General Government Public Realm Investment Program East Fonthil Seating RR20 & Rice Road Parkette Queenston St* \$100 Prince Charles Dr* \$110 Prince Charles Dr* \$110 RR18 (Ontario St.), RR81 ((king St.)* \$10 Cvice Square Revitalization* \$30 RR20 ((Lundy's Lane Gateway Lighting and Bus Shelters)* \$100 Smithville Public Square* \$100 RR20 West Lincoln Smith Street Lighting Upgrades \$100 RR20 West Lincoln Smith Street Lighting Upgrades \$100 RR27 Welland Parkette Hellems/East Main St \$20 \$615 Sateway - Tax Increment Grant 287 Silverthorne/Buchner 287 Silverthorne/Buchner Waterfront Improvement Program Millennium Recreation Trail* \$400 Town of Lincoln Museum and Cultural Centre* \$250 Smarter Niagara Incentive Program Building and Facade Improvement Grant/Loan Program \$410 ESA Phase II ((Risk Assessment Plan) \$36 CIP/MasterPlanis/Official Plans Grant Program \$130 Heritage Restoration and Improvement Grant Public Realm Grant/Loan Program \$130 Residential Grant	Description		Amount
Public Realm Investment Program	Description		Amount
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Civic Square Revitalization* \$30 RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)* \$100	RR18 (Ontario St.), RR81 (King St.)*	\$10	
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Waterfront Improvement Program Millennium Recreation Trail* \$400 Town of Lincoln Museum and Cultural Centre* \$250 \$650 Smarter Niagara Incentive Program \$360 \$360 CIP/MasterPlans/Official Plans Grant Program \$410 \$36 ESA Phase II (Risk Assessment Plan) \$36 \$36 Heritage Restoration and Improvement Grant \$50 \$1,585 Public Realm Grant Program \$130 \$130 Residential Grant/Loan Program \$130 \$1,585 Total Encumbrances for General Government \$4,463 Corporate Administration \$13 Advertising Partnership with City of St. Catharines* \$13 Economic Development - Study and Lead Generation \$71 Total Encumbrance for Corporate Administration \$84 Corporate Services \$100 Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services \$85 Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$13 Total Encumbrance for Enterprise Resource Management Services	Gateway - Tax Increment Grant		
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Town of Lincoln Museum and Cultural Centre* \$250 \$650 Smarter Niagara Incentive Program Building and Facade Improvement Grant/Loan Program \$360 CIP/MasterPlans/Official Plans Grant Program \$410 ESA Phase II (Risk Assessment Plan) \$36 Heritage Restoration and Improvement Grant \$50 Public Realm Grant Program \$130 Residential Grant/Loan Program \$130 Residential Grant/Loan Program \$599 \$1,585 Total Encumbrances for General Government \$4,463 Corporate Administration Advertising Partnership with City of St. Catharines* \$130 Economic Development - Study and Lead Generation \$71 Total Encumbrance for Corporate Administration \$84 Corporate Services Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$100 Enterprise Resource Management Services Sustainability Review \$100 Community Services Gateway Residential Community Support \$289 Total Encumbrance for Community Services \$289 Flanning & Development New Regional Official Plan* \$391 Municipal Comprehensive Review* \$350	Waterfront Improvement Program		
Smarter Niagara Incentive Program Building and Facade Improvement Grant/Loan Program Building and Facade Improvement Grant/Loan Program CIP/MasterPlans/Official Plans Grant Program ESA Phase II (Risk Assessment Plan) ESSA Plans II (Risk Assessment II (Risk Assessment II (Risk Assessment	Millennium Recreation Trail*	\$400	
Building and Facade Improvement Grant/Loan Program CIP/MasterPlans/Official Plans Grant Program ESA Phase II (Risk Assessment Plan) ESA Phase II (Risk Assessment Plan) Public Realm Grant Program Residential Grant/Loan Program Statistian Partnership with City of St. Catharines* Sustainability Revices Sustainability Revices Sustainability Revices Resource Management Services Sustainability Review* Redway Residential Community Support Statistian Encumbrance for Enterprise Resource Management Services Sustainability Revices Resource Management Services Sustainability Revices Sustainability	Town of Lincoln Museum and Cultural Centre*	\$250	\$650
CIP/MasterPlans/Official Plans Grant Program ESA Phase II (Risk Assessment Plan) ESA Phase II (Risk Assessment Plan) Heritage Restoration and Improvement Grant Sto Public Realm Grant Program Residential Grant/Loan Program Residential Grant/Loan Program Residential Grant/Loan Program Stop Stop Stop Stop Stop Stop Stop Stop	Smarter Niagara Incentive Program		
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Heritage Restoration and Improvement Grant Public Realm Grant Program Residential Grant/Loan Program \$599 \$1,585 Total Encumbrances for General Government Corporate Administration Advertising Partnership with City of St. Catharines* Economic Development - Study and Lead Generation Total Encumbrance for Corporate Administration \$44463 Corporate Services Business Licensing Susiness Licensing Fine Total Encumbrance for Community Services Enterprise Resource Management Services Sustainability Review* Advertising Partnership with City of St. Catharines* Advertising Partnership with City of St. Catharines* Community Services Gateway Residential Community Support \$289 Total Encumbrance for Community Services Planning & Development New Regional Official Plan*	CIP/MasterPlans/Official Plans Grant Program	\$410	
Public Realm Grant Program \$130 Residential Grant/Loan Program \$599 \$1,585 Total Encumbrances for General Government \$4,463 Corporate Administration Advertising Partnership with City of St. Catharines* \$13 Economic Development - Study and Lead Generation \$71 Total Encumbrance for Corporate Administration \$84 Corporate Services \$100 Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services \$85 Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$13 Total Encumbrance for Enterprise Resource Management Services \$98 Community Services \$289 Gateway Residential Community Support \$289 Total Encumbrance for Community Services \$289 Planning & Development \$391 New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	ESA Phase II (Risk Assessment Plan)	\$36	
