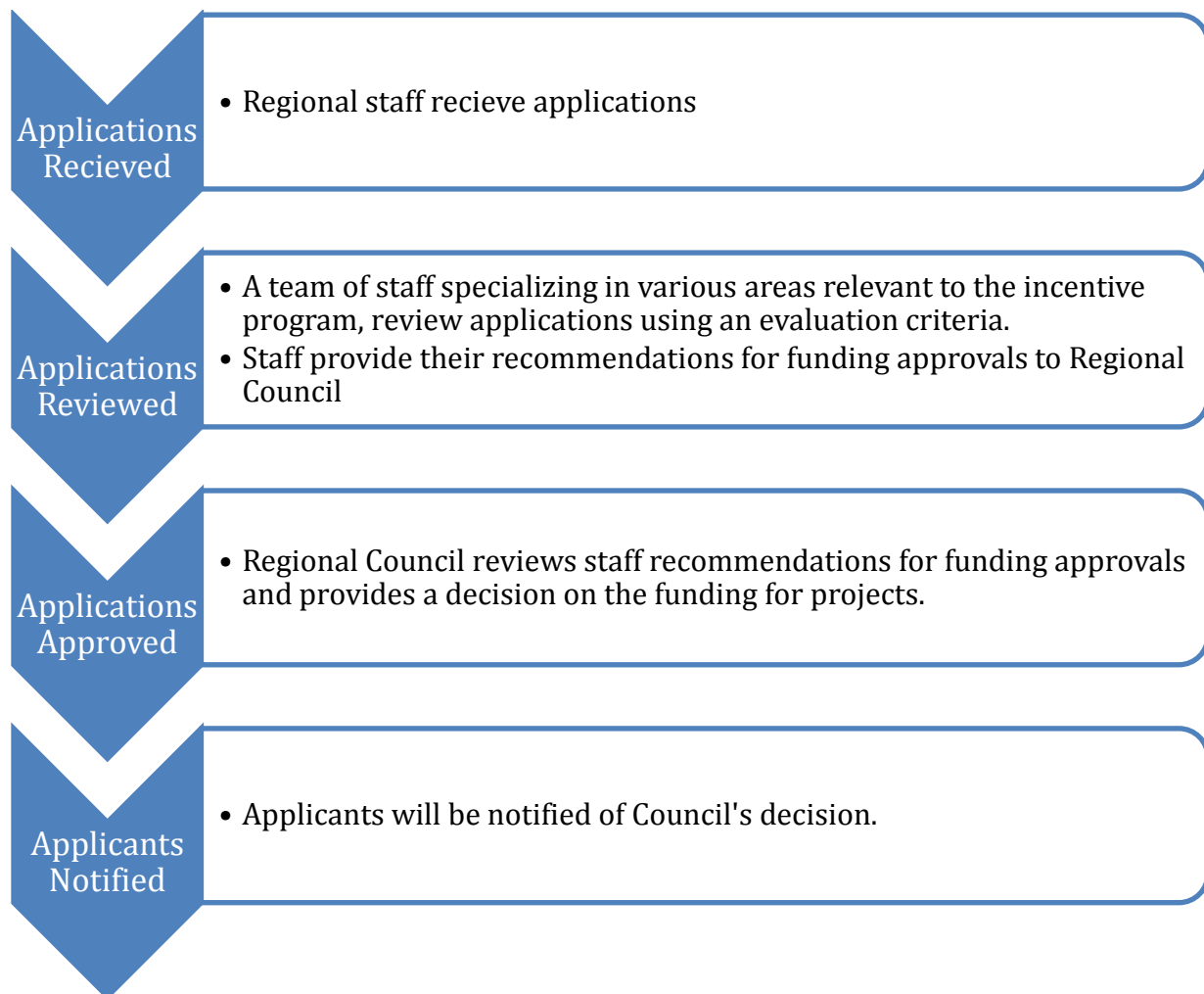


## Appendix 1: Proposed Adjudication Process



## Appendix 2: Proposed Application with Business Case

Section A: Project Overview			
1. Name of the organization:			
2. Mailing address of the organization	Address	City/Town	Postal Code
3. Names of organization's representatives who will be overseeing the project	Primary Contact	Title	
	Phone	Email	
	Secondary Contact	Title	
	Phone	Email	
Project Name:			
4. Requested Funding Amount Up to 50% of the local municipal contribution	\$		
5. List additional sources of project funding including other grants, funds on hand, and proposed fund-raising. Indicate whether or not each source of funding is confirmed and provide supporting documentation.	Source	Amount	Confirmed
	1.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	2.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	3.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	4.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	5.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	6.	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<i>*Details on funding sources should be provided in Section B.</i>		
6. a) Total project cost: If this is a multi-year project, please indicate how much funding is being requested per year. b) Project Phasing: Is phasing your project over multiple years an option? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>* Details on the project costs should be provided in Section B</i>	Amount	Year	
	\$		
	\$		
	\$		
7. Has the project received	<input type="checkbox"/> Yes <input type="checkbox"/> No	Amount	Year

<p><b>prior funding through the Waterfront Investment Program*?:</b></p> <p><i>* Formerly the Lakefront Enhancement Incentive Program</i></p>	<p>If yes, please indicate the year(s) and funding amount(s)</p>	\$			
		\$			
		\$			
<p><b>8. Does the project include a significant public realm investment?</b></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>*Details on the public realm component should be provided in Section C</p>				
<p><b>9. Has the project application and funding received endorsement from your Council and/or Board?</b></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>Attach a copy of the Council and/or Board resolution</i></p>				
<p><b>10. Project Site Address</b> Provide a complete, accurate indication of exactly where the project is planned. A site plan is helpful.</p>	<p>Site Address:</p>	<p>Property owned by:</p>			
<p><b>11. Anticipated Start &amp; End Dates</b></p>	<p>Start Date</p> <p><a href="#">Click here to enter a date.</a></p>	<p>End Date</p> <p><a href="#">Click here to enter a date.</a></p>			
