	24,292	2,667	(2,667)	0	(75)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2024 Year-end Balance	2025 Principal Payments	2025 Year-end Balance	2025 Interest Payments
Public Works - Levy	10	2016	12,213	2,621	(1,296)	1,325	(62)
Public Works - Levy	10	2017	8,799	2,819	(919)	1,901	(66)
Public Works - Levy	10	2018	8,970	3,882	(928)	2,954	(120)
Public Works - Levy	10	2019	7,718	4,472	(743)	3,729	(83)
Public Works - Levy	10	2020	4,668	3,022	(420)	2,601	(42)
Public Works - Levy	10	2021	7,762	5,529	(755)	4,774	(93)
Public Works - Levy	10	2022	7,235	5,968	(661)	5,307	(232)
Public Works - Levy	15	2010	900	76	(76)	0	(3)
Public Works - Levy	20	2006	4,343	668	(325)	343	(31)
Public Works - Levy	20	2010	1,167	459	(69)	390	(20)
Public Works - Levy	25	2017	28,611	22,268	(975)	21,293	(643)
Public Works - Levy	25	2018	10,774	8,871	(347)	8,524	(294)
Public Works - Levy	30	2010	14,245	9,328	(335)	8,993	(616)
Public Works - Levy	30	2019	9,850	8,208	(328)	7,880	(236)
Public Works - Levy	30	2020	16,754	14,520	(558)	13,962	(344)
Subtotal of Public Works - Levy			168,301	95,378	(11,403)	83,976	(2,960)
Subtotal of Levy Departments			289,710	189,516	(16,985)	172,531	(6,520)
Court Services	25	2017	9,433	7,342	(321)	7,020	(212)
Subtotal of Courts Services			9,433	7,342	(321)	7,020	(212)
Niagara Regional Housing	5	2024	1,709	1,632	(317)	1,315	(63)
Niagara Regional Housing	10	2015	4,020	442	(442)	0	(11)
Niagara Regional Housing	10	2016	5,603	1,202	(594)	608	(28)
Niagara Regional Housing	10	2017	1,706	547	(178)	369	(13)
Niagara Regional Housing	10	2018	6,769	2,930	(701)	2,229	(91)
Niagara Regional Housing	10	2019	15,171	8,004	(1,534)	6,471	(185)
Niagara Regional Housing	10	2020	3,300	2,130	(296)	1,834	(29)
Niagara Regional Housing	10	2021	8,197	5,840	(798)	5,042	(98)
Niagara Regional Housing	10	2022	2,303	1,899	(210)	1,689	(74)
Niagara Regional Housing	30	2012	4,500	3,263	(130)	3,133	(121)
Subtotal of Niagara Regional Housing			53,277	27,890	(5,201)	22,689	(714)
Niagara Regional Police Services	5	2020	1,214	247	(247)	0	(3)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2024 Year-end Balance	2025 Principal Payments	2025 Year-end Balance	2025 Interest Payments
Niagara Regional Police Services	10	2015	13,670	1,500	(1,500)	0	(42)
Niagara Regional Police Services	10	2016	4,500	966	(477)	488	(23)
Niagara Regional Police Services	10	2019	608	321	(61)	259	(7)
Niagara Regional Police Services	10	2022	5,600	4,619	(512)	4,107	(180)
Niagara Regional Police Services	30	2010	7,800	4,998	(151)	4,847	(406)
Niagara Regional Police Services	30	2014	35,950	27,873	(973)	26,899	(1,022)
Niagara Regional Police Services	30	2015	28,610	23,093	(736)	22,356	(868)
Niagara Regional Police Services	30	2019	8,767	7,306	(292)	7,013	(210)
Subtotal of Niagara Regional Police Services			106,719	70,922	(4,951)	65,971	(2,760)
Subtotal of Agencies and Boards			169,429	106,153	(10,473)	95,680	(3,686)
Total of Levy Programs			459,139	295,670	(27,458)	268,212	(10,206)
Niagara Transit Commission	10	2017	664	407	(133)	274	(10)
Niagara Transit Commission	10	2019	12,286	6,573	(1,259)	5,314	(152)
Niagara Transit Commission	10	2021	4,115	3,267	(437)	2,830	(71)
Niagara Transit Commission	10	2022	945	780	(86)	694	(30)
Subtotal of Niagara Transit Commission			18,010	11,027	(1,915)	9,112	(263)
Subtotal of Special Levy Departments			18,010	11,027	(1,915)	9,112	(263)
Water Operations	25	2018	2,555	2,104	(82)	2,022	(70)
Water Operations	30	2010	9,931	6,364	(192)	6,171	(516)
Water Operations	30	2019	480	400	(16)	384	(12)
Water Operations	30	2020	14,605	12,658	(487)	12,171	(300)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	2024 Year-end Balance	2025 Principal Payments	2025 Year-end Balance	2025 Interest Payments
Subtotal of Water Operations			27,571	21,525	(777)	20,748	(897)
Wastewater Operations	20	2010	27,333	10,750	(1,606)	9,143	(468)
Wastewater Operations	30	2010	42,919	27,617	(865)	26,751	(2,161)
Wastewater Operations	30	2019	4,080	3,400	(136)	3,264	(98)
Wastewater Operations	30	2020	4,395	3,809	(147)	3,663	(90)
Wastewater Operations	30	2021	15,000	13,500	(500)	13,000	(395)
Wastewater Operations	30	2024	5,000	5,000	(167)	4,833	(218)
Subtotal of Wastewater Operations			98,728	64,075	(3,421)	60,654	(3,429)
Subtotal of Rate Programs			126,299	85,601	(4,198)	81,403	(4,326)
Total Regional Debt			603,448	392,298	(33,572)	358,726	(14,794)

Principal Payments Through Maturity

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

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
General Government	10	2020	6,350	(2,395)	(605)	(661)	(665)	(670)	(1,354)
Subtotal of General Government			6,350	(2,395)	(605)	(661)	(665)	(670)	(1,354)
Corporate Services	10	2016	3,590	(3,377)	(105)	(108)	0	0	0
Corporate Services	10	2019	458	(216)	(46)	(47)	(48)	(49)	(50)
Corporate Services	20	2006	7,357	(6,226)	(550)	(580)	0	0	0
Corporate Services	20	2007	6,777	(5,257)	(480)	(506)	(534)	0	0
Corporate Services	25	2017	1,016	(225)	(35)	(35)	(36)	(37)	(647)
Corporate Services	30	2010	2,090	(567)	(40)	(40)	(40)	(40)	(1,361)
Subtotal of Corporate Services			21,288	(15,869)	(1,257)	(1,317)	(659)	(127)	(2,059)
Community Services	25	2014	6,794	(2,073)	(246)	(256)	(266)	(277)	(3,676)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Community Services	25	2017	3,900	(865)	(133)	(136)	(139)	(143)	(2,485)
Community Services	25	2020	15,335	(2,454)	(613)	(613)	(613)	(613)	(10,428)
Community Services	30	2014	940	(329)	(31)	(31)	(31)	(31)	(486)
Community Services	25	2024	55,299		(2,212)	(2,212)	(2,212)	(2,212)	(46,451)
Subtotal of Community Services			82,268	(5,720)	(3,236)	(3,248)	(3,262)	(3,276)	(63,526)
Public Health and Emergency Services	10	2018	1,228	(696)	(127)	(131)	(135)	(139)	0
Public Health and Emergency Services	20	2006	400	(339)	(30)	(32)	0	0	0
Public Health and Emergency Services	25	2017	2,000	(443)	(68)	(70)	(71)	(73)	(1,274)
Public Health and Emergency Services	25	2018	3,735	(661)	(121)	(124)	(128)	(132)	(2,569)
Public Health and Emergency Services	30	2014	1,500	(525)	(50)	(50)	(50)	(50)	(775)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Public Health and Emergency Services	30	2019	2,640	(440)	(88)	(88)	(88)	(88)	(1,848)
Subtotal of Public Health and Emergency Services			11,503	(3,104)	(484)	(494)	(472)	(482)	(6,466)
Public Works - Levy	10	2015	24,292	(21,625)	(2,667)	0	0	0	0
Public Works - Levy	10	2016	12,213	(9,592)	(1,296)	(1,325)	0	0	0
Public Works - Levy	10	2017	8,799	(5,980)	(919)	(939)	(962)	0	0
Public Works - Levy	10	2018	8,970	(5,088)	(928)	(955)	(984)	(1,015)	0
Public Works - Levy	10	2019	7,718	(3,246)	(743)	(814)	(828)	(844)	(1,243)
Public Works - Levy	10	2020	4,668	(1,647)	(420)	(507)	(513)	(520)	(1,062)
Public Works - Levy	10	2021	7,762	(2,233)	(755)	(765)	(775)	(787)	(2,447)
Public Works - Levy	10	2022	7,235	(1,267)	(661)	(682)	(705)	(729)	(3,191)
Public Works - Levy	15	2010	900	(824)	(76)	0	0	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Public Works - Levy	20	2006	4,343	(3,675)	(325)	(343)	0	0	0
Public Works - Levy	20	2010	1,167	(708)	(69)	(72)	(75)	(78)	(166)
Public Works - Levy	25	2017	28,611	(6,343)	(975)	(997)	(1,020)	(1,046)	(18,230)
Public Works - Levy	25	2018	10,774	(1,903)	(347)	(357)	(368)	(379)	(7,420)
Public Works - Levy	30	2010	14,245	(4,124)	(335)	(342)	(349)	(356)	(8,738)
Public Works - Levy	30	2019	9,850	(1,642)	(328)	(328)	(328)	(328)	(6,895)
Public Works - Levy	30	2020	16,754	(2,234)	(558)	(558)	(558)	(558)	(12,287)
Subtotal of Public Works - Levy			168,301	(72,130)	(11,403)	(8,984)	(7,465)	(6,640)	(61,679)
Subtotal of Levy Departments			289,710	(99,218)	(16,985)	(14,706)	(12,523)	(11,195)	(135,084)
Court Services	25	2017	9,433	(2,091)	(321)	(329)	(336)	(345)	(6,011)
Subtotal of Court Services			9,433	(2,091)	(321)	(329)	(336)	(345)	(6,011)
Niagara Regional Housing	5	2020	1,709	(77)	(317)	(330)	(345)	(360)	(280)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Niagara Regional Housing	10	2015	4,020	(3,578)	(442)	0	0	0	0
Niagara Regional Housing	10	2016	5,603	(4,400)	(594)	(608)	0	0	0
Niagara Regional Housing	10	2017	1,706	(1,159)	(178)	(182)	(186)	0	0
Niagara Regional Housing	10	2018	6,769	(3,839)	(701)	(721)	(743)	(765)	0
Niagara Regional Housing	10	2019	15,171	(7,167)	(1,534)	(1,565)	(1,599)	(1,635)	(1,672)
Niagara Regional Housing	10	2020	3,300	(1,170)	(296)	(357)	(361)	(366)	(749)
Niagara Regional Housing	10	2021	8,197	(2,357)	(798)	(807)	(819)	(832)	(2,584)
Niagara Regional Housing	10	2022	2,303	(403)	(210)	(217)	(224)	(232)	(1,015)
Niagara Regional Housing	30	2012	4,500	(1,236)	(130)	(135)	(140)	(145)	(2,714)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Subtotal of Niagara Regional Housing			53,277	(25,386)	(5,201)	(4,923)	(4,417)	(4,335)	(9,015)
Niagara Regional Police Services	5	2020	1,214	(967)	(247)	0	0	0	0
Niagara Regional Police Services	10	2015	13,670	(12,170)	(1,500)	0	0	0	0
Niagara Regional Police Services	10	2016	4,500	(3,534)	(477)	(488)	0	0	0
Niagara Regional Police Services	10	2019	608	(287)	(61)	(63)	(64)	(66)	(67)
Niagara Regional Police Services	10	2022	5,600	(981)	(512)	(528)	(546)	(564)	(2,470)
Niagara Regional Police Services	30	2010	7,800	(2,115)	(151)	(151)	(151)	(151)	(5,080)
Niagara Regional Police Services	30	2014	35,950	(8,077)	(973)	(1,009)	(1,045)	(1,083)	(23,763)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Niagara Regional Police Services	30	2015	28,610	(5,518)	(736)	(764)	(794)	(824)	(19,974)
Niagara Regional Police Services	30	2019	8,767	(1,461)	(292)	(292)	(292)	(292)	(6,137)
Subtotal of Niagara Regional Police Services			106,719	(35,111)	(4,951)	(3,296)	(2,892)	(2,980)	(57,491)
Subtotal of Agencies, Boards and Commissions			169,429	(62,588)	(10,473)	(8,547)	(7,645)	(7,659)	(72,517)
Total of Levy Funded Programs			459,139	(161,806)	(27,458)	(23,252)	(20,168)	(18,854)	(207,600)
Niagara Transit Commission	10	2017	664	(257)	(133)	(136)	(139)	0	0
Niagara Transit Commission	10	2019	12,286	(5,713)	(1,259)	(1,285)	(1,313)	(1,342)	(1,374)
Niagara Transit Commission	10	2021	4,115	(848)	(437)	(446)	(456)	(466)	(1,462)
Niagara Transit Commission	10	2022	945	(165)	(86)	(89)	(93)	(95)	(417)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Subtotal of Niagara Transit Commission			18,010	(6,983)	(1,915)	(1,956)	(2,000)	(1,904)	(3,252)
Subtotal of Special Levy Departments			18,010	(6,983)	(1,915)	(1,956)	(2,000)	(1,904)	(3,252)
Water	25	2018	2,555	(451)	(82)	(85)	(87)	(90)	(1,760)
Water	30	2010	9,931	(2,693)	(192)	(192)	(192)	(192)	(6,468)
Water	30	2019	480	(80)	(16)	(16)	(16)	(16)	(336)
Water	30	2020	14,605	(1,947)	(487)	(487)	(487)	(487)	(10,710)
Subtotal of Water			27,571	(5,172)	(777)	(780)	(782)	(785)	(19,275)
Wastewater	20	2010	27,333	(16,584)	(1,606)	(1,676)	(1,749)	(1,825)	(3,892)
Wastewater	30	2010	42,919	(11,789)	(865)	(869)	(873)	(877)	(27,645)
Wastewater	30	2019	4,080	(680)	(136)	(136)	(136)	(136)	(2,856)
Wastewater	30	2020	4,395	(586)	(147)	(147)	(147)	(147)	(3,223)
Wastewater	30	2021	15,000	(1,500)	(500)	(500)	(500)	(500)	(11,500)
Wastewater	30	2024	5,000	0	(167)	(167)	(167)	(167)	(4,333)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issue Year – 2024 Principal	2025 Principal	2026 Principal	2027 Principal	2028 Principal	2029 – 2054 Principal
Subtotal of Wastewater			98,728	(31,139)	(3,421)	(3,495)	(3,572)	(3,652)	(53,449)
Subtotal of Rate Departments			126,299	(36,310)	(4,198)	(4,275)	(4,354)	(4,437)	(72,724)
Grand Total			603,448	(205,100)	(33,572)	(29,484)	(26,522)	(25,195)	(283,577)

