
Subject: 2020 Levy Operating Budget

Report to: Budget Review Committee of the Whole

Report date: Thursday, December 5, 2019

Recommendations

1. That an increase of 2.0% or \$3,726,858 over the 2019 departmental levy, for a total departmental levy of \$190,069,763, in accordance with the Budget Planning By-law for base services, as outlined in appendix 1, **BE APPROVED**;
2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in appendix 2, **BE APPROVED**;
3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**;
4. That an increase of 0.1% or \$478,995 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in appendix 3, **BE APPROVED**;
5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in appendix 4, **BE APPROVED**;
6. That the 2020 levy operating budget including the Niagara Regional Departments of \$205,006,084 and ABCs of \$187,877,851 for a total of \$392,883,935 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Key Facts

- The purpose of this report is to seek approval for the consolidated \$392,883,935 2020 levy operating budget, including a departmental request of \$205,006,084 and ABC requests totalling \$187,877,851 as presented to BRCOTW on November 21, 2019.
- Base departmental budgets are increasing by 2% before program changes, capital financing, and revenue reductions, however with significant mitigation efforts.

- Pressures that have increased the budget beyond 2% relate to revenue/provincial decisions/downloads, capital financing, new programs, and ABC increases. Significant mitigation efforts have been utilized to mitigate base budget pressures, therefore these items could not be accommodated without additional increases in excess of 2.0%.
- Impacts of the sustainability review have not been included in the financial impacts or analysis of this report. If any opportunities are actioned in 2020, it is recommended that those be directed towards capital financing.
- Assessment growth was estimated at 1.65% in June for budget planning purposes; since that time growth for 2020 has been finalized at 1.42%, allowing less funding for growth costs or new programs.

Financial Considerations

The recommendations of this report are made in accordance with By-law 2019-79 "Budget Planning". The Budget Planning By-law was put into effect in 2019 to clarify guiding principles of the budget preparation, as well to make the process more transparent. Recommendations for the 2020 Budget are listed below in Table 1.

The resulting net tax levy increase after assessment growth is 6.0%, inclusive of increases for provincial decisions/downloads, Long-term Care Homes Redevelopment, new and enhanced programs, costs of growth that are not funded by assessment growth, and ABC increases.

Table 1 – 2020 Levy Budget Recommendations (in millions)

Recommendation #	2019	2020	\$ Change	% Change	% Levy Increase
1 – Departmental Base Budget	186.3	190.0	3.7	2.0%	1.02%
2 – Revenue/Provincial Decisions/Downloads		2.1	2.1		0.59%
3 – Capital Financing		5.6	5.6		1.54%
4 – New and Enhanced Services		0.5	0.5		0.13%
5 – Costs of Growth (net)		6.7	6.7		0.41%
ABCs (BRCOTW November 21)	179.4	187.9	8.5	4.7%	2.32%
Consolidated Levy Budget	365.7	392.9	27.2	7.4%*	6.01%

*increase before assessment growth

Analysis

The following information aligns with the order of the recommendations, which also aligns to the new Budget Planning By-law approved in October.

Recommendation 1 – Departmental Base Budget

The departmental base budget was able to meet Council’s budget direction of 2.0%.

Table 2 – Departmental Base Budget (in millions)

Item	2019	2020	\$ Change	% Change
Base Budget Pressures	132.7	140.2	7.5	5.6%
General Government	53.6	53.1	(0.5)	(0.9%)
Mitigation and Service Cuts	-	(3.3)	(3.3)	-
Net Regional Department Budget	186.3	190.0	3.7	2.0%

The increase in Base Budget Pressures can be attributed to the following items:

- \$6.8 million in net compensation and benefits increases, including:
 - \$1.01 million in WSIB cost increases, primarily driven by EMS presumptive legislation
 - \$0.65 million in costs related to an extra salary day (offset below with reserve financing)
- \$0.82 million pressure due to \$7.9 million or 2.3% of the levy for transit service enhancements implemented in 2019 funded with a 1.4% increase in the levy and \$3 million in unsustainable use of reserves which is offset by a reduction in the use of levy to fund pay-as-you-go capital of \$2.2 million. The balance of capital, as planned in 2019, was funded with debt. This base budget pressure is in addition to another incremental 1% required in 2020 budget to fund the annualized cost of these service enhancements which is included as a program change recommended for use of assessment growth dollars.
- \$0.82 million in Homelessness Services contract cost pressure
- \$0.55 million to right-size insured and uninsured claims which have been underfunded
- \$0.39 million in software licensing and support cost inflation
- \$0.39 million in repairs and maintenance to include costs for new assets and increase costs for aging assets
- These are offset by inflationary increases in provincial revenues, separate from the changes in provincial decisions/downloads identified in recommendation 2.

