



THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
FINAL AGENDA

BRCOTW 01-2019

Thursday, January 10, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
3.1 <i>2019 Capital Budget</i> H. Chamberlain, Director, Financial Management & Planning / Deputy Treasurer	3 - 29
4. <u>DELEGATIONS</u>	
5. <u>ITEMS FOR CONSIDERATION</u>	
5.1 <u>CSD 1-2019</u> 2019 Capital Budget	30 - 53
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <i>BRC-C 01-2019</i> Funding for Barriers	54 - 55
7. <u>OTHER BUSINESS</u>	
8. <u>MOTION FOR CLOSED SESSION</u>	

9. CLOSED SESSION

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

11. NEXT MEETING

The next meeting will be held on January 24, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisory Coordinator at 905-980-6000 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).



2019

CAPITAL BUDGET

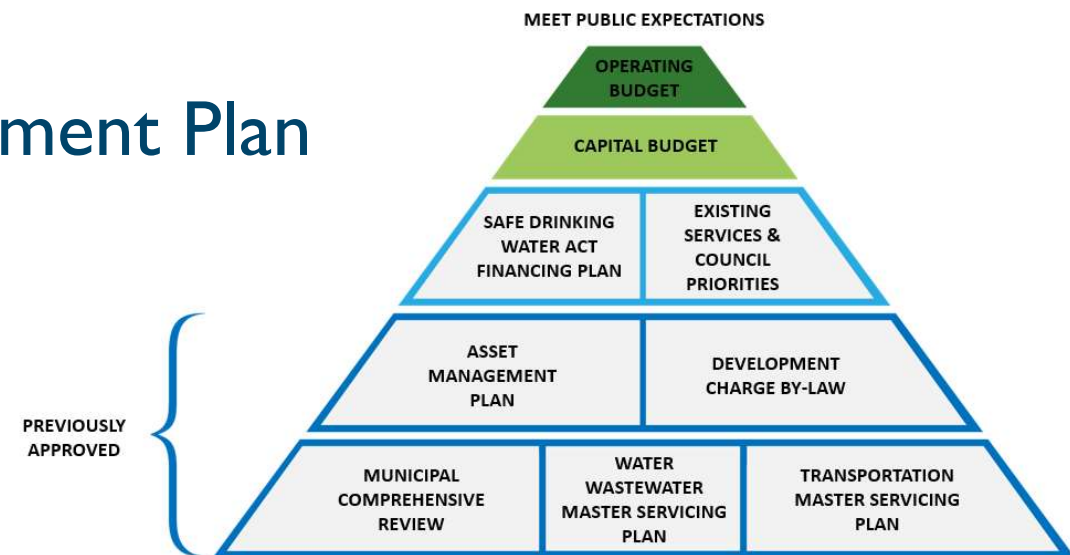
Budget Review Committee of the Whole
January 10, 2019

Tonight's Agenda

- 2019 Capital Expenditure
- 2019 Financing Strategy
- Multi-year Forecast
- Risks and Opportunities
- Next Steps

Key Themes

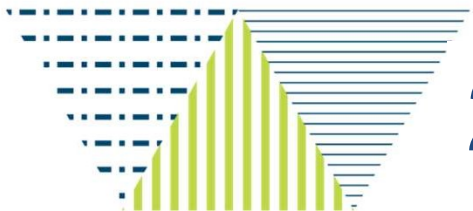
1. Projects continue to support approved corporate strategic initiatives for “How we grow, How we go and How we flow?”
 - DC Study, TMP, W/WW MSP
2. Highest percentage of growth projects in capital budget to date
 - 20.8% or \$57M
3. Implementation of Asset Management Plan
 - Alignment: 60% - 2019 (49% - 2018)



Optimization Process

- ✓ Departmental Prioritization
 - Prioritized projects based on master plans and asset management plan
- ✓ CLT with Finance support reviewed, reprioritized and considered additional corporate priorities to align with funding available
 - Requires consideration of separate funding strategies for 2019 and forecast (Niagara Regional Transit, Long Term Care Redevelopment, etc.)
- ✓ Capital Workshop provided education and information

- BRC approval required
 - Subject to additional operating budget considerations

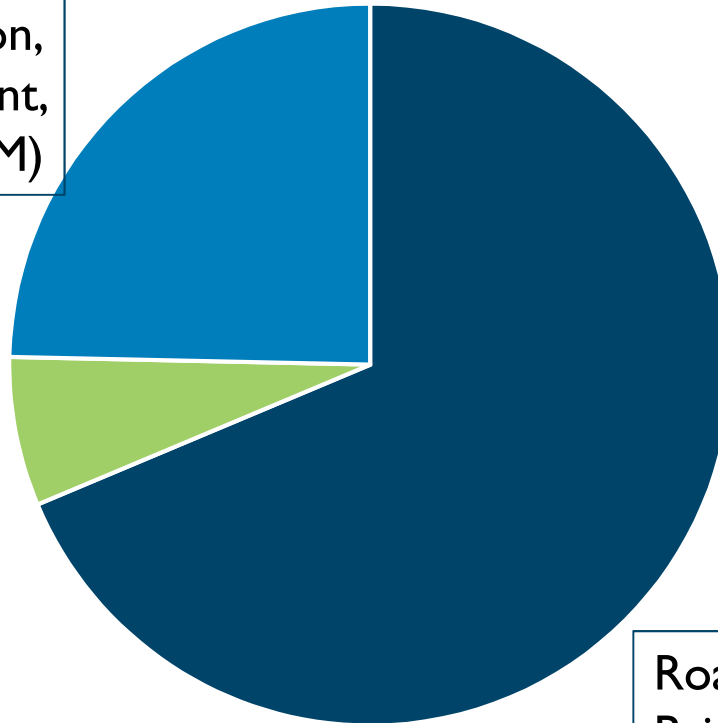


2019 Summary - \$274M Capital Request

\$152M Levy Request

Building expansion,
replacement,
maintenance (\$39M)

Machinery,
equipment
and software
(\$10M)

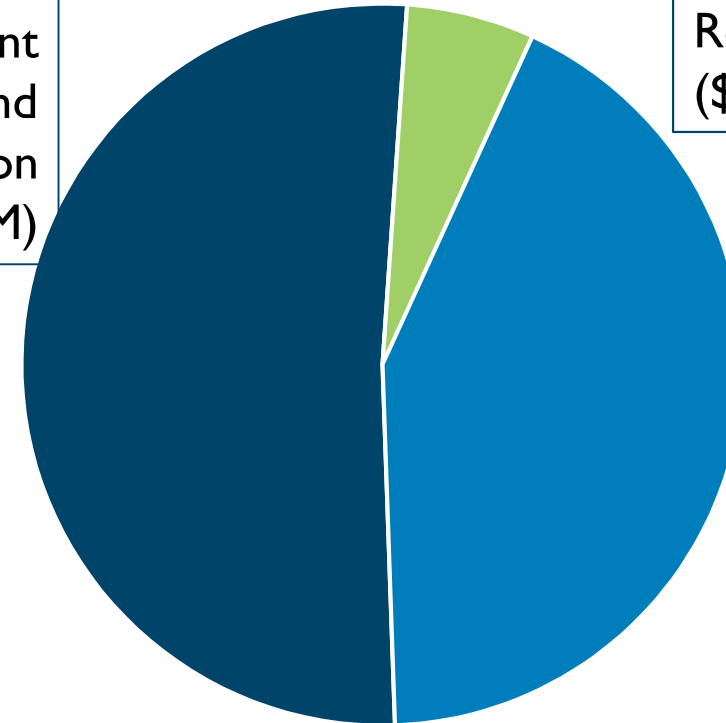


Roads and
Bridges
(\$103M)

\$122M Rate Request

Water
Treatment
and
Distribution
(\$63M)

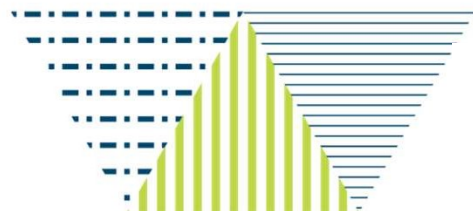
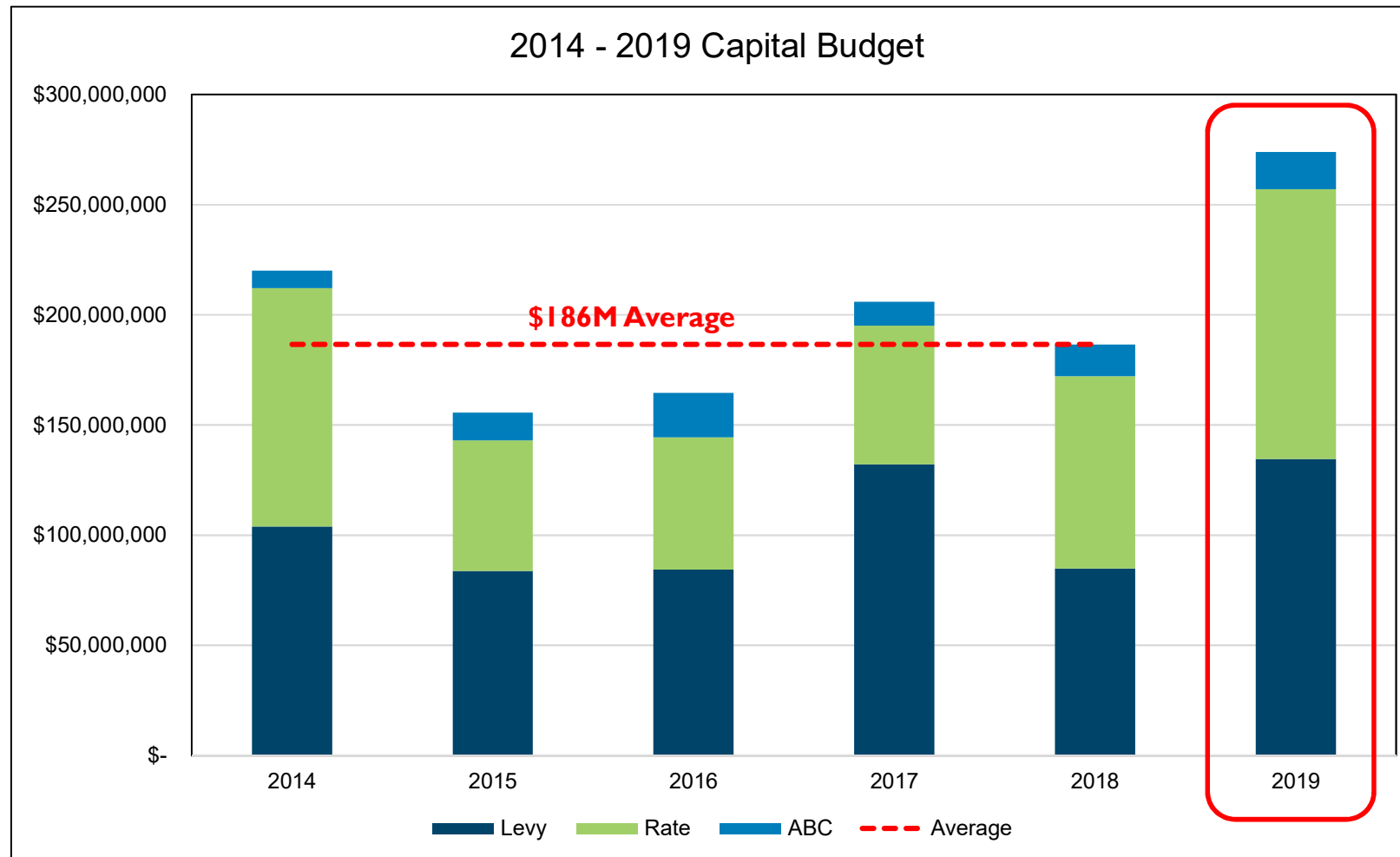
Landfill and
Recycling Facility
(\$7M)



Wastewater
Treatment
and
Collection
(\$52M)



Historical Capital Budgets



2019 CAPITAL BUDGET

Capital Budget Drivers

2018 vs 2019 Investment (millions)

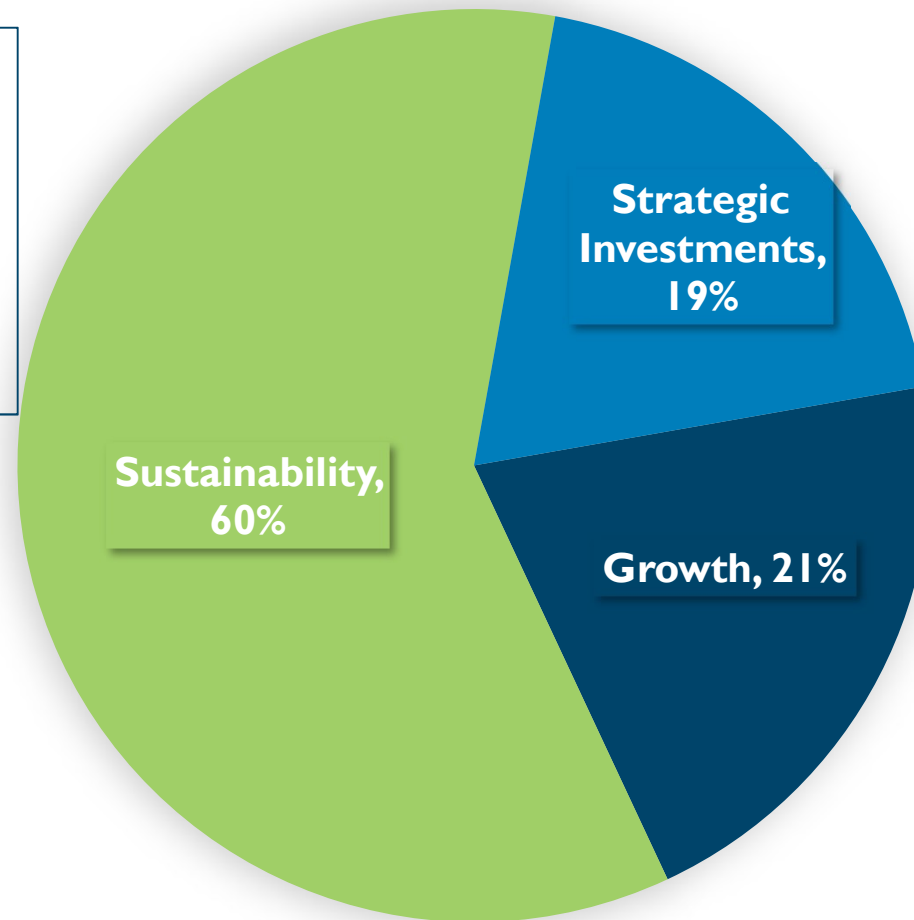
Driver	2018	2019
Sustainability/AMP	92.7	163.8
Growth	27.3	57.0
Strategic Investments	<u>66.4</u>	<u>53.1</u>
Total	\$186.5	\$273.9