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 – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
General Government	10	2020	6,350	3,955	(298)	(56)	(48)	(39)	(30)
Subtotal of General Government			6,350	3,955	(298)	(56)	(48)	(39)	(30)
Corporate Services	10	2016	3,590	213	(217)	(5)	(3)	0	0
Corporate Services	10	2019	458	242	(41)	(6)	(5)	(4)	(2)
Corporate Services	20	2006	7,357	1,131	(4,641)	(53)	(23)	0	0
Corporate Services	20	2007	6,777	1,520	(4,179)	(75)	(49)	(21)	0
Corporate Services	25	2017	1,016	791	(177)	(23)	(22)	(21)	(20)
Corporate Services	30	2010	2,090	1,339	(1,576)	(109)	(109)	(109)	(109)
Subtotal of Corporate Services			21,288	5,236	(10,831)	(270)	(210)	(155)	(131)
Community Services	25	2014	6,794	4,721	(2,462)	(186)	(176)	(166)	(155)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Community Services	25	2017	3,900	3,035	(680)	(88)	(85)	(81)	(78)
Community Services	25	2020	15,335	12,881	(1,307)	(291)	(277)	(263)	(250)
Community Services	30	2014	940	611	(330)	(24)	(23)	(22)	(20)
Community Services	25	2024	55,299	55,300	0	(2,376)	(2,280)	(2,184)	(2,094)
Subtotal of Community Services			82,268	76,549	(4,779)	(2,965)	(2,841)	(2,716)	(2,597)
Public Health and Emergency Services	10	2018	1,228	532	(166)	(16)	(13)	(9)	(4)
Public Health and Emergency Services	20	2006	400	61	(252)	(3)	(1)	0	0
Public Health and Emergency Services	25	2017	2,000	1,557	(349)	(45)	(43)	(42)	(40)
Public Health and Emergency Services	25	2018	3,735	3,074	(674)	(102)	(98)	(94)	(90)
Public Health and Emergency Services	30	2014	1,500	975	(527)	(39)	(37)	(35)	(33)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Public Health and Emergency Services	30	2019	2,640	2,200	(356)	(63)	(61)	(58)	(56)
Subtotal of Public Health and Emergency Services			11,503	8,399	(2,323)	(268)	(253)	(238)	(223)
Public Works - Levy	10	2015	24,292	2,667	(3,048)	(75)	0	0	0
Public Works - Levy	10	2016	12,213	2,621	(1,262)	(62)	(32)	0	0
Public Works - Levy	10	2017	8,799	2,819	(920)	(66)	(46)	(24)	0
Public Works - Levy	10	2018	8,970	3,882	(1,209)	(120)	(92)	(63)	(32)
Public Works - Levy	10	2019	7,718	4,472	(536)	(83)	(71)	(56)	(40)
Public Works - Levy	10	2020	4,668	3,022	(200)	(42)	(37)	(31)	(24)
Public Works - Levy	10	2021	7,762	5,529	(314)	(93)	(84)	(74)	(62)
Public Works - Levy	10	2022	7,235	5,968	(530)	(232)	(208)	(184)	(157)
Public Works - Levy	15	2010	900	76	(277)	(3)	0	0	0

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Public Works - Levy	20	2006	4,343	668	(2,740)	(31)	(14)	0	0
Public Works - Levy	20	2010	1,167	459	(532)	(20)	(17)	(14)	(11)
Public Works - Levy	25	2017	28,611	22,268	(4,986)	(643)	(621)	(598)	(573)
Public Works - Levy	25	2018	10,774	8,871	(1,946)	(294)	(283)	(272)	(261)
Public Works - Levy	30	2010	14,245	9,328	(9,433)	(616)	(610)	(603)	(595)
Public Works - Levy	30	2019	9,850	8,208	(1,327)	(236)	(227)	(217)	(208)
Public Works - Levy	30	2020	16,754	14,520	(1,509)	(344)	(330)	(317)	(304)
Subtotal of Public Works - Levy			168,301	95,378	(30,768)	(2,960)	(2,672)	(2,452)	(2,268)
Subtotal of Levy Departments			289,710	189,516	(49,000)	(6,520)	(6,024)	(5,600)	(5,250)
Court Services	25	2017	9,433	7,342	(1,644)	(212)	(205)	(197)	(189)
Subtotal of Court Services			9,433	7,342	(1,644)	(212)	(205)	(197)	(189)
Niagara Regional Housing	5	2020	1,709	1,632	(215)	(63)	(50)	(35)	(20)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Niagara Regional Housing	10	2015	4,020	442	(499)	(11)	0	0	0
Niagara Regional Housing	10	2016	5,603	1,202	(579)	(28)	(15)	0	0
Niagara Regional Housing	10	2017	1,706	547	(178)	(13)	(9)	(5)	0
Niagara Regional Housing	10	2018	6,769	2,930	(913)	(91)	(69)	(48)	(24)
Niagara Regional Housing	10	2019	15,171	8,004	(1,364)	(185)	(152)	(117)	(79)
Niagara Regional Housing	10	2020	3,300	2,130	(141)	(29)	(26)	(22)	(17)
Niagara Regional Housing	10	2021	8,197	5,840	(331)	(98)	(89)	(78)	(65)
Niagara Regional Housing	10	2022	2,303	1,899	(169)	(74)	(66)	(58)	(50)
Niagara Regional Housing	30	2012	4,500	3,263	(1,774)	(121)	(116)	(111)	(106)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Subtotal of Niagara Regional Housing			53,277	27,890	(6,163)	(714)	(592)	(473)	(362)
Niagara Regional Police Services	5	2020	1,214	247	(30)	(3)	0	0	0
Niagara Regional Police Services	10	2015	13,670	1,500	(1,715)	(42)	0	0	0
Niagara Regional Police Services	10	2016	4,500	966	(465)	(23)	(12)	0	0
Niagara Regional Police Services	10	2019	608	321	(55)	(7)	(6)	(5)	(3)
Niagara Regional Police Services	10	2022	5,600	4,619	(410)	(180)	(161)	(142)	(122)
Niagara Regional Police Services	30	2010	7,800	4,998	(5,881)	(406)	(406)	(406)	(406)
Niagara Regional Police Services	30	2014	35,950	27,873	(11,978)	(1,022)	(985)	(948)	(909)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Niagara Regional Police Services	30	2015	28,610	23,093	(8,923)	(868)	(840)	(811)	(781)
Niagara Regional Police Services	30	2019	8,767	7,306	(1,181)	(210)	(202)	(193)	(185)
Subtotal of Niagara Regional Police Services			106,719	70,922	(30,638)	(2,760)	(2,612)	(2,504)	(2,405)
Subtotal of Agencies, Boards and Commissions			169,429	106,153	(38,445)	(3,686)	(3,409)	(3,175)	(2,956)
Total of Levy Funded Programs			459,139	295,670	(87,445)	(10,206)	(9,433)	(8,774)	(8,205)
Niagara Transit Commission	10	2017	664	407	(27)	(10)	(7)	(3)	0
Niagara Transit Commission	10	2019	12,286	6,573	(1,083)	(152)	(125)	(96)	(65)
Niagara Transit Commission	10	2021	4,115	3,267	(167)	(71)	(61)	(52)	(42)
Niagara Transit Commission	10	2022	945	780	(69)	(30)	(27)	(24)	(21)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Subtotal of Niagara Transit Commission			18,010	11,027	(1,346)	(263)	(220)	(175)	(128)
Subtotal of Special Levy Departments			18,010	11,027	(1,346)	(263)	(220)	(175)	(128)
Water	25	2018	2,555	2,104	(461)	(70)	(67)	(65)	(62)
Water	30	2010	9,931	6,364	(7,488)	(516)	(516)	(516)	(516)
Water	30	2019	480	400	(65)	(12)	(11)	(11)	(10)
Water	30	2020	14,605	12,658	(1,316)	(300)	(288)	(276)	(265)
Subtotal of Water			27,571	21,525	(9,330)	(897)	(883)	(868)	(854)
Wastewater	20	2010	27,333	10,750	(12,453)	(468)	(398)	(325)	(249)
Wastewater	30	2010	42,919	27,617	(31,612)	(2,161)	(2,157)	(2,153)	(2,149)
Wastewater	30	2019	4,080	3,400	(550)	(98)	(94)	(90)	(86)
Wastewater	30	2020	4,395	3,809	(396)	(90)	(87)	(83)	(80)
Wastewater	30	2021	15,000	13,500	(1,273)	(395)	(380)	(365)	(351)
Wastewater	30	2024	5,000	5,000	0	(218)	(211)	(203)	(197)

