



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

BRCOTW 4-2025

Thursday, August 14, 2025

6:30 p.m.

Council Chamber - In Person and Electronic Meeting

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

To view live stream meeting proceedings visit: niagararegion.ca/government/council

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>LAND ACKNOWLEDGEMENT STATEMENT</u>	
3. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
4. <u>PRESENTATIONS</u>	
4.1 <u>Waste Management Service Based Budget Discussion</u> Dave Yousif, Manager, Waste Policy & Planning	3 - 19
4.2 <u>Water-Wastewater Service Based Budget Discussion</u> Phil Lambert, Director, Water-Wastewater Services	20 - 36
5. <u>ITEMS FOR CONSIDERATION</u> None.	
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <u>BRC-C 3-2025</u> Council Information Requests	37 - 40
7. <u>OTHER BUSINESS</u>	
8. <u>NEXT MEETING</u> The next meeting will be held on Thursday, September 4, 2025, at 6:30 p.m. in the Council Chamber, Regional Headquarters.	

9. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).

Waste Management Service Based Budget Discussion

Budget Review Committee of the Whole
August 14, 2025

Dave Yousif, Manager, Waste Policy and Planning

Public Works

Waste Management Services

Budget Review Committee of the Whole

August 14, 2025

Dave Yousif, Manager, Waste Policy & Planning

Public Works

Meeting Objectives

- Overview of core Waste Management services and service levels
- Service funding needs and estimated 2026 budget impact
- Key budget pressures
- Division efficiencies and improvement efforts
- Capital budget considerations



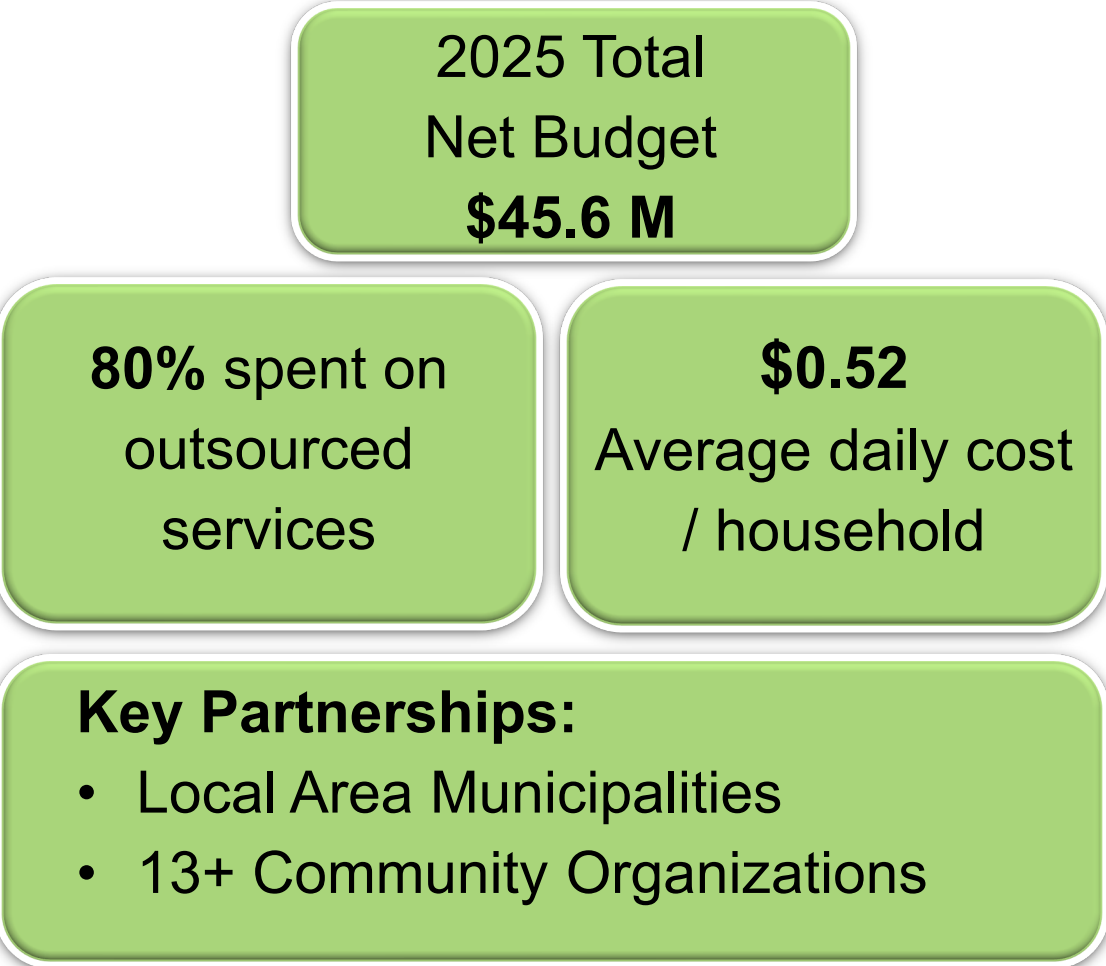
Mandate - Waste Management Services

Provide safe, reliable, efficient, cost-effective, and environmentally responsible waste collection and disposal services that promote sustainability, enhance resource recovery, and ensure regulatory compliance.