<p><b>Section B: Business Case</b></p> <p><i>If the funding request is for an amount greater than \$10,000, please complete this entire section. If the funding request is for \$10,000 or less, please complete questions 12, 14, 15.1 and 15.2.</i></p>					
<p><b>12. Executive Summary</b></p> <p><i>Provide an executive summary (high level) that captures only the essential elements of the business case being presented. Include the business case's most pertinent facts in a clear, concise, and strategic overview.</i></p> <p><a href="#">Click here to enter text.</a></p>					
<p><b>13. Issues/Opportunities and Desired Outcomes</b></p> <p><i>Complete the following sections to identify the need (problem or opportunity) that this project is addressing and the desired outcomes of the investment.</i></p>					
<p><b>13.1 Needs/Issues</b></p>					

*Provide a clear articulation of the business need in the form of a well-structured statement that addresses the problem or opportunity. This statement should be no more than one or two sentences.*

[Click here to enter text.](#)

### **13.2 Drivers for Investment**

*Identify the drivers that have triggered this project. Both internal and external drivers of change should be identified and clearly linked to the needs/issues.*

[Click here to enter text.](#)

### **13.3 Investment Outcomes**

*Describe the anticipated outcomes of the investment (high level). An investment outcome is the expected result or benefit that you are striving to achieve at the end of the project.*

[Click here to enter text.](#)

### **13.4 Strategic Fit**

*To make a robust case for change, the business case should demonstrate how the proposed investment fits within the broader strategic context and contributes toward defined goals and objectives (e.g., existing plans, policies, corporate priorities).*

[Click here to enter text.](#)

## **14. Analysis**

*Provide an analysis of the at least three options, including the status quo, and preferred option, that were considered and how they were evaluated. Include the evaluation criteria that will be used for screening and analysis of the options and will ultimately determine an overall recommendation. The criteria should include consideration for:*

Evaluation Criteria

Overview of Options

*Summarize the scope of work and project outcomes for each option.*

Costs

*Provide a brief summary of the cost estimates and link them with the components of the work streams.*

Return on Investment

*Provide an estimate for the return on investment through future sustained revenue for the various options and the details of how this calculation was made (e.g., assessment value, taxes, estimated useful life/yr, sales receipts).*