Financing Sources

Department	Issue Term	Issue Year	Issue Amount	Issuance – 2024 Interest	2025 Interest	2026 Interest	2027 Interest	2028 Interest	2029 – 2054 Interest
Subtotal of Wastewater			98,728	64,075	(46,284)	(3,429)	(3,326)	(3,219)	(3,111)
Subtotal of Rate Departments			126,299	85,601	(55,614)	(4,326)	(4,208)	(4,087)	(3,965)
Grand Total			603,448	392,298	(144,406)	(14,794)	(13,861)	(13,037)	(12,298)

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 2025, impacted by the 2025 Capital Budget and forecasted issuances.

Amounts in thousands (\$)

Department	2023 Year- end Balance	2024 Year- end Balance	2025 Capital Debt Budget*	2025 Forecasted Issuance~	2025 Debt Substitution	2025 Year-end Balance
Community Services	135,183	79,884	0	(79,884)	0	0
Public Health and Emergency Services	3,037	3,037	0	0	0	3,037
Public Works - Levy	30,509	45,691	0	(4,843)	(2,712)	38,136
Subtotal – Levy Departments	168,729	128,611	0	(84,726)	0	41,173
Niagara Regional Housing	0	6,742	0	0	0	6,742
Niagara Regional Police Service	9,010	9,010	0	0	0	9,010
Subtotal – Agencies and Boards	9,010	15,752	0	0	0	15,752
Total – Levy Funded Programs	177,739	144,364	0	(84,726)	0	59,637
Water	6,644	6,644	0	0	0	6,644
Wastewater	291,657	282,023	0	(26,041)	0	255,982
Subtotal – Rate Programs	298,301	288,667	0	(26,041)	0	262,626
Total – Regional Debt	476,040	433,031	0	(110,768)	(2,712)	319,551

*There was no debt approved in the 2025 Capital Budget.

Financing Sources

~2025 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 2025.

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	2023 Year-end Balance	2024 Year-end Balance	2025 Committed	2025 Transfers From Operating~	2025 Transfers To Operating	2025 Transfers To Capital*	2025 Interest Earnings	2025 Year-end Balance
Wastewater Capital	12,204	26,637	0	38,425	0	(37,995)	819	27,886
Water Capital	30,987	45,495	0	26,384	0	(50,549)	1,098	22,428
Waste Management Capital	24,577	30,467	0	1,779	0	(1,530)	756	31,472
General Capital Levy	27,292	17,405	0	67,387	(332)	(67,001)	0	17,459
Infrastructure Deficit*	1,555	108	0	4,053	0	(4,100)	0	61
Court Services Facility Renewal	4,101	4,301	0	200	0	0	0	4,501
Niagara Regional Housing Owned Units	8,810	1,923	0	2,971	0	(4,280)	0	614
NRPS LTA Financing	0	0	0	0	0	0	0	0
Police Ontario Police Video Training Alliance	80	41	0	0	0	0	0	41
Police Capital Levy	647	1,073	0	2,250	0	(2,555)	0	768

Financing Sources

Reserve Description	2023 Year-end Balance	2024 Year-end Balance	2025 Committed	2025 Transfers From Operating~	2025 Transfers To Operating	2025 Transfers To Capital*	2025 Interest Earnings	2025 Year-end Balance
Police Vehicle and Equipment Replacement	78	90	0	2,255	0	(2,214)	0	131
Transit Capital	1,460	1,631	(1,500)	4,333	0	(2,494)	0	1,970
Total Capital Reserves	111,791	129,171	(1,500)	150,038	(332)	(172,718)	2,672	107,331
Wastewater Stabilization	2,017	1,022	0	0	(30)	0	3	995
Water Stabilization	3,479	2,951	0	0	(30)	0	120	3,041
Waste Management Stabilization	7,562	7,802	0	0	(350)	0	316	7,768
Transit Stabilization	2,087	3,628	0	0	0	0	0	3,628
Encumbrance	14,358	11,851	0	0	0	0	0	11,851
Investment Income Stabilization	0	0	0	0	0	0	0	0
Taxpayer Relief	36,600	38,535	0	2,033	(10,359)	0	0	30,209
Police Contingency	3,114	1,977	0	250	0	0	0	2,227
Police Services Board Contingency	242	242	0	0	0	0	0	242
Total Corporate Stabilization Reserves	69,459	68,008	0	2,283	(10,769)	0	439	59,961
Ambulance Communication	0		0	0	0	0	0	0
Circle Route Initiatives	1,133	1,133	0	0	0	0	0	1,133
Hospital Contribution	12,750	14,965	0	2,215	(10,500)	0	0	6,680
Housing Services	8,027	9,783	0	1,635	(1,600)	0	0	9,818
Vision Zero Road Safety Reserve	0	1,498	0	863	(131)			2,230
Total Specified Contribution Reserves	21,910	27,379	0	4,713	(12,231)	0	0	19,861

Financing Sources

Reserve Description	2023 Year-end Balance	2024 Year-end Balance	2025 Committed	2025 Transfers From Operating~	2025 Transfers To Operating	2025 Transfers To Capital*	2025 Interest Earnings	2025 Year-end Balance
Future Benefit Costs	24,704	24,454	0	0	(250)	0	0	24,204
Self Insurance	2,270	2,270	0	0	0	0	0	2,270
Smart Growth	0	0	0	0	0	0	0	0
Landfill Liability	5,399	4,117	0	2,824	0	(1,440)	124	5,625
Police Accumulated Sick Leave	430	230	0	0	(120)	0	0	110
Police Future Benefit Cost	4,152	4,152	0	0	0	0	0	4,152
Police WSIB	4,070	4,270	0	200	0	0	0	4,470
Transit Future Benefit	1,595	489	0	0	0	0	0	489
Total Future Liability Reserves	42,620	39,982	0	3,024	(370)	(1,440)	124	41,320
Total (Excluding Deferred Revenues)	245,780	264,540	(1,500)	160,057	(23,702)	(174,158)	3,235	228,473

* Total Transit Capital from reserves to capital excludes \$1,500,000 for the 25-Electrification Equipment & Infrastructure First St. Louth that was approved but uninitiated as part of the 2025 Capital Budget Process.

- Does not include transfers to the hospital contributions of \$796,000 see Section 3 [Budget by Taxation Fund](#) table which is all inclusive.

Reserve Analysis

It is best practice to regularly review reserve balances that are forecasted to change by 10% or more, as these fluctuations can have a significant impact on financial planning and decision-making. The table below provides a explanation of the forecasted activity, offering insights into the expected increases or decreases in reserve balances in the reserve forecast above.

Reserve	Explanation
Water Capital	This reduction is due to the continued investment into the water capital program in alignment to the Safe Drinking Water Act financial plan.
Infrastructure Deficit	The infrastructure deficit reserve continues to be fully utilize to reduce the backlog of projects identified in the Asset Management Plan.
NRH Owned Units	This reduction is due to the continued investment into the Social housing units in alignment to the Asset Management Plan and Housing Master Plan.
Police Capital Levy	This increase in reserves is due to the enhanced capital contributions from the operating budget to support the Asset Management Plan.
Police Vehicle and Equipment Replacement	The balance of this reserve fluctuates depending on the number of assets that are reaching end of life.
Transit Capital	This increase in reserves is due to the enhanced capital contributions from the operating budget to support the Asset Management Plan.
Taxpayer Relief	The reduction in the tax payer relief reserve are caused by the increase in approved development charge grants.
Police Contingency	This reserve is increasing due to no utilization of this reserve in the 2025 budget.
Hospital Contribution	The decrease is due to the contribution to West Lincoln Memorial Hospital.
Vision Zero Road Safety Reserve	The increase is due to the continued expansion of Vision Zero has increased revenue to the reserve.
Landfill Liability	The landfill liability reserve fluctuates in accordance with the schedule of investments from the advice of the actuary.
Police Accumulated Sick Leave	This reserve is decreasing as there was additional requirements identified in the 2025 operating budget.