Staff efforts to offset these cost pressures are the following:

- Increases in user fees identified in CSD 72-2019 “2020 Fees and Charges Update”
- General Government increase of \$1.46 million in supplementary taxation revenues, net of tax write-offs, to closer align to actual revenues realized in prior years, \$0.73 million increase in investment income due to increase in the investment portfolio, net of increase of \$1.58 million in development charge grants which have been underfunded since the approval of By-law 2017-98 “Development Charges”. Estimated grants for 2020 are \$10 million (consistent with 2019 forecast); base budget available is \$6.87 million, for an estimated

shortfall of \$3.13 million to be funded with Development Charge Reserve Payback if required.

- \$0.57 million in fuel and utilities savings
- \$0.66 million in other various savings including closed facilities, specialized transit costs, etc.

To meet Council direction of 2.0% other mitigation and service cuts were required as follows:

- \$0.88 million from estimated savings from position vacancies primarily in Public Health and Community Services resulting from staff turnover as well as managing reductions which may impact service levels.
- \$0.25 million in reduction to the Niagara Prosperity Initiative
- \$0.25 million through the removal of the Pro Kids program
- \$0.65 million in transfers from reserve to fund the impacts of the extra salary day

Recommendation 2 – Revenue/Provincial Decisions/Download

Staff have identified \$2.1 million (0.6%) in pressures related to recent provincial announcements inclusive of changes to funding formulas for existing services (downloading) related to Public Health and SAEO. These impacts have been reported to Council through the quarterly updates and committee reports. Appendix 2 lists the programs affected as well as noting the direct service impacts of not proceeding with the budget increase.

Recommendation 3 – Capital Financing

Staff have recommended an increase of \$5.6 million (1.54%) for capital financing in the 2020 budget. Previously staff reported the need for a 2.0% annual increase to the tax levy over the next ten (10) years dedicated to pay-as-you-go capital financing to fund the asset replacement backlog in accordance with the Capital Financing Policy. The budget does not include this amount but instead recommends an increase required to support Long-term Care debt servicing costs as identified in COM 32-2019, “Long Term Care Home Redevelopment Project Update” and CSD 53-2019, “2020 Capital Budget”. The funding of the debt charges provides for one-time funding of \$5.6 million in 2020 due to the timing of the debenture issuance which has been utilized in the approved Capital Budget. If the separate levy is not approved, an additional \$5.6 million of levy capital projects will have to be deferred or reduced.

Recommendation 4 – New and Enhanced Programs

Staff have recommended new or enhancements to programs for a net request of \$0.5 million. The programs included in appendix 3 have been recommended as they have been requested by Council, avoid incremental costs, or improve service delivery. Also included in appendix 3 are \$1.6 million of one-time reserve funded initiatives that focus on improving service delivery.

Recommendation 5 – Growth Related Costs

Staff are recommending growth related initiatives of \$5.3 million. These are offset by net assessment growth of \$3.8M. The net assessment growth is derived from the assessment growth of 1.42% less the budget increase for tax increment grants of \$1.4M. This is less than was estimated during the budget planning process of 1.65%.

The growth related initiatives include Niagara Regional Transit (NRT) and GO Transit implementation costs. The recommendation for NRT is \$3.5 million (or 1%) required to implement annualized cost of service enhancements initiated in 2019. The plan proposed in 2019 was a 2.3% and 0.7% increase (3% in total) in 2019 and 2020 respectively. The 2020 plan, due to one time use of reserves in 2019, resulted in a 1.4% increase in 2019 and 0.2% in base for 2020 and 1% growth for 2020 for a total increase of 2.6%. The reduction in the overall cumulative ask is a result of additional student pass revenue negotiated to closer align with cost recover of student related services.

GO Transit implementation costs were the subject of confidential report CSD 17-2019 and due to their phase in offer a one-time opportunity in 2020 to fund other one-time growth related costs of \$615 thousand, as per appendix 4.

