

## Projects Deferred

The following is the listing of Capital projects deferred and their related risk of deferral.

### Levy

Project ID	Project Name	Deferral	Risk of Deferral
J_20001107	20-LTC Cap Imp/Replace	75,000	High - Not completing the identified capital improvement projects may expose the organization to risk in the form of compliance orders through the MOHLTC in regards to maintaining the residents environment, local area municipal fire services in regards to flame performance ratings of textiles as well as risks associated with infection control strategies
J_20001108	20-LTC Machinery/Equipment	58,500	High - The risk associated with not replacing the equipment identified at end of life include additional costs associated with repairs, increased down time, staffing costs related to transporting food items to an alternate service area, urgent procurement processes eliminating the opportunity for competitive bidding as well as costs associated with expedited delivery/installation of equipment.
J_20001111	20-LTC Tech Imprv	100,000	High- the technology projects align with industry best practice identified to mitigate responsive behaviors through the use of interactive technologies. Studies have shown the use of interactive technology with residents suffering from dementia and advanced Alzheimer's has reduced responsive behaviors among this demographic minimizing risks associated with staff intervention as well as risk to other residents.
J_20000937	20-Online Planning Portal Phase 2	750,000	Application will not be able to meet overall objectives.
J_20000981	Asset Management Software Phase 2	500,000	Significant - Risk of impacting various sources of government funding if the timeline for meeting requirements of O. Reg. 588/17 are not achieved.
J_20001205	20-Space Utilzn/Rationzn Plan	145,000	Without the requested funds, the Region will be forced to continue operating with a physically fragmented workforce. Staff in certain departments will no longer be able to

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			accommodate new or temporary staff. Public Health impacts are n/a.
J_20001208	20-Ener-Meadows of Dorchester Lighting Retrofit	692,000	Initiated by Construction, Energy & Facilities Management Department the lighting retrofit was identified as an energy conservation project aligned with the Niagara Region Energy Conservation & Demand Management Plan. The design phase for this project will be completed in 2019. If the project is delayed, the design specifications will have to be reviewed and revised (at additional cost to the Region) to ensure that the specified fixtures, switches and controls are still available before tender. Additionally, the Region will continue to be outside of the MOHLTC specification for lighting levels and continue to incur comparably large utility costs for lighting the facility. Public Health impacts are n/a.
J_20001209	NRHQ - Campbell West HVAC Investigation and Design	115,000	Delay in designing and specifying replacement equipment for Campbell West will result in continued mechanical breakdowns, poor building performance, and comparatively high utility costs. Maintenance staff will also be unable to source replacement parts for the 30+ year old equipment. Public Health impacts are n/a.
J_20001211	NRPS Port Colborne - Generator Replacement	215,000	Delaying this project will force Facilities staff to continue renting a mobile backup generator to serve the building at a monthly cost of \$3051. Public Health impacts are n/a.
J_20001213	NRHQ - Campbell East Roof Replacement	250,000	Delaying this project exposes the Region to the risk of further roof leaks which can lead to interior damage, mold growth, and loss of productivity due to staff displacement. Public Health impacts are n/a.
J_20001214	NRHQ - Public Works/Planning Staff Accommodations	420,000	Delaying this project will result in the inability to accommodate new or temporary staff. Public Health impacts are n/a.
J_20001215	NRHQ - ERMS Staff Accommodations Phase 2	220,000	Delaying this project will result in the inability to accommodate new or temporary staff. Public Health impacts

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J_20001216	NRHQ - Campbell East Atrium Green Wall	80,000	Delaying this project will result in continued humidity complaints in Campbell East facility and lack of visual appeal for Regional and external events that take place in the Campbell East atrium. Public Health impacts are n/a.
J_20001217	NRHQ - Campbell East Windows	855,000	A delay in replacing the glazing units will result in continued poor energy performance and high utility costs, discomfort for staff situated close to the windows, and poor public perception of Niagara Region maintenance standards. Public Health impacts are n/a.
J_20001218	NRHQ - Campbell West Shipping/Receiving Dock Expansion	50,000	Delaying this project exposes the Region to potential property theft and complaints from both public and staff concerning unsafe storage. Public Health impacts are n/a.
J_20001222	NRHQ - Campbell East - Door Replacements For Civic Park Security	80,000	Delaying this work will prevent Facilities staff from being able to secure Regional Headquarters in the event that the Campbell East corridor is used as a thoroughfare after work hours. Public Health impacts are n/a.
J_20001224	EMS Hub - Land	11,000,000	The Region has committed to a new location for the NRPS/PPSAP backup communications centre of no later than January 2023. Delay of this project could result in the Region not meeting that commitment. The risk of purchasing land is minimal as the land could be sold in the future. Further delay will only result in land prices escalating, potentially missing out on purchasing at the right location and possible missed opportunities for local and provincial partnerships. This will have Public Health impacts.
J_20001225	Backup 911 Call Centre Relocation	2,000,000	If the Backup 911 and Communications Centre is not relocated prior to completion of the new 1 District facility, it will need to remain at 68 Church Street until a permanent location can be found. The Region would be required to maintain the entire facility for this single purpose, resulting in significant operating