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	38,425	To fund the Wastewater capital program
Water Capital	Water Operations	26,384	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	50,998	To fund the departmental levy supported capital program
General Capital Levy	General Government	883	To fund Police long-term accommodations debt from development charges
General Capital Levy	General Government	7,500	Estimated net proceeds of surplus property revenue
General Capital Levy	General Government	3,821	Net reserve funding – savings from debt substitution & pay-as-you-go contribution for budgeted operating costs of capital related to GO Station projects
General Capital Levy	Corporate Services	600	Contributions for IT related capital projects
General Capital Levy	Corporate Services	124	Contribution for the Niagara Falls and St. Catharines GO Station's future asset management commitment
General Capital Levy	Community Services	1,000	Contribution for the Geneva Street capital development
General Capital Levy	Community Services	2,411	Annual construction funding subsidy received from the Ministry of Long-term Care
General Capital Levy	Public Health and Emergency Services	60	Contribution to fund the debt costs of subsidized Emergency Medical Services' capital assets

Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Subtotal of General Capital Levy	General Capital Levy	67,387	
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
Housing Services	Community Services	1,635	To fund housing provider capital subsidy and capital program
Transit Capital Levy	Niagara Transit Commission	4,333	To fund Niagara Transit Commission capital program
Niagara Regional Housing Owned Units	Niagara Regional Housing	2,971	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
Police Capital Levy	Niagara Regional Police Service	2,250	To fund the Niagara Regional Police Service capital program
Police WSIB	Niagara Regional Police Service	200	To fund post retirement benefit costs of Police employees and retirees
Police Contingency	Niagara Regional Police Service	250	To fund annual NRPS stabilization contribution
Taxpayer Relief	Corporate Services	33	To fund ERP Project implementation
Taxpayer Relief	General Government	2,000	To fund phase out of the 2022 Tax Deferral
Subtotal of Taxpayer Relief	Taxpayer Relief	2,033	
Hospital Contribution*	General Government	2,215	To fund contribution for approved hospital funding requests
Vision Zero Road Safety Program	Public Works – Levy	863	Contribution of regional net revenues related to automated enforcement to be re-invested into road safety programs
Landfill Liability	Waste Management	2,824	To fund landfill liability

Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Total Transfers to Reserves from Operating	Consolidated	160,057	Consolidated

*Hospital contribution amounts exclude contributions for the South Niagara Falls Hospital

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	332	To fund the debt costs of subsidized capital assets for Emergency Medical Services and Seniors Services
Housing Services	Community Services	1,600	To fund housing provider capital loan & grant program and capital subsidy shortfalls
Taxpayer Relief	General Government	2,000	2022 Tax Deferral -To reduce the 2025 net levy budget
Taxpayer Relief	General Government	5,418	To fund project eagle industrial development charge grant
Taxpayer Relief	Corporate Administration	223	To fund one-time temporary human resource staffing and training costs
Taxpayer Relief	Office of the Deputy CAO	78	To fund one-time temporary staffing costs
Taxpayer Relief	Corporate Services	250	To fund one-time property valuation costs
Taxpayer Relief	Corporate Services	125	To fund one-time expenditures related to student positions and consulting services for the Asset Management Plan
Taxpayer Relief	Community Services	128	To fund one-time costs related to the Welcoming Streets Initiative
Taxpayer Relief	Public Health and Emergency Services	1,862	Transfers for delayed EMS funding from the province
Taxpayer Relief	Public Works – Levy	75	To fund one-time costs related to salt inventory management and vulnerable areas study
Taxpayer Relief	Public Works – Levy	200	To fund one-time related to consulting services for incentives review
Subtotal of Taxpayer Relief	Taxpayer Relief	10,359	

Financing Sources

Reserve Description	Department	Amount of Transfer	Description of Purpose
Wastewater Stabilization	Wastewater Operations	30	To fund one time costs related to the Water & Wastewater Methodology Review
Water Stabilization	Water Operations	30	To fund one time costs related to the Water & Wastewater Methodology Review
Waste Management Stabilization	Waste Management	350	To fund one-time costs associated with the Waste Composition Study
Future Benefit Costs	Corporate Administration	250	To fund grandfathered sick leave payouts for retiring employees
Hospital Contribution*	General Government	10,500	To fund 2025 grant payout to the West Lincoln Memorial Hospital
Police Accumulated Sick Leave	Niagara Regional Police Services	120	To provide a source of funding for payouts on retirement of eligible amounts for members in the Accumulative Sick Leave Plan of the Service
Vision Zero Road Safety Program	Public Works - Levy	131	To fund costs related to road safety programs
Total Transfers from Reserves to Operating	Consolidated	23,702	Consolidated

*Hospital Contributions exclude amounts for the South Niagara Falls Hospital

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	Seniors Services	461	25 - LTC Resident Care Equip
General Capital Levy	Seniors Services	1,390	25-LTC Homes - Ann Capital Imp
General Capital Levy	Public Health & Emergency Services	3,230	25-Ambulance & Eqpt Repl
General Capital Levy	Public Health & Emergency Services	147	25-ERV Traffic Signl Preempt
General Capital Levy	Public Health & Emergency Services	25	25-EMS Training Laptops
General Capital Levy	Public Health & Emergency Services	130	25-Off Load Delay Stretchers
General Capital Levy	Public Health & Emergency Services	552	25-ERV Replacement
General Capital Levy	Corporate Administration	401	25-HR Licens Structure Update
General Capital Levy	Corporate Services	60	25-IT-WiFi Access Replace
General Capital Levy	Corporate Services	320	25-IT-Backup Storage Expansion
General Capital Levy	Corporate Services	235	25-IT-Print Mgmt Software
General Capital Levy	Corporate Services	825	25-IT-SQL 2022 Upgrade
General Capital Levy	Corporate Services	225	25-IT-Infra Server Replace
General Capital Levy	Corporate Services	250	25-IT-Corp Intranet Replace
General Capital Levy	Corporate Services	320	25-IT-Low-Code Develop Platfor
General Capital Levy	Corporate Services	375	25-IT-Priv Acct Mgmt Licenses
General Capital Levy	Corporate Services	2,250	25-IT-Desktop+Laptop Replace
General Capital Levy	Corporate Services	2,500	25-IT-HQ+DR SAN Replace
General Capital Levy	Corporate Services	100	25-IT-Hardware Inventory
General Capital Levy	Corporate Services	875	25-IT-Data Mgmt Platform

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Niagara Regional Housing	289	25-NRH Annual Unit Capital
General Capital Levy	Niagara Regional Housing	151	25-NRH Annual Mech-Electrical
General Capital Levy	Niagara Regional Housing	369	25-NRH Annual Building Capital
General Capital Levy	Niagara Regional Housing	221	25-NRH Annual Grounds Capital
General Capital Levy	Niagara Regional Housing	1,500	25-Geneva St Developmnt Phase2
General Capital Levy	Niagara Regional Housing	5,500	25 - St.Cath Homeless Shelter
General Capital Levy	Niagara Regional Police Services	380	25-NRPS Remotely Operated Veh
General Capital Levy	Niagara Regional Police Services	1,122	25-NRPS Radio Sys MicroReplace
General Capital Levy	Facilities Mgmt. & Construction	1,500	25-Region Wide Build Utilizatn
General Capital Levy	Facilities Mgmt. & Construction	1,000	25-Ann-Code & Leg Compliance
General Capital Levy	Facilities Mgmt. & Construction	1,000	25-CW Geothermal Field
General Capital Levy	Facilities Mgmt. & Construction	340	25-Welland CC HVAC Replacement
General Capital Levy	Facilities Mgmt. & Construction	350	25-Fort Erie CC HVAC Replace
General Capital Levy	Facilities Mgmt. & Construction	300	25-Branscombe CC Elevator Repl
General Capital Levy	Office of the Deputy CAO	65	25-Print Shop Equipment
General Capital Levy	Facilities Mgmt. & Construction	4,530	25-EMS Virgil Construction
General Capital Levy	Facilities Mgmt. & Construction	500	25-Adult Day Grims-Lease Build
General Capital Levy	Transportation Operations	1,200	81-Dorr/DDI Garden Skway Twin

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	1,000	50-Niagara St Bridge-WE
General Capital Levy	Transportation Operations	750	2017-Rehab RR 87 Locke to Ann
General Capital Levy	Transportation Operations	150	2017-Cpcty RR37 406-Rice-Mer-Q
General Capital Levy	Transportation Operations	2,663	18-Struc-JR Stork 038205-SC
General Capital Levy	Transportation Operations	60	19-Rds Fac Prog-Traf CntrlCnt
General Capital Levy	Transportation Operations	500	20-Struc Rehab-RR81 Forty Mile
General Capital Levy	Transportation Operations	1,000	20-Struc Rehab-RR12 Mountain S
General Capital Levy	Transportation Operations	265	20-Cpcty Imprv-RR98 Montrose R
General Capital Levy	Transportation Operations	2,418	20-Struc Rehab - Glendale Ave
General Capital Levy	Transportation Operations	690	22 Ann-Fleet & Vehicle Replace
General Capital Levy	Transportation Operations	750	21-Struc Rehab-039215 16 Mile
General Capital Levy	Transportation Operations	1,000	21-Struc Rehab-116215 Stvnsvil
General Capital Levy	Transportation Operations	150	21-Cpcty Imprv-RR54 Rice Rd
General Capital Levy	Transportation Operations	750	22-Rds Rehab-RR2 Caistorville
General Capital Levy	Transportation Operations	450	22-Rds Rehab-RR116 Eagle Bowen
General Capital Levy	Transportation Operations	750	Rds Rehab-RR81 York Rd FMC to
General Capital Levy	Transportation Operations	55	25-Ann-Field Inspection Device
General Capital Levy	Transportation Operations	150	24-StormSew Asst Mgmt Prog

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	80	24-RWIS Repair & Station Reloc
General Capital Levy	Transportation Operations	150	24-RR102 Murray St to Peer Ln
General Capital Levy	Transportation Operations	1,000	24-Road Safety Strategic Plan
General Capital Levy	Transportation Operations	675	24-RR20 Canboro to Station
General Capital Levy	Transportation Operations	1,005	25-Fleet Pickup Trucks
General Capital Levy	Transportation Operations	3,858	25-Fleet Dump Plow Trucks
General Capital Levy	Transportation Operations	1,803	25-Fleet Crew Dump Trucks
General Capital Levy	Transportation Operations	634	25-Fleet Utility Trailers
General Capital Levy	Transportation Operations	62	25-Fleet Line Striper
General Capital Levy	Transportation Operations	315	25-Fleet Tractor
General Capital Levy	Transportation Operations	150	25-Pavement Climate Chng Stdy
General Capital Levy	Transportation Operations	40	25-Ann Fleet Small Tool Replc
General Capital Levy	Transportation Operations	300	25-Time Management Scanner
General Capital Levy	Transportation Operations	900	25 Ann-Road Emergency Construc
General Capital Levy	Transportation Operations	30	25 Ann-Rd Property Acquisition
General Capital Levy	Transportation Operations	450	25-Bowen Rd Ridgemount Rd
General Capital Levy	Transportation Operations	90	25-Traffic Signal Software Lic
General Capital Levy	Transportation Operations	500	25-Ann Intelligent Transp Syst