Staffing Complement

The proposed 2020 Regional Department Operating Budget includes a full-time equivalent (FTE) staff complement, inclusive of program changes, of 2,375.8 permanent FTEs and 53.1 temporary FTEs. This represents a net increase of 11.2 permanent FTEs and 8.8 temporary, as detailed in appendix 5. These FTEs are funded as follows:

- Base – 3.2 perm, 4.0 temp
- Revenue/Provincial Decision/Download – 1.0 perm
- New and Enhanced – 5.0 perm, 3.8 temp
- Growth – 2.0 perm, 1.0 temp

Household Impact

Based on the 2020 cost for levy programs, the average household assessed at \$277,044 is estimated to increase from \$1,516 to \$1,603 in 2020, an increase of \$87 of which \$34 represents the increase related to ABCs.

Table 3 - Household Tax Impact

	2020 impact to household	Cost to Household
2019 cost per household		1,516
Departmental base budget	15	
Net provincial policy change	8	
Capital financing	22	
New and enhanced programs	2	
Costs of growth	26	
Assessment growth revenue	(20)	
ABC budget increase	34	
2020 cost per household	87	1,603

The actual cost per household may change depending on tax policy decisions that are made in 2020. The impact on individual property owners will depend on the increase in assessment that they experience; those with an increase greater than the average property would experience a larger tax impact, while those with an increase less than the average property would experience a smaller tax impact.

Multi-year

Only the current year budget is approved by Council annually, however a multi-year budget is included to forecast future pressures or initiatives. Included in the multi-year are a number of initiatives (appendix 6) that could not be accommodated in 2020 due to other pressures. Opportunities in the future that may be available to offset some of these initiatives include:

- Canada Summer Games annual operating grant of \$1.0 million lasts only to 2021, and provides opportunity in 2022.
- The Niagara College agri-food research grant of \$0.2 million lasts to 2022, and provides opportunity in 2023.
- The development charge by-law expires in 2022, this allows Council the opportunity to add or remove provisions in the by-law;
 - budget for development charge exemptions that exceeds requirements in the new by-law could be used for other priorities
 - if exemptions increase as the result of by-law changes, budget increases could be required

Risks and Opportunities

Niagara Region budget is prepared based on information available at a point in time. Services and/or the actual operational costs can be impacted by the following:

- Inflation and economic conditions, such as utility, fuel costs and interest rates
- Potential for further policy changes in provincially funded programs
- Leveraging asset management to reduce repairs and maintenance

- Opportunities identified in the sustainability review
- Potential for sponsorship revenue opportunities through partnership with City of St. Catharines
- Use of the Taxpayer Relief Reserve for one-time initiatives has eroded the balance of the reserve to 4% of gross operating expenditures (target of 10-15%)

Sinking Fund

As per the Municipal Act, Section 289, Niagara Region is required to prepare and adopt a budget including amounts to be raised for sinking funds. Additionally, as per Section 424, the Treasurer must prepare for Council, an annual statement of the amount to be raised for a sinking fund. This report will also serve to carry out Niagara Region's responsibilities as prescribed in the Municipal Act.

Niagara Region's sinking fund is a separate fund maintained for the purpose of providing the repayment of all sinking fund debt when it becomes due and payable. Proportionally, 88.05% of the fund relates to Niagara Region and the remaining 11.95% relates to the City of St. Catharines. The debt issued on June 30, 2010 subject to repayment through the sinking fund is \$78,079,000. This amount is repayable in full on June 30, 2040. The annual budget for Niagara Region's portion of the debt charges associated with the sinking fund is \$4,906,470 (\$1,331,695 principal, \$3,574,775 interest). This amount has been included in the 2020 budget, and subject to Niagara Region achieving the annual required rate of return of 3.50%, will remain in effect until the sinking fund matures on June 30, 2040. To date the Niagara Region has been able to invest in bonds yielding greater than the required rate of return.

Alternatives Reviewed

At the discretion of Council, they can identify to eliminate or add programs from/to the budget. If this action is taken, staff request the opportunity to provide impacts/risks with these decisions.

Relationship to Council Strategic Priorities

The 2020 levy budget supports all facets of the organization in their support of Council's priorities.