2019 CAPITAL BUDGET

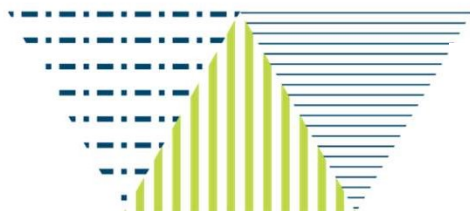
2019 Capital Budget Drivers

Sustainability/ AMP	\$163.8M
*Decew Plant Upgrade	21.1M
* Environmental Centre	21.0M
*Roads Resurfacing	10.0M
*NOTL Lagoon	12.0M



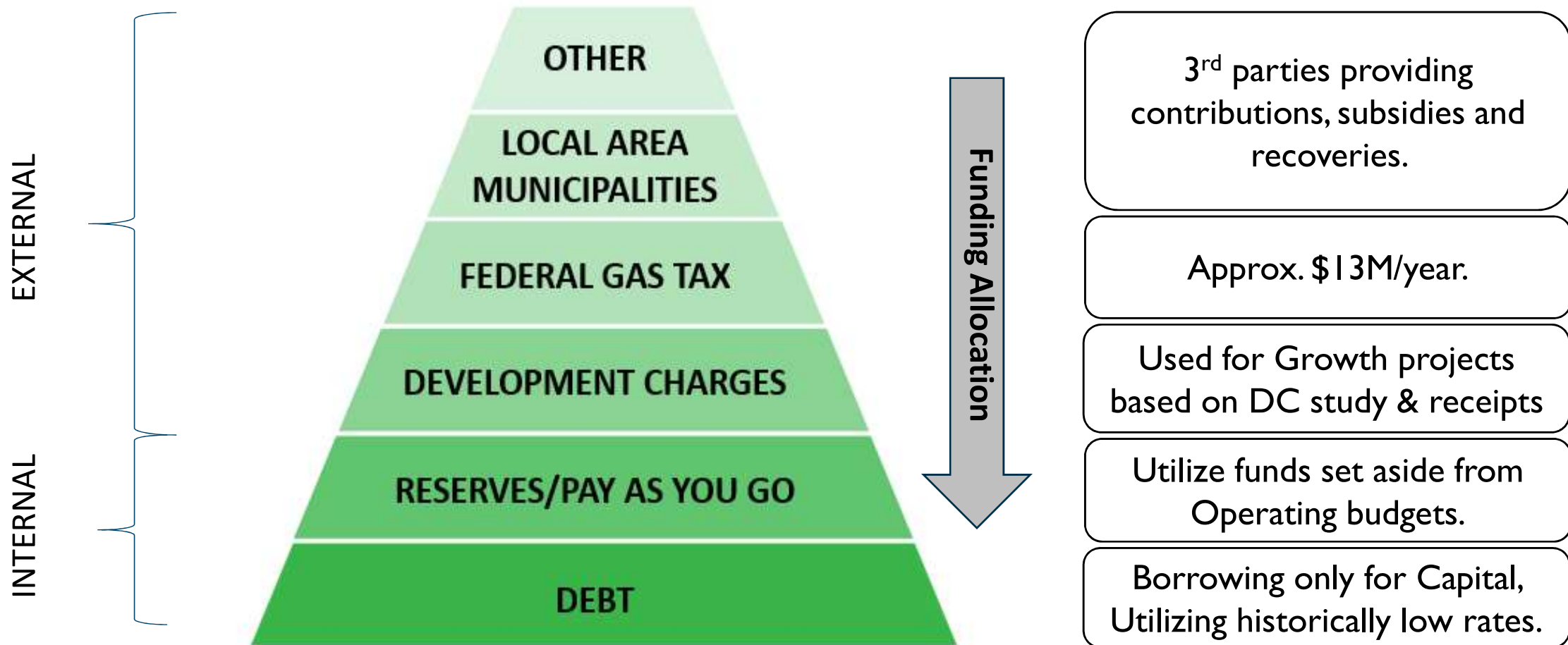
Strategic Investments	\$53.1M
*Niagara Regional Transit	13.9M
*Stevensville Lagoon Upgrade	4.0M
*South Grimsby Rd Phase 2	3.6M
*Niagara Street Transmission	3.5M

Growth	\$57.0M
*Martindale Road QEW	16.1M
*Grimsby System Storage	11.5M
*Casablanca/Livingston QEW	10.0M
*Thorold Stone/Stanley Ave	6.0M



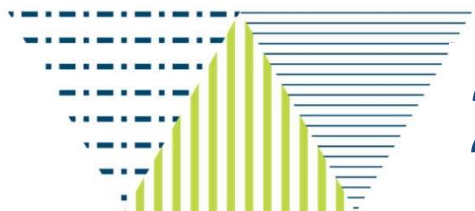
2019 CAPITAL BUDGET

2019 Financing Strategy



2019 Financing Strategy (millions)

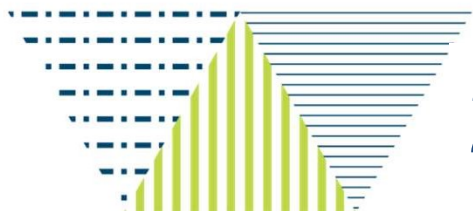
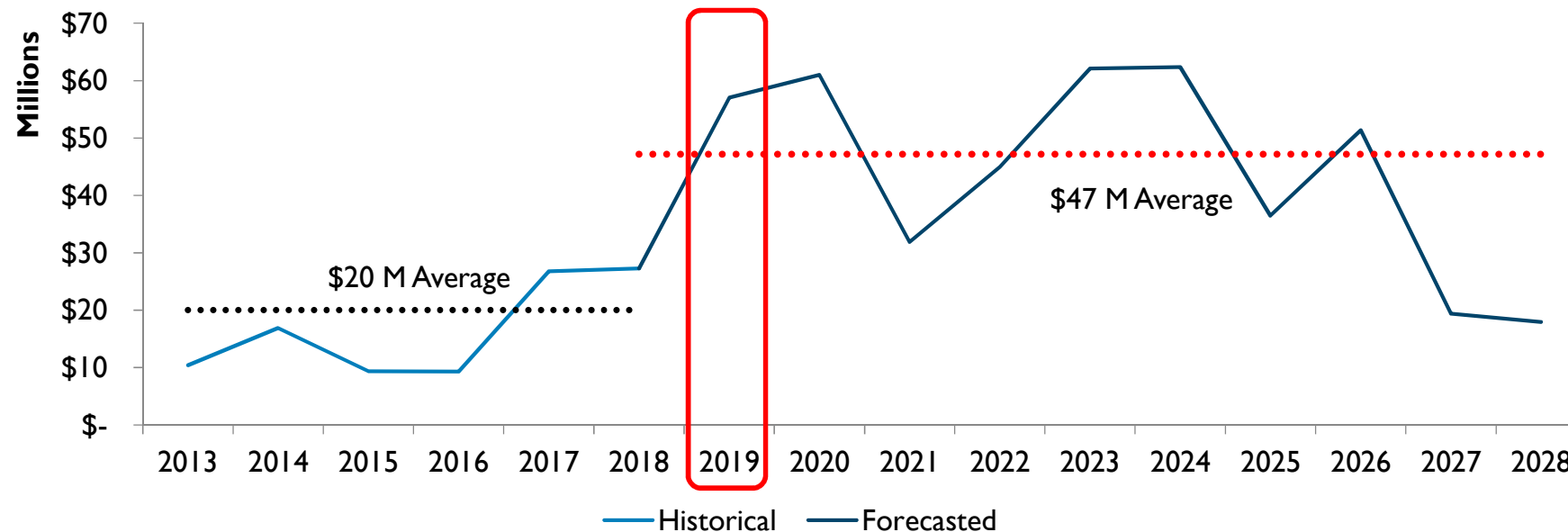
	Levy	Rate	Total
External Funding:			
Other External	\$2.5	\$4.8	\$7.3
Area Municipalities	3.0		3.0
Federal Gas Tax	10.3	3.0	13.3
Development Charges	38.5	18.6	57.1
Internal Regional Funding:			
Reserves	44.6	84.1	128.7
Infrastructure Deficit Reserves	3.7		3.7
Debentures	<u>27.7</u>	<u>33.1</u>	<u>60.8</u>
Total	\$130.42	\$143.52	\$273.94



Investing in Growth

Use of Development Charges

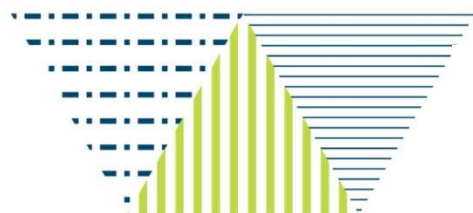
- Doubling investment in growth related projects
- DC supporting \$57M / 20.8% of 2019 capital



Investing Growth

2019 Highest Growth Projects

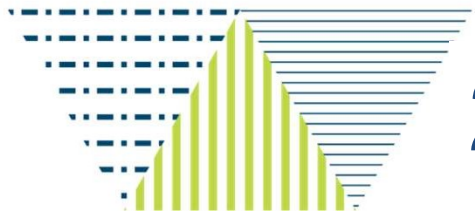
Project	Gross Budget	Population and Job's created	Supports GO
Martindale Road Reconstruction	\$16.1M	4,200	✓
Casablanca Boulevard Widening	\$10.0M	6,620	✓
Grimsby Water Treatment Plant System Storage	\$11.5M	38,400	
Thorold Stone Road Extension	\$6.0M	3,010	✓



Alignment with Asset Management Plan

Investment in Sustainability

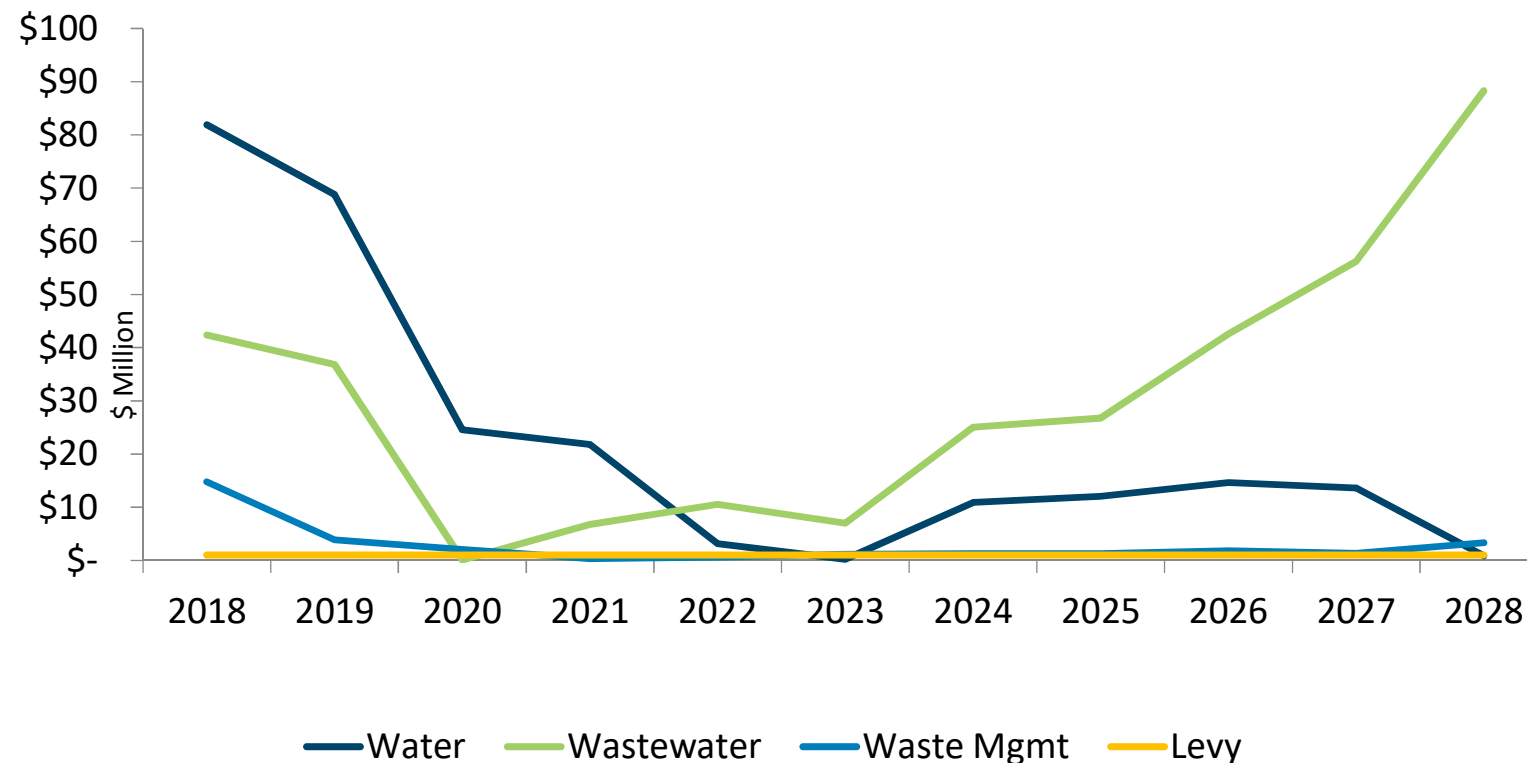
- 2017 AMP identified a capital back log of \$548M
- 60% of 2019 gross budget aligned to AMP (2018 – 49%)
- \$70M of additional sustainability funding in 2019 starts to reduce backlog
 - However \$77M annual shortfall in Water and Wastewater funding needs to be addressed
 - Strategies will be recommended with Water and Wastewater operating budget