<p><b>Employment</b></p> <p><i>Provide information on the number of jobs that this project will create in the short and long term (Full Time Equivalent (FTE) – the number of working hours that represents one full-time employee during a fixed time period).<sup>1</sup></i></p>
<p><b>Implementation Capacity</b></p> <p><i>Demonstrate the ability of the application(s) to both deliver the investment and manage it throughout its life span.</i></p>
<p><b>Schedule and Approach</b></p> <p><i>Identify the core work streams and associated milestones (i.e., a project timeline).</i></p>
<p><b>Risks</b></p> <p><i>Describe the various attributes of each risk. Provide an option risk summary, which should identify risk, probability, impact, mitigation and contingency, outcome, tolerance, and a risk assessment summary rating. It may be preferable to present the option risk summary for each option in a table format.</i></p>
<p><b>Other Criteria</b></p> <p><i>Applicants can develop additional criteria that were used to evaluate the options.</i></p>
<p><b>15. Recommendation (Preferred Option)</b></p>
<p><b>15.1 Deciding Factors</b></p> <p><i>Identify the deciding factors (e.g., financial and strategic) for selecting the preferred option.</i></p> <p><a href="#">Click here to enter text.</a></p>
<p><b>15.2 Funding Source(s)</b></p> <p><i>Provide a detailed list of how the project will be funded (e.g., tax levy, development charges and fees, sale of assets, or other contributions)</i></p> <p><a href="#">Click here to enter text.</a></p>
<p><b>15.3 Contracting and Procurement</b></p> <p><i>Provide information concerning the procurement vehicle, and precisely how it will be utilized.</i></p> <p><a href="#">Click here to enter text.</a></p>

<sup>1</sup> Full Time Equivalent calculation example – a normal full time employee works 1680 hours per year (35 X 48 weeks [52 weeks – 4 weeks of vacation]). Someone working 1420 hours during that year would represent at .84 FTE (1420/1680). Two employees working in total 1600 hours during that same period would represent .97 FTE.

#### **15.4 Implementation Plan**

*Outline how the project will be implemented. Provide an implementation plan (strategic work plan) to demonstrate that the proposed investment has been appropriately thought through and that the estimates presented are within an acceptable degree of accuracy.*

[Click here to enter text.](#)

#### **15.5 Stakeholder Analysis**

*Describe the stakeholders involved in this project by considering the types of stakeholders, their specific roles, and their contributions to the realization of the investment.*

[Click here to enter text.](#)

#### **15.6 Project Management Strategy**

*Outline how the project will be managed during its lifecycle and through post-implementation.*

[Click here to enter text.](#)

#### **15.7 Risk Management Strategy**

*Demonstrate that there are plans in place to manage the risks of the project.*

[Click here to enter text.](#)

#### **15.8 Ongoing/Long-term Management Strategy**

*Describe how the outcomes of the project will be managed on an ongoing or long-term basis (e.g., maintenance considerations, advertising, revenue collection, etc.)*

[Click here to enter text.](#)

#### **15.9 Performance/Outcome Management Strategy**

*Describe how the organization will address outcome management (i.e., tracking of outcomes, outcome target metrics and time frames, and outcome reporting process).*

[Click here to enter text.](#)

### **Section D: Public Realm, Design and Sustainability Performance**

**16. Public Realm:** Describe the public realm components of the project and how they will provide a shared regional asset for the public.

**17. Design Performance:** Describe how design features have been incorporated into the project in order to improve multi- modal access to a site, connect to existing networks of destinations and/or be integrated into the surrounding community.

[Click here to enter text.](#)

**18. Sustainability Performance:** Describe how the project will contribute to a sustainable waterfront through ecological improvements, education and awareness building, energy conservation, etc.

[Click here to enter text.](#)

**Section E: Property Acquisition** To be completed for any acquisition related projects<sup>2</sup>

**19. Are you seeking support for:**

- ☐ Easement (if so, what are the terms of the arrangement?  
\_\_\_\_\_)
- ☐ Lease (if so, what are is the length of the lease? \_\_\_\_\_)
- ☐ Ownership/Acquisition

**20. General Site Information**

Provide site photos and any other relevant background information on the property.

Lot Size:

Date Listed: [Click here to enter a date.](#)

Assessed Value:

Listed Price:

Purchase Price:

Taxes :

Current Use:

Zoning:

Official Plan Designation:

Other information pertinent to the site:

**21. Describe any planning tools that have been used in advance of acquisition:**

[Click here to enter text.](#)

**22. Describe any operational or maintenance considerations for this property (i.e., access to site, municipal servicing needs, erosion control and grading measures, existing structures or buildings, sand dunes, species at risk)?**

<sup>2</sup> Some of the information being requested in Section D may have already been provided in Section B. If this is the case, please either repeat the information in Section D or reference where the information may be found elsewhere in the application.