Other Pertinent Reports

CSD 65-2019 Budget Planning By-law
CSD 53-2019 2020 Capital Budget

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Appendices

Appendix 1	Niagara Region Departments Budget
Appendix 2	Provincial Download Pressures
Appendix 3	New and Enhanced Programs
Appendix 4	Costs of Growth and Council Priorities
Appendix 5	Full-time Equivalents Summaries
Appendix 6	Multi-year Programs and Enhancements

Niagara Region Departments Budget

Object of Expenditure	2019 Budget	2020 Budget	\$ Variance	% Variance	Note
Compensation	235,834,949	242,799,053	6,964,104	3.0%	(1)
Administrative	21,819,649	21,768,368	(51,281)	(0.2%)	
Operational & Supply	37,433,905	37,044,225	(389,680)	(1.0%)	
Occupancy & Infrastructure	12,515,411	12,592,990	77,579	0.6%	
Equipment, Vehicles, Technology	8,464,679	8,372,761	(91,918)	(1.1%)	
Community Assistance	171,626,014	166,076,979	(5,549,034)	(3.2%)	(2)
Partnership, Rebate, Exemption	11,112,324	12,649,571	1,537,247	13.8%	(3)
Financial Expenditures	66,273,077	61,626,072	(4,647,005)	(7.0%)	(4)
Transfers to Funds	24,933,935	23,030,575	(1,903,360)	(7.6%)	(5)
Expense Allocations to Capital	(140,000)	(140,000)	-	-	
Allocations Between Departments	(703,983)	(604,565)	99,418	14.1%	
Total Expenditure before Indirect Allocations	589,169,960	585,216,030	(3,953,930)	(0.7%)	
Indirect Allocations to Rate and Courts	(6,536,246)	(6,916,323)	(380,077)	(5.8%)	
Capital Financing Allocation to Rate and Courts	(12,379,731)	(12,420,277)	(40,547)	(0.3%)	
Total Expenditure	570,253,983	565,879,430	(4,374,553)	(0.8%)	
Taxation	(15,267,076)	(17,064,223)	(1,797,147)	(11.8%)	(6)
Federal & Provincial Grants	(302,470,526)	(298,494,704)	3,975,822	1.3%	(7)
By-Law Charges & Sales	(12,747,039)	(13,191,850)	(444,811)	(3.5%)	
Other Revenue	(41,108,101)	(43,132,638)	(2,024,537)	(4.9%)	(8)
Transfers From Funds	(12,318,337)	(3,926,253)	8,392,084	68.1%	(9)
Total Revenue	(383,911,079)	(375,809,668)	8,101,411	2.1%	
Net Levy Budget	186,342,905	190,069,762	3,726,858	2.0%	

Notes:

1. Compensation of staff wages and benefits includes WSIB premiums/payouts. May vary from report analysis which considers net impact after subsidy
2. Community Assistance includes a reduction of grants included in Children's Services 2019 budget that were funded through one-time provincial grant funding (included in note 7)
3. Partnership, Rebates, Exemptions increase includes the rightsizing of development charge exemptions
4. Financial Expenditures decrease is due to a one-time balloon principal payment that was funded by a one-time debt reissuance (included in note 9)
5. Transfers to Funds decrease relates to a reduction in the use of levy to fund pay-as-you-go capital for Niagara Regional Transit
6. Taxation revenue increases are due to increases in supplemental taxation revenue driven by growth
7. Federal and Provincial revenue decreases are a result of one-time provincial grant funding to Children's Services to fund grants in 2019 (included in note 2)
8. Other Revenue increase is due to increases in investment income, Long-term Care Home accommodation revenues, and secondments revenue
9. Transfers from Funds decreases are due to the one-time reissuance of debt to fund a balloon principal payment (included in note 4) and the reduction of unsustainable reserve funding for NRT included in 2019