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			costs and potential capital investments to maintain the integrity of the facility. Until such time that the facility is fully vacated, the Region would be unable to sell the property and receive any associated revenues. Public Health impacts are n/a.
J_20001229	PW Pelham Yard - Dome Roof Replacement	85,000	Delaying the project will result in water penetration into the dome, accelerating structural degradation and potentially compromising the contents of the domes. Public Health impacts are n/a.
J_20001230	PW Smithville Yard - Exterior and Window Replacement	90,000	The risk of delaying this repair work is water intrusion into the building structure, resulting in structural decay, mold growth, and interior property damage. Public Health impacts are n/a.
J_20001231	PW Thorold Yard - Exterior and Window Replacement	61,000	The risk of delaying this repair work is water intrusion into the building structure, resulting in structural decay, mold growth, and interior property damage. Public Health impacts are n/a.
J_20001234	PW Thorold Yard - Asphalt Replacement	138,000	Delaying the funds will expose the Region to the risk of damage to staff, fleet, and contractor vehicles. Public Health impacts are n/a.
J_20001237	20- Annual - IT In-Year External Dept Projects	100,000	Funds will not be available to accommodate unplanned initiatives and could result in the Region being unable to meet deadlines associated with legislative changes or changes in priorities. Public Health impacts are N/A
J_20001101	NRH - 2020 Annual Grounds Capital Program	288,649	<p>The costs are based on the Building Condition Assessment study done in 2017 on NRH Owned-units. If the projects are delayed then the costs will continue to increase the following years. Delay could impact the safety of the residents.</p> <p>Public Health impacts: This project ensures that the health &amp; safety of the tenants living in and around the Owned unit properties are protected through providing the appropriate capital repairs to the Owned-units.</p>

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J_20001102	NRH - 2020 Annual Unit Capital Program	1,799,279	<p>The risk of delay would impact the safety of the residents and increase costs of repair in future years.</p> <p>The costs are based on the Building Condition Assessment study done in 2017 on NRH Owned-units. If the projects are delayed then the costs will continue to increase the following years. Delay could impact the safety of the residents.</p> <p>Public Health impacts: This project ensures that the health &amp; safety of the tenants living in and around the Owned unit properties are protected through providing the appropriate capital repairs to the Owned-units.</p>
J_20001103	NRH - 2020 Annual Building Capital Program	1,420,427	<p>Deferring "essential" projects creates the potential of further deterioration, increased capital replacement costs, increased legal liability/litigation, and non-compliance with legislation.</p> <p>The costs are based on the Building Condition Assessment study done in 2017 on NRH Owned-units. If the projects are delayed then the costs will continue to increase the following years. Delay could impact the safety of the residents.</p> <p>Public Health impacts: This project ensures that the health &amp; safety of the tenants living in and around the Owned unit properties are protected through providing the appropriate capital repairs to the Owned-units.</p>
J_20001112	Niagara Airports	4,800,000	<p>The Niagara Airports have a positive net economic impact on the Niagara Region. Continuing to defer capital replacement and land and facility improvements may result in a deterioration of existing airport infrastructure and a missed opportunity for future economic benefit and business opportunities; specifically as it relates to the over capacity at Toronto Pearson airport and potential overflow to the</p>