Also responsible for outreach and enforcement of the waste management bylaw.



Current Service Delivery Model



Key Services Overview



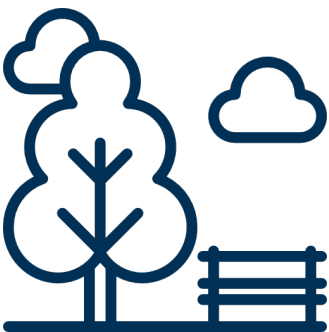
Manage 190,000 tonnes of waste / yr



- 2 active landfills
- 3 drop off depots
- 4 HHW depots
- Serving 330,000 customers / yr



- Digital: 65,000 Waste App users
- In-Person: 150+ events / yr 105,000 ppl



- 4 naturalization sites
- 2 leash-free dog parks

Service Levels

Collection Services

- Bi-weekly garbage, weekly organics & yard waste
- 100% of routes completed by 5:30 p.m. daily

Depot Access

- Open 5-6 days/week
- Locations within 25 km of residents

Customer Service Standards

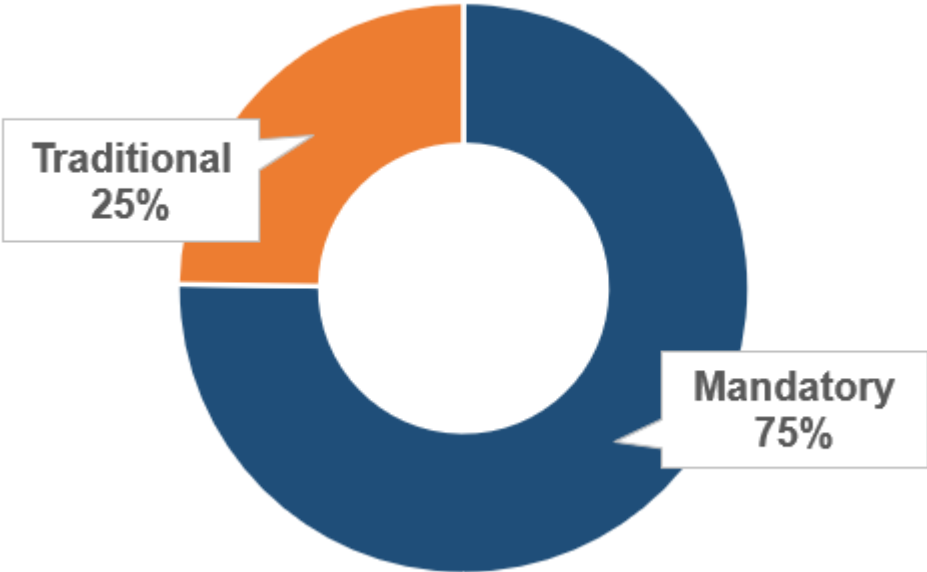
- Same-day response (next-day if received after 3 p.m.)
- All service calls resolved by end of workday



Service Categories

Mandatory Services
Waste and Organics Collection; Organics Processing;
Open Landfill Operations, Management of Closed
Landfills; Landfill Environmental Monitoring

Traditional Services
Hazardous and Special Waste Services; Illegal Dumping
& By-Law Enforcement



Division Priority Projects or Initiatives

Looking Ahead

- 2029 collection contract
- Waste Management Strategic Plan
- Planning for expiry of Walker’s disposal and depot contracts
- Evaluate options for excess soils disposal
- Finalize Blue Box transition, including non-eligible
- Increase waste diversion, focusing on organics recovery



2026 Key Focuses

These are the key focuses for Waste Management Services throughout 2026 that work together with Niagara Region's four key priorities and focus on services.

Key Priority: Housing	Key Priority: Homelessness	Key Priority: Infrastructure	Key Priority: Advocacy for Funding	Services and Service Levels
Division Key Focus <ul style="list-style-type: none">• Provide collection services and drop off depots for new residents	Department Key Focus <ul style="list-style-type: none">• Support local area municipalities and Regional Community Services	Department Key Focus <ul style="list-style-type: none">• Asset mgmt & capital planning• Long-term sustainability & climate resilience	Department Key Focus <ul style="list-style-type: none">• EPR funding advocacy (e.g., NES recycling)• Access additional funding	Department Key Focus <ul style="list-style-type: none">• Collection and disposal services• Long-term strategic plan• Asset condition review