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
General Capital Levy	Transportation Operations	960	25-Niagara Stone Rd Line 1
General Capital Levy	Transportation Operations	150	25-Forestry Tree Inventory Prg
General Capital Levy	Transportation Operations	60	25-Grade Crossing Assesment
General Capital Levy	Transportation Operations	10	25-Ann Small Tool Repl
General Capital Levy	Transportation Operations	550	25-Ann Guide Rail Improve Prg
General Capital Levy	Transportation Operations	230	25-Ann Railway Cross Improve
General Capital Levy	Transportation Operations	400	25-Brine Station Rehab 4 Yards
General Capital Levy	Transportation Operations	10	25-Ann Intersection Control St
General Capital Levy	Transportation Operations	3,000	25-Ann Roads Resurfacing Progr
General Capital Levy	Transportation Operations	300	25-Bridge Eng Studies
General Capital Levy	Transportation Operations	750	25-Stanley Ave Hwy 420 to Peer
Subtotal of General Capital Levy		67,001	
Transit Capital Levy	Niagara Transit Commission	200	25-Employee Sign-In Stations
Transit Capital Levy	Niagara Transit Commission	225	25-Shuttle Vehicles
Transit Capital Levy	Niagara Transit Commission	40	25-Transmission Jack
Transit Capital Levy	Niagara Transit Commission	80	25-Cargo Van
Transit Capital Levy	Niagara Transit Commission	600	25-40' Conv Bus Power Trains
Transit Capital Levy	Niagara Transit Commission	114	25Repl Spc/Par Bus-ICIP-NIR-06

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Transit Capital Levy	Niagara Transit Commission	1,500	25-Electr Equip & Infrastructr
Transit Capital Levy	Niagara Transit Commission	340	25-NTC Well-Garage Repair
Transit Capital Levy	Niagara Transit Commission	895	25-NTC Well Hub-Parking Lot
Subtotal of Transit Capital Levy		3,994	
Niagara Regional Housing Owned Units	Niagara Regional Housing	1,104	25-NRH Annual Unit Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	578	25-NRH Annual Mech-Electrical
Niagara Regional Housing Owned Units	Niagara Regional Housing	1,412	25-NRH Annual Building Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	846	25-NRH Annual Grounds Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	140	25-NRH Emergency Capital
Niagara Regional Housing Owned Units	Niagara Regional Housing	200	25-NRH Ann New Dvlop Planning
Subtotal of Niagara Regional Housing Owned Units		4,280	
Police Capital Levy	Niagara Regional Police Services	110	25-NRPS Repl Vessel Electronic
Police Capital Levy	Niagara Regional Police Services	49	25-NRPS Mobile Radar Repl
Police Capital Levy	Niagara Regional Police Services	110	25-NRPS Night Vision Replaceme
Police Capital Levy	Niagara Regional Police Services	16	25-NRPS Resp Mask Fit Tester
Police Capital Levy	Niagara Regional Police Services	140	25-NRPS CEW Replacements
Police Capital Levy	Niagara Regional Police Services	1,205	25-NRPS Use of Force Update
Police Capital Levy	Niagara Regional Police Services	575	25-NRPS Network Servers & WStn

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Police Capital Levy	Niagara Regional Police Services	350	25-NRPS Desktops/Laptops/Monit
Subtotal of Police Capital Levy		2,555	
Infrastructure Deficit	Transportation Operations	4,100	20-Cpcty Imprv-RR98 Montrose R
Subtotal of Infrastructure Deficit		4,100	
Water Capital	Water Operations	5,000	2017-WTP Upg-Welland Phase 2
Water Capital	Water Operations	24,621	18-WM NEW-Barrick Road
Water Capital	Water Operations	1,600	19-Reservoir & Storage Program
Water Capital	Water Operations	4,000	20-WM Replc Ontario St Lincoln
Water Capital	Water Operations	50	21- Lundy's Lane ET Replacemen
Water Capital	Water Operations	3,200	21- WM Replacement - JR Stork
Water Capital	Water Operations	3,700	21- Roof Replacement Program
Water Capital	Water Operations	700	23-SCADA Server Refresh
Water Capital	Water Operations	2,500	24-UV disinfection system
Water Capital	Water Operations	70	24-Decommissioning - Fielden
Water Capital	Water Operations	4,000	25-WTP & Remote Sustainability
Water Capital	Water Operations	30	25-Water Vehicle
Water Capital	Water Operations	300	25-Water SCADA Upgrades
Water Capital	Water Operations	75	25-Hardware and Software Prg
Water Capital	Water Operations	253	25-Instrumentation Upgrade Prg
Water Capital	Water Operations	300	25-Welland WTP High Lift Pumps
Water Capital	Water Operations	150	25-Lighting Upgrade Program
Subtotal of Water Capital		50,549	
Wastewater Capital	Wastewater Operations	3,000	2017-Steven-Douglas Lagoon Upg
Wastewater Capital	Wastewater Operations	2,600	18-SPS & FM UPG-City Hall-PC
Wastewater Capital	Wastewater Operations	15,993	18-SPS FM REPLACE-Eastside-PC
Wastewater Capital	Wastewater Operations	360	18-SPS-UPG-Catharine St-FE

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Wastewater Capital	Wastewater Operations	1,110	19-Dain City SPS Upgrade
Wastewater Capital	Wastewater Operations	1,500	20-Victoria Ave SPS Upgrade
Wastewater Capital	Wastewater Operations	1,300	23- SCADA Server Refresh
Wastewater Capital	Wastewater Operations	60	25-Lister Road Trunk main
Wastewater Capital	Wastewater Operations	4,000	25-WWTP & Rem. Sustain Upgs
Wastewater Capital	Wastewater Operations	75	25-Hardware & Software Program
Wastewater Capital	Wastewater Operations	92	25-Instrumentation Upg Program
Wastewater Capital	Wastewater Operations	100	25-Smithville Trunk Upgrade
Wastewater Capital	Wastewater Operations	2,500	25-West Main ST Sanitary Imprv
Wastewater Capital	Wastewater Operations	230	25-Wastewater Vehicle
Wastewater Capital	Wastewater Operations	450	25-WW SCADA Upgrades
Wastewater Capital	Wastewater Operations	360	25-Gas Cntrl Repl Baker Road
Wastewater Capital	Wastewater Operations	4,000	25-WWTP Digester / Sludge Mgmt
Wastewater Capital	Wastewater Operations	65	25-Flow Meter Install & Repl
Wastewater Capital	Wastewater Operations	100	25-Stevensville SPS Upgrades
Wastewater Capital	Wastewater Operations	100	25-Omer PS Upgrade
Subtotal of Wastewater Capital		37,995	
Waste Management Capital	Waste Management	450	25-Annuual State of Good Repair

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Waste Management Capital	Waste Management	180	25 - WM Property Acquisition
Waste Management Capital	Waste Management	350	25 - WM SCADA Upgrade
Waste Management Capital	Waste Management	110	25 - WM Geoware Upgrade
Waste Management Capital	Waste Management	440	25 - WM Bridge Asphalt Work
Subtotal of Waste Management Capital		1,530	
Landfill Liability	Waste Management	1,100	15-Mountain-End Use Works
Landfill Liability	Waste Management	340	24-Well Decommissioning
Subtotal of Landfill Liability		1,440	
Total Transfers from Reserves to Capital*		173,444	

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.

Bill 185, Cutting Red Tape to Build More Homes Act, 2024 (Bill 185) received Royal Assent on June 6, 2024. Bill 185 has removed the mandatory 5-year phase-in of Development Charge Rates from the DC Act which has positive impact on the Region's 2025 budget.

Federal and Provincial Gas Tax

The Canada Community Building Fund (CCBF), formerly known as 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 \$16 million indexed at 2% a year annually from the CCBF.

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

Deferred Revenues 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	2023 Year-end Balance	2024 Year-end Balance	2025 Committed To Capital and Operating	2025 Transfers From External	2025 Transfers To Operating	2025 Transfers To Capital	2025 Interest Earnings	2025 Year-end Balance
DC - General Government	2,436	2,612	(132)	288	(180)	0	63	2,651
DC - Police Services	1,264	1,276	(277)	1,105	(883)	(500)	24	745
DC - Roads	97,058	128,126	(68,762)	34,494	0	(47,387)	1,843	48,314
DC - Sewer	101,932	122,463	(53,740)	23,770	(2,000)	(11,435)	2,070	81,128
DC - Water	50,735	69,265	(27,538)	12,902	0	(30,301)	1,124	25,452
DC - Emergency Medical	3,038	3,645	(496)	880	0	(1,410)	75	2,694
DC - LT Care	1,680	2,568	(2,501)	4,079	0	0	25	4,171
DC - POA	413	466	0	0	0	0	10	476
DC - Health	2,331	2,494	0	0	0	0	59	2,553
DC - Social Housing	2,915	2,132	(376)	0	0	0	50	1,806
DC - Waste Division	5,426	4,114	(205)	533	(30)	0	114	4,526
DC – Public Works	847	2,139	0	1,064	0	0	12	3,215
DC - Transit Services	2,907	5,121	(497)	1,845	0	(3,300)	90	3,259
Subtotal - DC	272,982	346,421	(154,524)	80,960	(3,093)	(94,333)	5,559	180,990
Federal Gas Tax	50,980	52,499	(47,381)	15,653	0	(18,283)	1,164	3,652
Provincial Gas Tax	12,010	15,390	(12,140)	8,557	(1,315)	(7,821)	350	3,021
Subtotal Gas Tax	62,990	67,889	(59,521)	24,210	(1,315)	(26,104)	1,514	6,673
Total	335,972	414,310	(214,045)	105,170	(4,408)	(120,437)	7,073	187,663

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

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	2,000	Combined Sewer Outflow program
Waste Diversion DCs	Waste Management	30	Collections contract
Total use of Deferred Revenue for Operating		3,093	

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 2025 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	106	72	44	76	40
Facilities & Fleet	365	247	152	260	136
Police Services	378	257	156	270	141
Roads	12,573	8,546	5,210	8,984	4,722
Emergency Medical	338	230	139	242	128
Long-Term Care	1,579	1,074	654	1,128	593
Courts Services	0	0	0	0	0
Health	0	0	0	0	0
Social Housing	0	0	0	0	0
Waste Diversion	223	153	93	161	84
Transit	624	423	258	445	234
Region Wide Services	16,186	11,002	6,706	11,566	6,078
Sewer	9,524	6,474	3,948	6,804	3,577
Water	5,123	3,482	2,123	3,662	1,924
Urban Services	14,647	9,956	6,071	10,466	5,501
Rural Area Services	16,186	11,002	6,706	11,566	6,078
Urban Area Services	30,833	20,958	12,777	22,032	11,579