2019 CAPITAL BUDGET

Reserves/Pay As You Go vs Debt

- **Reserves/pay as you go consideration**
Operating budget pays for capital replacement in the year (Capital Levy)
- \$131M utilized for 2019; Forecasted Capital Reserves as follows:



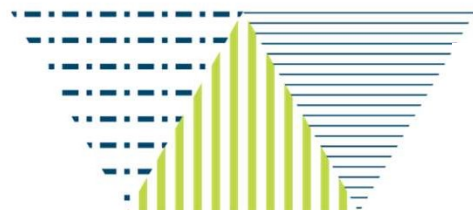
Reserves/Pay As You Go vs Debt

- **Debt consideration**

Operating budget pays for interest and principal payments for the year

\$60.9M Assets	Option 1: Reserve Funded		Option 2: Debt Funded	
	\$ of Budget	% of Budget	\$ of Budget	% of Budget
Tax Levy Budget	\$27.8M	8.0%	\$2.9M	0.84%
Rate Req Budget	<u>\$33.1M</u>	22.7%	<u>\$1.9M</u>	1.31%
Overall impact on Operating	<u>\$60.9 M</u>		<u>\$4.8 M</u>	

\$3.5M accommodated within guidance
\$1.3M for NRT requires special levy



Debt used - \$60.9M



**Water &
Wastewater
Infrastructure**

\$33.1 million



**Niagara
Regional
Housing**

\$10.2 million



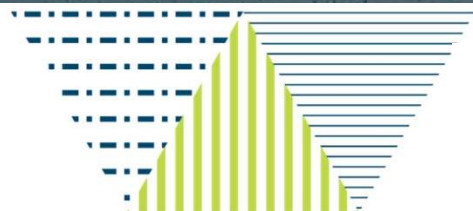
**Various Bridge
Reconstruction**

\$5.7 million



**Niagara
Regional
Transit**

\$11.8 million

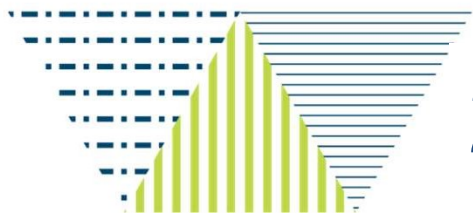


2019 CAPITAL BUDGET

Niagara Region

Niagara Regional Transit – Separate Levy

- Support regional integration, GO Service & Economic Development
- \$11.5M Total Operating budget to support NRT service enhancements
- Increase of \$7.9M or 2.3% - separate levy for operating and capital costs
 - To be decided with operating budget
- \$3.5M will support \$13.9M of capital assets in 2019
 - \$2.2M reserve transfer for 2019 and \$1.3M to support debt over 10 years



Historical Debt

- 2019 - \$60.8M or 22% of budget
- Prior 5 year average annual debt approved of \$50M or 27% of budget
 - Highest debt approved in 2008 - \$103M or 68% of budget

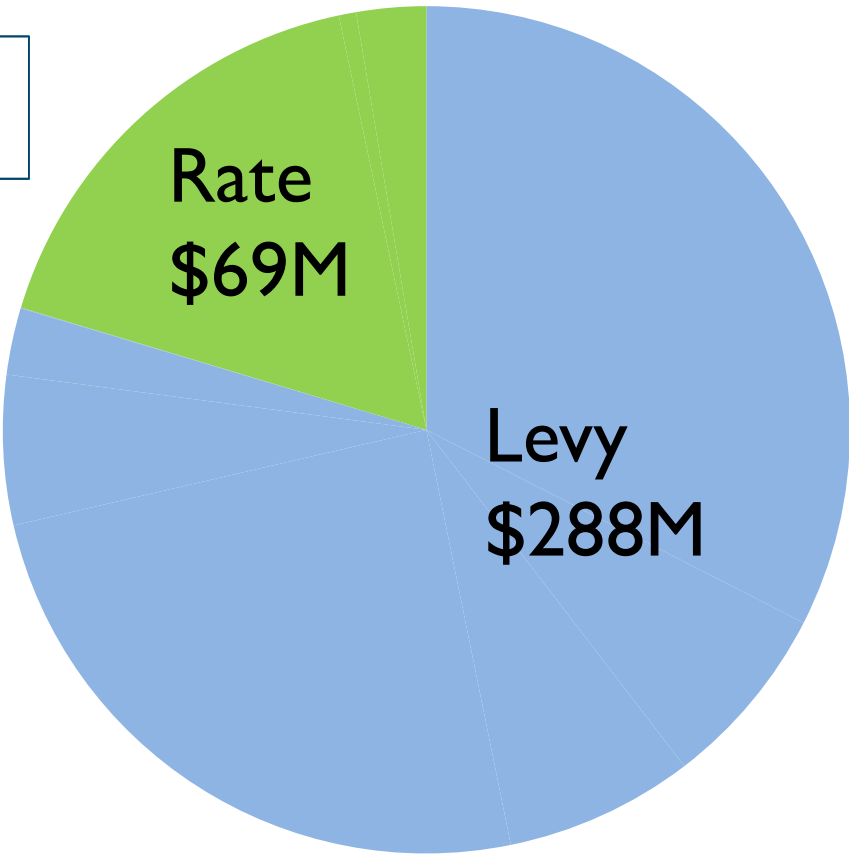
Year	Capital Budget (Millions)	Debt (Millions)	% of Capital Budget
2014	220	50	23%
2015	155	40	26%
2016	164	41	25%
2017	206	66	32%
2018	186	52	28%
	Average	50	27%



Total Regional Debt Outstanding (2018)

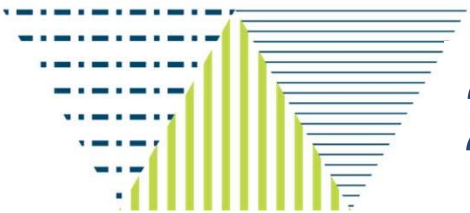
Total is \$357 Million on Assets of \$7.4B

1.5% of \$4.7B in rate assets
financed with debt



11% of \$2.7B in levy assets
financed with debt

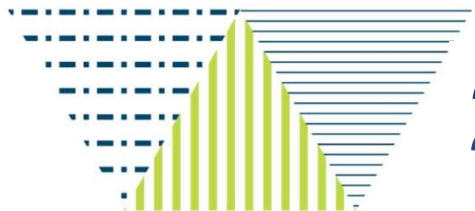
2019 balance is projected to be \$388M



Debt – Municipal Act Opportunity

Annual Repayment Limit

- Province of Ontario established in the Municipal Act an opportunity for municipalities to utilize up to the maximum of 25% of municipal revenue that can be use to pay our debt charges on Capital Assets
 - Debt can not be used to fund operating
 - [Debt vs deficit](#) video
- Niagara Region's ARL for the year ending December 31, 2018 is estimated at **7.5 per cent**



Debt Metrics

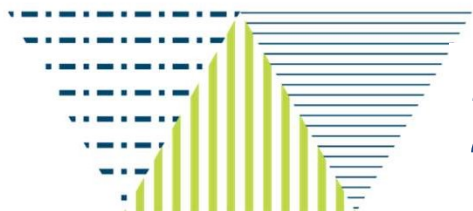
- Better than provincial comparators in 4 of 6 metrics

Metric	Current State	Proposed with 2019 Budget	Average of Comparable Regions per MMAH
Debt as a % of Operating Revenues	37.0%	44.0%	57.0%
Debt to Reserve Ratio	.86	1.01	.85
Debt Outstanding per Capita	\$ 754.95	\$ 887.63	\$ 1,148.51
Debt Outstanding per Household	\$ 1,742.96	\$ 2,049.28	\$ 3,553.93
Issued Debt (LAM incl.) to Operating Revenue (S&P)	81.0%	89.0%	70.5%
Debt Charges to Own Source Revenue (ARL)	8.0%	8.0%	9.3%

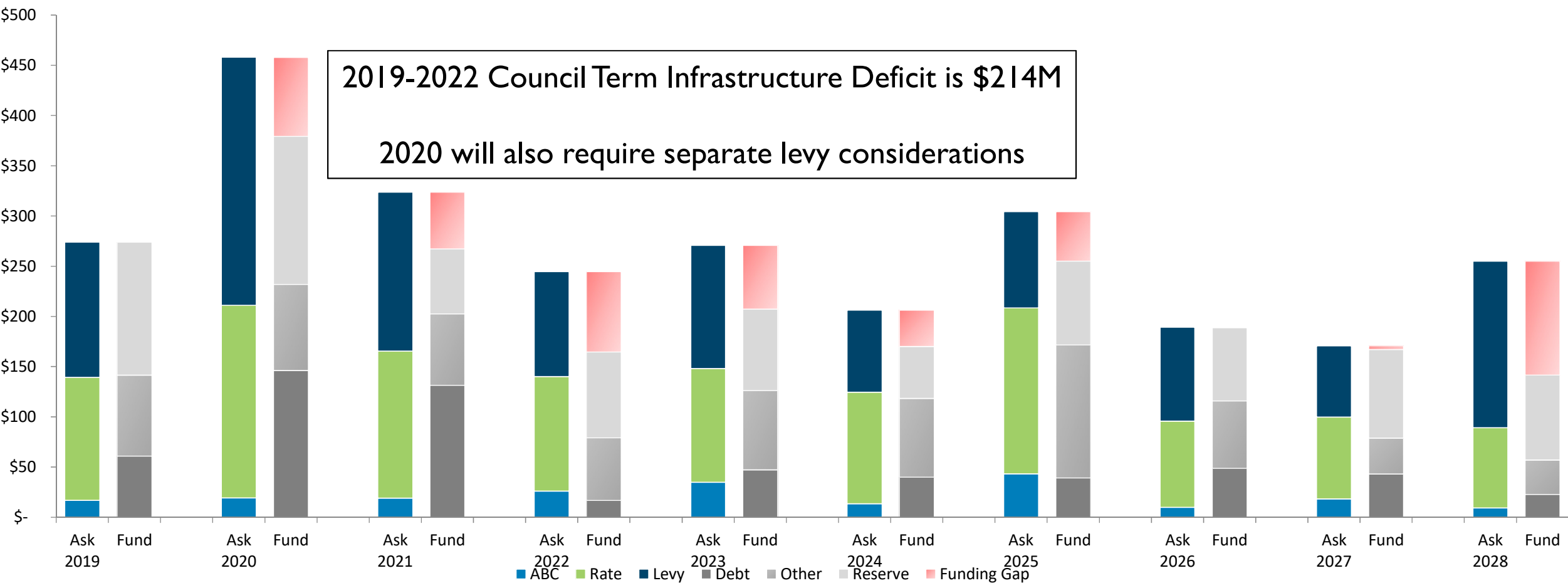


Debt Risk Management Strategy

- Region is enhancing the debt monitoring process because Region issues all debt for Local Area Municipalities as well
- Key features:
 - collaborative process of sharing information between the Region and local area municipalities
 - dashboard which measures various financial indicators, will accompany Debt by-law approvals

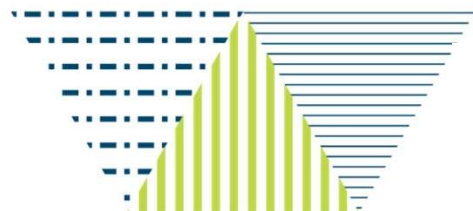


10 Year Capital Forecast



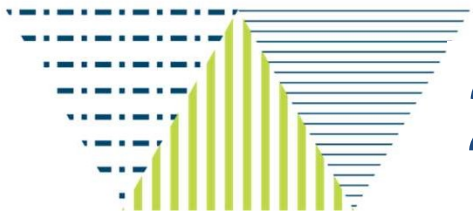
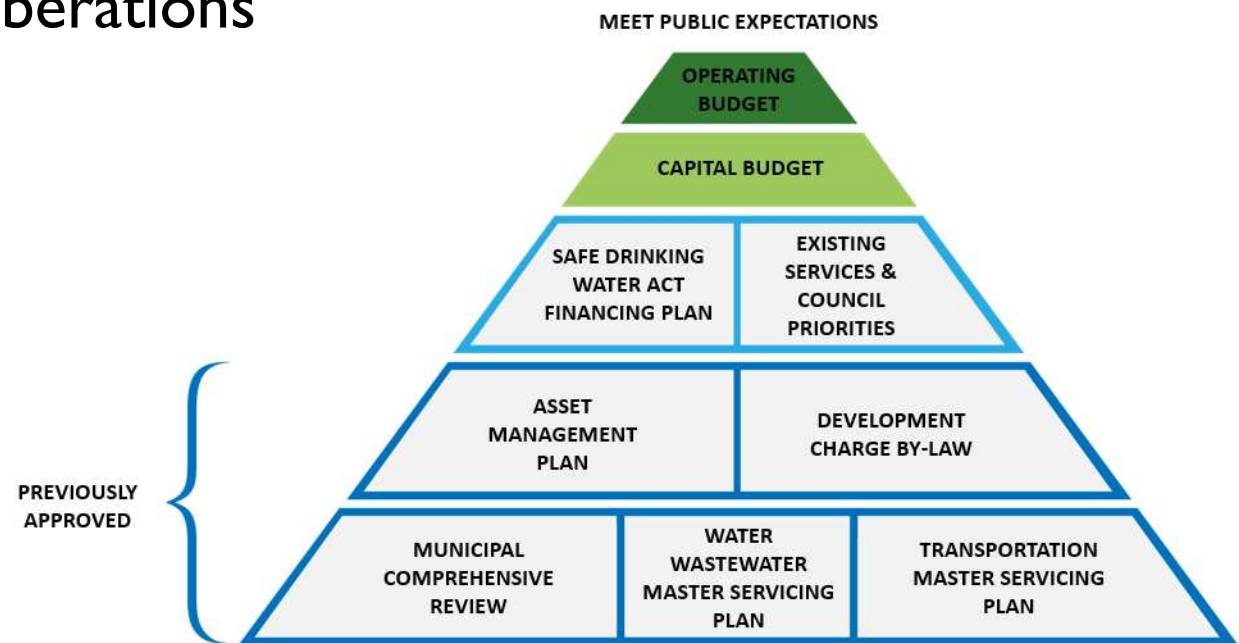
Risks and opportunities