Budget Pressures

Short and medium-term pressures



New Service Contracts



Regulatory Changes



Strategic Initiatives



Population Growth



Infrastructure Maintenance & Capital Investments



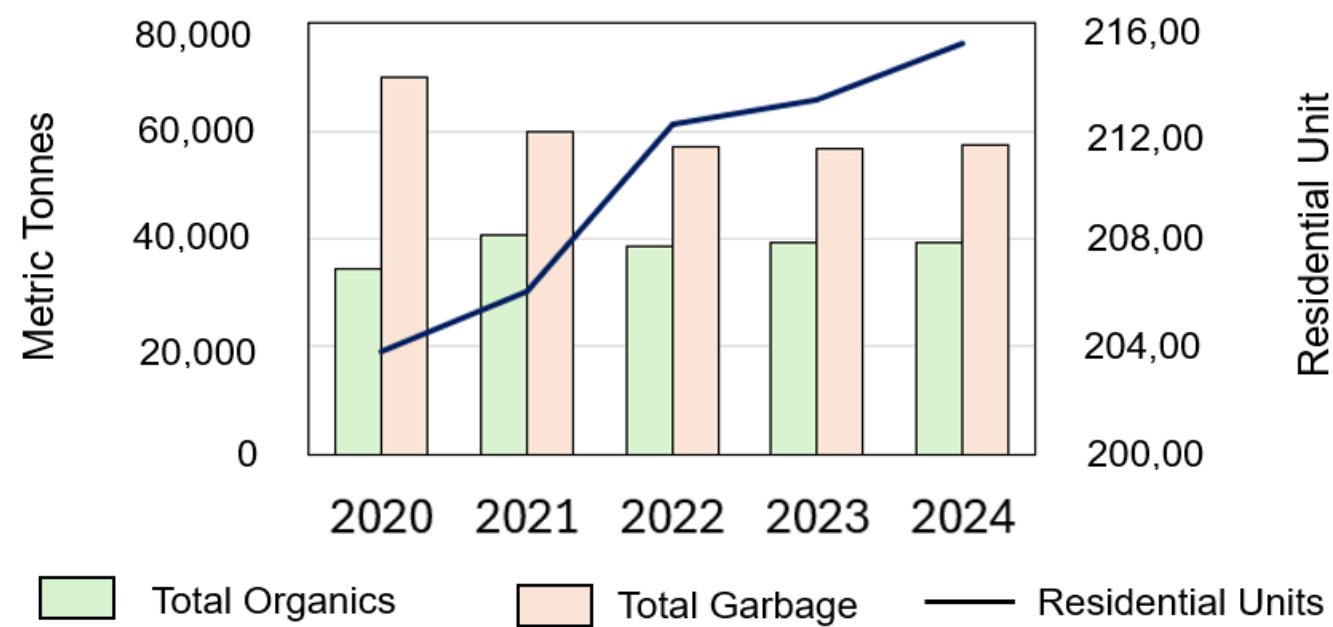
Housing Densification



Curbside Collection Services

- Trend - Less garbage and more organics
- Residential unit growth increasing service demand
- Future service models must scale with population growth and diversion goals