<p><b>23. Is the site a brownfield, which may require soil and/or water remediation?</b> If applicable, please provide an overview of any remediation techniques that may be required and the plan for implementing them in <b>Section B</b>.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure</p>
<p><b>24. Adjacent Properties:</b> Describe adjacent properties – their ownership and use, as well as potential opportunities and/or conflicts that may arise. If applicable, please indicate any risks associated with adjacent property owners in.</p> <p><a href="#">Click here to enter text.</a></p>	
<p><b>Other Project Details</b></p>	
<p>Provide any additional information that you feel will help the evaluation committee better assess the merits of the project.</p> <p><a href="#">Click here to enter text.</a></p>	

\_\_\_\_\_  
Applicant Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Authorized Authority Signature

\_\_\_\_\_  
Date

If there are any questions concerning the application process or the partnership funding rules please forward them to:

TBD  
 Senior Planner, Community and Long Range Planning  
 Planning and Development Services Department  
 Niagara Region  
 2201 St. David's Road, P.O. Box 1042 Thorold, ON L2V 4T7  
 Telephone: 685-1571 FAX: 641-5208



## Appendix 3: Proposed Evaluation Criteria

### Waterfront Investment Program 2016 Evaluation Criteria Form

**Application Checklist** – Please ensure that the following are included:

Criteria	Checklist
Are there committed resources and/or funding for the project to at least match the requested funding amount (a copy of documentation has been provided)?	<input type="checkbox"/> Yes
Has the project been supported by a Council or Board resolution (a copy of the resolution has been provided)?	<input type="checkbox"/> Yes
Has documentation to verify additional sources of project funding listed in the application been provided?	<input type="checkbox"/> Yes
Has budget, quotes or estimates for the total project cost been provided?	<input type="checkbox"/> Yes
Does the project have a public realm component?	<input type="checkbox"/> Yes
Is the project located within the boundaries for waterfront features?	<input type="checkbox"/> Yes
If undertaking an acquisition project, has the relevant information been completed?	<input type="checkbox"/> Yes <input type="checkbox"/> N/A

### Evaluation Criteria

Criteria	Descriptor	Applicable Section in the funding application	Maximum Rating Available	Evaluation Rating	Scoring Guide – Degree to which the Application clearly demonstrates, in a measurable fashion, that it meets the criteria		
			Total = 100		Weak	Moderate	Strong
Project Rationale and Implementation			45 points				
Project Description and rationale	Provides a rationale for the project and description of projected outcomes?	Section B	5		Provides a description of the outcomes, but is missing a few key items.		Provides a detailed and clear rationale and description of the outcomes.
	Provides a description of how the project’s successes will be measured?	Section B	5		Provides description of how the outcomes will be reported, but is missing a few key items.		Provides a detailed and clear description of how the outcomes will be reported.
	Will the project provide benefits to residents throughout Niagara region?	Section B	5		Is expected to provide benefits that will benefit local residents.		Is expected to provide region-wide benefits.
Project Support and Status	Provides an overview of the planning and design work that has been completed to date?	Section B	2		Provides an overview of the planning and design work		Provides a comprehensive overview of the