Risks	Opportunities
Increasing debt has operating budget impacts	Debt risk framework will help monitor credit rating
Limited funds available for AMP and Region share of growth projects	More investment in growth using DCs
Project management resources continue to be constrained according to consultant report	Project Management Office to implement best practices
Continued emphasis on completing previously approved projects	Ongoing evaluation of administrative/direct project supports that may require Operating budget resources (sustainability review)
Increased maintenance due to asset failure may be required	Implementation of Asset Management Governance and policies



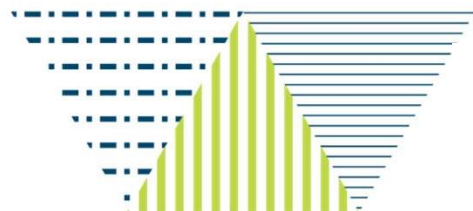
Next Steps

- Approve 2019 Capital Budget in principle as per CSD I-2019
- Capital Budget By-law to be approved concurrent with Operating Budget By-law
 - Await outcome of operating deliberations

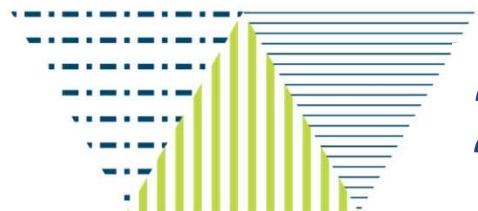


Next Steps

Date	Capital Budget	Operating Budget - Rate	Operating Budget – Levy / ABC
Jan 10th	Budget Review Committee		
Jan 17th		Budget Workshop (day)	
Jan 24th		Budget Review Committee	Budget Workshop (day)
Jan 28th			Budget Workshop (day if required)
Jan 31st			Budget Review Committee ABC Operating Budget
Feb 14th		Special Council Budget By-law approval	Budget Review Committee Levy Operating Budget
Feb 28th			Council Levy & Capital Budget By-law



Questions?



Subject: 2019 Capital Budget

Report to: Budget Review Committee

Report date: Thursday, January 10, 2019

Recommendations

1. That the 2019 Capital Budget for the Niagara Regional Departments and Agencies, Boards and Commissions of \$273,939,966 as per **Appendix 1** to Report CSD 1-2019, **BE APPROVED IN PRINCIPLE** pending final by-law approval anticipated to be on February 28, 2019 and subject to approval of the Niagara Regional Transit separate levy being considered with the 2019 operating budget;
2. That financing in the amount of \$248,911,706 gross and \$227,101,255 net **BE INITIATED** upon approval of the 2019 Capital Budget and **BE ALLOCATED** to the projects as summarized in **Appendix 2** to Report CSD 1-2019; and
3. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

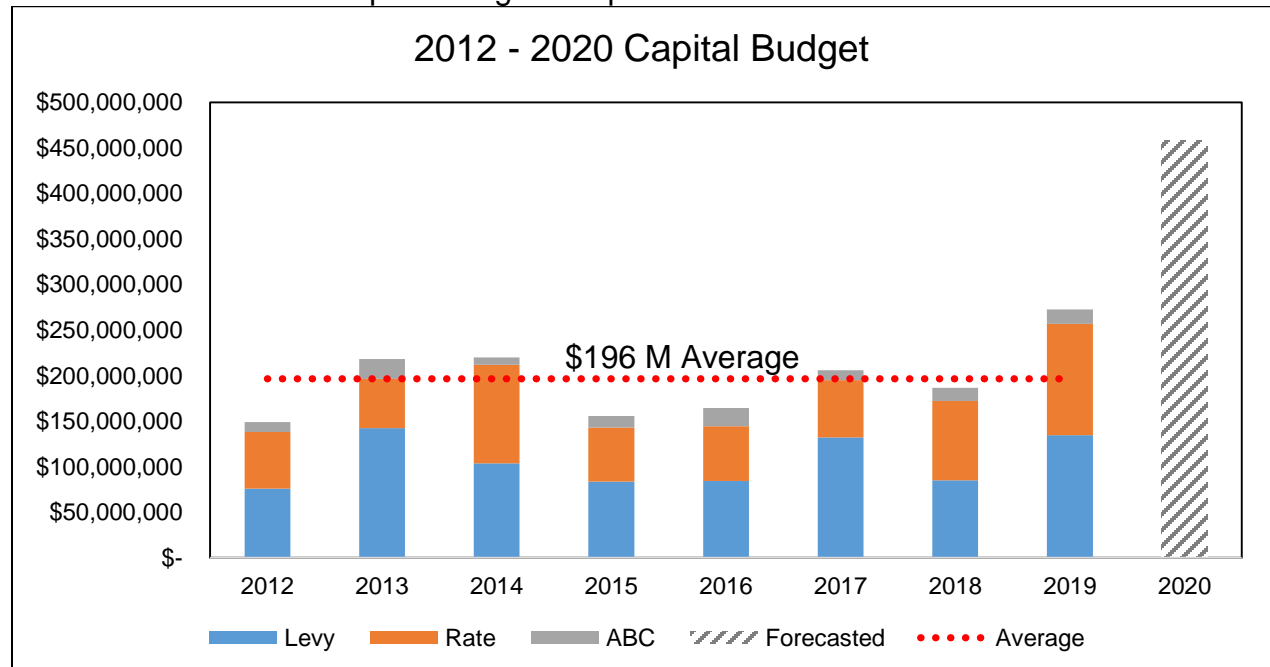
Key Facts

- The 2019 capital budget totals \$273.94 million and includes 168 projects of which 162 with an estimated cost of \$248.91 million are supported by a full capital data sheet and are proposed to be initiated concurrently with the approval of the 2019 Capital Budget (Appendix 2). Six capital projects totalling \$25.03 million will be brought forward for initiation at a later date once further information is available (Appendix 3). Budget detail including data sheets can be accessed through the eScribe meeting site under 2019 Budget Detail.
- The proposed 2019 Capital Budget can not be funded within 2% guidance as a result of significant one-time projects. A separate levy of 2.3% will be requested to support Niagara Regional Transit (NRT) operating and capital costs, of which 0.4% (\$1.388 million) is to support the debt charges for NRT capital.
- In 2020, the Capital Budget will require an additional separate levy to support Long Term Care Redevelopment. The total 2019 Capital Budget and 9-year capital forecast is currently estimated to be \$2.7 billion (Appendix 4).
- Should the operating budget deliberation not approve the amounts in excess of guidance; a deferral or reduction of \$13.9 million or 5.1% of the 2019 gross levy capital program to be within 2% guidance will be required.
- Niagara Regional Housing budget has been approved by the Board. Niagara Regional Police Services Capital Budget is a draft subject to board approval on January 16th.

Financial Considerations

The proposed 2019 Capital Budget of \$273.94 million (\$151.59 million levy capital budget and \$122.35 million rate capital budget) is included in Appendix 1. The 2019 capital budget is the Region's largest request to date.

Chart 1: 2012 – 2020 Capital Budget comparison



The 2019 Capital Budget being presented is fully funded as a result of the following:

- Review of existing projects to either reduce budgets or close projects. These efforts totaled to \$8 million from 35 projects.
- Use of capital reserves, including drawing down the General Capital Levy and Infrastructure Deficit Reserve
- Increase in gross debt charges of no more than 2% per year, in order to balance the impact of debt charges on the operating budget (subject to Council's approval).
- Total consolidated authorized debt (Regional and Local), throughout 2019 and forecast period, to remain below 118% of Niagara Region's operating revenues. If the ratio of issued debt to operating revenue surpasses 120% or total consolidated debt surpasses \$1 billion (determined by Standard and Poor's (S&P)), there is a risk of downgrade in the Region's credit rating.
- The total debt charges, throughout 2019 and forecast period, are projected to remain below 11% of the Niagara Region's own source revenues based on forecasted debt issuances. The maximum ratio of debt charges to own source revenue (annual repayment limit – ARL) set by the Province is 25%.

- Debt financing is applied to projects/assets that have a longer life span (i.e. 30 years). Debt terms do not exceed the expected useful life of the asset.
- Maximizing the usage of the development charges for growth related projects.
- Departmental leadership in collaboration with the Corporate Leadership Team also reviewed the 2019 capital request and prioritized projects based on criteria such as: alignment to AMP, supporting growth, council priorities, project risk, operating benefits and ability to leverage external financing.

The funding sources for the Capital Budget are shown in Table 1.

Table 1: 2019 Capital Funding Sources

	Levy	Rate	Total
Regional Funding:			
Reserves*	\$ 44,627,066	\$84,052,400	\$128,679,466
Infrastructure Deficit Reserves	3,708,000		3,708,000
Debentures	27,774,804	33,110,000	60,884,804
	76,109,870	117,162,400	193,272,270
External Funding:			
Area Municipalities	3,025,000		3,025,000
Federal Gas Tax	10,300,000	3,000,000	13,300,000
Other External	2,511,396	4,800,000	7,311,396
	15,836,396	7,800,000	23,636,396
Development Charges	38,469,200	18,562,100	57,031,300
Total	\$130,415,466	\$143,524,500	\$273,939,966

* The environmental centre expansion project, \$21.17M is a project managed by the Facilities division but funded by the Rate programs

The budget provides for the full cost of the projects however actual cash flows may extend over multiple years. The operating budget impact of the 2019 Capital Budget is provided for at the time the capital budget is approved. This is to ensure that no capital project approved in one year will pre-encumber a future budget year or Council. For projects that include debt as a funding source, it is necessary for the operating budget to support the implied debt charges (interest and principal payments) at the time of capital budget approval. Debt financing is not issued until the project is substantially complete which may create a timing difference and any resulting variance is held in the capital levy reserve. The timing differences present an opportunity to reinvest these capital levy dollars in future infrastructure.

9 Year Forecast Financing Strategy

Key assumptions used in building the 2020-2028 forecast include:

- Interest rates on issued debentures averaged 3.20% for the July 2018 25-year debenture issuance. Interest rate assumptions used in the forecast are based on

the general economic forecast that interest rates will begin to rise from a low of 2.5% for 5-year debt in 2019 to a high of 5.25% for 30-year debt in 2028.

- The 10-year Water and Wastewater financial plan prepared to comply with the Safe Drinking Water Act which requires a combined rate increase of 5.20% per year.
- Significant use of capital reserves as shown in the forecast of capital reserve balances in Appendix 5.

The current 10-year infrastructure deficit is estimated at \$481 million. The forecast does not assume the usage of debt to fund the infrastructure deficit. This amount changes every year due to the timing of projects and new funding assumptions.

Some examples of changes from the prior year forecast are:

- The 10-year Water and Wastewater financial plan will utilize \$112 million of debt to address the Municipal water licensing program
- External grant funding estimated at \$80 million required but unconfirmed for construction of new South Niagara Falls Wastewater Treatment Plant as per Master Plan.
- Forecasted future Long Term Care Campus of \$98 million in 2028

Debt Strategy

Debt is an important capital financing tool to assist in funding capital projects. The projects that are being financed through \$60.9 million in debt are shown in Table 2 and will be leveraging debt for the following reasons:

- Large project costs are spread out over their useful life
- Infrastructure costs will be paid by future beneficiaries of the asset
- Historical budget increases for reserve contributions to sustain existing infrastructure have not been adequate.

Table 2: 2019 Debt-financed Projects

Project	Debt	Funding	Council Priority
Niagara Regional Transit	\$11.9 million	Separate levy	Moving People and Goods
Water and Wastewater Infrastructure	\$33.1 million	Within guidance	Advance Organization Excellence
Niagara Regional Housing	\$10.2 million	Within guidance	Building a Labour-ready forecast
Various Bridge Reconstruction	\$5.7 million	Within guidance	Moving People and Goods
Total	\$60.9 million		

Debt financing of \$60.9 million is proposed to balance the 2019 Capital Budget. The impact of the request will place Niagara below the average of comparable Regions in 4

of the 6 debt metrics identified in Table 3. The information on the Financial Information Return below represents actual debt issued with the exception of the S&P ratio.