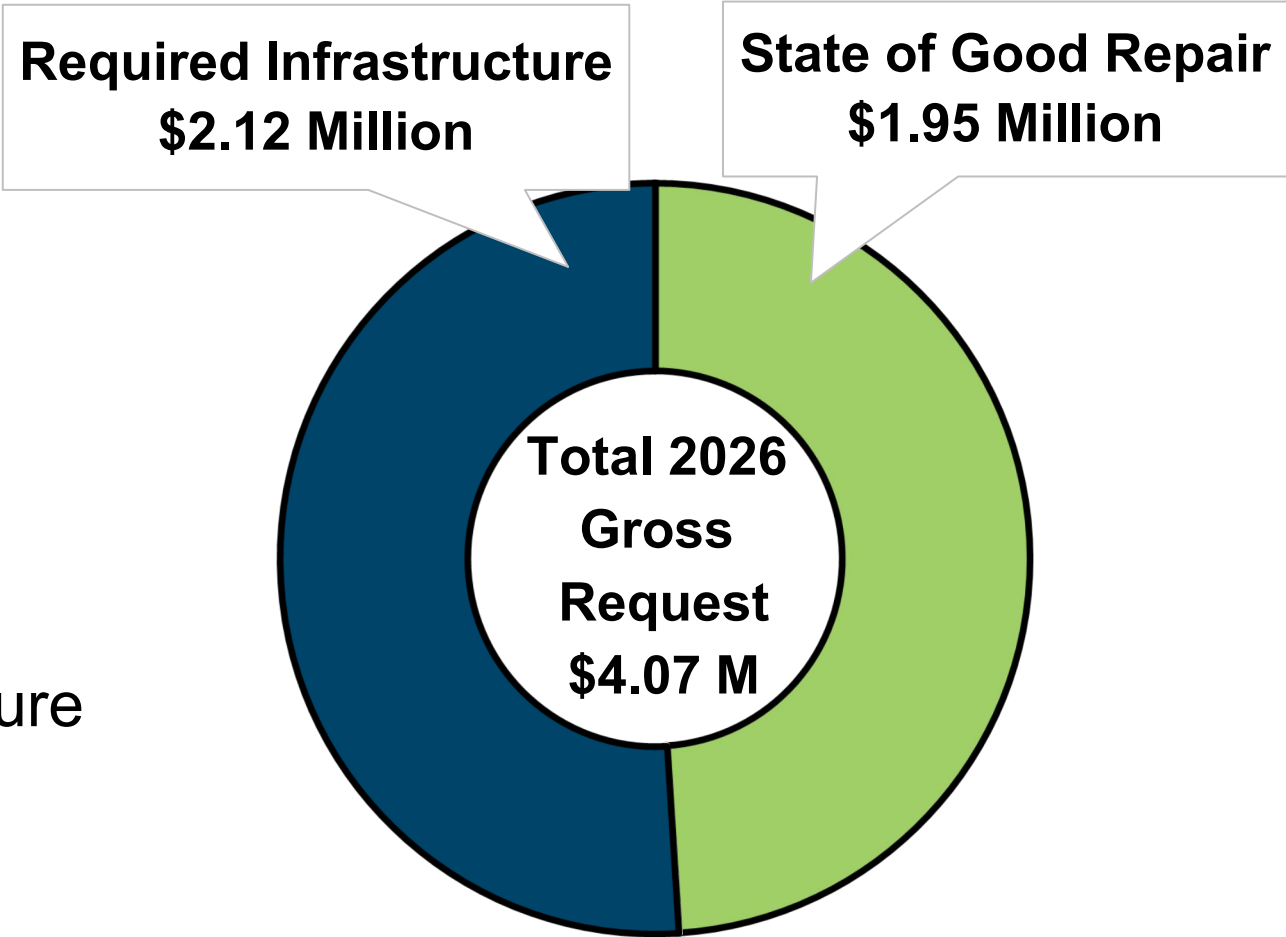
Residential Unit Increase and Curbside Collected Tonnages



2026 Capital Budget Considerations

Key Priorities / Highlights

- Required Infrastructure
 - Methane Regulations - Design of gas collection systems
 - Niagara Road 12 Landfill - Design work
- State of Good Repair
 - Operating Landfill Site Infrastructure
 - Naturalization Site Infrastructure



2026 Working Budget

Estimated figures as we work through budget calculations.

\$48.0 M
2026 Total Net Budget

\$2.4 M
Increase over
2025 budget

3.64%
Increase to Waste
Management special levy

\$0.02
Avg. increase
per HHLD / day
(from \$0.52 to \$0.54 /day)



Division Efficiencies

Recent Successes in Cost Savings & Service Improvements

- Shortened weigh scale wait times for better customer service
- Targeted communications to engage residents
- Faster by-law enforcement to cut repeat offenses
- Optimized landfill monitoring for efficient compliance
- CityView system to unify operations
- Improved contract tracking for stronger oversight

Recap – Major Budget Pressure Ahead: 2029 Collection Contract

Highlights:

- New Contract Starts: March 2029
- RFP Awarded: 2027
- Key Drivers of Cost Escalation:
 - Inflation
 - Equipment and fuel cost increases
 - Labour market pressures

**Significant Projected Increase in
Collection Costs: 50-100%**

(Based on market conditions and trends
from other municipalities)



We will plan strategically
for increase in collection
costs by 2029

Recap – cont...



Contracted services account for much of the budget



Significant regulatory changes and uncertainty increase risk in budgets



Maintain asset conditions amid rising maintenance and renewal costs



Mitigation strategies / innovative practices being implemented to help manage costs

Water-Wastewater Service Based Budget Discussion

Budget Review Committee of the Whole
August 14, 2025

Phill Lambert, Director, Water-Wastewater Services

Public Works

Water and Wastewater Services

Budget Review Committee of the Whole

August 14, 2025

Phill Lambert, Director, Water-Wastewater Services

Public Works

Mandate

The mandate of Water and Wastewater Services is 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.



Overview

Water Services

- 6 water treatment plants
- 38 water reservoirs / elevated tanks
- 23 booster / chlorine stations
- 312 km of trunk water mains

Wastewater Services

- 11 wastewater treatment plants
- 1 biosolids storage facility
- 112 pump stations
- 306 km of forcemains & gravity sewers



Services - How We Do It

Municipal governments are responsible for providing water & sewer services. Acts & regulations prescribe how.



**Safe Drinking
Water Act**



**Clean Water
Act**



**Environmental
Protection Act**



**Other legislative
requirements**

Council’s obligations are to meet the required standards for water and wastewater quality, and to ensure systems are maintained in a fit state of repair.

Key Services Overview

Here are a few key statistics that showcase how our department operates.