Provincial Budget Implications

Item	Gross \$	Net \$	Direct service impact of not approving
Community Benefit and Development Charge Administration (1 perm FTE)	138,115	138,115	Without an additional FTE, the Region would risk being non-compliant with Bill 108 and forfeit development charge and community benefit charge revenues. (2019 forecasted collection of DC's amount to \$48.8 million)
Cannabis transitional funding	509,528	509,528	Cannabis revenue was included in the 2019 budget with the assumption of being sustained; announced later that funding was for transitional costs only and must be replaced with levy dollars
Land Ambulance inflationary increase	391,396	391,396	The province removed the Cost of Living Allowance increase from future grant payments. To offset the impact of this revenue decrease, an ambulance would have to be taken off the road for 8-10 hours a day.
Public Health Cost Sharing changes from 100% & 75% share to 70% share	636,046	636,046	Public Health programs that were 100% or 75% funded have been reduced to 70%, causing revenue decreases of 30% and 5%. To offset the impact of this revenue decrease a reduction of \$2.1 million in expenses, or 20-25 FTEs, would be required.
SAEO Program Administration funding	471,421	471,421	Province limited the amount of administration subsidy for the Ontario Works program based on 2018 actuals which was impacted by staff turnover. To offset the impact of the revenue decrease, a decrease of approx. 6 FTEs would be required.
Long-term Care Structural Compliance funding	292,902	-	This program was initiated in 1998 to support eligible operators with complying with relevant design standards until such time that they were eligible for other Ministry support for developing and upgrading projects. Reduction was offset within Long-term Care.
Children's Provider Subsidy reduction	1,169,154	-	Province implemented a change in policy in the way childcare funding/subsidy is being delivered and introduced a new CARE tax credit. Operating grants to childcare providers will be reduced which is offset by tax credit to eligible parents.
Total	3,608,562	2,146,506	

New and Enhanced Programs

Sustainably Funded Programs

Item	Gross \$	Net \$	Description
EMS System Transformation (1 perm, 3.8 temp FTEs)	683,168	209,836	PHD 20-2019
Coalition of Inclusive Municipalities (1 temp FTE)	142,000	142,000	CAO 14-2019
Transportation Integrated Services Manager (1 perm FTE)	127,159	127,159	To support Transportation capital and operating programs through support of software systems
Vision Zero Road Safety Program (2 perm FTEs)	1,725,317	-	PW 64-2019
Transportation Services Coordinator (1 perm, -1 temp FTE)	-	-	To assist in the coordination of administrative functions in the Transportation Services division
Total	2,677,644	478,995	

One-time Initiatives

Item	Gross \$	Description
HR Systems Implementation	830,000	To provide for one-time system and consultant costs should an alternative model be required to the current human capital management services contract at its expiry in March 2021.
Wayfinding Guidelines	400,000	To develop guidelines and design standards for wayfinding signage and installation of the signage at the priority areas
Community Safety and Well Being	142,000	CAO 8-2019 To fund a community safety and well being plan as required by legislation under the Police Services Act.
Primary Care Paramedic Autonomous Intravenous (IV) Training	100,000	To train Primary Care Paramedics (PCP's) to apply an intravenous as only Advanced Care Paramedics (ACP's) are providing that currently
PTSD Psychological Resource (1 temp FTE)	89,687	To continue planned psychological health initiatives as well as improve Emergency Medical Service (EMS) employee resiliency and rehabilitation processes
Roads and Construction By-law	80,000	To support By-Law update to the roads, traffic and parking regulations on Regional roads
Region's 50 th Anniversary Celebrations	50,000	CLK 9-2019
Total	1,691,687	

Costs of Growth and Council Priorities

Description	Gross \$	Net \$	% Increase
Gross Assessment Growth	(5,190,969)	(5,190,969)	(1.42%)
Tax Increment Grants on new assessment	1,391,509	1,391,509	0.38%
Net Assessment Growth	(3,799,460)	(3,799,460)	(1.04%)
Niagara Regional Transit	6,547,556	3,617,381	0.99%
GO Implementation Phase 1 (2020) (1 perm FTE)	1,091,863	839,863	0.23%
GO Implementation Phase 2 (2021)	615,387	615,387	0.17%
Operating Impacts of the Capital Budget	124,950	124,950	0.03%
Additional Headquarters Maintenance and Coordination (1 perm FTE)	101,233	101,233	0.03%
Development Charge Study*	250,000	-	-
Regional Airports Project Management and Studies (1 temp FTE)*	290,000	-	-
Community Benefit Charge Study*	150,000	-	-
Transportation CityWorks Asset Management Upgrade*	150,000	-	-
Total Costs of Growth	9,320,989	5,913,814	1.45%
Separate Increase Required		2,114,354	0.41%