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	16,186	11,002	6,706	11,566	6,078
Estimated Rural Units	84	0	0	224	0
Rural Charges*	1,365	0	0	2,587	0
Urban Area Rate	30,833	20,958	12,777	22,032	11,579
Estimated Urban Units	1,242	301	287	588	0
Urban Charges*	38,279	6,307	3,662	12,946	0
Estimated Collections*	39,644	6,307	3,662	15,533	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	106
Facilities & Fleet	0.33	0.11	0.27	365
Police Services	0.35	0.11	0.27	378
Roads	8.63	2.84	6.46	12,573
Emergency Medical	0.18	0.05	0.10	338
Long-Term Care	0.76	0.26	0.49	0
Courts Services	0	0	0	0
Health	0	0	0	0
Social Housing	0	0	0	0
Waste Diversion	0.05	0.01	0.03	0
Transit	0.63	0.20	0.38	0
Region Wide Services	11.00	3.60	8.05	13,760
Sewer	6.67	2.81	4.92	0
Water	3.75	1.57	2.76	0
Urban Services	10.42	4.38	7.68	0
Rural Area Services	11.00	3.60	8.05	13,760
Urban Area Services	21.42	7.98	15.73	13,760

Forecasted Non-Residential Development Charge Collections

Service	Commercial	Industrial	Institutional	Wind Turbines
Rural Area Rate	11.00	3.60	8.05	13,760
Estimated Rural Units	19,170	50,300	5,090	0
Estimated Rural Charges*	211	181	41	0
Urban Area Rate	21.42	7.98	15.73	13,760
Estimated Urban Units	513,700	232,550	160,280	0
Estimated Urban Charges*	11,003	1,856	2,521	0
Total Estimated Collections*	11,214	2,037	2,562	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 – EMS	Public Health	182	2025 EMS New Emergency Response Vehicles (ERV)
DC – EMS	Public Health	1,228	2025 EMS New Ambulances
Subtotal of DC – EMS		1,410	
DC – Police Services	Niagara Regional Police Services	500	25-NRPS Increase Fleet Quant'
Subtotal of DC – Police Services		500	
DC - Roads	Transportation Services	1,000	West End Facility Upgrade
DC - Roads	Transportation Services	800	Rds Rehab-RR81 York Rd Reconstruction-Dorr Rd to Glendale DDI Garden Skway Twin
DC - Roads	Transportation Services	250	Rds Rehab - RR 87 Main St - Verdun Ave to Ontario St
DC - Roads	Transportation Services	850	Cpcty Imprv - RR 37 Merritt Rd/Rice Rd - Hwy 406 to Rice Rd/Merritt Rd to Quaker Rd
DC - Roads	Transportation Services	1,629	Struc Rehab - JR Stork Bridge - Bridge Rehab Str. 038205
DC - Roads	Transportation Services	2,000	Int Imprv-RR24 Victoria Ave at RR63 Canboro Road and RR27 East Main at RR84 Moyer
DC – Roads	Transportation Services	2,000	Int Impr - RR100 Four Mile Creek at York Rd, NOTL
DC – Roads	Transportation Services	240	Rds Fac Prog-Traf Cntrl Centre
DC – Roads	Transportation Services	24,735	Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Chippawa Creek Rd
DC – Roads	Transportation Services	1,133	Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
DC – Roads	Transportation Services	850	20-Cpcty Imprv-RR54 Rice Rd-Merritt to Thorold
DC – Roads	Transportation Services	1,500	Int Imprv-RR81 St Paul W at Vansickle
DC – Roads	Transportation Services	250	Rds Rehab Caistorville Rd from Boundary to Conc 1
DC – Roads	Transportation Services	300	Rds Rehab-RR116 Stevensville Rd-Eagle to Bowen
DC – Roads	Transportation Services	500	Cpcty Imprv - Hwy 20 Smithville Bypass
DC – Roads	Transportation Services	250	Rds Rehab-RR81 York Rd Four Mile Creek to Queenston
DC – Roads	Transportation Services	850	Cpcty Imprv - 102 Stanley Ave Murray St to Peer Lane
DC – Roads	Transportation Services	75	Rds Rehab-RR20 Hwy 20 Canborough to Station
DC – Roads	Transportation Services	100	25 Ann-Rds Rehab Emerg Const
DC – Roads	Transportation Services	500	25 Ann-Roads Eng for Future
DC – Roads	Transportation Services	170	25 Ann-Road Property Acquis
DC – Roads	Transportation Services	325	RR87 Lakeshore Rd at Read Rd
DC – Roads	Transportation Services	300	Rds Rehab - RR21 Bowen Rd Ridgemount to QEW
DC – Roads	Transportation Services	5,440	Cap_Impr Prgm-RR55 Niagara Stone Rd from Line 1 Rd to East West Line
DC – Roads	Transportation Services	90	25 Ann-Intersection Control Studies
DC – Roads	Transportation Services	1,000	RR39 North Service Rd at RR24 Victoria Ave
DC – Roads	Transportation Services	250	Rds Rehab-RR102 Stanley Ave-Hwy 420 to Peer Lane
Subtotal of DC – Roads		47,387	

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
DC - Sewer	Wastewater Operations	240	Catherine Street Pumping Station Upgrades
DC - Sewer	Wastewater Operations	2,590	Dain City Pump Station Upgrade
DC - Sewer	Wastewater Operations	6,000	Victoria Avenue Pumping Station Upgrades
DC - Sewer	Wastewater Operations	300	Alliston Ave SPS Upgrade
DC - Sewer	Wastewater Operations	540	Lister Road Trunk Sewer
DC - Sewer	Wastewater Operations	900	Smithville Trunk Upgrade
DC - Sewer	Wastewater Operations	65	2025 - Flow Meter Installation and Replacement
DC - Sewer	Wastewater Operations	400	Stevensville SPS Upgrade
DC – Sewer	Wastewater Operations	400	Omer Ave SPS Upgrade
Subtotal of DC – Sewer		11,435	
DC – Water	Water Operations	5,000	WTP Upgrade - Welland Upgrade - Phase 2
DC – Water	Water Operations	24,621	New Barrick Road Watermain
DC – Water	Water Operations	450	New Niagara Falls Elevated Tank and Trunk Watermain
DC – Water	Water Operations	30	Decommissioning - Fielden Avenue Reservoir and Booster Station
DC – Water	Water Operations	200	New Separate Set of High Lift Pumps at Welland WTP
Subtotal of DC – Water		30,301	
DC – Transit	Niagara Transit Commission	3,300	25-8 Electric Buses
Subtotal of DC – Transit		3,300	
Total of Development Charges		94,333	

Financing Sources

Reserve Description	Department	Amount of Transfer	Project Name
Federal Gas Tax	Transportation Services	4,283	Struc Rehab - JR Stork Bridge - Bridge Rehab Str. 038205
Federal Gas Tax	Transportation Services	4,000	Struc Rehab - Glendale Ave Bridge (089215) and Glendale Ave Twin Culvert (089305)
Federal Gas Tax	Transportation Services	10,000	25 Ann-Roads Resurfacing
Total of Federal Gas Tax		18,283	
Provincial Gas Tax	Niagara Transit Commission	2,495	25-Annual - Replace 40' Conventional Buses
Provincial Gas Tax	Niagara Transit Commission	226	25-Replacement of Specialized/Para Transit Buses
Provincial Gas Tax	Niagara Transit Commission	3,300	25-8 Electric Buses
Provincial Gas Tax	Niagara Transit Commission	1,800	25-Electrification Equipment & Infrastructure First St. Louth
Total of Provincial Gas Tax		7,821	
Total use of Deferred Revenues for Capital		26,104	



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 though indirect allocations & debt.

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

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

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

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

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

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.

Appendix 2

Donations – Charitable:

Policy Number: C-F-006

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: September 26, 2024

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.

Appendix 2

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.

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

Appendix 2

action to avoid a large deficit or surplus at year end. In addition, this policy will establish an approval framework for key annual financial schedules and reports.

Inventory:

Policy Number: C-F-021

Approval Date: July 26, 2018

In Compliance: Yes ☒

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

Operating Surplus-Deficit Policy:

Policy Number: C-F-022

Approval Date: July 26, 2018

In Compliance: Yes ☒

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

Purchasing Card Policy:

Policy Number: C-F-023

Amendment Date: July 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.

Appendix 2

Asset Management Policy:

Policy Number: C-F-024

Approval Date: June 27, 2024

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.

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.

Appendix 2

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 ☒

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.

Appendix 2

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

Appendix 3

Acronym	Description
CAMP	Capital Asset Management Policy
CAMRA	Corporate Asset Management Resource Allocation
CAO	Chief Administrative Officer
CBA	Collective Bargaining Agreement
CBRN	Chemical, Biological, Radiological, Nuclear
CCBF	Canada Community Building Fund
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

Appendix 3

Acronym	Description
CSO	Combined Sewer Overflow
CTAS	Canadian Triage Acuity Score
CVA	Current Value Assessment
CVR	Capital Variance Reserve
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

Appendix 3

Acronym	Description
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

Appendix 3

Acronym	Description
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
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

Appendix 3

Acronym	Description
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

Appendix 3

Acronym	Description
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

Appendix 3

Acronym	Description
TAC	Tenant Advisory Committee
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

Term	Description
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	<p>The capital budget is the annual plan for the purchase of capital assets. Capital assets include things like:</p> <ul style="list-style-type: none"> • Roads • Water treatment plants • Sewers • Buildings • Machinery and equipment <p>The Region updates a 10-year capital budget and plan each year to ensure that we have enough funds to maintain our aging infrastructure. Additionally, we plan for higher replacement cost of assets and new projects that will support community growth.</p>
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.

Term	Description
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.

Term	Description
Development Charges	Fees collected from new property developments and redevelopments in order to pay for growth related costs such as roads, water, wastewater and planning costs. These are required to provide service and accommodate growth.
Financial Forecast	A projection of Niagara Region's year-end financial results. The forecast is used as guidance for financial decisions and recommendations.
Fixed Cost	Fixed costs are fees that do not change based on the amount of services you use. The cost to operate the Region's water system is 90 per cent fixed.
Fund	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.