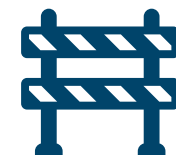
160ML Water
treated and
delivered per day



197ML Wastewater
collected and
treated per day



\$6.4 Billion
Replacement
Cost of Assets



\$1.3 Billion Backlog
(Assets in Very Poor
Condition)

Cost to Residents

\$2.21/day/household for Regional share (2025)

This approximate cost is based on:

- Total W-WW requisition averaged over total number of households
- Regional share is approx. 50% of the total household cost of \$1400/yr

Anticipated Household Impact of 2026 rate increase (9.05%)

- Additional \$0.20/day or \$6.08/month
- Final Budget Approval in Fall

Strategic Trends Shaping WWW Rates:

1

Large Treatment Plant
Projects due for
Replacement

2

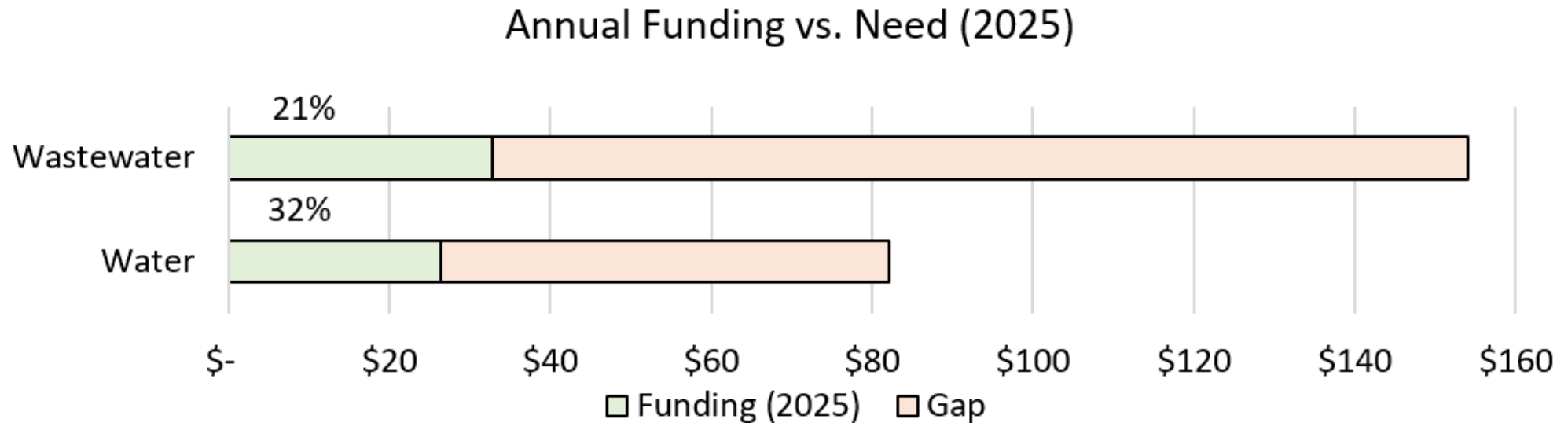
Require Proactive
Maintenance Strategy
to Manage Risk