Criteria	Descriptor	Applicable Section in the funding application	Maximum Rating Available	Evaluation Rating	Scoring Guide – Degree to which the Application clearly demonstrates, in a measurable fashion, that it meets the criteria		
			Total = 100		Weak	Moderate	Strong
					completed to date, but is missing a few key items.		planning and design work completed to date.
	Is the project grounded in Regional or Municipal plans?	Section B	3				Provides a clear summary of how the project connects to Regional and municipal plans.
Project Work Plan	Provides a detailed and realistic overview of the project work plan, including: <input type="checkbox"/> Milestones <input type="checkbox"/> Project timeline and phasing <input type="checkbox"/> Planning and consultation process	Sections E	7		Provides an overview of the project work plan, but is missing a few key items.		Provides a detailed and realistic overview of the project work plan.
Project Team and Reporting Structure	Provides a detailed explanation of the project team and reporting structure, including: <input type="checkbox"/> Ongoing project maintenance strategy <input type="checkbox"/> Project monitoring	Sections E	3		Provides a clear overview of the project team and reporting structure, but is missing a few key items.	Provides a clear overview of the project team and reporting structure, but is missing a few minor items.	Provides a clear overview of the project team and reporting structure.
	Are their sufficient resources and plans in place to support ongoing maintenance of the project outcomes?	Sections E	5		Provides a plan for ongoing maintenance, but it is not clear if it is supported by the appropriate resources to accomplish them.		Provides realistic and detailed plan for ongoing maintenance and the resources to accomplish it.
Project Financials	Provides an overview of the project budget and sources of funding?	Section A	5		Provides an overview of the project budget, but is missing a few key items.		Provides a clear overview of the project budget.
Risk Management	Provides a detailed explanation of the anticipated risks, constraints and/or challenges and a detailed explanation of potential strategies for the mitigation of risks, constraints and/or challenges??	Section E	5		Provides an explanation of the risks, constraints and/or challenges and of potential strategies for the mitigation, but is missing a few key items.		Provides a detailed explanation of the risks, constraints and/or challenges and explanation of potential strategies for the mitigation.
Economic Performance			40 points				

Criteria	Descriptor	Applicable Section in the funding application	Maximum Rating Available	Evaluation Rating	Scoring Guide – Degree to which the Application clearly demonstrates, in a measurable fashion, that it meets the criteria		
			Total = 100		Weak	Moderate	Strong
Economic Impact	What is the construction value of the project?	Section B	5		<\$50,000	≥ \$50,000-\$1,000,000	≥ \$1,000,000
	What impact will the project have on land development interests?	Section B	5		Based on the level of investment, the project is expected to attract new investments, which is inferred, but not specifically outlined within the application.		Based on the level of investment, the project is expected to attract new investments, which has been demonstrated in the application.
	How will the project attract visitors and residents?	Section B	5		Minimal consideration has been made for attracting visitors and residents.		Extensive plans will be developed to attract visitors and residents to the area.
Employment Impact	Will the project create new jobs?	Section B	5		1-9	10-30	≥30
Investment Potential	Will there be any private sector investments in this project or as a result of this project?	Section B	5		Yes, the minority of the investment.		Yes, the majority of the investment.
	Will the project result in an increase in assessment value?	Section B	5		<10%-19%	20-%29%	>30%
	Will the project result in other sources of revenue (e.g., taxes, sales)?	Section B	5		Yes, there will be enough revenue that the investment will be paid back to the local municipality only.		Yes, there will be enough revenue that the investment will be paid back to all investors within 10 years.
	What is the estimated useful life of the asset based on total cost/yr)?	Section B	5		<\$5,000-\$9,999	\$10,000-\$29,000	>30,000
<b>Design and Sustainability Performance</b>			<b>20 points</b>				
Design	Does the project have significant public realm components?	Section C	4		The project will offer public access, but it will be restricted.	The project will provide visitors and residents with year round, publically accessible waterfront access.	The project will provide visitors and residents with year round, publically accessible waterfront access AND offers amenities and activities for their enjoyment.

Criteria	Descriptor	Applicable Section in the funding application	Maximum Rating Available	Evaluation Rating	Scoring Guide – Degree to which the Application clearly demonstrates, in a measurable fashion, that it meets the criteria		
			Total = 100		Weak	Moderate	Strong
	Will the project provide for multi-modal access to individual lakefront assets along the shoreline?	Sections C	2		Will increase accessibility to a destination by one or more means.	The destination already has multiple modes of access, but some modes are more difficult than others.	Essential for creating multi-modal access to an existing destination  OR  The destination already has multiple modes of access.
	Will the project help expand networks to connect existing lakefront assets or be an addition to an existing cluster of lakefront destinations?	Sections C	2		Will be a <b>new destination</b> that is part of a cluster of other destinations in the area.		Will help to improve connections to an <b>existing destination</b> .
	Will the project be integrated with the surrounding area?	Sections C	2		The functions of the project are in line with the surrounding area.		The project will produce public space(s) that complement the activities in the existing area.
Sustainability	Will the project create ecological improvements along the waterfront?	Sections C	2		Design considerations have been made to sustain the ecological environment along the shoreline.		The project will help to improve ecological conditions along the waterfront through specific design features.
	Will the project improve existing shoreline and/or beach conditions?	Sections C	2		Measures to improve beach conditions will be made.		Extensive shoreline erosion measures or to improve the beach have been incorporated into the design.
	Will the project foster improved public knowledge and awareness of lakefront environments?	Sections C	2		The project will improve public knowledge and awareness of a lakefront destination.		Extensive design features have been incorporated in to the project to improve public knowledge and awareness of a lakefront destination.
	Is the project within an urban area?	Sections A	2		The project is located		The project is located