Term	Description
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	<p>MPAC assigns all properties and/or land in Ontario to one of seven classes according to its primary use:</p> <ul style="list-style-type: none"> • Residential • Multi-residential • Commercial • Industrial • Pipeline • Farm • Forest • Landfill

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	<p>Taxes charged to property owners according to the assessed value of each property.</p> <p>Property taxes are collected and administered by the local area municipality in which the property is located. The local municipality distributes the Region its share of property tax revenue and the education property taxes to the Ministry of Education.</p>
Reserves	<p>Money set aside to mitigate future fluctuations in the economy, changes to government funding and unanticipated events.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Taxpayer relief • General capital levy • Employee Future benefits reserve
Revenue	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.

Term	Description
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.
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.

Term	Description
User Fees	<p>Includes shared services revenue without shared services agreement, licenses, permits, approvals, and fees and service charges on the User Fee By-Law such as:</p> <ul style="list-style-type: none"> • 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.

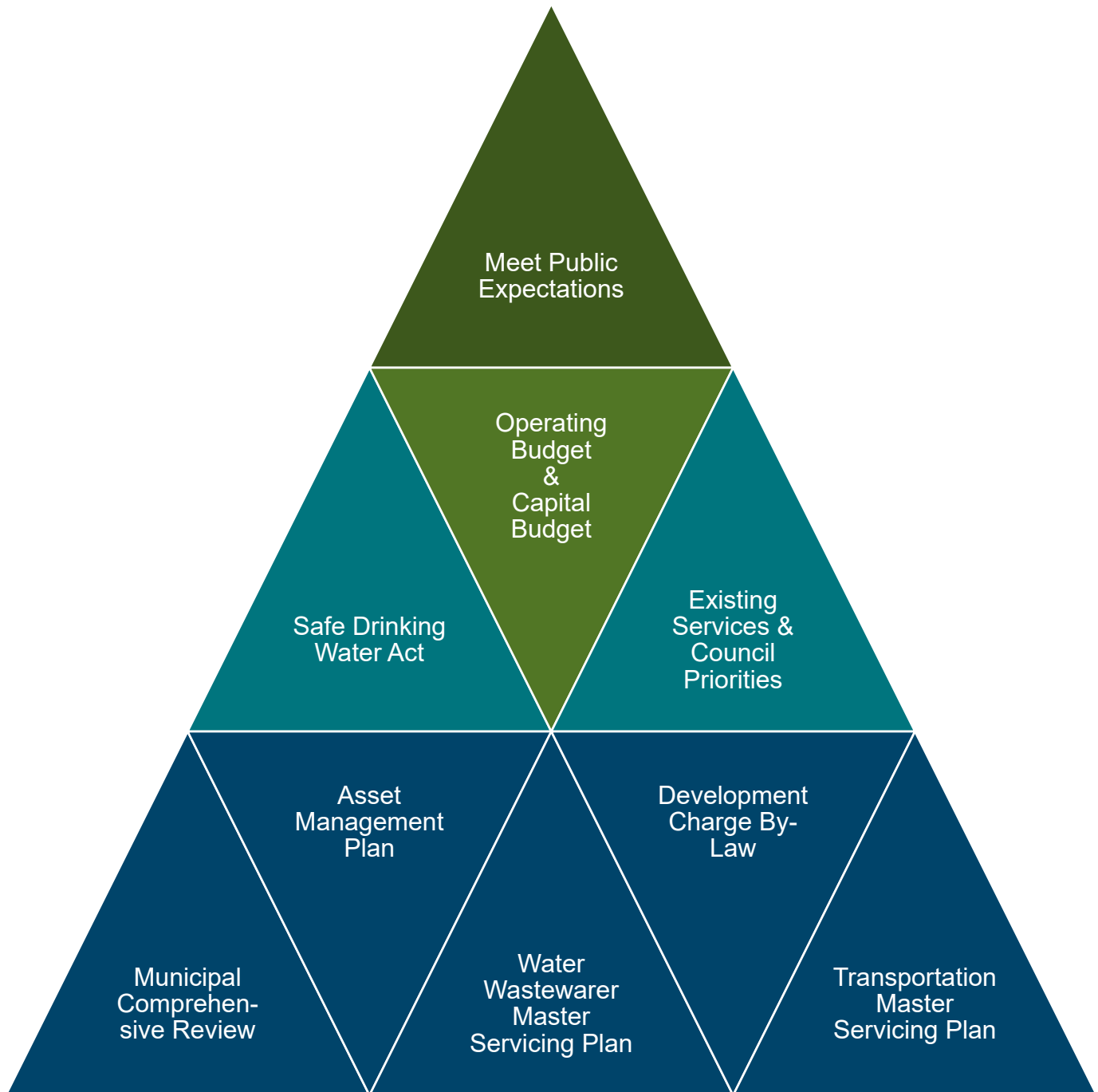
Appendix 5 – Basis of Accounting and Financial Reporting

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.

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 discrete 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.

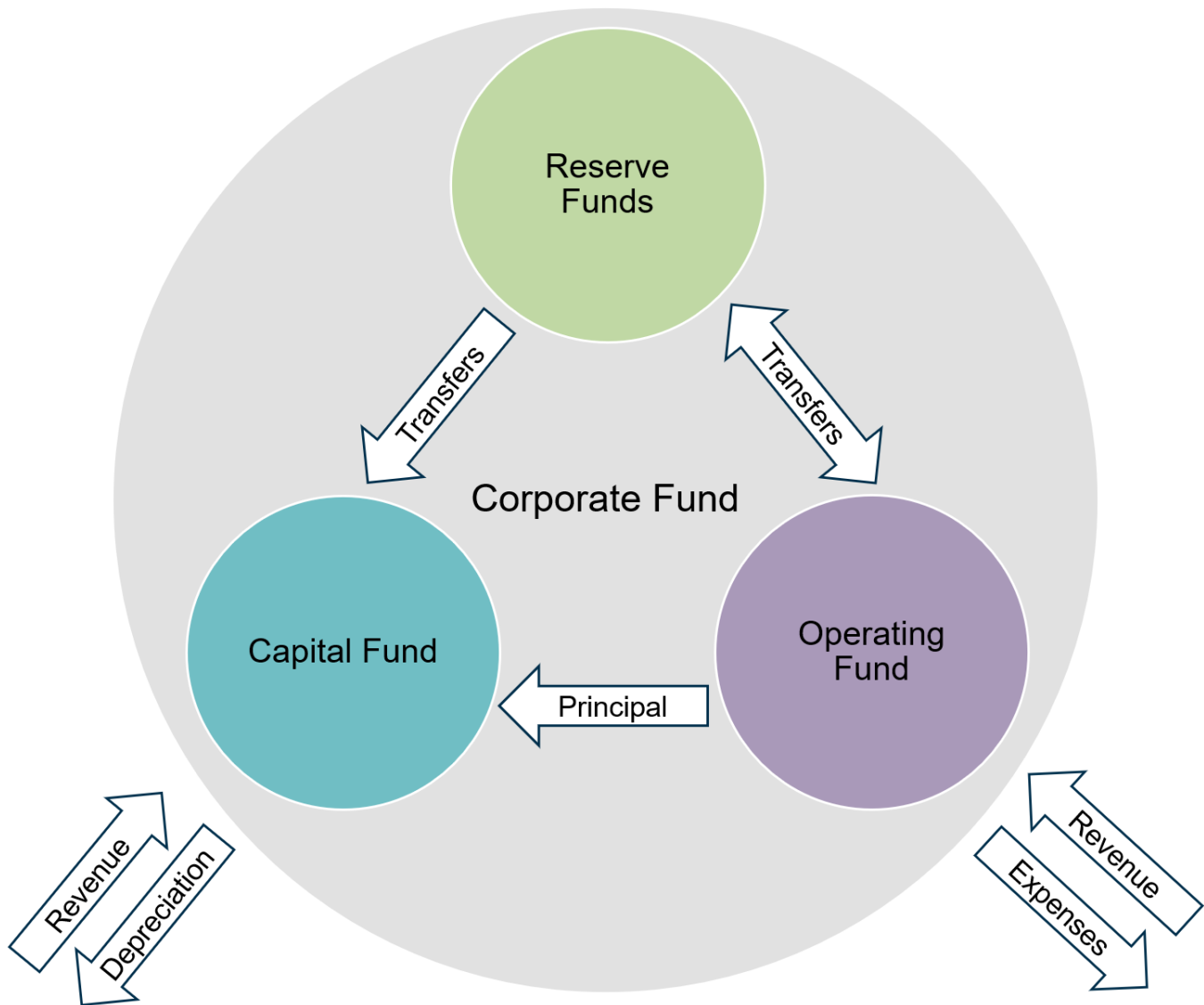
The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed and any surplus or deficit is transferred to a Capital Variance Project to be used in the event of contingency expenditures as a result of unforeseen costs. During the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

Reserve Funds

The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short and long-term fiscal policies. Prudent reserve utilization helps to mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. The Region recently approved a policy on Reserves. Included in the policy is the categorization of reserves for specific purposes:

- Commitment
- Future liability
- Specified contribution
- Corporate stabilization
- Department specific
- Rate program

Inter-Fund Relationships



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. 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 Manage- ment	Niagara Transit
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
Taxpayer 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				

Appendix 5

Fund Name (Reserve Type)	General Tax Levy Programs	Courts Services	Niagara Regional Housing	Niagara Regional Police Service	Water	Waste Water	Waste Manage- ment	Niagara Transit
Police Capital Levy				X				
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
Vision Zero Road Safety Program Reserve	X							

Appendix 6 – Reconciliations to 2024 Budget Summary

Budget Reconciliation – 2024 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 2024. These adjustments show the changes from the Council approved budget for 2024 to the adjusted budget that is being used as the starting point for the 2025 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	1,345,007	4,729	2024 Council Approved Budget
Community Services	13,181	2	To record in year funding from the Ministry of Education (MEDU) per COM 3-2024 to support the Canada-wide Early Learning Childcare (CWELCC) program including a CWELCC compliance position and a licensed Home Child Care Advisor. Additional funding is also recorded from MEDU to support Niagara's Early Years and Child Care System.
Community Services	3,518	13	To record in year funding from the Ministry of Long-Term Care per COM 25-2024 resulting in increased level of care through additional base funding and increased staff funding (additional FTE).