Table 3: Debt Metrics

Metric	Current State	Proposed with 2019 Budget	Average of Comparable Regions*
Debt as a % of Operating Revenues	37.0%	44.0%	57.0%
Debt as a % of Reserves & Reserve Funds	86.0%	101.0%	85.0%
Debt per Capita	\$ 754.95	\$ 887.63	\$ 1,148.51
Debt per Household	\$ 1,742.96	\$ 2,049.28	\$ 3,553.93
S&P Ratio of Total Region and lower tier Debt to Operating Revenue**	81.0%	89.0%	70.5%
Annual Repayment Limit (ARL)	8.0%	8.0%	9.3%

Source: Ministry of Municipal Affairs Financial Information Return

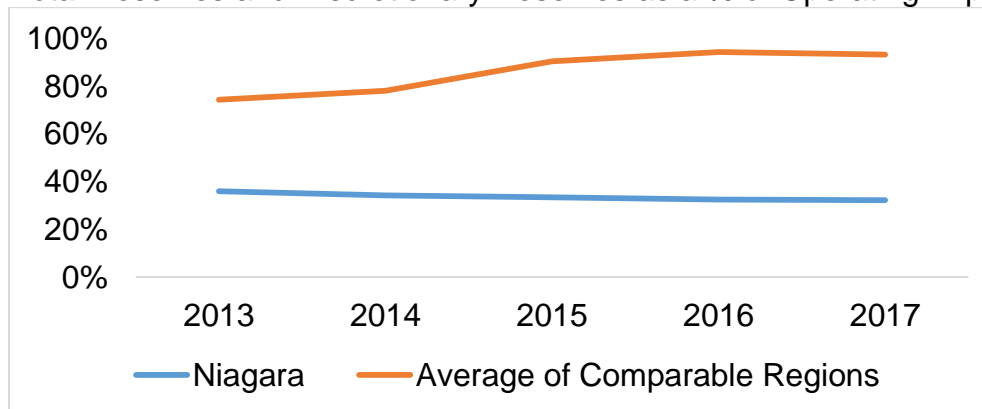
* The comparable regions are Durham, Halton, Peel, York and Waterloo

**Waterloo does not use S&P as their credit agency and thus was not included for this analysis

Reserve Strategy

Each year the Ministry of Municipal Affairs and Housing reviews a number of financial metrics for all municipalities. One of these metrics is “Total Reserves and Discretionary Reserves as a % of Operating Revenues”. Chart 2 demonstrates that Niagara Region’s reserve levels are lower than its provincial comparators. Niagara Region has maintained its reserves at relatively the same levels for the six-year period from 2013 to 2017 therefore the use of debt to finance capital is necessary to support our asset management plan. The forecasted 10-year reserve balance is provided in Appendix 5.

Chart 2: Total Reserves and Discretionary Reserves as a % of Operating Expenses



Source: Ministry of Municipal Affairs Financial Information Return

* The comparable regions are Durham, Halton, Peel, York and Waterloo

1% Infrastructure Deficit Reduction Reserve

As part of the 2017 budget, Council approved the creation of an Infrastructure Deficit Reduction (IDR) reserve through a 1% increase on the levy. The establishment of the IDR reserve was the first step in a long-term capital financing strategy to reduce the infrastructure funding gap. In accordance with the requirements of the Asset Management Plan (AMP) discussed below, the Region is proposing the use of the IDR reserve as a funding source of the 2019 Capital Budget. To support growth in the region, staff recommends using the IDR to fund the Region's share (non-growth related portion) on projects as provided in Appendix 6.

Analysis

The proposed projects in the 2019 Capital Budget are based on information contained in the Asset Management Plan, updated based on current condition assessments, age-based analysis, employee identified concerns, current service standards and the Transportation Master Plan, Water Wastewater Master Servicing Plan, and Municipal Comprehensive Review and staff capacity to complete current and previously approved projects.

Supporting Growth

In the 2019 Capital Budget, \$57 million or 20.9% of the gross request has been identified as growth related eligible to be financed through development charges (DCs) under the current DC background study. The 5-year historical average of DC usage has been approximately \$20 million. The 10-year forecast will be utilizing on average \$47 million. Based on the current projection Wastewater development charge reserves will be fully utilized over the forecast period. This is reflective of the investment in growth. The following projects supporting job creation and attraction of new residents are funded with development charges:

Table 4: Highest Growth projects

Project	Gross Budget	Population Affected and Job's created	Supports GO
Martindale Road Reconstruction*	\$16.1 million	4,200	Yes
Casablanca Boulevard Widening*	\$10.0 million	6,620	Yes
Grimsby Water Treatment Plant System Storage	\$11.5 million	38,400	No
Thorold Stone Road Extension*	\$6.0 million	3,010	Yes

* Source: St. Catharines Secondary Plan, Grimsby Secondary plan and the Niagara Falls Station Area plan

Status of Previously Approved Capital (Work in progress)

Each year's capital budget request is cognizant of the capacity and resources available to manage both the existing capital projects as well as those proposed. Due to the multi-year nature of many capital projects there is always some approved capital budget for future year cash flow of the projects as noted below however the unspent amount is relatively stable reflective of an average three year life cycle for large capital projects from design through to construction completion. The increase in 2018 is related primarily to a number of large water and wastewater projects that were delayed for a number of unforeseen circumstances however significant progress has been made in Q4 of 2018.

- Q3 2018 – 37% budget remaining on \$1,116 million approved budget
- Q3 2017 – 33% budget remaining on \$1,053 million approved budget
- Q3 2016 – 30% budget remaining on \$926 million approved budget

The above prior year budgets would have included budget estimates for the NRPS D1 Facility and Burgoyne Bridge projects. Additional forthcoming requests as described in the following reports have not been included in the proposed 2019 Capital Budget as they are anticipated to be accommodated through the Capital Variance Project:

- CSD 13-2019: Niagara Regional Police Services 1 District Facility requesting \$3,795,841
- PHD 3-2019: Burgoyne Bridge requesting an additional amount to be determined for safety barriers

Staff continue to review existing projects on a quarterly basis for timely closure and/or identification of excess funding. In addition, there has been collaboration with the Project Management office to implement project best practices and techniques across the organizations.

Asset Management Plan

In 2017, the Region completed and Council approved a comprehensive Asset Management Plan. This AMP is a long range planning document that supports the Region's vision and priorities to sustain Niagara's infrastructure.

The detailed information available in this AMP was utilized in the 2019 budget cycle to validate all proposed capital projects identified as the replacement of existing assets, as summarized in Appendix 7. In the current year, 60% (2018 – 49%) of the projects are directly attributable to the AMP.

The AMP identified a \$73 million annual gap between what the Region's 10-year capital budget plan and the required investment to sustain the Region's assets.

The \$73 million annual gap was mainly caused by Water and Wastewater's asset portfolio and will be addressed in the 10-year Water and Wastewater financial plan. In order to alleviate pressures on the rate from the AMP, the plan will spread the backlog of projects over 50 years and propose a funding strategy.

Risks

The risks associated with the proposed capital and financing strategy are:

- Increasing use of debt and reserves will result in an increase in the Region's net-debt position. This may reduce the Region's financial flexibility and could lead to higher borrowing costs.
- Any use of regional sources of funding to growth related projects further erodes the ability to sustain the service level of current infrastructure.
- The Region retained an external project management consultant, which provided a detailed analysis on assessing the ability of current project managers and support resources in select departments. One of the finding was that divisions do not have adequate labour resources to complete open projects. There is an ongoing project with the development of the Project Management Centre of excellence to address this finding.
- The Region continues to increase the alignment of the Capital budget with the asset management plan. If the Region deviates from the asset management plan, this may result in deferred investment, equipment failure, reactive capital spending and higher costs.

Alternatives Reviewed

No alternatives were reviewed.

Relationship to Council Strategic Priorities

The 2019 Capital Budget supports an environment that contributes to economic prosperity. See Appendix 8 for a list of projects aligned to Council's Strategic Priorities summarized as follows.

- 60% - investment in organizational excellence is primarily focused on the sustainment of existing infrastructure and service levels.
- 34% - investment in moving people and goods is focused on the creation of new infrastructure to support growth and provide additional capacity and enhancements to the existing levels of service.
- 5% - investment in building a labour ready workforce and is focused on increasing access to affordable housing which is an important factor in obtaining employment.

Other Pertinent Reports

AC-C 22 – 2018	Regional Debt Risk Management Framework
CSD 21 – 2017	Asset Management Plan
CSD 35 – 2018	2019 Budget Planning
CSD 36 – 2018	PM Resource Assessment Report
CSD 51 – 2018	Asset Management Governance
CSD 63 – 2017	Regional Development Charges and Proposed By-law
PDS 37 – 2016	Niagara 2041 Growth Strategy - Local Municipal Growth Allocations
PW 22 – 2017	2016 Water & Wastewater Master Servicing Plan Update
TSC-C 3 – 2017	Niagara Region Transportation Master Plan

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Services

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Appendices

Appendix 1	2019 Capital Budget Summary by Department with Funding
Appendix 2	2019 Capital Projects Initiated Concurrent with Budget Approval
Appendix 3	2019 Capital Projects for Future Initiation
Appendix 4	2019 – 2028s Capital Budget and Nine Year Forecast
Appendix 5	Forecasted Capital Reserve Balances
Appendix 6	Projects Allocated 1% Infrastructure Deficit Reduction Funding
Appendix 7	Alignment with the Asset Management Plan
Appendix 8	Alignment with Council Strategic Priorities
Appendix 9	Treasurer's Certificate

2019 Capital Budget Summary by Department with Funding

CSD 1-2019
January 10, 2019
Appendix 1

Program	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area Municipality	Other External
Community Services	1,807,816	1,807,816	-	-	-	-	-
Corporate Services	26,776,500	26,776,500	-	-	-	-	-
Enterprise Resource Mgmt Serv	100,000	100,000	-	-	-	-	-
Niagara Regional Housing	13,915,419	1,522,285	10,206,838	674,900	-	-	1,511,396
NRPS	3,088,500	3,088,500	-	-	-	-	-
Planning & Development	685,000	685,000	-	-	-	-	-
Public Health Emergency Serv	2,201,231	2,201,231	-	-	-	-	-
Public Works - Levy	103,018,000	33,330,734	17,567,966	37,794,300	10,300,000	3,025,000	1,000,000
Waste Management	6,825,000	6,604,900	-	220,100	-	-	-
Wastewater Operations	52,391,000	24,158,000	19,226,000	6,007,000	3,000,000	-	-
Water Operations	63,131,500	32,112,500	13,884,000	12,335,000	-	-	4,800,000
Grand Total	273,939,966	132,387,466	60,884,804	57,031,300	13,300,000	3,025,000	7,311,396