Criteria	Descriptor	Applicable Section in the funding application	Maximum Rating Available	Evaluation Rating	Scoring Guide – Degree to which the Application clearly demonstrates, in a measurable fashion, that it meets the criteria		
			Total = 100		Weak	Moderate	Strong
					within a low density urban area.		within a high density urban area.
<b>Acquisition Criteria</b>							
	If the project involves purchasing a new lakefront asset, were other planning tools explored in advance of purchasing the asset?	Section F	Y/N				
	If the project involves purchasing a new lakefront asset, is the asset connected to an existing asset?	Sections F	Y/N				
	If the project involves purchasing a new lakefront asset, is the asset considered substantial enough to be a new destination (i.e., large parcels, assets with significant natural or cultural value, lakefront property that is closely connected to an existing destination?	Sections F	Y/N				

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**Appendix 4: 2016 Application Guide**

<b>2016 Application Guide</b>
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The Waterfront Investment Program (formerly the Lakefront Enhancement Strategy) is 10 year, \$10 million incentive program (\$1 million each year) for municipalities and non-profit organizations looking to enhance their waterfronts for public enjoyment. The program is also intended to facilitate partnerships with private sector businesses in order to leverage Regional investment.

**Available Funding**

The total maximum contribution to an applicant under the Waterfront Investment Program cannot exceed \$1 million per every 3 years.

Examples:

- If an applicant received \$1 million in 2014, the applicant is not eligible for additional funding until 2017.
- If an applicant received \$200,000 in 2014 and \$300,000 in 2015, they will be eligible for a maximum of \$700,000 in 2018.

**Eligibility Criteria**

In order to be eligible for support, projects must meet the following criteria:

- Projects must be located within the boundaries of at least one of the following:
  - Lakefront – Projects that are within approximately 5 km of the shorelines of Lake Erie and Lake Ontario

- Inland Waterfronts – Projects that are within approximately 500 metres (250 metres on either side, extending from the centre line of water features) for the following features:

- |                 |                 |                   |
|-----------------|-----------------|-------------------|
| – 4 Mile Creek  | – 18 Mile Creek | – Black Creek     |
| – Welland Canal | – Jordan        | – Beaver Creek    |
| – Martindale    | Harbour/20 Mile | – Quarry Ponds    |
| Pond/12 Mile    | Creek           | – Wainfleet Bog   |
| Creek           | – 40 Mile Creek | – Historic Feeder |
| – Lake Gibson   | – Niagara River | Canal             |
| – Decew Falls   | – Hydro Canal   | – Welland River   |
| – 15 Mile Creek | – Welland River |                   |
| – 16 Mile Creek | – Lyon's Creek  |                   |

\* Projects adjacent to minor drainage tributaries, agricultural drains and other minor hydrologic features will not be eligible for funding under the program.

- Projects must include a significant public realm investment.
- Projects must be at least one of the three project types:
  - **Construction** (e.g., Construction of trails, public washroom facilities, revetments, and/or groynes to improve access, comfort, and safety)
  - **Installation** (e.g., Create 'waterfront access' signage which would help visitors and local residents access the waterfronts from trail networks and connect the waterfronts to public amenities, restaurants and shopping areas)
  - **Land Acquisition** (e.g., purchase of a land parcel that is adjacent to an existing public beach)
- Funding may be awarded for planning, design and feasibility studies if these studies are part of a project that qualifies as at least one of the three eligible project types.
- Projects may be undertaken over multiple years and the funding may be paid out for milestones, where this arrangement has been agreed to in covering agreement.
- Projects must be undertaken by or in partnership with a local municipality in Niagara region or the Niagara Peninsula Conservation Authority to be considered for funding.
- Private sector organizations may partner with a municipality on projects.