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			Southern Ontario airports. The NDA is also eligible to apply for federal funding for safety related airport capital improvements in 2020, which would require a portion of the investment to come from the airport owner.
J_10RC1244	Rds Rehab Lakeshore Rd from Townline to Creek	2,000,000	High-This road section is currently under construction. Delaying this project will increase maintenance costs and further expose residents to construction conditions.  Public Health Impacts are not applicable to this project.
J_10RC1560	Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	4,860,000	Medium- The pavement is in poor condition with a PCI of <50. The road structure continues to deteriorate and will require advanced maintenance if further delayed.  Public Health impacts are not applicable for this project.
J_10RC1564	Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	1,000,000	Medium- King St is a major arterial road connecting the Town of Lincoln and the Town of Grimsby with access to many residential and commercial areas. This road section is a maintenance concern and delaying the project may put the Region at risk for damage claims. The condition of the existing road will further deteriorate and increase maintenance costs.  Public Health impacts are not applicable to this project.
J_10RC1566	Struc Rehab - St. Paul W CNR Bridge Replacement	14,000,000	High-This structure is in poor condition with a Bridge Condition Index (BCI) of 42 and requires immediate replacement.  Public Health impacts are not applicable to this project.
J_20000145	Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	500,000	Medium – The pavement is in poor condition. Delaying this project will cause further deterioration of the road resulting in added maintenance costs as well the risk of private property

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			<p>damage due to storm water flooding.</p> <p>Public Health impacts are not applicable for this project</p>
J_20000486	Rds Rehab - RR 48 Niagara St - Carlton to Scott	500,000	<p>Medium- Niagara St is a major road with access to many residential areas. This road section is a maintenance concern. Delaying the project will allow further deteriorate of the road and increase maintenance costs.</p> <p>Public Health impacts are not applicable to this project.</p>
J_20000489	Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd	5,500,000	<p>High- This road section is a concern from a maintenance perspective. Delaying this project will further expose residents to potential risks and the condition of the existing road will further deteriorate increasing maintenance costs.</p> <p>Public Health Impacts are not applicable to this project.</p>
J_20000494	NRT - Capital Acquisition	1,000,000	<p>The risk of delaying this project is high. After evaluating the fleet requirements of 2019, it is imperative that the NRT fleet replacement schedule remains a priority due to deteriorating original fleet. The use of local transit fleet on NRT routes results in operational rate premium of 10% &amp; creates confusion for riders. A lag time of 9-12mths exists between procurement &amp; delivery of fleet which could cause delays.</p> <p>Public Health impacts are not applicable to this project.</p>
J_20000663	Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	1,000,000	<p>High- The bridge continues to deteriorate extensively. Further delays may result in additional cost for temporary repairs and emergency repairs, putting the Region at risk for damage claims.</p> <p>Public Health impacts are not applicable to this project.</p>

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J_20000897	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	3,200,000	Medium- This road section is a concern from a road safety perspective. Delaying this project will further expose residents to potential risks and the condition of the existing road will further deteriorate increasing maintenance costs.  Public Health Impacts are not applicable to this project.
J_20000900	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	5,000,000	Medium-The road surface is beginning to loosen and is being projected onto private property. This road section is a maintenance concern and delaying the project may put the Region at risk for damage claims. The condition of the existing road will further deteriorate and increase maintenance costs.  Public Health impacts are not applicable for this project.
J_20000928	Int Impr - RR100 Four Mile Creek at York Rd, NOTL	1,800,000	Medium - Delaying this project will result in increased delays, frustrations to motorists and tourists with a potential for increase in collisions.  Public Health impacts are not applicable to this project.
J_20001120	20 Ann-Traffic Signals	700,000	High - Drivers and pedestrians have certain expectations when approaching traffic signals. Consistency in design standards throughout the Region ensures driver's expectations are consistently applied. If one or more of these "expected" conditions is not present or is located in an unfamiliar position, the safety and efficiency of the signal installation decreases.  Public Health impacts associated with this program are unsafe intersection for motorists.
J_20001122	20 Ann-Roads Resurfacing and Strengthening Program	3,655,271	High-Resurfacing of roads is only recommended when roads have deteriorated beyond a recognized standard of fair quality, after such time full road reconstruction, at a higher cost, becomes the recommended solution.

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**Rate**

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J_10SW1517	Niagara Falls WWTP Secondary Treatment Upgrade	58,000,000	High – The WWTP is currently out of compliance and there are orders from the Provincial government, and warnings have been issued by the Federal government. There is a risk to Public Health because the wastewater effluent is out of compliance.
J_20000201	Port Dalhousie WWTP Upgrade	14,000,000	High – Failure of the aeration system or any wastewater process would result in improper wastewater treatment. There is a risk to Public Health because the wastewater effluent would be out of compliance.
J_20000704	Thundering Waters - Sanitary Trunk Sewer Rehabilitation	8,300,000	High – The sanitary sewer requires relining prior to further degradation of the pipes which would result in pipe replacement. Further degradation could result in failure of the sewer, impacting Public Health.
J_20000881	19-Dain City Pump Station Forcemain Replacement	550,000	High – Further failure of the forcemain may cause basement flooding and environmental spills causing a risk to Public Health.