3

Asset Condition
Continues to Decline
& Funding Gap Grows

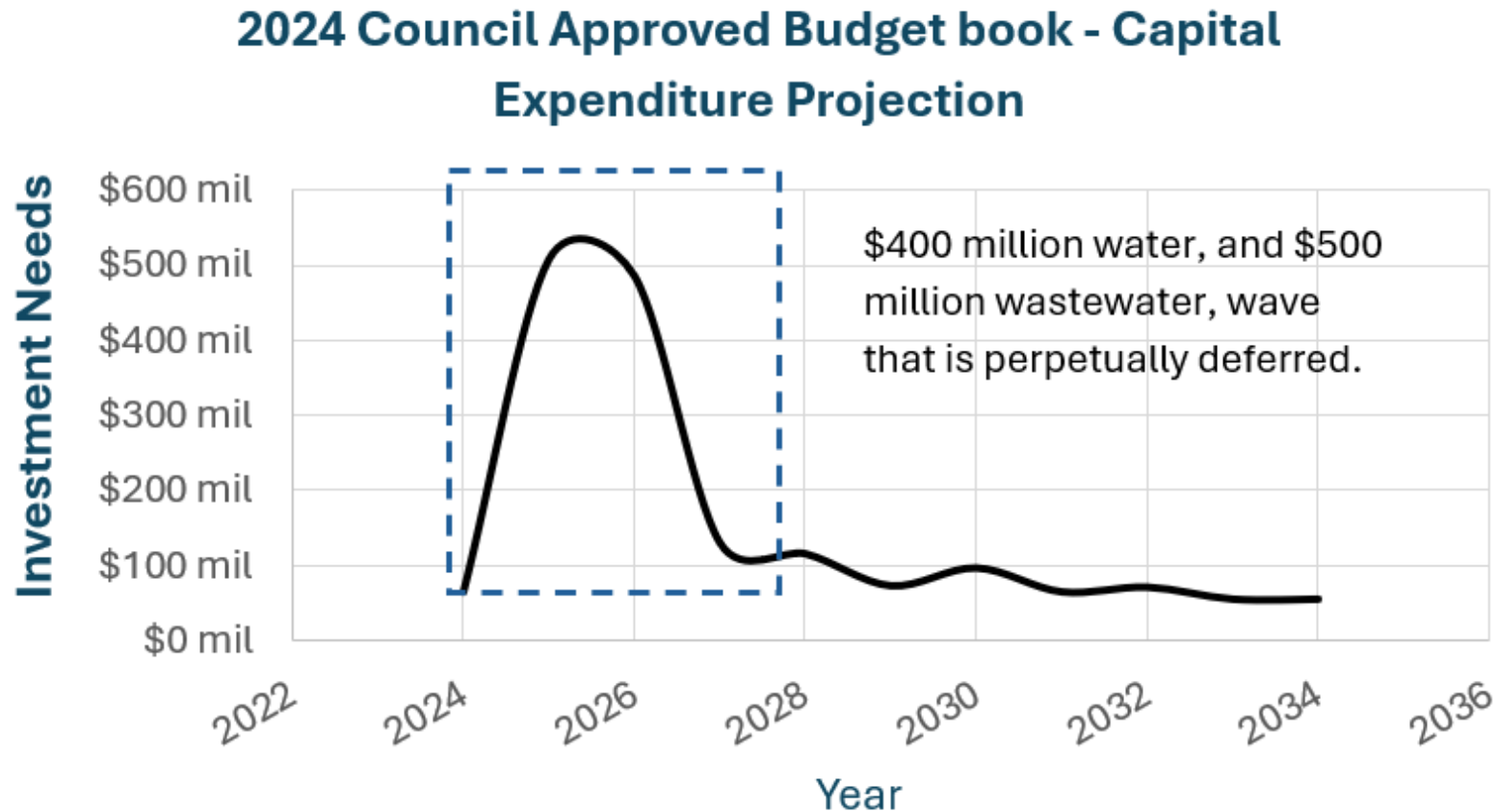
Strategic Challenges - Financial

- 44% Water & 49% Wastewater facility assets in poor to very poor condition
- Currently funded at 21% for Wastewater and 32% for Water
- At this pace, asset deterioration and backlog will grow



The Capital Project Planning Challenge

- Current state perpetually defers needed equipment investments

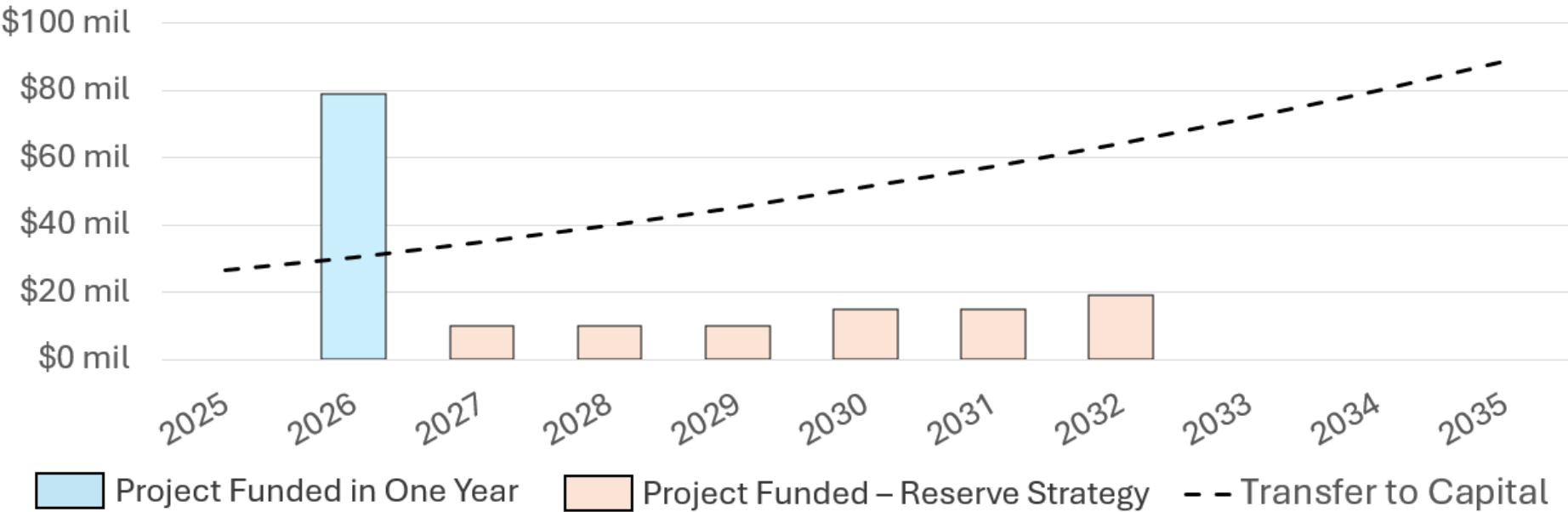


Reserve Building Strategy

Large plant replacements need to build reserves over 6 years.