*funded through repurposing of GO implementation phase 2 on a one-time basis

Full-time Equivalent Summaries

Permanent Full-time Equivalents

Item	FTE	Comments
2019 Approved FTEs	2,359.2	
Public Health and Emergency Services	3.4	Positions to support the 100% funded Seniors Dental Program PHD 16-2019
Public Health and Emergency Services	2.0	Two positions funded by Local Health Integrated Network (LHIN) funding to support Mental Health PHD 13-2019
2019 Adjusted FTEs	2,364.6	
2020 Budget Changes		
Corporate Services	1.0	Legal Counsel~
Corporate Services	1.0	Licensing Service Associate~
Corporate Services	1.0	IT Application Analyst~
Corporate Services	0.2	Rightsizing hours of Office Cleaners
Corporate Services	1.0	Headquarters Maintainer
Corporate Services	1.0	Community Benefit and Development Charges Administration
Corporate Services	1.0	GO Implementation
Public Health and Emergency Services	1.0	EMS System Transformation
Public Works – Levy	1.0	Transportation Integrated Services Manager
Public Works – Levy	2.0	Vision Zero – Road Safety Program
Public Works – Levy	1.0	Transportation Services Coordinator*
Total	2,375.8	

*offset with a reduction in temporary FTE in following table

~transferred from Court Services

Temporary Full-time Equivalents

Item	FTE	Comments
2019 Approved FTEs	35.3	
Community Services	1.0	Nurse Practitioner ¹
Community Services	1.0	Manager Resident and Family Support Services ¹
Community Services	2.0	Music Therapists ¹
Community Services	1.0	SAEO Program Evaluation and Advisor ¹
Public Works – Levy	1.0	Transportation Capital Planning Specialist ¹
Public Works – Levy	2.0	Transportation Office Assistants ¹
Public Works – Levy	1.0	Transportation Services Coordinator ¹
2019 Adjusted FTEs	44.3	
2020 Budget Changes		
Governance	1.0	Executive Admin Assistant To the Regional Chair ¹
Corporate Administration	1.0	Corporate Communications Advisor ¹
Corporate Administration	1.0	Diversity Action Plan
Corporate Administration	1.0	Community Safety and Well Being
Corporate Services	2.0	IT Info and Analytics team ¹
Public Health and Emergency Services	(2.0)	2019 PTSD Resources
Public Health and Emergency Services	1.0	2020 PTSD Resource
Public Health and Emergency Services	3.8	Emergency Communications Nurses – EMS System Transformation
Public Works – Levy	(1.0)	Transportation Services Coordinator*
Public Works – Levy	1.0	Project Manager – Airports
Total	53.1	

*offset by increase in permanent FTE in prior table

¹changes approved through C-HR-005 Corporate Delegation of Authority Policy

Multi-year Programs and Enhancements

Programs Deferred to 2021

Item	Amount	Description
Sports Tourism Bid	\$300,000	To attract more sports events to Niagara
Skilled Maintenance Worker at 1 District building	\$75,916	One FTE to maintain the new 1 District Police building in St. Catharines to be finished in 2020
Enviroic's Data	\$40,000	A data subscription that has been used by Public Health in a number of studies
External Mass Notification System	\$115,000	A system that would be used to notify residents of Niagara in the event of an emergency or disaster
Transportation Integrated Services Analyst	\$115,098	An analyst to support the Integrated Services Manager. The position would make it possible to implement key updates to Transportation Operations processes
Total	\$646,014	

Programs Deferred to 2022

Item	Amount	Description
Smarter Niagara Incentive Program	\$600,000	To re-establish a base budget for the Smarter Niagara Incentive Program, which is funded in 2019 with 2018 surplus.
Suicide Prevention Initiative	\$185,678	Per report PHD 8-2019 to add two additional Mental Health positions to increase response to suicide in Niagara
Travel Demand Modelling Software	\$100,000	Having software to model travel demand will assist staff in assessing permits and updating the Transportation Master Plan
Canada Summer Games Park Capital Reserve	\$320,000	To provide capital reserves for future facility capital requirements including replacement at end of useful life. To consider repurposing operating grant which ends in 2021.
Total	\$1,205,678	

Programs Deferred to 2023

Item	Amount	Description
Brock LINC (Learn, Innovate, Network, Connect)	\$300,000	Funding request from Brock. To consider repurposing Niagara College agri-food research grant when it ends in 2022