Appendix 6

Department	Gross Budget	Permanent FTEs	Reason for Adjustment
Public Health & Emergency Services	280	0	Emergency Management received confirmed funding from the Ministry of Natural Resources towards Legacy Gas Well capping. An adjustment is being made to recognize the revenue which will be used for a temporary resource (already hired) as well as operating costs.
Public Health & Emergency Services	101	0	Budget adjustment to recognize revenue recovered from St. Joseph's for psychiatrist sessions paid by Niagara Region.
Public Health & Emergency Services	139	0	To record 2024-25 base funding increase from the Ministry of Children, Community and Social Services (MCCSS) to support increased program costs within the Healthy Babies program (HBHC) and Infant & Child Development Services (ICDS).
Subtotal – General Tax Levy Departments	17,219	15	
Niagara Regional Police Services	693	2	To record in year funding from the Victim Support Grant, Mobile Crisis Response Team Enhancement Grant, Preventing Auto Theft Grant, and fully funded secondment for one Detective Constable to the Organized Crime Towing and Auto Theft Team. Administrative adjustments undertaken include corrections to full time equivalents due to organization tree changes and program change alignments.
Subtotal – Agencies, Boards and Commissions	693	2	

Appendix 6

Department	Gross Budget	Permanent FTEs	Reason for Adjustment
Niagara Transit	167	0	To record Investing in Canada Infrastructure Program funding within the base budget as well as repurposing full time equivalents to new positions to support operations and government relations. Incremental costs related to the staff repurposing is funded through a reduction to consulting budget.
Niagara Transit	0	13	This budget adjustment is to add a new Customer Service Department within NTC of 13 new FTE, including a DGM, Communications Advisor, IT Help Desk, Dispatch & Booking Assistants and customer Service reps per NTC 8-2024. Incremental staffing costs funded with reductions in other operating expenditure budgets.
Niagara Transit	0	9	The 2024 FTE and salary budget requires an adjustment as the Chair-a-van contract with St. Johns Ambulance ended and will be brought inhouse. Increase of 8 FTE operators and 1 dispatch and booking agent. This was approved through NTC 4-2024. Incremental staffing costs funded through reductions in other operating expenditure budgets
Subtotal – Niagara Transit Special Tax Levy	167	22	
Adjusted 2024 Base Budget	1,363,086	4,768	2024 Adjusted Budget, as presented throughout this summary

Appendix 7 – Example Operating Business Case

Project Manager -Transportation Planning

FTE Scenario – New FTE

Department – Public Works Levy

Case Start Date – 1/1/25

Alignment to Council Strategic Priorities

This business change aligns with several of Council's strategic priorities as follows:

Effective Region:

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

Equitable Region:

3.2 Support growth and development following Bill 23, More Homes Built Faster Act, 2022

Prosperous Region:

4.1 Attract and retain businesses, create jobs and support a skilled workforce in Niagara

4.3 Invest and enhance access to transit, active transportation and other transportation systems in Niagara

The support of this business case will allow the Transportation Planning Section to improve service delivery and provide a greater level of integration with municipal projects as we collectively support growing transportation infrastructure demands.

Through work on the Transportation Master Plan and individual Environmental Assessments, this role will support for active transportation and transit initiatives that will lessen demand for single vehicle travel and assist in meeting greenhouse gas emission targets.

Appropriate staffing level will allow the Division to better react to the need for development application reviews thereby assisting with growth and enabling the timely development of housing.

It is anticipated that the project manager will assist in smoothing the number of projects managed by each manager, resulting in less burnout and enabling staff to become more skilled in their approach.

Description

Project Manager – Transportation

Over the past decade, Niagara has experienced significant growth, leading to greater investment in transportation network expansion and renewal projects. This growth has resulted in a substantial increase in the number of projects necessary to improve and expand our transportation network.

To address these demands, the Transportation Planning section is seeking to add an additional project manager. This new role will be critical in supporting the delivery of the upcoming Transportation Master Plan that will guide the region's transportation planning over the next decade. This position will be 50% capitalized, consistent with the existing capitalization ratio for peer staff.

Business Reasons

The transportation planning and project management sectors are currently highly competitive, making it difficult to recruit qualified project managers. This recruitment challenge, combined with the increasing volume of projects, has led to a backlog of existing work within our team.

Moving into next year, the Transportation Master Plan will demand significant resources to ensure its successful completion, including consultation activities with local municipalities, agencies, and other interested parties. This 10-year strategic document will have long-term implications for Niagara, and its successful execution is essential for the region's future development.

Risk Assessment Description: High-Priority

Current staff are fully committed to existing and planned projects. Without additional project management capacity work previously identified in past capital budgets will need to be deferred, jeopardizing the Region's transportation network. If the Transportation Master Plan is not executed properly due to inadequate staffing, the long-term risk to Niagara's transportation network is considerable. Poor planning could result in inefficient use of resources, misalignment with regional growth, misalignment with local municipal projects and priorities, and long-lasting issues in transportation infrastructure that may take years and substantial additional investment to correct.

Appendix 7

Moreover, continued overcapacity may lead to increased staff burnout and turnover. The inability to recruit and retain quality staff will exacerbate this issue, further straining our resources. The risks associated with not filling this position include compromised project outcomes and lack of consultation and coordination with interested parties.

Financial and Staffing Impacts

Amounts in thousands (\$)

Category of Expenditure	2025	2026	2027
Labor Related Costs	65,170	67,999	71,004
Gross Expenditure	65,170	67,999	71,004
Gross Revenue	0	0	0
Net Tax Levy Impact	65,170	67,999	71,004
Permanent FTE	1	1	1
Net FTE	1	1	1

Prepared By: Scott Fraser

Position: Associate Director – Transportation Planning

Reviewed By: Frank Tassone

Position: Director – Transportation Services

Approved By: Terry Ricketts

Position: Commissioner, Public Works

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 Administration	Investment Attraction - Number of business inquiries	Number of business inquiries from companies new to the Region.
Corporate Administration	Site Visits from potential investors	Number of potential investors visiting business sites within the Region.
Corporate Administration	Number of presentations and public outreach	The number of presentations and utilization of economic data.
Corporate Administration	Web Analytics – Number of Visits	Total count of website or location accesses.
Corporate Administration	Web Analytics – Number of Unique Visitors	Count of distinct individuals accessing a website or location within a specified timeframe.

Appendix 8

Department	Measure	Definition
Corporate Administration	Web Analytics – Number of Returning Visitors	Count of individuals revisiting a website or location within a specified timeframe.
Corporate Administration	Research Inquiries/Reponses	Number of questions from External and Internal partners for economic information.
Office of the Deputy CAO	Number of riders at Niagara GO Transit stations	The total number of riders using the Niagara GO stations.
Office of the Deputy CAO	Greenhouse Gas Emissions (tCO ₂ e)	Greenhouse gas (GHG) emissions related to corporate operations and services.
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.

Appendix 8

Department	Measure	Definition
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.
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.

Appendix 8

Department	Measure	Definition
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	Persons Experiencing Homelessness	The situation of an individual or family without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.
Public Health and Emergency Services	Priority 1 Response Compliance	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 (Canadian Triage Acuity Score) 1, within eight minutes of the time notice is received respecting such services. The Canadian Triage & Acuity Scale is a standardized tool that enables emergency departments and Paramedic services to prioritize care requirements according to the type and severity of the presenting signs and symptoms. Patients are assigned a CTAS level between 1 – more severe, life threatening; and 5 – least severe. The response time is calculated based on the crew notified (T2) time of the first vehicle being notified of the call and the arrived scene (T4) time of the first vehicle to reach the scene.
Public Health and Emergency Services	Female Life Expectancy at Birth	Life expectancy at birth is the number of years, on average, a person is expected to live, starting from birth.

Appendix 8

Department	Measure	Definition
		This indicator shows the number of years for females in Niagara.
Public Health and Emergency Services	Male Life Expectancy at Birth	Life expectancy at birth is the number of years, on average, a male is expected to live, starting from birth. This indicator shows the number of years for males in Niagara.
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	Self-reported diabetes prevalence	This indicator outlines the diabetes prevalence for those aged 12 or older, who self-reported that they have been diagnosed by a health professional as having Type 1 or Type 2 diabetes, including females 15 and over who self reported that they have been diagnosed with gestational diabetes.

Appendix 8

Department	Measure	Definition
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	Opioid toxicity-related deaths per 100,000	Opioid toxicity-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.
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.

Appendix 8

Department	Measure	Definition
Public Health and Emergency Services	Perceived health as "very good" or "excellent"	This indicator reflects the perceived (self-reported) health of those aged 12 or older as very good or excellent. Perceived health refers to the perception of a person's health in general, either by the person himself or herself or, in the case of a proxy response, by the person responding. Health means not only the absence of disease or injury but also physical, mental and social well-being.
Public Health and Emergency Services	Daily smoker	This indicator shows the percentage of Niagara residents aged 12 and older who reported smoking cigarettes every day, which doesn't take into account the number of cigarettes smoked.
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.
Public Works – Levy	Pavement Condition Rating (PCI)	Average Pavement Condition Rating of Regional Road Network.
Public Works – Levy	Bridge Condition Rating (BCI)	Average Bridge Condition Rating of Regional Structures.
Public Works – Levy	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
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

Appendix 8

Department	Measure	Definition
		Dedicated Fines, divided by number of fines.
Niagara Regional Housing	NRH-Owned Housing Units	Number of Public Housing units owned and operated by Niagara Regional Housing.
Niagara Peninsula Conservation Authority	Riverine Floodplain in the process of being mapped	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	Land acquisitions (hectares)	Number of hectares of land acquired for conservation efforts within Niagara Region
Niagara Peninsula Conservation Authority	Completion of land securement strategy target	Percentage of NPCA's goal of acquiring 180 hectares of land by 2031, as set out in the Land Securement Strategy.

Appendix 8

Department	Measure	Definition
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	Permits issued within updated Conservation Ontario client service timelines	Percentage of annual permits that are issued within defined timelines for permit type (major, minor, or routine).
Niagara Peninsula Conservation Authority	Volunteer hours	Number of hours contributed to NPCA initiatives by community volunteers in a year.
Niagara Peninsula Conservation Authority	Number of executed service level agreements with government agencies	Number of executed service level agreements with government agencies
Niagara Peninsula Conservation Authority	Organizational volume	The sum of operating, capital and special project budgets for any given year.
Niagara Peninsula Conservation Authority	Grant funding secured	Amount of funds (\$) received through grant applications to leverage municipal levy.
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 Peninsula Conservation Authority	Reliance on municipal levy	Percentage of overall budget supported by municipal levies.

Appendix 8

Department	Measure	Definition
Niagara Regional Police Services	Crime Severity Index (CSI)	The Crime Severity Index (CSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. To calculate the CSI, those weights are then multiplied by the volume of each offence from the UCR survey and then divided by the population. As a final step, in order to make the Index easier to interpret, the Index is standardized to “100” at the Canada level using 2022 as a base year.”
Water and Wastewater	Total Wastewater Treated	Total volume of Wastewater treated.
Water and Wastewater	Total Water Treated	Volume of drinking water treated in a given year
Water and Wastewater	Water cost per ML Treated	Total actual costs of providing water service divided by total water treated
Water and 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

Appendix 8

Department	Measure	Definition
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
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.