## Application Process and Deadline

1. Applicants must complete the Waterfront Investment Program application form to be considered for funding.
2. Applications for the Waterfront Investment Program will be reviewed on an annual basis, unless there is funding still available later in the year. Under these circumstances, there may be a second call for applications.
3. Applications for the 2016 budget year are due **September 15, 2016**

4. Applications should be sent in electronic format to:

TBD

Senior Planner, Community and Long Range Planning

Niagara Region

Email:

The application form is a fillable Word Doc. You may save your file as follows:

2016 WIP Funding Application\_*YourOrganization\_Project Title*

### **Selection Considerations**

The selection process is managed by Niagara Region and will be determined based on evaluation criteria. Final approval for project funding will be made by Regional Council.

Priority will be given to waterfront investment projects that are regional in scope and impact and that have the potential to be catalysts to produce the greatest value for future investments and sustainable revenue. Characteristics of a priority project include:

- Contributes to regional economic prosperity
- Leverages non-governmental sources of funding
- Enhances an existing assets versus creating a new asset
- Are urban, compact and complete in nature
- Achieves high standards for design and energy efficiency
- Are operationally sustainable
- Positively impact values in the surrounding area

### **Partnership Funding Rules**

- a) A Non-Governmental Organization (NGO) must be aligned with a municipality, Niagara Region or Niagara Peninsula Conservation Authority in order to apply for funding.
- b) Private sector organizations may partner with a local municipality in order to leverage local and Regional investment. This partnership must be in accordance with the *Municipal Act* and *Planning Act* or any other relevant legislation.
- c) Projects must demonstrate broad benefit to the Niagara region.
- d) Niagara Region will contribute up to 50% of the local municipality's contribution.
- e) Total funding provided by Niagara Region will not exceed \$1,000,000 over a 3 year period.
- f) The local area municipality involved must contribute half of the estimated annual project costs in cash.
- g) Regionally funds will not be committed to operational costs, such as staff salaries, equipment, regular maintenance and operations, etc. (for a more detailed list of eligible and ineligible expenses, see the table below).



- h) A covering agreement will be executed between Niagara Region and participating partner.
- i) Funding payment will be made following the delivery of a report describing the successful completion of the project. More details on the requirements for invoice submission can be found in the [Guidelines for Invoice Submission](#) document, which will accompany the covering agreement.

---

If there are any questions concerning the application process or the partnership funding rules please forward them to:

TBD  
Senior Planner, Community and Long Range Planning  
Planning and Development Services  
**Niagara Region**  
2201 St. David's Road, P.O. Box 1042 Thorold, ON L2V 4T7  
Telephone: 685-1571  
FAX: 905-641-5208

## Examples of Eligible and Ineligible Expenses

Examples of Eligible Expenses	Examples of Ineligible Expenses
<ul style="list-style-type: none"> <li>• External contract work (e.g., consulting fees, construction contract)</li> <li>• Costs for initial project definition and assessment (e.g. to confirm project parameters, investment level requirements, market and environmental impacts)</li> <li>• Contract costs for design, engineering, procurement and construction services</li> <li>• Costs associated with construction and installation materials</li> <li>• Costs associated with environmental assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Costs for production systems and equipment</li> <li>• Salary costs for municipal/agency staff design, engineering, procurement and construction</li> <li>• Salary and contract costs for municipal/agency staff implementing and commissioning work</li> <li>• Salary and contract costs for municipal/agency staff project management and related administrative costs</li> <li>• Marketing and public relations costs and salaries</li> <li>• Costs related to project operation</li> <li>• Costs associated with the regular maintenance or operations of a facility or lands</li> <li>• Property taxes</li> <li>• Legal fees</li> <li>• Insurance</li> <li>• Interest</li> <li>• The reimbursable portion of any sales taxes, inclusive of provincial sales taxes and any goods and services taxes</li> <li>• Any income tax or surtax</li> <li>• Fines and penalties</li> <li>• Depreciation of assets</li> <li>• Amortization of unrealized appreciation of assets</li> <li>• Provisions for contingencies</li> <li>• Losses on other projects, contracts, investments, bad debts and expenses for the collection thereof</li> </ul>

## **Appendix 5: Waterfront Enhancement Study**

Attached

**Note from the Office of the City (of St. Catharines) Clerk:**

A link to Appendix 5 is provided, but can also be found on the Niagara Region's website, Planning and Development Committee Agenda, June 22, 2016, Item 5.3 starting on Page 248.