50% DC Funded
in addition to
project costs below

Welland WTP Reserve Strategy (no inflation)



Maintenance Management Strategy

- Risk Management of critical assets and unfunded capital projects to be managed by Maintenance Strategy
- Since 2020, over 70% maintenance activities have been reactive
- Develop 5-year roadmap to shift to proactive maintenance and align to industry leaders and good practices
- This shift will reduce lifecycle costs, minimize risk, and improve overall system reliability



2026 Key Focuses

Water and Wastewater Division focus areas that work together with Niagara Region's four key priorities.

Key Priority: Housing	Key Priority: Homelessness	Key Priority: Infrastructure	Key Priority: Advocacy for Funding	Services and Service Levels
Department Key Focus <ul style="list-style-type: none">Investment in capacity upgrades to service new households	Department Key Focus <ul style="list-style-type: none">N/A	Department Key Focus <ul style="list-style-type: none">10yr Cap PlanWelland WTP & Large PlantsWWW MSPNew Maint and Cap StrategiesRisk Mgmt.	Department Key Focus <ul style="list-style-type: none">Applications for Funding (HEWS, HSWS)Advocacy for SNWWTS to support growth	Department Key Focus <ul style="list-style-type: none">Supply Clean Drinking Water and Effective WW TreatmentBalance Growth/State of Good Repair



Water and Wastewater 2026 Working Budget (Draft)

Estimated figures for Water / Wastewater as we work through budget calculations.

\$189.3 million

Total net WWW budget

9.05%

2026 rate increase
7.25% to capital
1.8% to operating

\$0.20

Impact per house per day
\$0.20/day or \$6.08/month
(over current cost of \$2.21
per house per day)

2026 Capital Budget Considerations

- Maintenance Management Strategy and Risk Mitigation
- Restructuring of 10-year capital forecast
- Build Reserves for Large Plant Projects (Welland WTP and Niagara Falls WWTP)
- Continued advocacy for infrastructure funding
- Balancing Growth and Sustainability

Department Efficiencies

Water

- Port Colborne WTP Optimization Study
- Granular Activated Carbon Review
- Port Colborne Leak Detection

Wastewater

- Biosolids & Digester Feasibility Study
- NOTL WWTP Coagulant Reduction
- Baker Road Sludge Thickening

Energy

- High efficiency Boilers
- LED Lighting Projects
- Energy Incentives & Rebates

Recap

- Continued Investment in capital

7.25% capital contribution required long term to address funding gap

- Maintenance Management Strategy

Risk management to prolong asset life and continue providing services

- Capital Program Restructuring:

Realistic approach to available funding

- Build Reserves for Big Projects Capital

- Advocacy for Funding

Memorandum

BRC-C 3-2025

Subject: Council Information Requests

Date: August 14, 2025

To: Budget Review Committee of the Whole

From: Melissa Raquion, Director Financial Management & Planning

The following Councilor Information requests were made at the Budget Review Committee of the Whole on July 3, 2025.

1. Provide the percentage of transportation structures included in the current structures backlog that have load restrictions in place. (Councillor Olson)

Only one of the structures is load posted, Glenridge Avenue CNR Bridge.

2. Provide information on provincial and federal funding to operate Regional facilities (i.e. EMS stations). (Councillor Insinna)

Currently, there is no consistent base provincial or federal funding to support the capital lifecycle renewal of Regional facilities. While funding may be available for initial capital outlays or tied to specific initiatives, these are typically one-time or time-limited and do not support ongoing capital lifecycle renewal principles from the Corporate Asset Management Plan (AMP). Examples of past initiatives include:

- **Canada Mortgage and Housing Corporation (CMHC) Surplus Funding:** A 3-year offer of funding (2023 to 2025) which allowed the Region to complete necessary repairs to extend the life of housing stock while improving the long-term sustainability and accessibility of units.
- **Homelessness Prevention Plan (HPP):** A funding allocation for enhancements to the homelessness system which the Region allocated towards the up-front capital costs of the Geneva Street Niagara Regional Housing (NRH) development.

Facility related operating costs such as minor repairs, maintenance, and utilities are eligible for funding under the applicable federal and provincial programs. However, costs for future capital or longer-term asset management needs are typically not eligible under the funding agreements. This is where the Region's AMP and recommended capital reserve transfers play a critical role in ensuring sustainability of facilities owned by the Region.