Residential Grant/Loan Program \$599 \$1,585 Total Encumbrances for General Government \$4,463 Corporate Administration Advertising Partnership with City of St. Catharines* \$13 Economic Development - Study and Lead Generation \$71 Total Encumbrance for Corporate Administration \$84 Corporate Services Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$13 Total Encumbrance for Enterprise Resource Management Services \$98 Community Services Gateway Residential Community Support \$289 Total Encumbrance for Community Services \$289 Planning & Development New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	Heritage Restoration and Improvement Grant	\$50	
Total Encumbrances for General Government\$4,463Corporate Administration	Public Realm Grant Program	\$130	
Corporate Administration Advertising Partnership with City of St. Catharines* \$13 Economic Development - Study and Lead Generation \$71 Total Encumbrance for Corporate Administration \$84 Corporate Services Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$13 Total Encumbrance for Enterprise Resource Management Services \$98 Community Services Gateway Residential Community Support \$289 Total Encumbrance for Community Services \$289 Planning & Development New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	Residential Grant/Loan Program	\$599	\$1,585
Advertising Partnership with City of St. Catharines* Economic Development - Study and Lead Generation Total Encumbrance for Corporate Administration S84 Corporate Services Business Licensing Total Encumbrance for Community Services Enterprise Resource Management Services Sustainability Review* Advertising Partnership with City of St. Catharines* Advertising Partnership with City of St. Catharines* Total Encumbrance for Enterprise Resource Management Services Sateway Residential Community Support Sateway Residential Community Support Sateway Residential Community Services Gateway Residential Community Services Sateway Residential Community Services Sateway Residential Community Services Sateway Residential Community Support Sateway Residential Community Services Sateway Residential Community Support Sateway Residential Community Services Sateway Residential Community Support Sateway Residential Community Support Sateway Residential Community Services Sateway Residential Community Services Sateway Residential Community Support	Total Encumbrances for General Government		\$4,463
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Business Licensing \$100 Total Encumbrance for Community Services \$100 Enterprise Resource Management Services Sustainability Review* \$85 Advertising Partnership with City of St. Catharines* \$13 Total Encumbrance for Enterprise Resource Management Services \$98 Community Services Gateway Residential Community Support \$289 Total Encumbrance for Community Services \$289 Planning & Development New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	Corporate Services		
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Sustainability Review* Advertising Partnership with City of St. Catharines* Total Encumbrance for Enterprise Resource Management Services Gateway Residential Community Support Total Encumbrance for Community Services Planning & Development New Regional Official Plan* Municipal Comprehensive Review* \$85 \$13 \$289			
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Gateway Residential Community Support Total Encumbrance for Community Services Planning & Development New Regional Official Plan* Municipal Comprehensive Review* \$289 \$289			
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Planning & Development New Regional Official Plan* Municipal Comprehensive Review* \$391			
New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	Total Encumbrance for Community Services		\$289
New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61			
New Regional Official Plan* \$391 Municipal Comprehensive Review* \$61	Planning & Development		
Municipal Comprehensive Review* \$61			\$301
	Environmental Planning Review*		\$53

Description	Amount
Highly Vulnerable Aquifer Reviews*	\$18
Ontario Tender Fruit Irrigation Ambassador	\$16
Stormwater Management Guidelines	\$125
Total Encumbrance for Planning and Development	\$664
Public Health	40=
EMS System Redesign*	\$65
Total Encumbrance for Public Health	\$65
Niagara Regional Housing	
Integrated Housing Solution Software*	\$31
Designated Substance Survey*	\$110
Masonry Wall Investigation	\$87
K3D Thermostat Technology	\$507
Total Encumbrance for Niagara Regional Housing	\$735
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Public Works - Transportation	
Emerald Ash Bore*	\$178
Spring Tree Planting	\$64
Complete Streets Design Manual	\$400
Niagara Transit Governance Study	\$207
Total Encumbrance for Public Works - Transportation	\$849
Public Works - Waste Management	
Fairness Advisor for MRF Opportunity Review*	\$25
MRF Opportunity Review*	\$345
Long-Term Waste Management Strategic Plan*	\$400
Service level change campaign	\$40
Total Encumbrance for Public Works - Waste Management	\$810
Total Elicumbiance for Fublic Works - Waste Management	φοιυ
Public Works - Water/Wastewater	
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	\$1,229
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	\$2,083
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	\$1,089
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	\$1,851
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)	\$1,968
Total Encumbrance for Public Works - Water/Wastewater	\$8,220
TOTAL 2019 ENCUMBRANCE	\$16,377

^{*} Encumbrance balance carried over from 2018