2019 Capital Projects Initiated Concurrent with Budget Approval

Program	Project ID	Project Name	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area Municipality	Other External
Community Services	J_20000922	LTC Homes - 2019 Bed Replacement	75,000	75,000	-	-	-	-	-
	J_20000923	LTC Homes - 2019 Capital Improvements/Replacements	327,389	327,389	-	-	-	-	-
	J_20000924	LTC Homes - 2019 Machinery/Equipment	434,277	434,277	-	-	-	-	-
	J_20000925	LTC Homes - 2019 Resident Care Equipment	469,300	469,300	-	-	-	-	-
	J_20000926	LTC Homes - 2019 Roof Replacement	501,850	501,850	-	-	-	-	-
Community Services Total			1,807,816	1,807,816	-	-	-	-	-
Corporate Services	J_20000504	iDarts Upgrade	20,000	20,000	-	-	-	-	-
	J_20000931	Print Shop-Printing Press	40,000	40,000	-	-	-	-	-
	J_20000933	2019 Annual Application Lifecycle Replacement	300,000	300,000	-	-	-	-	-
	J_20000935	2019 IT Asset Replacement	2,288,000	2,288,000	-	-	-	-	-
	J_20000939	2019 Annual - Code and Legislative Compliance Program	100,000	100,000	-	-	-	-	-
	J_20000941	2019 Annual - Energy Conservation Program	200,000	200,000	-	-	-	-	-
	J_20000942	Bldg Int-2019 Region HQ-Space Acc	100,000	100,000	-	-	-	-	-
	J_20000937	Online Development Planning Portal Phase 1	750,000	750,000	-	-	-	-	-
	J_20000938	Project/Portfolio Management Software	250,000	250,000	-	-	-	-	-
	J_20000961	Asset Management Software	250,000	250,000	-	-	-	-	-
	J_20000980	19-Bldg Ext-NR Thorold Patrol Yard Roof Design	20,000	20,000	-	-	-	-	-
	J_20000943	Bldg Int-NRHC-Emergency PA System & Fire Alarm System	700,000	700,000	-	-	-	-	-
	J_20000977	19-Bldg Ext-NR-SAE0 Niagara Falls Roof	290,000	290,000	-	-	-	-	-
	J_20000976	19-Bldg Site-250 Thorold Road Life Cycle Renewal	220,000	220,000	-	-	-	-	-
	J_20000979	19-Bldg Ext-NRPS-Gun Range Roof Design	71,500	71,500	-	-	-	-	-
Corporate Services Total			5,599,500	5,599,500	-	-	-	-	-
Enterprise Resource Mgmt Serv	J_20000945	2019 Misc Levy Properties	100,000	100,000	-	-	-	-	-
Enterprise Resource Mgmt Serv Total			100,000	100,000	-	-	-	-	-
Niagara Regional Housing	J_20000680	NRH - Multi-Residential Intensification - Niagara Falls	810,000	135,100	-	674,900	-	-	-
	J_20000918	NRH - 2019 Annual Unit Capital Program	5,355,404	413,704	4,630,719	-	-	-	310,981
	J_20000919	NRH - 2019 - Annual Emergency Capital Program	200,000	200,000	-	-	-	-	-
	J_20000920	NRH - 2019 - Annual Grounds Capital Program	912,842	70,517	789,318	-	-	-	53,007
	J_20000921	NRH - 2019 Annual Building Capital Program	5,535,913	427,649	4,786,801	-	-	-	321,463
Niagara Regional Housing Total			12,814,159	1,246,970	10,206,838	674,900	-	-	685,451
NRPS	J_20000997	NRPS - Annual Vehicle Replacements (2019)	1,400,000	1,400,000	-	-	-	-	-
	J_20000998	NRPS - Annual IT & Network Equipment Replacement (2019)	700,000	700,000	-	-	-	-	-
	J_20001009	NRPS - RTOC CCTV Equipment (2019)	45,000	45,000	-	-	-	-	-
	J_20001000	NRPS - CEW Replacements (2019)	24,000	24,000	-	-	-	-	-
	J_20001001	NRPS - Armoured Rescue Vehicle (2019)	300,000	300,000	-	-	-	-	-
	J_20001002	NRPS - Bomb Suit Replacements (2019)	30,000	30,000	-	-	-	-	-
	J_20001003	NRPS - Forensic Scanner (2019)	75,000	75,000	-	-	-	-	-
	J_20001004	NRPS - Drug & Expl. Detection Equip. (2019)	40,000	40,000	-	-	-	-	-
	J_20001005	NRPS - Fraud Unit Scanner (2019)	6,000	6,000	-	-	-	-	-
	J_20001006	NRPS - SIS Investigative Software (2019)	8,500	8,500	-	-	-	-	-
	J_20001007	NRPS - Respiratory Protection Systems (2019)	36,000	36,000	-	-	-	-	-
	J_20000999	NRPS - NG 911 Equipment Replacement (2019)	400,000	400,000	-	-	-	-	-
	J_20001008	NRPS - Prisoner Restraint Systems (2019)	24,000	24,000	-	-	-	-	-
NRPS Total			3,088,500	3,088,500	-	-	-	-	-
Planning & Development	J_20000515	Civic Park and International Plaza	685,000	685,000	-	-	-	-	-
Planning & Development Total			685,000	685,000	-	-	-	-	-
Public Health Emergency Serv	J_20000891	2019 Annual - EMS - Ambulance and Equipment Replacement	2,201,231	2,201,231	-	-	-	-	-
Public Health Emergency Serv Total			2,201,231	2,201,231	-	-	-	-	-
Public Works - Levy	J_10RC0627	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100,000	2,115,000	-	11,985,000	-	2,000,000	-
	J_10RC1329	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	10,000,000	1,500,000	-	8,500,000	-	-	-
	J_10RC1554	Cpcty Imprv - Glendale Ave Interchange at QEW	6,000,000	900,000	-	5,100,000	-	-	-
	J_10RC1566	Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	750,000	-	562,500	187,500	-	-	-
	J_10RC1567	Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	3,950,000	3,060,000	-	340,000	-	550,000	-
	J_20000319	St. Davids Road East (from Hwy 406 to Collier Rd)	5,168,000	4,376,200	-	516,800	-	275,000	-
	J_20000494	NRT - Capital Acquisition	13,900,000	2,064,534	11,835,466	-	-	-	-
	J_10RC0816	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000,000	900,000	-	5,100,000	-	-	-
	J_20000141	Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	3,000,000	500,000	-	-	2,500,000	-	-
	J_20000658	Struc Rehab - Mewburn Road @ CNR Tracks	2,000,000	-	300,000	1,700,000	-	-	-
	J_20000660	Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	1,800,000	1,620,000	-	180,000	-	-	-
	J_20000663	Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520,000	-	4,520,000	-	-	-	-
	J_20000664	Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350,000	-	350,000	-	-	-	-
	J_20000681	Int Imprv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)	3,600,000	400,000	-	-	3,000,000	200,000	-
	J_20000913	Rds Equip Prgm - Equipment Upg	200,000	200,000	-	-	-	-	-
	J_20000915	Rds Fac Prgm - Patrol Yard Imprv	1,000,000	640,000	-	360,000	-	-	-
	J_20000904	Annual - Guide Rail Improvement Program	200,000	200,000	-	-	-	-	-
	J_20000909	Annual - Railway Crossing Improvement Program	100,000	100,000	-	-	-	-	-
	J_20000911	Annual - Storm Sewers & Culvert Program	1,000,000	1,000,000	-	-	-	-	-
	J_20000905	Annual - Illumination Installation & Upgrade Program	750,000	675,000	-	75,000	-	-	-
	J_20000910	Annual - Traffic Signal Program	2,100,000	1,890,000	-	210,000	-	-	-
	J_20000895	Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	200,000	200,000	-	-	-	-	-
	J_20000896	Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	500,000	500,000	-	-	-	-	-
	J_20000897	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	500,000	450,000	-	50,000	-	-	-
	J_20000898	Rds Rehab - RR 72 Louth St-RR 81 St. Paul West to Crestcomb	500,000	300,000	-	200,000	-	-	-
	J_20000899	Struc Rehab - Seventh St Bridge (034205)	200,000	200,000	-	-	-	-	-
	J_20000900	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	250,000	225,000	-	25,000	-	-	-
	J_20000906	Annual - Engineering for Future Projects	400,000	400,000	-	-	-	-	-

2019 Capital Projects Initiated Concurrent with Budget Approval

Program	Project ID	Project Name	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area Municipality	Other External
	J_20000908	Annual - Miscellaneous Road Properties	200,000	200,000	-	-	-	-	-
	J_20000912	Rds Rehab - Roads Resurfacing	10,000,000	4,200,000	-	1,000,000	4,800,000	-	-
	J_20000914	Struc Rehab - Engineering Studies for Future Bridge Projects	200,000	200,000	-	-	-	-	-
	J_20000916	Ann Prog-2019 Crack Sealing	250,000	250,000	-	-	-	-	-
	J_20000917	Struc Rehab - Structural Rehabilitation Program- Construction	1,000,000	1,000,000	-	-	-	-	-
	J_20000929	Int Imprv- RR46 Geneva St @ Carlton-SC	1,000,000	500,000	-	500,000	-	-	-
	J_20000907	Annual - Fleet Vehicle & Equipment Replacement Program	800,000	800,000	-	-	-	-	-
	J_20000927	Thorold Yard Upgrades	1,500,000	960,000	-	540,000	-	-	-
	J_20000928	Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	250,000	125,000	-	125,000	-	-	-
	J_20000930	Rds Fac Prog-Traf Cntrl Cntr	250,000	250,000	-	-	-	-	-
	J_20000936	Annual - 2019 Survey Equipment Replacement	30,000	30,000	-	-	-	-	-
	J_20000666	Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	250,000	250,000	-	-	-	-	-
Public Works - Levy Total			100,768,000	33,180,734	17,567,966	36,694,300	10,300,000	3,025,000	-
Waste Management	J_10GL1515	Mountain Road - End Use Works	200,000	200,000	-	-	-	-	-
	J_20000170	Mountain Road - Leachate Collection System	110,000	110,000	-	-	-	-	-
	J_20000172	NR-12 - Cell # 4	1,430,000	1,430,000	-	-	-	-	-
	J_10GL1218	Glenridge - Leachate Collection System Upgrades	910,000	910,000	-	-	-	-	-
	J_20000601	Line 5 - LCS Improvements	910,000	910,000	-	-	-	-	-
	J_20000885	2019 Misc. Enhancements & Replacements	150,000	150,000	-	-	-	-	-
	J_20000886	2019 Property Acquisition	110,000	110,000	-	-	-	-	-
	J_20000713	Bridge Street - Reuse Centre	180,000	66,600	-	113,400	-	-	-
	J_10GL1216	Pumping Station Upgrades - NR-12 & Park Rd	770,000	770,000	-	-	-	-	-
	J_20000171	NR-12 - Drop-Off Depot Improvements	180,000	123,300	-	56,700	-	-	-
	J_20000883	NR-12 - Stormwater Management Pond Upgrades	605,000	605,000	-	-	-	-	-
	J_20000887	Mountain Road - Constructed Wetland	110,000	110,000	-	-	-	-	-
	J_20000892	Recycle-2019 Loader Replace	300,000	300,000	-	-	-	-	-
	J_20000894	Recycle-2019 Build & Equip	110,000	110,000	-	-	-	-	-
	J_10GL1325	Quarry Road - Site Improvements	250,000	250,000	-	-	-	-	-
Waste Management Total			6,325,000	6,154,900	-	170,100	-	-	-
Wastewater Operations	J_20000484	Bender Hill Pump Station Upgrade	711,000	-	711,000	-	-	-	-
	J_20000692	Mewburn Pump Station Upgrade	235,000	235,000	-	-	-	-	-
	J_20000711	East Side Pump Station Forcmain Replacement	400,000	-	400,000	-	-	-	-
	J_20000475	Stevensville-Douglastown Lagoons Upgrade	4,000,000	4,000,000	-	-	-	-	-
	J_20000192	Riverview Pump Station Upgrade	1,185,000	1,185,000	-	-	-	-	-
	J_10SW1528	WWTP Upgrade - NOTL Lagoon Decommissioning	12,000,000	-	8,400,000	3,600,000	-	-	-
	J_10SW1230	Lakeside Pump Station Upgrade	2,000,000	2,000,000	-	-	-	-	-
	J_10SW1264	Woodsville Pump Station Upgrades	3,000,000	3,000,000	-	-	-	-	-
	J_20000724	South Niagara Falls Wastewater Treatment Plant	2,400,000	-	1,440,000	960,000	-	-	-
	J_20000864	19-Replacement of Vac-Truck	500,000	500,000	-	-	-	-	-
	J_20000870	19-Generator Replacement Program	360,000	-	360,000	-	-	-	-
	J_20000872	19-Master Meter Replacement	600,000	600,000	-	-	-	-	-
	J_20000873	19-Security Improvement Program	240,000	240,000	-	-	-	-	-
	J_20000874	19-Chemical System Upgrade	900,000	900,000	-	-	-	-	-
	J_20000875	19-Boiler Replacement Program	900,000	900,000	-	-	-	-	-
	J_20000877	19-Odour Control System Program	240,000	240,000	-	-	-	-	-
	J_20000879	19-Out Station Kiosk Program	300,000	300,000	-	-	-	-	-
	J_20000880	19-WWTP Digester & Sludge Management Program	2,050,000	2,050,000	-	-	-	-	-
	J_20000866	19-Decommission Old Central PS	90,000	63,000	-	27,000	-	-	-
	J_20000881	19-Dain City Pump Station Forcmain Replacement	5,775,000	-	2,775,000	-	3,000,000	-	-
	J_20000857	19-Dain City Pump Station Upgrade	295,000	295,000	-	-	-	-	-
	J_20000860	19-Welland WWTP Upgrade - Phase 2	2,400,000	2,400,000	-	-	-	-	-
	J_20000861	19-Seaway WWTP Electrical Upgrade	295,000	-	295,000	-	-	-	-
	J_20000869	19-Seaway WWTP Influent Channel	295,000	-	295,000	-	-	-	-
	J_20000862	19-Replace Carleton Pump Station Forcmain	150,000	-	150,000	-	-	-	-
	J_20000854	19-Hunters Pointe Pump Station Upgrade	170,000	34,000	-	136,000	-	-	-
	J_20000858	19-Renown Pump Station Upgrade	300,000	-	300,000	-	-	-	-
	J_20000856	19-Lake Street PS Upgrade	840,000	168,000	-	672,000	-	-	-
	J_20000859	19-Decommissioning of Biggar Lagoons	340,000	238,000	-	102,000	-	-	-
	J_20000868	19-Garner Rd W&WW Storage Facility Upgrade	590,000	590,000	-	-	-	-	-
	J_20000853	Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge	1,560,000	1,560,000	-	-	-	-	-
	J_10SW1513	WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300,000	-	2,300,000	-	-	-	-
	J_20000884	MCC Upgrade Wastewater Program	1,800,000	-	1,800,000	-	-	-	-
	J_20000197	Tupper Dr Trunk Sewer Rehab	2,660,000	2,660,000	-	-	-	-	-
	J_10SW1527	Master Meter Replacement - Merrit Meadows	510,000	-	-	510,000	-	-	-
Wastewater Operations Total			52,391,000	24,158,000	19,226,000	6,007,000	3,000,000	-	-
Water Operations	J_10CW1302	Grimsby System Storage	11,550,000	-	1,155,000	10,395,000	-	-	-
	J_20000458	WTP Upgrade - Rosehill New Intake	1,750,000	1,750,000	-	-	-	-	-
	J_20000468	Niagara Street Transmission Main Crossing Welland River	3,555,000	-	3,555,000	-	-	-	-
	J_20000625	Decommissioning of St. David's Standpipe	325,000	325,000	-	-	-	-	-
	J_20000614	New Fort Erie ET	300,000	-	150,000	150,000	-	-	-
	J_20000619	New Pelham ET	1,185,000	-	592,500	592,500	-	-	-
	J_20000623	New Barrick Road Watermain	1,700,000	-	850,000	850,000	-	-	-
	J_20000615	DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150,000	-	150,000	-	-	-	-
	J_10CW1408	Welland WTP - Transmission Main Crossing (Welland Canal)	4,620,000	-	4,620,000	-	-	-	-
	J_20000836	19-Generator Replacement Program	150,000	-	150,000	-	-	-	-
	J_20000837	19-Master Meter Replacement	115,000	115,000	-	-	-	-	-