3. Provide information respecting savings realized and funding secured resulting from the formation of the Asset Management Team. (Councillor Heit)

There are no immediate savings identified as a direct result of the formation of the Asset Management Team. The primary goal of the team is to establish a structured approach to managing Regional assets over their full lifecycle. Through improved planning and data quality the team is working to shift the organization away from reactive end-of-life asset replacements toward proactive infrastructure investments.

While this may not yield upfront cost reductions it is expected to result in significant longer-term savings by avoiding emergency repairs and replacement of assets at the point of failure while also improving asset lifecycle planning and capital forecasting.

Asset management planning helps municipalities make better decisions such as:

- **Fixing small problems before they become big ones:** Like patching a roof leak before it causes water damage, catching issues early when they are less costly to repair.
- **Avoiding emergency repairs:** Planned maintenance costs significantly less than unplanned emergency work such as a water main break in the winter.
- **Planning budgets more effectively:** Spreading costs over time rather than reacting to failures results in fewer budget spikes and more predictable capital planning.
- **Extending the useful life of assets:** For example, regular roads resurfacing can keep them in good condition longer delaying the need for full and more expensive reconstruction.
- **Prioritizing spending:** With better data the Region can focus on the most critical or deteriorated assets first ensuring smarter spending.

Asset management helps identify the right time for lower-cost, preventative actions that extend the life of infrastructure, maintain service quality, and reduce the likelihood of expensive repairs or early replacement. Over time, this proactive approach can save municipalities millions of dollars while ensuring roads, pipes, and other critical services remain reliable and cost-effective.

4. Provide information respecting the number of full-time, part-time, casual and contracted employees for each department prior to the next scheduled Budget Review Committee of the Whole meeting. (Councillor Redekop)

To provide the information as requested, including the breakdown of full-time and part-time employees, staff have used active headcount based on HR data as of July 30, 2025. The headcount figures reflect all active employees including those currently on short-term disability (STD) leave. Employees on other types of leave such as maternity, parental, long-term disability (LTD), or WSIB are not included in this count.

Table 1 - Full-time, Part-time, and Temporary (casual and contracted) Employees July 30, 2025

Headcount by Department	Regular Casual	Regular Part Time	Regular Full Time	Temporary Casual	Temporary Part Time	Temporary Full Time	Total
Governance	-	-	2.00	1.00	-	1.00	4.00
Corporate Administration	-	-	62.00	-	-	13.00	75.00
Office of the Deputy CAO	2.00	-	73.00	-	1.00	13.00	89.00
Corporate Services	-	3.00	226.00	2.00	3.00	23.00	257.00
Community Services	207.00	593.00	1,175.00	85.00	39.00	107.00	2,206.00
Public Health and Emergency Services	100.00	29.00	695.00	17.00	2.00	40.00	883.00
Public Works	-	6.00	509.00	-	6.00	39.00	560.00
Grand Total	309.00	631.00	2,742.00	105.00	51.00	236.00	4,074.00

Please note that the figures presented above are at a point in time and differ from the full-time equivalents (FTEs) as approved by Council annually through the budget. The annual budget is prepared based on FTE count, which combines both full-time and part-time, for permanent and temporary (contracted and casual) employees. Permanent FTEs can only be added with direct Council authority, through either program changes or budget adjustments throughout the year. The following table provides overview of FTEs and aligns with the Region's Annual Budget Summary posted on Niagara Region's Website.

Table 2 – Full-time Equivalents (FTEs) Summary budgeted and approved by department

FTE By Department	2025 Permanent	2025 Temporary	2025 Total
Governance	-	3.00	3.00
Corporate Administration	69.00	4.00	73.00
Office of the Deputy CAO	65.00	2.50	67.50
Corporate Services	225.10	9.00	234.10
Community Services	1,565.20	71.50	1,636.70
Public Health and Emergency Services	719.00	23.20	742.20
Public Works (including Rate)	541.50	8.00	549.50
Grand Total	3,184.80	121.20	3,306.00

Headcount is higher than FTEs; as an example, one part time employee who works 21 hours a week is considered one headcount and 0.6 FTE. Headcount could also vary from FTE count as a result of hiring temporary staff over complement where delegated authority is in place as noted below.

Staffing complement and hiring is governed by the Corporate Delegation of Authority Policy (C-HR-005), as approved by Regional Council on February 21, 2008, which provides a summary of the delegation of authority for the CAO, Commissioners and Directors, and the role of Council, as it applies to the creation, deletion, and modification of a position as well as organizational changes within the Corporation. Only Regional Council have authority to create a position which results in an increase to the personnel cost centre budget and/or total FTE count, or to create a new full-time or part-time continuous position where there is an increase in FTE. In addition, the Region has a Staffing Requisition Form that is required to be completed by the hiring manager and submitted for next level manager and financial review and approval prior to any recruitment activities commencing in ensure compliance.

Respectfully submitted and signed by

Melissa Raquion
Director Financial Management & Planning