2019 Capital Projects Initiated Concurrent with Budget Approval

Program	Project ID	Project Name	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area Municipality	Other External
	J_20000838	19-Reservoir & Storage Program	600,000	600,000	-	-	-	-	-
	J_20000839	19-Security Improvement Program	150,000	150,000	-	-	-	-	-
	J_20000840	19-Hardware & Software Upgrade	230,000	230,000	-	-	-	-	-
	J_20000842	19-Optimize Maintenance Syst.	340,000	340,000	-	-	-	-	-
	J_20000845	19-Four new trucks	345,000	345,000	-	-	-	-	-
	J_20000464	Niagara Falls WTP Raw Water Intake	4,800,000	-	-	-	-	-	4,800,000
	J_20000849	19-Lundy's Lane Watermain Repl	1,000,000	-	1,000,000	-	-	-	-
	J_20000847	Decommissioning of Ridgeway Standpipe	425,000	297,500	-	127,500	-	-	-
	J_20000833	19-St. Davids Rd Main Phase 1	775,000	-	775,000	-	-	-	-
	J_20000844	19-DeCew High Lift Pump Sizing	90,000	-	90,000	-	-	-	-
	J_20000834	19-DeCew WTP Valve House Rehab	90,000	-	90,000	-	-	-	-
	J_20000851	DeCew Falls Low Lift Booster Station Upgrade	361,500	-	361,500	-	-	-	-
	J_20000852	19-DeCew UV Upgrade	600,000	600,000	-	-	-	-	-
	J_20000848	Watermain - Port Robinson System Interconnect	440,000	-	220,000	220,000	-	-	-
	J_20000841	19-House Demolition	60,000	60,000	-	-	-	-	-
	J_20000460	WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	5,200,000	5,200,000	-	-	-	-	-
	J_20000612	2018 WTP Upgrade - GAC Replacement	500,000	500,000	-	-	-	-	-
	J_10CW1516	WTP Upgrade Prgm - DeCew WTP Waste Optimization	600,000	600,000	-	-	-	-	-
	J_20000185	WTP Upg - DeCew Plant 3	21,000,000	21,000,000	-	-	-	-	-
	J_20000982	19-St.Davids Rd Main Phase 2	125,000	-	125,000	-	-	-	-
Water Operations Total			63,131,500	32,112,500	13,884,000	12,335,000	-	-	4,800,000
Grand Total			248,911,706	110,335,151	60,884,804	55,881,300	13,300,000	3,025,000	5,485,451

2019 Capital Projects for Future Initiation

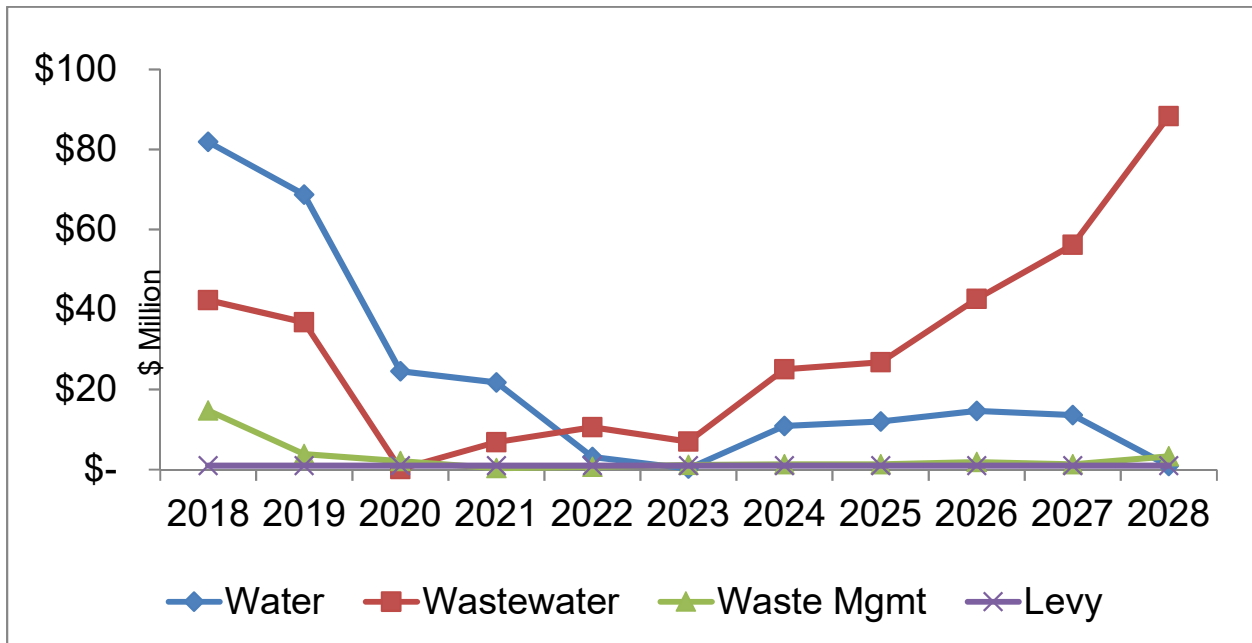
Program	Project ID	Project Name	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area Municipality	Other External
Corporate Services	J_20000946	2019-Environmental Centre Expansion	21,177,000	21,177,000	-	-	-	-	-
Corporate Services Total			21,177,000	21,177,000	-	-	-	-	-
Niagara Regional Housing	J_20001031	NRH SIF Property Acquisition & Intensification	1,101,260	275,315	-	-	-	-	825,945
Niagara Regional Housing Total			1,101,260	275,315	-	-	-	-	825,945
Public Works - Levy	J_10RC1236	Cpcty Imprv-New Escarpment Crossing	1,000,000	150,000	-	850,000	-	-	-
	J_20000901	Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	250,000	-	-	250,000	-	-	-
	J_20000903	Annual - Development Projects	1,000,000	-	-	-	-	-	1,000,000
Public Works - Levy Total			2,250,000	150,000	-	1,100,000	-	-	1,000,000
Waste Management	J_20000893	Recycle-2019 Facility Improve	500,000	450,000	-	50,000	-	-	-
Waste Management Total			500,000	450,000	-	50,000	-	-	-
Grand Total			25,028,260	22,052,315	-	1,150,000	-	-	1,825,945

Capital Request Summary - 10 Year

CSD 1-2019
January 10, 2019
Appendix 4

Operating Unit / Division	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Community Services	\$1,807,816	\$1,796,000	\$2,328,000	\$1,693,000	\$2,335,000	\$2,413,000	\$1,827,000	\$1,967,000	\$1,991,000	\$2,820,896	\$20,978,712
Corporate Administration	26,776,500	134,452,000	58,300,000	8,000,000	7,000,000	7,000,000	7,100,000	7,200,000	7,200,000	105,480,000	368,508,500
Planning	685,000	3,000,000	-	-	-	-	-	-	-	-	3,685,000
Public Health and EMS	2,201,231	3,476,738	4,461,962	5,077,183	2,726,612	3,128,841	3,202,935	5,257,264	2,951,372	2,831,136	35,315,274
Niagara Regional Housing	13,915,419	11,447,213	9,205,636	22,707,994	6,962,042	10,555,401	5,339,133	6,818,055	15,200,049	6,186,115	108,337,057
Niagara Regional Police	3,088,500	7,918,000	9,829,000	3,414,000	27,864,000	2,914,000	37,964,000	3,164,000	3,164,000	3,164,000	102,483,500
Transportation	103,018,000	103,765,000	92,850,000	89,330,000	110,210,000	68,930,000	83,300,000	78,880,000	58,530,000	54,230,000	843,043,000
Properties	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,350,000
Waste Management	6,825,000	8,429,000	7,788,000	3,783,000	1,915,000	2,310,000	3,600,000	1,902,000	4,963,000	2,440,000	43,955,000
Wastewater	52,391,000	111,040,000	63,515,000	47,015,000	44,040,000	50,800,000	125,790,000	60,515,000	47,740,000	34,890,000	637,736,000
Water	63,131,500	72,324,870	75,045,990	63,176,570	67,407,080	57,965,860	35,895,250	23,294,940	28,607,490	42,540,000	529,389,550
Grand Total	\$273,939,966	\$457,898,821	\$323,573,588	\$244,446,747	\$270,709,734	\$206,267,102	\$304,268,318	\$189,248,259	\$170,596,911	\$254,832,147	\$2,695,781,593

Forecasted Capital Reserve Balances



Forecasted Capital Reserve Amounts (in \$ millions)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water	82	69	25	22	3	1	11	12	15	14	1
Wastewater	42	37	1	7	11	7	25	27	43	56	88
Waste Mgmt	15	4	2	1	1	1	1	1	2	1	3
Levy	1	1	1	1	1	1	1	1	1	1	1
Total	140	110	28	30	15	9	38	41	60	72	93

Projects Allocated 1% Infrastructure Deficit Reduction Funding

CSD 1-2019
January 10, 2019
Appendix 6

Project ID	Project Name	Gross Capital Request	Allocation	Growth % per DC Study
Moving People and Goods				
J_10RC1329	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	\$ 10,000,000	\$ 1,500,000	85%
J_10RC0816	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000,000	900,000	85%
J_10RC0627	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100,000	500,000	85%
J_20000898	Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	500,000	300,000	40%
J_20000319	St. Davids Road East (from Hwy 406 to Collier Rd)	5,168,000	258,576	10%
J_10RC1554	Cpcty Imprv - Glendale Ave Interchange at QEW	6,000,000	250,000	85%
		43,768,000	3,708,576	

Department	Gross Capital Request	Development Charges	Project Applied against AMP	New Project/ Replacement in excess of AMP and DCs
Community Services	1,807,816	-	1,686,682	121,134
Corporate Services	26,776,500	-	23,318,900	3,457,600
Enterprise Resource Management Services	100,000	-	-	100,000
Niagara Regional Housing	13,915,419	674,900	12,905,419	335,100
Niagara Regional Police Services	3,088,500	-	1,400,000	1,688,500
Planning & Development	685,000	-	-	685,000
Public Health Emergency Services	2,201,231	-	2,201,231	-
Public Works - Levy	103,018,000	37,794,300	38,538,700	26,685,000
Waste Management	6,825,000	220,100	1,908,300	4,696,600
Wastewater Operations	52,391,000	6,007,000	39,429,500	6,954,500
Water Operations	63,131,500	12,335,000	42,436,100	8,360,400
	273,939,966	57,031,300	163,824,832	53,083,834
	% of Gross	21%	60%	19%

Project ID	Project Name	Gross Capital Request
Moving People and Goods		
J_10RC0627	Rd Rehab - RR38 Martindale Rd - QEW to Fourth Reconstruction	16,100,000
J_10RC1329	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	10,000,000
J_10RC1554	Cpcty Imprv - Glendale Ave Interchange at QEW	6,000,000
J_10RC1566	Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	750,000
J_10RC1567	Rds Rehab - Riverside Dr. Reconstruction - Prince Charles Dr. to Lincoln	3,950,000
J_20000319	St. Davids Road East (from Hwy 406 to Collier Rd)	5,168,000
J_10RC0816	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000,000
J_20000141	Int Imprv RR 20 - Industrial Park Dr to Townline Rd (Phase 3)	3,000,000
J_20000658	Struc Rehab - Mewburn Road @ CNR Tracks	2,000,000
J_20000660	Rd Rehab - RR56 Burleigh Hill - Glendale Ave to St. David's Rd	1,800,000
J_20000663	Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520,000
J_20000664	Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350,000
J_20000681	Int Improv RR20 - S Grimsby Rd 5 to Griffin St (Phase 2)	3,600,000
J_10RC1236	Cpcty Imprv-New Escarpment Crossing	1,000,000
J_20000895	Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer	200,000
J_20000896	Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	500,000
J_20000897	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	500,000
J_20000898	Rds Rehab - RR 72 Louth St -RR 81 St. Paul West to Crestcomb	500,000
J_20000899	Struc Rehab - Seventh St Bridge (034205)	200,000
J_20000900	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	250,000
J_20000901	Cpcty Imprv - New West St. Cath Grade Separation - Louth/Vansickle/First/St. Paul W	250,000
J_20000903	Annual - Development Projects	1,000,000
J_20000912	Rds Rehab - Roads Resurfacing	10,000,000
J_20000914	Struc Rehab - Engineering Studies for Future Bridge Projects	200,000
J_20000929	Int Imprv- RR46 Geneva St @ Carlton-SC	1,000,000
J_20000928	Int Impr - RR100 Four Mile Creek @ York Rd, NOTL	250,000
J_20000666	Multi-Use Path- Sir Isaac Brock Way, Merrittville to 406	250,000
J_20000936	Annual - 2019 Survey Equipment Replacement	30,000
J_20000494	NRT - Capital Acquisition	13,900,000
J_20000885	2019 Misc. Enhancements & Replacements	150,000
		93,418,000
Fostering Innovation, Investment and Entrepreneurship		
J_20000504	iDarts Upgrade	20,000
J_20000937	Online Development Planning Portal Phase 1	750,000
		770,000
Positioning Niagara Globally		
J_20000515	Civic Park and International Plaza	685,000
		685,000
Building a Labour Ready Workforce		
J_20000680	NRH - Multi-Residential Intensification - Niagara Falls	810,000
J_20000918	NRH - 2019 Annual Unit Capital Program	5,355,404
J_20000919	NRH - 2019 - Annual Emergency Capital Program	200,000
J_20000920	NRH - 2019 - Annual Grounds Capital Program	912,842
J_20000921	NRH - 2019 Annual Building Capital Program	5,535,913
J_20001031	NRH - Multi-Residential Intensification - Thorold	1,101,260
		13,915,419

Project ID	Project Name	Gross Capital Request
Doing Business Differently and Organizational Excellence		
J_20000922	LTC Homes - 2019 Bed Replacement	75,000
J_20000923	LTC Homes - 2019 Capital Improvements/Replacements	327,389
J_20000924	LTC Homes - 2019 Machinery/Equipment	434,277
J_20000925	LTC Homes - 2019 Resident Care Equipment	469,300
J_20000926	LTC Homes - 2019 Roof Replacement	501,850
J_20000931	Print Shop-Printing Press	40,000
J_20000933	2019 Annual Application Lifecycle Replacement	300,000
J_20000938	Project/Portfolio Management Software	250,000
J_20000981	Asset Management Software	250,000
J_20000935	2019 IT Asset Replacement	2,288,000
J_20000939	2019 Annual - Code and Legislative Compliance Program	100,000
J_20000941	2019 Annual - Energy Conservation Program	200,000
J_20000942	Bldg Int-2019 Region HQ-Space Acc	100,000
J_20000946	2019-Environmental Centre Expansion	21,177,000
J_20000943	Bldg Int-NRHH-Emergency PA System & Fire Alarm System	700,000
J_20000977	19-Bldg Ext-NR-SAEO Niagara Falls Roof	290,000
J_20000976	19-Bldg Site-250 Thorold Road Life Cycle Renewal	220,000
J_20000979	19-Bldg Ext-NRPS-Gun Range Roof Design	71,500
J_20000980	19-Bldg Ext-NR Thorold Patrol Yard Roof Design	20,000
J_20000945	2019 Misc Levy Properties	100,000
J_20001009	NRPS - RTOC CCTV Equipment (2019)	45,000
J_20000997	NRPS - Annual Vehicle Replacements (2019)	1,400,000
J_20001000	NRPS - CEW Replacements (2019)	24,000
J_20001001	NRPS - Armoured Rescue Vehicle (2019)	300,000
J_20001002	NRPS - Bomb Suit Replacements (2019)	30,000
J_20001003	NRPS - Forensic Scanner (2019)	75,000
J_20001004	NRPS - Drug & Expl. Detection Equip. (2019)	40,000
J_20001005	NRPS - Fraud Unit Scanner (2019)	6,000
J_20001006	NRPS - SIS Investigative Software (2019)	8,500
J_20001007	NRPS - Respiratory Protection Systems (2019)	36,000
J_20000999	NRPS - NG 911 Equipment Replacement (2019)	400,000
J_20000998	NRPS - Annual IT & Network Equipment Replacement (2019)	700,000
J_20001008	NRPS - Prisoner Restraint Systems (2019)	24,000
J_20000891	2019 Annual - EMS - Ambulance and Equipment Replacement	2,201,231
J_20000913	Rds Equip Prgm - Equipment Upg	200,000
J_20000915	Rds Fac Prgm - Patrol Yard Imprv	1,000,000
J_20000927	Thorold Yard Upgrades	1,500,000
J_20000904	Annual - Guide Rail Improvement Program	200,000
J_20000909	Annual - Railway Crossing Improvement Program	100,000
J_20000911	Annual - Storm Sewers & Culvert Program	1,000,000
J_20000905	Annual - Illumination Installation & Upgrade Program	750,000
J_20000910	Annual - Traffic Signal Program	2,100,000
J_20000906	Annual - Engineering for Future Projects	400,000
J_20000908	Annual - Miscellaneous Road Properties	200,000
J_20000916	Ann_Prog-2019 Crack Sealing	250,000
J_20000917	Struc Rehab - Structural Rehabilitation Program- Construction	1,000,000
J_20000930	Rds Fac Prog-Traf Cntrl Centre	250,000
J_20000907	Annual - Fleet Vehicle & Equipment Replacement Program	800,000
J_20000886	2019 Property Acquisition	110,000
J_20000713	Bridge Street - Reuse Centre	180,000
J_20000172	NR-12 - Cell # 4	1,430,000
J_10GL1216	Pumping Station Upgrades - NR-12 & Park Rd	770,000
J_20000171	NR-12 - Drop-Off Depot Improvements	180,000
J_20000883	NR-12 - Stormwater Management Pond Upgrades	605,000

Project ID	Project Name	Gross Capital Request
J_10GL1218	Glenridge - Leachate Collection System Upgrades	910,000
J_20000601	Line 5 - LCS Improvements	910,000
J_10GL1515	Mountain Road - End Use Works	200,000
J_20000170	Mountain Road - Leachate Collection System	110,000
J_20000887	Mountain Road - Constructed Wetland	110,000
J_10GL1325	Quarry Road - Site Improvements	250,000
J_20000892	Recycle-2019 Loader Replace	300,000
J_20000893	Recycle-2019 Facility Improve	500,000
J_20000894	Recycle-2019 Build & Equip	110,000
J_20000864	19-Replacement of Vac-Truck	500,000
J_20000870	19-Generator Replacement Program	360,000
J_20000872	19-Master Meter Replacement	600,000
J_20000873	19-Security Improvement Program	240,000
J_20000874	19-Chemical System Upgrade	900,000
J_20000875	19-Boiler Replacement Program	900,000
J_20000877	19-Odour Control System Program	240,000
J_20000879	19-Out Station Kiosk Program	300,000
J_20000880	19-WWTP Digester & Sludge Management Program	2,050,000
J_20000684	MCC Upgrade Wastewater Program	1,800,000
J_20000484	Bender Hill Pump Station Upgrade	711,000
J_20000692	Mewburn Pump Station Upgrade	235,000
J_20000866	19-Decommission Old Central PS	90,000
J_10SW1513	WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300,000
J_20000475	Stevensville-Douglastown Lagoons Upgrade	4,000,000
J_20000881	19-Dain City Pump Station Forcemain Replacement	5,775,000
J_20000857	19-Dain City Pump Station Upgrade	295,000
J_20000860	19-Welland WWTP Upgrade - Phase 2	2,400,000
J_20000711	East Side Pump Station Forcemain Replacement	400,000
J_20000861	19-Seaway WWTP Electrical Upgrade	295,000
J_20000869	19-Seaway WWTP Influent Channel	295,000
J_20000192	Riverview Pump Station Upgrade	1,185,000
J_20000862	19-Replace Carleton Pump Station Forcemain	150,000
J_10SW1528	WWTP Upgrade - NOTL Lagoon Decommissioning	12,000,000
J_20000854	19-Hunters Pointe Pump Station Upgrade	170,000
J_20000858	19-Renown Pump Station Upgrade	300,000
J_20000856	19-Lake Street PS Upgrade	840,000
J_20000859	19-Decommissioning of Biggar Lagoons	340,000
J_20000197	Tupper Dr Trunk Sewer Rehab	2,660,000
J_10SW1230	Lakeside Pump Station Upgrade	2,000,000
J_10SW1264	Woodsvie Pump Station Upgrades	3,000,000
J_20000724	South Niagara Falls Wastewater Treatment Plant	2,400,000
J_10SW1527	Master Meter Replacement - Merrit Meadows	510,000
J_20000868	19-Garner Rd W&WW Storage Facility Upgrade	590,000
J_20000853	Biosolids Management - Replacement of Rotating Assembly and Components for Centrifuge	1,560,000
J_20000836	19-Generator Replacement Program	150,000
J_20000837	19-Master Meter Replacement	115,000
J_20000838	19-Reservoir & Storage Program	600,000
J_20000839	19-Security Improvement Program	150,000
J_20000840	19-Hardware & Software Upgrade	230,000
J_20000842	19-Optimize Maintenance Syst.	340,000
J_20000845	19-Four new trucks	345,000
J_20000612	2018 WTP Upgrade - GAC Replacement	500,000
J_20000625	Decommissioning of St. David's Standpipe	325,000
J_20000464	Niagara Falls WTP Raw Water Intake	4,800,000
J_20000849	19-Lundy's Lane Watermain Repl	1,000,000

Project ID	Project Name	Gross Capital Request
J_20000460	WTP Upgrade - Niagara Falls Lead Abatement & Filter Repairs - Plant 1 & 2	5,200,000
J_20000458	WTP Upgrade - Rosehill New Intake	1,750,000
J_20000614	New Fort Erie ET	300,000
J_20000847	Decommissioning of Ridgeway Standpipe	425,000
J_20000468	Niagara Street Transmission Main Crossing Welland River	3,555,000
J_20000619	New Pelham ET	1,185,000
J_20000623	New Barrick Road Watermain	1,700,000
J_10CW1408	Welland WTP – Transmission Main Crossing (Welland Canal)	4,620,000
J_20000615	DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150,000
J_20000833	19-St. Davids Rd Main Phase 1	775,000
J_20000844	19-DeCew High Lift Pump Sizing	90,000
J_20000834	19-DeCew WTP Valve House Rehab	90,000
J_20000851	DeCew Falls Low Lift Booster Station Upgrade	361,500
J_20000852	19-DeCew UV Upgrade	600,000
J_20000848	Watermain - Port Robinson System Interconnect	440,000
J_20000841	19-House Demolition	60,000
J_10CW1516	WTP Upgrade Prgm - DeCew WTP Waste Optimization	600,000
J_20000185	WTP Upg - DeCew Plant 3	21,000,000
J_20000982	19-St.Davids Rd Main Phase 2	125,000
J_10CW1302	Grimsby System Storage	11,550,000
		165,151,547
		\$ 273,939,966

TREASURER'S REPORT			
PROJECT IDENTIFICATION AND FINANCING INFORMATION			
Project ID	Description	Long-term Financing	Term (min-max)
J_10SW1528	WWTP Upgrade - NOTL Lagoon Decommissioning	\$ 8,400,000	1 - 30
J_10CW1408	Welland WTP – Transmission Main Crossing (Welland Canal)	4,620,000	1 - 30
J_20000663	Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	4,520,000	1 - 30
J_20000468	Niagara Street Transmission Main Crossing Welland River	3,555,000	1 - 30
J_20000881	19-Dain City Pump Station Forcemain Replacement	2,775,000	1 - 30
J_10SW1513	WWTP Upgrade Prgm - Garner Road Access & Lagoon Improvements	2,300,000	1 - 30
J_20000684	MCC Upgrade Wastewater Program	1,800,000	1 - 30
J_20000724	South Niagara Falls Wastewater Treatment Plant	1,440,000	1 - 30
J_10CW1302	Grimsby System Storage	1,155,000	1 - 30
J_20000849	19-Lundy's Lane Watermain Repl	1,000,000	1 - 30
J_20000623	New Barrick Road Watermain	850,000	1 - 30
J_20000833	19-St. Davids Rd Main Phase 1	775,000	1 - 30
J_20000484	Bender Hill Pump Station Upgrade	711,000	1 - 30
J_20000619	New Pelham ET	592,500	1 - 30
J_10RC1566	Struc Rehab - St. Paul W CNR Bridge - Bridge Replacement	562,500	1 - 30
J_20000711	East Side Pump Station Forcemain Replacement	400,000	1 - 30
J_20000851	DeCew Falls Low Lift Booster Station Upgrade	361,500	1 - 30
J_20000870	19-Generator Replacement Program	360,000	1 - 30
J_20000664	Struc Rehab - Hydro Canal Bridge North (Str. 020230)	350,000	1 - 30
J_20000858	19-Renown Pump Station Upgrade	300,000	1 - 30
J_20000658	Struc Rehab - Mewburn Road @ CNR Tracks	300,000	1 - 30
J_20000861	19-Seaway WWTP Electrical Upgrade	295,000	1 - 30
J_20000869	19-Seaway WWTP Influent Channel	295,000	1 - 30
J_20000848	Watermain - Port Robinson System Interconnect	220,000	1 - 30
J_20000862	19-Replace Carleton Pump Station Forcemain	150,000	1 - 30
J_20000836	19-Generator Replacement Program	150,000	1 - 30
J_20000614	New Fort Erie ET	150,000	1 - 30
J_20000615	DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	150,000	1 - 30
J_20000982	19-St.Davids Rd Main Phase 2	125,000	1 - 30
J_20000844	19-DeCew High Lift Pump Sizing	90,000	1 - 30
J_20000834	19-DeCew WTP Valve House Rehab	90,000	1 - 30
J_20000494	NRT - Capital Acquisition	11,835,466	1 - 10
J_20000921	NRH - 2019 Annual Building Capital Program	4,786,801	1 - 10
J_20000918	NRH - 2019 Annual Unit Capital Program	4,630,719	1 - 10
J_20000920	NRH - 2019 Grounds Capital Program	789,318	1 - 10
	TOTAL	\$ 60,884,804	

TREASURER'S VERIFICATION REPORT

(REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING)

This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.

DATE _____

SIGNATURE

MEMORANDUM

BRC-C 01-2019

Subject: Funding for Barriers

Date: January 10, 2019

To: Budget Review Committee of the Whole

From: Todd Harrison, Commissioner/Treasurer, Enterprise Resource Management Services

At the Public Health and Social Services Committee meeting on January 8, 2019, Committee moved

*“ That Regional Council as the Board of Health **APPROVE** a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and incorporation in the 2019 Capital budget”.*

Per PHD 03-2019, the estimated cost of erecting barriers at Infrastructure Element StC-1 will be approximately \$4,000,000.

Through the Budget Control By-law, the Capital Variance Levy Project is a potential funding source for the barriers. The Capital Variance Levy project is the accumulation of unused monies originally budgeted to specific capital projects available due to surpluses or changes in scope. In accordance with subsection 6.6 of this By-Law, the Capital Variance Levy project is an alternative means of providing for unforeseen Capital costs.

There is currently \$1,500,000 in the CV project that is uncommitted and would be available to fund the barriers. However a shortfall of \$2,500,000 remains.

To fund the remaining \$2,500,000, reconsideration of the projects in the 2019 Capital budget will be required whereby equivalent dollars of projects funded from Levy will need to be eliminated or deferred.

Staff is proposing the following:

- Project 20000929 - Int Imprv- RR46 Geneva St @ Carlton-SC
 - Gross Request: \$1,000,000
 - Levy Request: \$500,000
 - Rationale: Defer project. Project design for the intersection improvement can utilize the funding from Project 20000906 – Engineering for Future Projects.

- Project 20000927 – Thorold Yard Upgrades
 - Gross Request: \$1,500,000
 - Levy Request: \$960,000
 - Rationale: Defer project. Design for the upgrades for Thorold Yard can utilize funding from 20000915 – Rds Fac Prgm Patrol Yard Imprv.

- Project 20000912 – Rds Rehab – Roads Resurfacing
 - Gross Request: \$10,000,000; defer \$1,156,000
 - Levy Request: \$4,200,000; net reduction \$1,040,000
 - Rationale: Defer some of the roads resurfacing projects for new gross budget of \$8,844,000, net levy of \$3,160,000.

Respectfully submitted and signed by

Todd Harrison, CPA, CMA
Commissioner/Treasurer ERMS